

# COMMUNICATION MANAGEMENT

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Effective communication is crucial for every organization. This fully online master's degree program provides you with the tools to play a central role in developing and implementing effective communication strategies. From the nuance required to handle interpersonal conversations or lead organizational change, to the strategy behind impactful digital communication or training, our curriculum develops your expertise in meaningful, data-driven storytelling.

Our commitment to practical application is evident in our hands-on projects and real-world case studies. These experiences allow you to not only grasp theoretical concepts but also gain practical insights into applying communication strategies. We understand the importance of staying current with industry trends. The program receives direction from an Advisory Board made up of senior industry experts, ensuring that our curriculum stays aligned with the latest industry trends. In addition, our instructors bring extensive industry experience to every course, providing you with valuable perspectives and practical knowledge. Finally, our curriculum integrates the latest technologies and tools used in professional communication, ensuring you graduate with a skill set aligned with industry demands.

Through this comprehensive program, you'll enhance your ability to strategically craft messages, measure their impact, and create desired outcomes. Whether your goal is gaining stakeholder buy-in, gathering participant feedback, engaging target audiences, or building brand awareness, graduates of this program are well-positioned to take their careers to the next level. You will demonstrate advanced critical thinking skills and possess a refined sophistication for applying communication best practices strategically in various contexts. Elevate your career with a master's degree that goes beyond theory, providing you with practical skills and industry connections needed for success in the ever-evolving field of professional communication.

This degree equips students with the skills to:

- Integrate learning by connecting course concepts with personal and professional experiences, allowing for the synthesis and application of knowledge in diverse situations.
- Develop critical thinking skills, encouraging a thorough exploration of issues, ideas, and events before forming opinions or drawing conclusions.
- Demonstrate intercultural communication competence, applying behaviors and skills effectively in various contexts to foster cultural sensitivity and adaptability.
- Exhibit organizational literacy, understanding the role of communication in organizations and its relationship with essential functions such as structures, finance, and strategy.
- Hone effective communication skills to craft strategic plans, campaigns, or interventions tailored to meet organizational or client needs, demonstrating the ability to align communication efforts with overarching goals.

## **Master of Arts in Communication Management with a Concentration in AI Strategy and Application in Communication**

This concentration is designed for communications professionals and leaders seeking to leverage AI effectively and responsibly for application in industry. This program focuses on providing a working knowledge of AI's capabilities, limitations, and ethical considerations, alongside practical skills for developing AI-driven solutions. It aims to prepare leaders and decision-makers to ethically harness AI strategically to meet organizational goals and adapt to the evolving AI landscape.

This concentration prepares students to:

- Apply a working knowledge of AI capabilities, limitations, and practical applications in order to develop strategies and adapt to a changing AI environment.
- Evaluate ethical, policy, and governance considerations in order to influence ethically responsible AI practices.
- Analyze the strategic potential of various AI tools and solutions to accomplish organizational goals.
- Develop communication solutions through the application of AI competencies.

## **Master of Arts in Communication Management with a Concentration in Advancing Diversity, Equity, and Inclusion in Organizations**

Advancing diversity, equity, and inclusion is critical to achieving organizational goals, positioning organizations for success in today's world, and creating environments where everyone has the opportunity to thrive. In this master's degree concentration, you will gain skills that are crucial for advancing equity as an integrated part of organizational strategy while developing solutions that meaningfully leverage diversity to create a culture of belonging. Learn about the historical,

cultural, and economic factors that shape identity and apply appropriate tools and techniques to help organizations achieve their vision for change as it relates to diversity, equity, and inclusion practices.

This concentration prepares students to:

- Assess the influence of historical, social, cultural, and economic factors in shaping one's identity and conceptions of diversity, equity, and inclusion practices.
- Integrate an understanding of social and cultural difference, perspective-taking, and empathy to better inform interpersonal communication and problem-solving strategies.
- Develop practices that advance equity as an integrated component of organizational strategy.
- Design solutions that meaningfully leverage diversity to achieve organizational goals and cultivate a culture of belonging across different organizational settings.
- Apply change models, tools and techniques to successfully achieve a vision for change.

### **Master of Arts in Communication Management with a Concentration in Learning and Development**

Take your ability to effectively facilitate adult learning to the next level. As organizations continue to invest in improving employee performance, this program will prepare you to lead learning and development efforts by leveraging your technology, facilitation, and evaluation skills. From design to implementation, learn to strategically execute entire L&D programs and specialized initiatives from start to finish.

This concentration prepares students to:

- Design and execute projects from needs assessment through design, delivery, implementation, and evaluation
- Elucidate key components of adult learning theories; assess contributions of these theories; articulate challenges to, limits of, and new directions for these theories; and apply them to meet organizational needs
- Identify, analyze, choose, and defend best instructional strategies and techniques to achieve learning objectives
- Develop advanced facilitation and communication skills and demonstrate the ability to respond appropriately to varied audiences with diverse needs and across platforms
- Evaluate and communicate impact of projects using most relevant metrics and analytics

### **Master of Arts in Communication Management with a Concentration in Marketing Communication**

Discover the power of brands to move an audience while learning how to craft, deploy, and measure campaigns from start to finish. Create integrated marketing plans that are driven by strategic objectives, backed by data-informed decisions, and deliver desired results. Apply your learning from each course as you receive hands-on experience evaluating traditional and digital marketing communication tactics while digging deep into marketing trends.

This concentration prepares students to:

- Design, manage, and measure persuasive, integrated marketing communication campaigns
- Assess the current scope and learn how to anticipate future trends in traditional, social, mobile, email, and search marketing
- Measure marketing communication efforts and create plans to adjust and defend future decisions based on results
- Create strategies to elevate an organization's or client's marketing and branding efforts through the use of appropriate tactics

### **Master of Arts in Communication Management with a Concentration in Organizational Communication**

Effective communication and advanced problem-solving skills are at the top of every organization's wish list. Are you prepared to meet the demand? Find the key to your next job or your next promotion in the communication field. Learn to harness the potential of your team, manage change initiatives, and meet needs by persuading stakeholders. In this program, you will enhance and deepen your interpersonal, organizational, and managerial abilities.

This concentration prepares students to:

- Articulate and defend various interpersonal and organizational communication techniques to make contextually appropriate decisions
- Evaluate and utilize business communication concepts, tools, and presentation techniques
- Assess and apply theories and best practices of group and team dynamics
- Identify barriers of effective communication and develop plans to ensure productive outcomes

- Create strategies to lead change by applying principles of change, critical change dynamics, and processes for knowledge transfer within organizations

## Master of Arts in Communication Management with a Concentration in Organizational Development

Successful organizations are dynamic entities that are constantly adjusting goals, organizational structures, and strategies in response to varying organizational needs and influences. Sometimes these adjustments are large, but quite often there are a series of small to mid-size changes that affect employees and processes, resulting in the need for an organizational development (OD) intervention. In this concentration, students learn about organizations, organizational culture, and effective intervention strategies. Students also learn the history, challenges, and successes of OD and the different models and techniques to warrant a productive culture in a variety of organizational sizes, sectors, and types. An OD intervention strategy is created by defining the role of the practitioner as an internal or external consultant and constructing a diagnosis plan, synthesizing data from interviews and observations, and effectively communicating the findings in various applicable formats. Finally, a personal philosophy regarding change is developed and then examined through the context of analyzing organizational values and ethics, culture, and the human impact of change on employees.

This concentration prepares students to:

- Articulate and define organizational development, history of OD, and challenges and possibilities using an intentional OD intervention
- Develop and defend a personal philosophy of organizational change
- Evaluate the impact of organizational culture and core values on OD interventions
- Integrate the contract for a successful OD intervention with the organizational culture and determine the role of an OD practitioner in each stage of an OD intervention, distinguishing between an internal and external consultant
- Assess, compare, and contrast different models of change and describe the impact of each model on an OD process
- Define and organize OD strategies for different types of organizations (sectors, life cycle, size, industry, types of innovation, or other defining characteristics) for maximizing impacts of OD interventions
- Summarize the importance and impact of the different organizational structures and design on OD strategy and interventions
- Construct an organizational diagnosis plan by using interviewing, group facilitation, process observation, synthesis of data, and writing effective reports, while providing effective presentations of the findings
- Analyze the human side of change and build strategies for successful implementation of an OD intervention that honor the loss, resistance and acceptance of changes

## Master of Arts in Communication Management with a Concentration in Public Relations

Public relations careers show up in virtually every sector and industry. Gain practical experience using technology to manage how information flows to and from key audiences. You'll learn how to use data to connect with influencers, and leverage social media in a strategic way, all while employing principles of persuasion and quality content creation. From researching and evaluating audiences, to assessing the value of PR campaigns, you will apply critical thinking, precise writing, principles of ethics, and complex reasoning throughout your courses.

This concentration prepares students to:

- Communicate persuasively to targeted audiences to meet specific organizational outcomes
- Create communication plans with measurable results using public relations best practices, tactics, and strategies
- Develop, manage, and analyze effective media relations practices
- Articulate and defend the selection of techniques to measure, monitor, and influence an organization's reputation
- Articulate the primary principles, practices, and ethics of public relations in an increasingly interconnected, global economy

## Master of Arts in Communication Management with a Concentration in User Experience Strategy

In our current engagement economy, effectively moving an audience lies at the intersection of communication and technology. Students will learn to think critically and strategically about the user experience in a way that enables greater innovative agility across all communication platforms. Students will gain skills to manage and direct cross-functional teams equipped to defend technology, marketing, and communication decisions using data generated from deep user journey and user experience analysis.

This concentration prepares students to:

- Analyze the components and implications of user experience design across communication channels.
- Use critical analysis to manage the strategy and execution of interactive experiences.
- Analyze user-journey data to measure and inform decisions across digital platforms, communication channels, and marketing programs.
- Create engaging digital content that enhances the user experience through strategic choices with technology, design, and copy.

## **Graduate Certificate in Communication Management with a Concentration in AI Strategy and Application in Communication**

This certificate is designed for communications professionals and leaders seeking to leverage AI effectively and responsibly for application in industry. This program focuses on providing a working knowledge of AI's capabilities, limitations, and ethical considerations, alongside practical skills for developing AI-driven solutions. It aims to prepare leaders and decision-makers to ethically harness AI strategically to meet organizational goals and adapt to the evolving AI landscape.

## **Graduate Certificate in Communication Management with a Concentration in Learning and Development**

Gain insight to the strategies needed to effectively facilitate adult learning. Organizations continue to invest in improving employee performance, and in this program you will learn to lead learning and development efforts by leveraging your technology, facilitation, and evaluation skills. From design to implementation, learn to strategically execute entire L&D programs and specialized initiatives from start to finish. Students will also gain additional skills and knowledge in communication management through elective coursework.

## **Graduate Certificate in Communication Management with a Concentration in Marketing Communication**

Discover the power of brands to move an audience while learning how to craft, deploy, and measure campaigns from start to finish. Create integrated marketing plans that are driven by strategic objectives, backed by data-informed decisions, and deliver desired results. Apply your learning from each course as you receive hands-on experience evaluating traditional and digital marketing communication tactics and digging deep into marketing trends. Students will also gain additional skills and knowledge in communication management through elective coursework.

## **Graduate Certificate in Communication Management with a Concentration in organizational Communication**

Effective communication and advanced problem-solving skills are at the top of every organization's wish list. Are you prepared to meet the demand? Find the key to your next job or your next promotion in the communication field. Learn to harness the potential of your team, manage change initiatives, and meet needs by persuading stakeholders. In this program, you will enhance and deepen your interpersonal, organizational, and managerial abilities. Students will also gain additional skills and knowledge in communication management through elective coursework.

## **Graduate Certificate in Communication Management with a Concentration in Public Relations**

Public relations careers show up in virtually every sector and industry. Gain practical experience using technology to manage how information flows to and from key audiences. You'll learn how to use data to connect with influencers and leverage social media in a strategic way, all while employing principles of persuasion and quality content creation. From researching and evaluating audiences, to assessing the value of PR campaigns, you will apply critical thinking, precise writing, principles of ethics, and complex reasoning throughout your courses.

## **Graduate Certificate in Communication Management with a Concentration in User Experience Strategy**

In our current engagement economy, effectively moving an audience lies at the intersection of communication and technology. Students will learn to think critically and strategically about the user experience in a way that enables greater innovative agility across all communication platforms. Students will gain skills to manage and direct cross-functional teams equipped to defend technology, marketing, and communication decisions using data generated from deep user journey and user experience analysis.

## **Specialized Graduate Certificate in AI Strategy and Application in Communication**

This specialized certificate is designed for communications professionals and leaders seeking to leverage AI effectively and responsibly for application in industry. This program focuses on providing a working knowledge of AI's capabilities, limitations, and ethical considerations, alongside practical skills for developing AI-driven solutions. It aims to prepare leaders and decision-makers to ethically harness AI strategically to meet organizational goals and adapt to the evolving AI landscape.

## **Specialized Graduate Certificate in Organizational Communication**

Effective communication and advanced problem-solving skills are at the top of every organization's wish list. Are you prepared to meet the demand? Find the key to your next job or your next promotion in the communication field. Learn to harness the potential of your team, manage change initiatives, and meet needs by persuading stakeholders. In this program, you will enhance and deepen your interpersonal, organizational, and managerial abilities.

## **Specialized Graduate Certificate in Learning and Development**

Take your ability to effectively facilitate adult learning to the next level. As organizations continue to invest in improving employee performance, this program will prepare you to lead learning and development efforts by leveraging your technology, facilitation, and evaluation skills. From design to implementation, learn to strategically execute entire L&D programs and specialized initiatives from start to finish.

## **Specialized Graduate Certificate in Marketing Communication**

Discover the power of brands to move an audience while learning how to craft, deploy, and measure campaigns from start to finish. Create integrated marketing plans that are driven by strategic objectives, backed by data-informed decisions, and deliver desired results. Apply your learning from each course as you receive hands-on experience evaluating traditional and digital marketing communication tactics and digging deep into marketing trends.

## **Specialized Graduate Certificate in Public Relations**

Public relations careers show up in virtually every sector and industry. Gain practical experience using technology to manage how information flows to and from key audiences. You'll learn how to use data to connect with influencers and leverage social media in a strategic way, all while employing principles of persuasion and quality content creation. From researching and evaluating audiences, to assessing the value of PR campaigns, you will apply critical thinking, precise writing, principles of ethics, and complex reasoning throughout your courses.

## **Specialized Graduate Certificate in User Experience Strategy**

In our current engagement economy, effectively moving an audience lies at the intersection of communication and technology. Students in the Specialized Graduate Certificate in User Experience will learn to think critically and strategically about the user experience in a way that enables greater innovative agility across all communication platforms. Students will gain skills to manage and direct cross-functional teams equipped to defend technology, marketing, and communication decisions using data generated from deep user journey and user experience analysis.

## **Master's Degree Admission**

### **Degree and GPA Requirements**

- Bachelor's degree: All graduate applicants must hold an earned baccalaureate from a regionally accredited college or university or the recognized equivalent from an international institution.
- Grade point average: The minimum undergraduate GPA for admission consideration for graduate study at the University of Denver is a cumulative 2.5 on a 4.0 scale or a 2.5 on a 4.0 scale for the last 60 semester credits or 90 quarter credits (approximately two years of work) for the baccalaureate degree. An earned master's degree or higher from a regionally accredited institution supersedes the minimum standards for the baccalaureate. For applicants with graduate coursework but who have not earned a master's degree or higher, the GPA from the graduate work may be used to meet the requirement. The minimum GPA is a cumulative 3.0 on a 4.0 scale for all graduate coursework undertaken.
- Program GPA requirement: The minimum undergraduate GPA for admission consideration for this program is a cumulative 2.5 on a 4.0 scale.

### **English Language Proficiency Test Score Requirements**

The minimum TOEFL/IELTS/C1 Advanced/Duolingo English Test score requirements for this degree program are:

- Minimum TOEFL Score (Internet-based test): 80 with minimum of 20 on each sub-score
- Minimum IELTS Score: 6.5 with minimum of 6.0 on each band score
- Minimum C1 Advanced Score: 176
- Minimum Duolingo English Test Score: 115 with individual subscore minimum of 105 for Literacy, Comprehension, and Conversation and minimum subscore of 95 for Production

English Conditional Admission: No, this program does not offer English Conditional Admission.

## **Certificate Admission**

### **Degree and GPA Requirements**

- Bachelor's degree: All graduate applicants must hold an earned baccalaureate from a regionally accredited college or university or the recognized equivalent from an international institution.
- Grade point average: The minimum undergraduate GPA for admission consideration for graduate study at the University of Denver is a cumulative 2.5 on a 4.0 scale or a 2.5 on a 4.0 scale for the last 60 semester credits or 90 quarter credits (approximately two years of work) for the baccalaureate degree. An earned master's degree or higher from a regionally accredited institution supersedes the minimum standards for the baccalaureate. For applicants with graduate coursework but who have not earned a master's degree or higher, the GPA from the graduate work may be used to meet the requirement. The minimum GPA is a cumulative 3.0 on a 4.0 scale for all graduate coursework undertaken.
- Program GPA requirement: The minimum undergraduate GPA for admission consideration for this program is a cumulative 2.5 on a 4.0 scale.

### **English Language Proficiency Test Score Requirements**

The minimum TOEFL/IELTS/C1 Advanced/Duolingo English Test score requirements for this degree program are:

- Minimum TOEFL Score (Internet-based test): 80 with minimum of 20 on each sub-score
- Minimum IELTS Score: 6.5 with minimum of 6.0 on each band score
- Minimum C1 Advanced Score: 176
- Minimum Duolingo English Test Score: 115 with individual subscore minimum of 105 for Literacy, Comprehension, and Conversation and minimum subscore of 95 for Production.

English Conditional Admission: No, this program does not offer English Conditional Admission.

## Master's Degree Programs

### Master of Arts in Communication Management with a Concentration in Advancing Diversity, Equity, and Inclusion in Organizations

Code	Title	Credits
<b>Core coursework requirements:</b>		
COMM 4900	Communication Inquiry, Analysis, and Trends	4
COMM 4045	Applied Critical Thinking in Communication	4
COMM 4905	Storytelling through Research and Measurement	4
COMM 4920	Portfolio Capstone	4
<b>Concentration Requirements:</b>		
GS 4020	Culture, Identity, and Power	4
GS 4050	Diversity and Organizational Structure	4
HRA 4170	The Inclusive Organization	4
ORL 4420	Leading Change for Transformation	4
<b>Elective requirement (choose four courses)</b>		<b>16</b>
<b>Total Credits</b>		<b>48</b>

Minimum number of credits required: 48

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

### Master of Arts in Communication Management with a Concentration in AI Strategy and Application in Communication

Code	Title	Credits
<b>Core coursework requirements:</b>		
COMM 4900	Communication Inquiry, Analysis, and Trends	4
COMM 4045	Applied Critical Thinking in Communication	4
COMM 4905	Storytelling through Research and Measurement	4
COMM 4920	Portfolio Capstone	4
<b>Concentration Requirements:</b>		
ICT 4700	AI Concepts, Capabilities, and Tools	4
ICT 4705	AI Ethics, Policy, & Governance	4
COMM 4510	Strategic Application of AI for Communication	
COMM 4515	Developing Communications Solutions with AI Tools	
<b>Elective requirement (choose four courses)</b>		<b>16</b>
<b>Total Credits</b>		<b>40</b>

Minimum number of credits required: 48

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

### Master of Arts in Communication Management with a Concentration in Learning and Development

Code	Title	Credits
<b>Core coursework requirements</b>		
COMM 4900	Communication Inquiry, Analysis, and Trends	4
COMM 4045	Applied Critical Thinking in Communication	4
COMM 4905	Storytelling through Research and Measurement	4
COMM 4920	Portfolio Capstone	4
<b>Concentration requirements</b>		
COMM 4002	Dynamic Presentation and Training Methods	4

COMM 4030	Managing Learning in Organizations	4
COMM 4200	Instructional Design	4
COMM 4203	Adult Learning Strategies and Theories	4
COMM 4235	Integrating Learning and Development Technologies	4
<b>Elective requirements (Choose three courses)</b>		<b>12</b>
<b>Total Credits</b>		<b>48</b>

Minimum number of credits required: 48

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

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## Master of Arts in Communication Management with a Concentration in Marketing Communication

Code	Title	Credits
<b>Core coursework requirements</b>		
COMM 4900	Communication Inquiry, Analysis, and Trends	4
COMM 4045	Applied Critical Thinking in Communication	4
COMM 4905	Storytelling through Research and Measurement	4
COMM 4920	Portfolio Capstone	4
<b>Concentration requirements</b>		
COMM 4010	Business Insights for Communicators	4
COMM 4140	Marketing Strategy and Process	4
COMM 4301	Brand Management Strategies	4
COMM 4321	Integrated Digital Marketing	4
COMM 4324	Marketing Analytics	4
<b>Elective requirements (Choose three courses)</b>		<b>12</b>
<b>Total Credits</b>		<b>48</b>

Minimum number of credits required: 48

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

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## Master of Arts in Communication Management with a Concentration in Organizational Communication

Code	Title	Credits
<b>Core coursework requirements</b>		
COMM 4900	Communication Inquiry, Analysis, and Trends	4
COMM 4045	Applied Critical Thinking in Communication	4
COMM 4905	Storytelling through Research and Measurement	4
COMM 4920	Portfolio Capstone	4
<b>Concentration requirements</b>		
COMM 4002	Dynamic Presentation and Training Methods	4
COMM 4006	Building High-Performing Teams	4
COMM 4010	Business Insights for Communicators	4
COMM 4035	Cultural Intelligence through Communication	4
ORL 4420	Leading Change for Transformation	4
<b>Elective requirements (Choose three courses)</b>		<b>12</b>
<b>Total Credits</b>		<b>48</b>

Minimum number of credits required: 48

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

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## Master of Arts in Communication Management with a Concentration in Organizational Development

Code	Title	Credits
<b>Core coursework requirements</b>		
COMM 4900	Communication Inquiry, Analysis, and Trends	4
COMM 4045	Applied Critical Thinking in Communication	4
COMM 4905	Storytelling through Research and Measurement	4
COMM 4920	Portfolio Capstone	4
<b>Concentration requirements</b>		
COMM 4010	Business Insights for Communicators	4
ORL 4110	Fundamentals of Organization Development	4
ORL 4112	Organization Development Interventions	4
ORL 4115	Organizational Culture and Organizational Development Impacts	4
ORL 4125	Evaluate and Sustain Change	4
<b>Elective requirements (Choose three courses)</b>		<b>12</b>
<b>Total Credits</b>		<b>48</b>

Minimum number of credits required: 48

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

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## Master of Arts in Communication Management with a Concentration in Public Relations

Code	Title	Credits
<b>Core coursework requirements</b>		
COMM 4900	Communication Inquiry, Analysis, and Trends	4
COMM 4045	Applied Critical Thinking in Communication	4
COMM 4905	Storytelling through Research and Measurement	4
COMM 4920	Portfolio Capstone	4
<b>Concentration requirements</b>		
COMM 4016	Persuasion and Influence	4
COMM 4144	Strategic Public Relations	4
COMM 4145	Public Relations Writing and Content Creation	4
COMM 4146	Ethics in Public Relations	4
COMM 4150	Reputation Management & Crisis Communication	4
COMM 4154	Media Channels and Technology	4
<b>Elective requirements (Choose two courses)</b>		<b>8</b>
<b>Total Credits</b>		<b>48</b>

Minimum number of credits required: 48

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

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## Master of Arts in Communication Management with a Concentration in User Experience Strategy

Code	Title	Credits
<b>Core coursework requirements</b>		
COMM 4900	Communication Inquiry, Analysis, and Trends	4
COMM 4045	Applied Critical Thinking in Communication	4
COMM 4905	Storytelling through Research and Measurement	4
COMM 4920	Portfolio Capstone	4
<b>Concentration requirements</b>		
COMM 4306	UX Strategies and Methods	4



COMM 4307	Developing Content for User Experience	4
COMM 4308	UX Team Management	4
COMM 4309	Service Design	4
COMM 4324	Marketing Analytics	4
<b>Elective requirements (Choose three courses)</b>		<b>12</b>
<b>Total Credits</b>		<b>48</b>

Minimum number of credits required: 48

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

## Graduate Certificate Programs

### Graduate Certificate in Communication Management with a Concentration in AI Strategy and Application in Communication

Code	Title	Credits
<b>Concentration requirements</b>		
ICT 4700	AI Concepts, Capabilities, and Tools	4
ICT 4705	AI Ethics, Policy, & Governance	4
COMM 4510	Strategic Application of AI for Communication	4
COMM 4515	Developing Communications Solutions with AI Tools	4
<b>Elective requirements (choose two courses)</b>		<b>8</b>
<b>Total Credits</b>		<b>24</b>

Minimum number of credits required: 24

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

### Graduate Certificate in Communication Management with a Concentration in Learning and Development

Code	Title	Credits
<b>Concentration requirements</b>		
COMM 4002	Dynamic Presentation and Training Methods	4
COMM 4030	Managing Learning in Organizations	4
COMM 4200	Instructional Design	4
COMM 4203	Adult Learning Strategies and Theories	4
COMM 4235	Integrating Learning and Development Technologies	4
<b>Elective requirements (Choose one course)</b>		<b>4</b>
<b>Total Credits</b>		<b>24</b>

Minimum number of credits required: 24

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

### Graduate Certificate in Communication Management with a Concentration in Marketing Communication

Code	Title	Credits
<b>Concentration requirements</b>		
COMM 4010	Business Insights for Communicators	4
COMM 4140	Marketing Strategy and Process	4
COMM 4301	Brand Management Strategies	4
COMM 4321	Integrated Digital Marketing	4
COMM 4324	Marketing Analytics	4

<b>Elective requirements (Choose one course)</b>	<b>4</b>
<b>Total Credits</b>	<b>24</b>

Minimum number of credits required: 24

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

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### Graduate Certificate in Communication Management with a Concentration in Organizational Communication

Code	Title	Credits
<b>Concentration requirements</b>		
COMM 4002	Dynamic Presentation and Training Methods	4
COMM 4006	Building High-Performing Teams	4
COMM 4010	Business Insights for Communicators	4
COMM 4035	Cultural Intelligence through Communication	4
ORL 4420	Leading Change for Transformation	4
<b>Elective requirements (Choose one course)</b>		<b>4</b>
<b>Total Credits</b>		<b>24</b>

Minimum number of credits required: 24

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

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### Graduate Certificate in Communication Management with a Concentration in Public Relations

Code	Title	Credits
<b>Concentration requirements</b>		
COMM 4144	Strategic Public Relations	4
COMM 4145	Public Relations Writing and Content Creation	4
COMM 4146	Ethics in Public Relations	4
COMM 4150	Reputation Management & Crisis Communication	4
COMM 4154	Media Channels and Technology	4
<b>Elective requirements (Choose one course)</b>		<b>4</b>
<b>Total Credits</b>		<b>24</b>

Minimum number of credits required: 24

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

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### Graduate Certificate in Communication Management with a Concentration in User Experience Strategy

Code	Title	Credits
<b>Concentration Requirements</b>		
COMM 4306	UX Strategies and Methods	4
COMM 4307	Developing Content for User Experience	4
COMM 4308	UX Team Management	4
COMM 4309	Service Design	4
COMM 4324	Marketing Analytics	4
<b>Elective requirements (Choose one course)</b>		<b>4</b>
<b>Total Credits</b>		<b>24</b>

Minimum number of credits required: 24

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

## Specialized Graduate Certificate Programs

### Specialized Graduate Certificate in AI Strategy and Application in Communication

Code	Title	Credits
<b>Required courses</b>		
ICT 4700	AI Concepts, Capabilities, and Tools	4
ICT 4705	AI Ethics, Policy, & Governance	4
COMM 4510	Strategic Application of AI for Communication	4
COMM 4515	Developing Communications Solutions with AI Tools	4
<b>Total Credits</b>		<b>16</b>

### Specialized Graduate Certificate in Learning and Development

Code	Title	Credits
COMM 4030	Managing Learning in Organizations	4
COMM 4200	Instructional Design	4
COMM 4203	Adult Learning Strategies and Theories	4
COMM 4235	Integrating Learning and Development Technologies	4
<b>Total Credits</b>		<b>16</b>

### Specialized Graduate Certificate in Marketing Communication

Code	Title	Credits
COMM 4140	Marketing Strategy and Process	4
COMM 4301	Brand Management Strategies	4
COMM 4321	Integrated Digital Marketing	4
COMM 4324	Marketing Analytics	4
<b>Total Credits</b>		<b>16</b>

### Specialized Graduate Certificate in Organizational Communication

Code	Title	Credits
COMM 4002	Dynamic Presentation and Training Methods	4
COMM 4006	Building High-Performing Teams	4
COMM 4035	Cultural Intelligence through Communication	4
ORL 4420	Leading Change for Transformation	4
<b>Total Credits</b>		<b>16</b>

### Specialized Graduate Certificate in Public Relations

Code	Title	Credits
COMM 4144	Strategic Public Relations	4
COMM 4145	Public Relations Writing and Content Creation	4
COMM 4150	Reputation Management & Crisis Communication	4
COMM 4154	Media Channels and Technology	4
<b>Total Credits</b>		<b>16</b>

## Specialized Graduate Certificate in User Experience Strategy

Code	Title	Credits
COMM 4306	UX Strategies and Methods	4
COMM 4307	Developing Content for User Experience	4
COMM 4308	UX Team Management	4
COMM 4309	Service Design	4
<b>Total Credits</b>		<b>16</b>

### COMM 4001 Portfolio Foundations (0 Credits)

Master's and certificate-seeking students in Communication Management must register for and take Portfolio Foundations in their first quarter in the program. Students must complete the course and assessment-related tasks, including writing their learning goals, in order to pass the course. Non-completion of this required course will result in a no-pass grade on student transcripts.

### COMM 4002 Dynamic Presentation and Training Methods (4 Credits)

The increasing presence of technology in the workplace has changed the way we present information and conduct trainings, both in person and virtually. In this course, students hone their presentation and training skills by assessing their audience, purpose, and desired learning outcomes. Students practice using appropriate and memorable visual aids in order to maximize the audience and/or participant engagement. Students employ communication strategies and training techniques to improve participants' receptivity and retention of information and ideas. Whether presenting or training in person or virtually, students will gain the skills and confidence needed for effective communication across varied delivery methods.

### COMM 4006 Building High-Performing Teams (4 Credits)

High-performing teams are invaluable to every organization. Ensuring productive and satisfying group and team interactional outcomes in organizational, professional, and personal settings can be difficult. Students focus on theory, application, and the practice of working together to learn the fundamentals of building high-performing teams. Students learn about the development of group dynamics, assessment, and leadership while also gaining knowledge about their strengths and weaknesses in teams, developing new skills, and learning how to enhance productivity while reducing barriers to effective communication.

### COMM 4010 Business Insights for Communicators (4 Credits)

Communications leaders must speak the language of business to effectively craft strategies, execute deliverables, and measure outcomes that create tangible value and advance their organizations' objectives. Whether in an industry, public sector, or non-profit role, these leaders gain an edge through supplementing strong technical literacy with the ability to assess operational priorities and execute deliverables accordingly. In this class, students will sharpen their understanding of balance sheets and budgets; demystify key aspects of Information Technology infrastructure (intranets, cloud and on-premises computing, databases, security, etc.); delve into various organizational and divisional/departmental models, functions, and political positions; address the benefits and challenges of globalization and cross-cultural communication; and touch on an assortment of other relevant topics, including managing upward and workflow prioritization. Along the way, students will hone their strategic planning competencies and perspectives by putting all elements learned in this course together. Materials and assessments are geared toward application in relevant contexts.

### COMM 4016 Persuasion and Influence (4 Credits)

### COMM 4030 Managing Learning in Organizations (4 Credits)

To support a culture of continuous improvement, Learning and Development (L & D) professionals must quickly and effectively train and develop employees, evaluate results, show a return on investment, and develop new solutions to meet ever-changing business needs. This course prepares students to lead and manage L & D departments, teams, and processes by guiding them to think strategically, generate creative solutions that address root causes, build trusted partnerships with business partners, and manage knowledge assets.

### COMM 4035 Cultural Intelligence through Communication (4 Credits)

There is a growing need to communicate effectively across cultural differences. Writer James Neuliep defines culture as an accumulated pattern of values, beliefs, and behaviors shared by an identifiable group of people with a common history and verbal and nonverbal code system. Culture pervades every aspect of the communicative process. This course uses a contextual approach to examine the ways culture, communication, context, and power intersect in intercultural communication interactions. Students will identify and analyze obstacles and barriers to effective intercultural communication. Finally, students will examine strategies and skills needed to become a competent and effective intercultural communicator.

### COMM 4045 Applied Critical Thinking in Communication (4 Credits)

### COMM 4140 Marketing Strategy and Process (4 Credits)

Creating and sustaining competitive advantage is driven by strategies that integrate people, process, and systems. In this application-oriented course, students will examine the fundamentals of marketing, develop the insights and skills to formulate and implement sound marketing decisions, and apply ethical marketing strategies which contribute to the overall business (for-profit and non-for-profit) performance. Students will apply strategic concepts through discussion and teamwork. Throughout the quarter, students will examine how information and research is used to inform marketing management decisions to all level of the organization, including external stakeholders. Because marketing communication plays such a critical role in marketing success, integrating different types of communication channels will be an emphasis.

**COMM 4144 Strategic Public Relations (4 Credits)**

In a complex global environment, business, government, nonprofit, and other organizations require professional public relations practitioners who can effectively develop two-way relationships with constituents/audiences to enable strategic and effective communication processes. This course prepares students for this complex environment through the study and practice of essential components of public relations, which include the use of strategy, the value of relationship development, an overview of the range of PR tactics, the evolving role of digital communications and social media to PR, and the importance of ethics and transparency in PR practice.

**COMM 4145 Public Relations Writing and Content Creation (4 Credits)**

Effective and persuasive writing and creative content development are integral parts of today's public relations programs. This course deepens students' knowledge of the range of content available for public relations professionals to build relationships with media while ensuring they become effective, creative, clear, and concise architects and translators of the written word. In this course, students will develop a deep understanding of messaging for target audiences and the wide variety of concepts at their disposal to create effective communication programs. Students will leave the course with the ability to establish key messages using supporting evidence, craft content for target audiences, evaluate the impact of various media relations techniques as a way to achieve earned media coverage. Students will also develop a portfolio of well-written public relations collateral, including long- and short-form materials.

**COMM 4146 Ethics in Public Relations (4 Credits)**

Public relations professionals, regardless of the industry in which they work, are often tasked with "doing the right thing" when communicating with the public. But what do we mean by "the right thing" in this context? The course explores the role and importance of ethics in public relations practice. Students will consider the fundamentals of transparency and ethics, ethics theory, and ethical decision-making models. With this foundation in place, students will then learn to apply ethical theory and methodology in practice in crisis management, advocacy, corporate social responsibility, and social media contexts.

**COMM 4150 Reputation Management & Crisis Communication (4 Credits)**

Reputation management is the process of tracking, maintaining, and defending a consistent message and positive image across all media. It applies to corporations and individuals, to billion-dollar brands and grassroots causes. Today's reputation management integrates public relations, search engine optimization (SEO), content marketing, and social media management. It requires constant monitoring and participation in the dialogues that comprise modern media as the traditional roles of sender and receiver merge and evolve. As digital presence has become the front lines of reputation management, systems use various predefined criteria for processing complex data to report behavior and activity surrounding a reputation, thereby automating the process of determining positive sentiment, influence, and trustworthiness. While reputation management is an ongoing proactive effort, PR professionals also need to be prepared to react in a crisis. Crisis communication planning and management strategies are an important subset of this field. Through the study of proactive and reactive programs, students will learn how to apply reputation and crisis management principles in times of quiet and chaos all while monitoring, positioning, and measuring a brand's presence online.

**COMM 4154 Media Channels and Technology (4 Credits)**

This course will focus on the increasing role technology and analytics play in the public relations profession. Data-driven decision-making is now essential to the development of public relations strategy and tactics. This course will expose students to engagement across media channels—including owned, shared, paid, and earned media—as well as techniques and strategies for the effective use of technology for tracking, planning, and engaging audiences. This course will position students to lead strategic, data-driven decision-making in the public relations field. The course will also provide students with the tools necessary to engage new media and technology effectively in public relations.

**COMM 4200 Instructional Design (4 Credits)**

Designing training that maximizes results is a central concern in organizations. Students in this course identify the elements of effective learning design, formally and informally, for organizations and professional arenas. Students will strategize instructional approaches in order to meet organizational needs and objectives. Students will create an instructional design product that can be applied appropriately in professional settings.

**COMM 4203 Adult Learning Strategies and Theories (4 Credits)**

Individuals involved in adult learning design and development benefit from a strong foundation in adult learning theories and strategies to develop effective practices. Adult learners bring unique needs, life experiences, and prior knowledge to learning situations and thrive when inclusive, motivational, and relevant application of knowledge, concepts and skills are utilized. In this course, foundational and emerging theories regarding how adults learn best, along with analysis of key instructional strategies, provide solid grounding for implementing best practice in adult learning.

**COMM 4206 Evaluating Learning and Development Effectiveness (4 Credits)**

Assessment and evaluation enable learning and development professionals to determine if learners acquired the intended content, knowledge, skills and/or attitudes; if the benefits of the training endeavors are worth the costs; whether training has met organizational goals; and if further training is necessary. Through case studies, practice exercises, and the development of an authentic assessment plan, students learn how to design, interpret, and apply different types of learning and development evaluation concepts and methods to their respective or intended work settings.

**COMM 4226 Managing Organizational Conflict (4 Credits)**

Conflict is a part of all businesses, government, and nonprofit organizations. It is a product of human existence and diversity in an interrelated society. Though many people fear conflict as a threat to a productive work environment, it is not conflict itself that jeopardizes harmony but unresolved conflict, and the associated costs are well documented. Organizations increasingly recognize that conflict need not carry costly financial and interpersonal burdens and can, in fact, serve as a productive change agent. Students in this course explore the nature and sources of organizational conflict and facilitate development of practical skills to recognize and manage conflict using case studies, exercises, speakers, and field research. Students are introduced to the concept of various conflict resolution methods, including individual initiative, negotiation, mediation, restorative justice, and arbitration. This course is well suited for leaders and aspiring leaders in any profession who want to increase their interpersonal capability and enhance their value in organizations.

**COMM 4235 Integrating Learning and Development Technologies (4 Credits)**

Organizational learning and talent development are changing rapidly in the face of staggering technological advances. As organizations become increasingly decentralized, teams interact virtually, and collaboration becomes dependent on digital tools. In this context, it is imperative that learning and development professionals harness technology to meet the changing needs of individuals and the places/spaces in which they work. In this course, students explore the latest technological trends in Learning and Development, while also learning how to evaluate technologies for their appropriateness in meeting organizational learning and development goals. In recognition of the rapidly changing nature of this field, students also develop strategies for future learning to keep their work relevant and engaged.

**COMM 4301 Brand Management Strategies (4 Credits)**

Organizations of all types – private, public, and nonprofit – increasingly recognize that a strong brand can ultimately become one of an organization's greatest assets. Executing on a strategy designed to build long-lasting brand recognition, resonance, and loyalty is a critical marketing responsibility. In today's dynamic business landscape, brand management requires complex decisions to create meaning and value for consumers. This course covers the essential components of branding with a focus on how to maintain consistent alignment between brand vision and marketing strategies. Students are strongly encouraged to take at least one other marketing concentration course prior to this course.

**COMM 4306 UX Strategies and Methods (4 Credits)**

This course will cover user experience strategies, tactics, and methodologies. Students will learn how to think about UX from a high level, set goals for a product or project, and turn the strategies into concrete steps. Students will learn how to employ research, design thinking, usability testing and analysis to enhance the user experience.

**COMM 4307 Developing Content for User Experience (4 Credits)**

This course will explore how strategically developed content is a cornerstone of the user experience. Students will learn the User Experience Design workflow and how to advocate, research and deliver content for digital experiences. The course will also cover how to measure the business impact of content strategy, as well as how to scale content strategy as a practice within organizations.

**COMM 4308 UX Team Management (4 Credits)**

Building and managing a dynamic UX team is a skillset that goes beyond typical design best practices and team management - the role of design leader today expects company leadership in innovation, creativity and culture. This course will provide the students with the knowledge needed to build, manage, and nurture highly dynamic, fast-paced cross functional teams while also providing experience in the transformational components of design leadership.

**COMM 4309 Service Design (4 Credits)**

Where UX design is specific to the digital experience, service design crosses over from the tangible to intangible experiences within both digital and analog channels. This course takes students through an in-depth exploration of research, mapping, blueprinting, and deep user flow analysis as it relates to interactions and experiences of all types. The impact behind processes for employees and customers across all sectors including public, private, and nonprofit will be covered.

**COMM 4318 Mobile Marketing (4 Credits)**

Mobile is global. We are living in an unprecedented time where people all around the world have access to mobile devices. These devices bring the world to the palm of our hands, and we can do almost anything with them. Often a user's first experience with a product or service will be on a mobile device rather than a desktop computer, so we must shift our mindset to a mobile-first mentality. The fast-paced, ever-changing field of mobile marketing has created exciting opportunities for brands to meet customers where they are and approach them with the right strategy. The focus of this course is to provide an expansive grasp of the tools and tactics used to develop and implement a multi-channel mobile marketing strategy. Through discussion, research, and practical experience, students will learn how to maximize mobile to have the greatest impact within their overall marketing plan.

**COMM 4319 Compelling Content Creation (4 Credits)**

In our digital world, communication is increasingly visual. This course will expose students to the art of turning facts into compelling, strategically-crafted visual narratives that engage an audience. From presentations to interoffice memos, press releases to video content, students will apply course concepts to develop critical business communication skills. The course will also explore on-screen video techniques to maximize impact in a business world that utilizes Zoom and other online tools.

**COMM 4320 Social Media Strategy (4 Credits)**

Social media is a critical communication channel that is constantly evolving. Learn to plan, manage, measure, and anticipate social media efforts that add value to your target audiences through organic and paid options. In this course, students will explore motivations that prompt audiences to engage, identify the tools and technology needed to execute social media campaigns or communication interventions, and devise effective strategy and tactics needed to cut through the noise. Create a stronger online presence, show personality, and build your brand by gaining skills needed to successfully communicate on behalf of any organization or individual using social media. Through online research, case studies, and practical exercises, students will gain first-hand knowledge of social media techniques and how to leverage social media as a communications tool.

**COMM 4321 Integrated Digital Marketing (4 Credits)**

At an ever-increasing rate, consumers use digital media to live, to work, and to play. Digital marketing leverages digital media and technologies allowing brands to promote their products and services to very targeted audiences at key online touchpoints in highly measurable ways. This course takes a deep dive into digital marketing strategies and provides an expansive grasp of digital marketing tactics. Students will analyze the digital marketplace and make strategic decisions about which tactics will have greatest impact, how to integrate them into the marketing mix, and ultimately how to use digital marketing to achieve overarching marketing goals. Required pre-requisites: COMM 4140.

**COMM 4324 Marketing Analytics (4 Credits)**

Marketing analytics leverages business metrics to better understand marketing performance and return on investment (ROI). Through data analysis, attribution modeling, and reporting, marketers are able to measure and optimize their initiatives. This class focuses on developing a performance measurement system for marketing channels, incorporating measuring website traffic, conducting market research, estimating usage patterns, and interpreting website visitor behavior. Key performance indicators are tied to marketing goals and tactical campaigns. Students will conduct a review of online metrics, compare marketing analytics vendors, and develop ways to communicate performance.

**COMM 4325 Search Marketing (4 Credits)**

Search marketing is a communicator's medium and a vital part of any marketing mix. This type of digital marketing specifically focuses on increasing a website's visibility in the search engine results pages (SERPs) through organic Search Engine Optimization (SEO) and pay-per-click (PPC) while also drawing attention to quality website content or well-crafted paid ad messaging. This class will provide deep insight into the tools and tactics of search marketing. Students will learn what makes search marketing demanding and how to overcome the challenges presented by regular search engine algorithm updates, increasing mobile device usage, and the influence of social media. Two key techniques of SEM will be explored: search engine optimization (SEO) to improve results from the natural or organic listings, and paid search marketing, or pay-per-click (PPC), to deliver results from the sponsored listings within search engines. A variety of search practices, including mobile and local, will be explored.

**COMM 4326 Digital Campaign Management (4 Credits)**

A digital marketing campaign is a strategic and creative online effort to promote an organization's goal, reach their target audience in a variety of ways and drive them toward a desired action. Digital campaigns are often more complex and dynamic than traditional marketing methods, requiring constant analysis of data and evaluation of effectiveness. Students will experience this dynamism first hand through a course-long interactive campaign simulation during this course. Students will examine the process and stages engaged when creating a successful digital marketing campaign; investigate how marketing automation can streamline efforts and improve team efficiencies; and evaluate how tracking and measuring campaign data can facilitate optimization and scalability to boost ROI. Recommended Prerequisite: Students are strongly advised to take COMM 4321 prior to this course.

**COMM 4701 Topics in Communication Management (4 Credits)**

The content of this course varies each time it is offered. Topics may include time-sensitive issues in the field of communication, elective courses that are not scheduled regularly during the course of the year, or advanced inquiry into core-course subjects, such as ethics, human communication theory, or interpersonal communication. Each time the course is offered, the specific content is announced in the quarterly course schedule. Depending on the subject matter, students may be required to have completed prerequisite courses.

**COMM 4900 Communication Inquiry, Analysis, and Trends (4 Credits)**

In this course, students will actively immerse themselves in their chosen communication field, cultivating essential networking, writing, and analytical skills. Students will establish professional networks for mentorship, industry insight, and understanding field norms. They will enhance their business writing skills, ensuring clarity and authenticity in their communication. Students will explore current and future industry trends, strategizing for adaptation, relevance, and personal growth. Throughout the course, students will engage in reflective exercises, connecting course concepts to their learning and professional goals, fostering a deeper understanding of their communication practice.

**COMM 4901 Capstone Project (4 Credits)**

The Capstone Project provides students the opportunity to research a topic, problem, or issue within their field of study, and work individually with a Capstone advisor. Similar in weight to a thesis, but more flexible, this final project will synthesize and apply core concepts acquired from the program. The student will select an appropriate Capstone advisor who is knowledgeable in the field of study to work closely with and whom can guide the research project. Evaluation will be focused on the quality and professionalism of applied research and writing; critical and creative thinking; problem-solving skills; knowledge of research design, method, and implementation; and contribution to the field and topic of study. Please see the Capstone Guidelines for additional details. Prerequisites: A Capstone Proposal that has been approved by both the Capstone Advisor and the Academic Director, acceptance as a degree candidate, completion of at least 40 quarter-hours (including all core courses) with a cumulative GPA of 3.0 or better.

**COMM 4902 Capstone Seminar (4 Credits)**

The Capstone Seminar is a graduate seminar in which students utilize the knowledge and skills gained through the degree program to create a culminating work that critically addresses a problem in their degree field of study. The students produce a Capstone of 7000-8000 words that presents a position on a relevant problem, supports the position with professional and academic literature, analyzes and tests the proposed solution, and discusses the findings as related to the field of study. The seminar is dependent upon quality, collegial discussion, and feedback of students' research and work products, under the facilitation of a faculty member. The course structure guides the students through the process of independent, secondary research and writing of a Capstone. No primary research is allowed. Students generate the course content through ongoing discussion and peer feedback on the Capstone process and individual topic areas under investigation. Students professionally and academically communicate through written work and oral presentation. Students must have: Acceptance as a degree candidate, completion of at least 40 quarter-hours (including all core courses) with a cumulative GPA of 3.0 or better. Students must complete the Capstone Seminar in one quarter; no incomplete grades are assigned.

**COMM 4904 Interdisciplinary Capstone Seminar (4 Credits)**

The Interdisciplinary Capstone Seminar is a graduate seminar in which students utilize the knowledge and skills gained through the degree program to create a culminating work that critically addresses a problem or issue in the degree field of study. Members of the class will include students from various UCOL programs, representing multiple topics of study. On campus offerings of this course include required online components. The student produces a paper of 7000-8000 words that presents a position on a relevant problem or issue, supports the position with professional and academic work in the field, analyzes and tests the paper position, and discusses the role of the findings within the field of study. Students professionally and academically communicate their findings through written work and oral presentations. The seminar is dependent upon active and collegial discussion and critique of student research and work under the facilitation of a faculty member, and it is governed by the quality of participation and contributions of the students. Students must have: Acceptance as a degree candidate, completion of at least 40 quarter-hours (including all core courses) with a cumulative GPA of 3.0 or better. Students must complete the Capstone Seminar in one quarter; no incomplete grades are assigned.

**COMM 4905 Storytelling through Research and Measurement (4 Credits)**

Whether conducting a needs assessment, attempting to understand your audience, or developing a new product, communication professionals regularly harness the power of research, measurement, and storytelling. This course explores mixed-methods research design; data collection strategies; strategies for measuring the impact of communication challenges and interventions; and the fundamentals of telling data-driven stories that persuade stakeholders and demonstrate ROI. Together these tools enable confident problem solving, enhance organizational decision making, and influence stakeholder behavior. This course culminates in an individualized project that integrates research design, data collection, data analysis, and storytelling.

**COMM 4920 Portfolio Capstone (4 Credits)**

The Portfolio Capstone course provides students the opportunity to reflect upon the work they have done throughout their graduate studies at University College and synthesize their learning. Students in the seminar produce deliverables that include: (1) a thorough annotation of their portfolio, a process requiring critical and creative thinking about their educational experience, and (2) a pinnacle project that identifies, analyzes, and elaborates significant themes in their program experience, evaluates their accomplishments, connects their coursework to their professional goals, and assesses those goals in the context of their chosen field.

**COMM 4980 Internship (0-4 Credits)**

The Communication Management Internship is designed to offer students a purposeful experience in a practical, industry related setting. The internship is an individualized learning experience. A training plan is created for each student in conjunction with the internship site supervisor to provide experiences related to the skills and knowledge covered in the certificate and master's programs as well as professional goals. Students are responsible for finding their own internship site and proposing their internship ideas. University College will send notification to all COMM students if they hear of internship possibilities. Students may also work through the DU career center, to explore opportunities for internship experiences. To be eligible for an internship, completion of a minimum of 28 hours of graduate coursework in the field of specialty is required OR Academic Director approval for students with previous work experience in the field.

**COMM 4985 Industry Innovation Project (1-4 Credits)**

Students in this course will participate as a part of a team of cross-discipline students working on an innovation project that is scoped to meet the specific needs of its industry client. Students will have a choice between a variety of project types so that each student can select the industry and team role that best supports their specific area(s) of study. Teams will consist of 4-8 students pursuing a mix of technical, business, and liberal arts degrees. Every project will be led by an experienced industry advisor who will be responsible for managing the project workplan, client engagement, and end product quality. Students will gain direct industry experience in their area of study with an emphasis on innovative thinking, team collaboration, and independent project management skills. Prerequisite: Academic director and academic advisor approval is required. Selection criteria will include academic status and project availability.

**COMM 4991 Independent Study (1-8 Credits)**

This is an advanced course for students wishing to pursue an independent course of study. Before registering for the independent study, the student must be accepted in a degree program, have earned a grade point average of 3.0 or better, obtained the approval of the department director, and have completed the Independent Study form and filed the form with all appropriate offices. Independent Study is offered only on a for-credit basis.



## Courses

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**COMM 4200 Instructional Design (4 Credits)**

Designing training that maximizes results is a central concern in organizations. Students in this course identify the elements of effective learning design, formally and informally, for organizations and professional arenas. Students will strategize instructional approaches in order to meet organizational needs and objectives. Students will create an instructional design product that can be applied appropriately in professional settings.

**COMM 4203 Adult Learning Strategies and Theories (4 Credits)**

Individuals involved in adult learning design and development benefit from a strong foundation in adult learning theories and strategies to develop effective practices. Adult learners bring unique needs, life experiences, and prior knowledge to learning situations and thrive when inclusive, motivational, and relevant application of knowledge, concepts and skills are utilized. In this course, foundational and emerging theories regarding how adults learn best, along with analysis of key instructional strategies, provide solid grounding for implementing best practice in adult learning.

**COMM 4206 Evaluating Learning and Development Effectiveness (4 Credits)**

Assessment and evaluation enable learning and development professionals to determine if learners acquired the intended content, knowledge, skills and/or attitudes; if the benefits of the training endeavors are worth the costs; whether training has met organizational goals; and if further training is necessary. Through case studies, practice exercises, and the development of an authentic assessment plan, students learn how to design, interpret, and apply different types of learning and development evaluation concepts and methods to their respective or intended work settings.

**COMM 4226 Managing Organizational Conflict (4 Credits)**

Conflict is a part of all businesses, government, and nonprofit organizations. It is a product of human existence and diversity in an interrelated society. Though many people fear conflict as a threat to a productive work environment, it is not conflict itself that jeopardizes harmony but unresolved conflict, and the associated costs are well documented. Organizations increasingly recognize that conflict need not carry costly financial and interpersonal burdens and can, in fact, serve as a productive change agent. Students in this course explore the nature and sources of organizational conflict and facilitate development of practical skills to recognize and manage conflict using case studies, exercises, speakers, and field research. Students are introduced to the concept of various conflict resolution methods, including individual initiative, negotiation, mediation, restorative justice, and arbitration. This course is well suited for leaders and aspiring leaders in any profession who want to increase their interpersonal capability and enhance their value in organizations.

**COMM 4235 Integrating Learning and Development Technologies (4 Credits)**

Organizational learning and talent development are changing rapidly in the face of staggering technological advances. As organizations become increasingly decentralized, teams interact virtually, and collaboration becomes dependent on digital tools. In this context, it is imperative that learning and development professionals harness technology to meet the changing needs of individuals and the places/spaces in which they work. In this course, students explore the latest technological trends in Learning and Development, while also learning how to evaluate technologies for their appropriateness in meeting organizational learning and development goals. In recognition of the rapidly changing nature of this field, students also develop strategies for future learning to keep their work relevant and engaged.

**COMM 4301 Brand Management Strategies (4 Credits)**

Organizations of all types – private, public, and nonprofit – increasingly recognize that a strong brand can ultimately become one of an organization's greatest assets. Executing on a strategy designed to build long-lasting brand recognition, resonance, and loyalty is a critical marketing responsibility. In today's dynamic business landscape, brand management requires complex decisions to create meaning and value for consumers. This course covers the essential components of branding with a focus on how to maintain consistent alignment between brand vision and marketing strategies. Students are strongly encouraged to take at least one other marketing concentration course prior to this course.

**COMM 4306 UX Strategies and Methods (4 Credits)**

This course will cover user experience strategies, tactics, and methodologies. Students will learn how to think about UX from a high level, set goals for a product or project, and turn the strategies into concrete steps. Students will learn how to employ research, design thinking, usability testing and analysis to enhance the user experience.

**COMM 4307 Developing Content for User Experience (4 Credits)**

This course will explore how strategically developed content is a cornerstone of the user experience. Students will learn the User Experience Design workflow and how to advocate, research and deliver content for digital experiences. The course will also cover how to measure the business impact of content strategy, as well as how to scale content strategy as a practice within organizations.

**COMM 4308 UX Team Management (4 Credits)**

Building and managing a dynamic UX team is a skillset that goes beyond typical design best practices and team management - the role of design leader today expects company leadership in innovation, creativity and culture. This course will provide the students with the knowledge needed to build, manage, and nurture highly dynamic, fast-paced cross functional teams while also providing experience in the transformational components of design leadership.

**COMM 4309 Service Design (4 Credits)**

Where UX design is specific to the digital experience, service design crosses over from the tangible to intangible experiences within both digital and analog channels. This course takes students through an in-depth exploration of research, mapping, blueprinting, and deep user flow analysis as it relates to interactions and experiences of all types. The impact behind processes for employees and customers across all sectors including public, private, and nonprofit will be covered.

**COMM 4318 Mobile Marketing (4 Credits)**

Mobile is global. We are living in an unprecedented time where people all around the world have access to mobile devices. These devices bring the world to the palm of our hands, and we can do almost anything with them. Often a user's first experience with a product or service will be on a mobile device rather than a desktop computer, so we must shift our mindset to a mobile-first mentality. The fast-paced, ever-changing field of mobile marketing has created exciting opportunities for brands to meet customers where they are and approach them with the right strategy. The focus of this course is to provide an expansive grasp of the tools and tactics used to develop and implement a multi-channel mobile marketing strategy. Through discussion, research, and practical experience, students will learn how to maximize mobile to have the greatest impact within their overall marketing plan.

**COMM 4319 Compelling Content Creation (4 Credits)**

In our digital world, communication is increasingly visual. This course will expose students to the art of turning facts into compelling, strategically-crafted visual narratives that engage an audience. From presentations to interoffice memos, press releases to video content, students will apply course concepts to develop critical business communication skills. The course will also explore on-screen video techniques to maximize impact in a business world that utilizes Zoom and other online tools.

**COMM 4320 Social Media Strategy (4 Credits)**

Social media is a critical communication channel that is constantly evolving. Learn to plan, manage, measure, and anticipate social media efforts that add value to your target audiences through organic and paid options. In this course, students will explore motivations that prompt audiences to engage, identify the tools and technology needed to execute social media campaigns or communication interventions, and devise effective strategy and tactics needed to cut through the noise. Create a stronger online presence, show personality, and build your brand by gaining skills needed to successfully communicate on behalf of any organization or individual using social media. Through online research, case studies, and practical exercises, students will gain first-hand knowledge of social media techniques and how to leverage social media as a communications tool.

**COMM 4321 Integrated Digital Marketing (4 Credits)**

At an ever-increasing rate, consumers use digital media to live, to work, and to play. Digital marketing leverages digital media and technologies allowing brands to promote their products and services to very targeted audiences at key online touchpoints in highly measurable ways. This course takes a deep dive into digital marketing strategies and provides an expansive grasp of digital marketing tactics. Students will analyze the digital marketplace and make strategic decisions about which tactics will have greatest impact, how to integrate them into the marketing mix, and ultimately how to use digital marketing to achieve overarching marketing goals. Required pre-requisites: COMM 4140.

**COMM 4324 Marketing Analytics (4 Credits)**

Marketing analytics leverages business metrics to better understand marketing performance and return on investment (ROI). Through data analysis, attribution modeling, and reporting, marketers are able to measure and optimize their initiatives. This class focuses on developing a performance measurement system for marketing channels, incorporating measuring website traffic, conducting market research, estimating usage patterns, and interpreting website visitor behavior. Key performance indicators are tied to marketing goals and tactical campaigns. Students will conduct a review of online metrics, compare marketing analytics vendors, and develop ways to communicate performance.

**COMM 4325 Search Marketing (4 Credits)**

Search marketing is a communicator's medium and a vital part of any marketing mix. This type of digital marketing specifically focuses on increasing a website's visibility in the search engine results pages (SERPs) through organic Search Engine Optimization (SEO) and pay-per-click (PPC) while also drawing attention to quality website content or well-crafted paid ad messaging. This class will provide deep insight into the tools and tactics of search marketing. Students will learn what makes search marketing demanding and how to overcome the challenges presented by regular search engine algorithm updates, increasing mobile device usage, and the influence of social media. Two key techniques of SEM will be explored: search engine optimization (SEO) to improve results from the natural or organic listings, and paid search marketing, or pay-per-click (PPC), to deliver results from the sponsored listings within search engines. A variety of search practices, including mobile and local, will be explored.

**COMM 4326 Digital Campaign Management (4 Credits)**

A digital marketing campaign is a strategic and creative online effort to promote an organization's goal, reach their target audience in a variety of ways and drive them toward a desired action. Digital campaigns are often more complex and dynamic than traditional marketing methods, requiring constant analysis of data and evaluation of effectiveness. Students will experience this dynamism first hand through a course-long interactive campaign simulation during this course. Students will examine the process and stages engaged when creating a successful digital marketing campaign; investigate how marketing automation can streamline efforts and improve team efficiencies; and evaluate how tracking and measuring campaign data can facilitate optimization and scalability to boost ROI. Recommended Prerequisite: Students are strongly advised to take COMM 4321 prior to this course.

**COMM 4701 Topics in Communication Management (4 Credits)**

The content of this course varies each time it is offered. Topics may include time-sensitive issues in the field of communication, elective courses that are not scheduled regularly during the course of the year, or advanced inquiry into core-course subjects, such as ethics, human communication theory, or interpersonal communication. Each time the course is offered, the specific content is announced in the quarterly course schedule. Depending on the subject matter, students may be required to have completed prerequisite courses.

**COMM 4900 Communication Inquiry, Analysis, and Trends (4 Credits)**

In this course, students will actively immerse themselves in their chosen communication field, cultivating essential networking, writing, and analytical skills. Students will establish professional networks for mentorship, industry insight, and understanding field norms. They will enhance their business writing skills, ensuring clarity and authenticity in their communication. Students will explore current and future industry trends, strategizing for adaptation, relevance, and personal growth. Throughout the course, students will engage in reflective exercises, connecting course concepts to their learning and professional goals, fostering a deeper understanding of their communication practice.

**COMM 4901 Capstone Project (4 Credits)**

The Capstone Project provides students the opportunity to research a topic, problem, or issue within their field of study, and work individually with a Capstone advisor. Similar in weight to a thesis, but more flexible, this final project will synthesize and apply core concepts acquired from the program. The student will select an appropriate Capstone advisor who is knowledgeable in the field of study to work closely with and whom can guide the research project. Evaluation will be focused on the quality and professionalism of applied research and writing; critical and creative thinking; problem-solving skills; knowledge of research design, method, and implementation; and contribution to the field and topic of study. Please see the Capstone Guidelines for additional details. Prerequisites: A Capstone Proposal that has been approved by both the Capstone Advisor and the Academic Director, acceptance as a degree candidate, completion of at least 40 quarter-hours (including all core courses) with a cumulative GPA of 3.0 or better.

**COMM 4902 Capstone Seminar (4 Credits)**

The Capstone Seminar is a graduate seminar in which students utilize the knowledge and skills gained through the degree program to create a culminating work that critically addresses a problem in their degree field of study. The students produce a Capstone of 7000-8000 words that presents a position on a relevant problem, supports the position with professional and academic literature, analyzes and tests the proposed solution, and discusses the findings as related to the field of study. The seminar is dependent upon quality, collegial discussion, and feedback of students' research and work products, under the facilitation of a faculty member. The course structure guides the students through the process of independent, secondary research and writing of a Capstone. No primary research is allowed. Students generate the course content through ongoing discussion and peer feedback on the Capstone process and individual topic areas under investigation. Students professionally and academically communicate through written work and oral presentation. Students must have: Acceptance as a degree candidate, completion of at least 40 quarter-hours (including all core courses) with a cumulative GPA of 3.0 or better. Students must complete the Capstone Seminar in one quarter; no incomplete grades are assigned.

**COMM 4904 Interdisciplinary Capstone Seminar (4 Credits)**

The Interdisciplinary Capstone Seminar is a graduate seminar in which students utilize the knowledge and skills gained through the degree program to create a culminating work that critically addresses a problem or issue in the degree field of study. Members of the class will include students from various UCOL programs, representing multiple topics of study. On campus offerings of this course include required online components. The student produces a paper of 7000-8000 words that presents a position on a relevant problem or issue, supports the position with professional and academic work in the field, analyzes and tests the paper position, and discusses the role of the findings within the field of study. Students professionally and academically communicate their findings through written work and oral presentations. The seminar is dependent upon active and collegial discussion and critique of student research and work under the facilitation of a faculty member, and it is governed by the quality of participation and contributions of the students. Students must have: Acceptance as a degree candidate, completion of at least 40 quarter-hours (including all core courses) with a cumulative GPA of 3.0 or better. Students must complete the Capstone Seminar in one quarter; no incomplete grades are assigned.

**COMM 4905 Storytelling through Research and Measurement (4 Credits)**

Whether conducting a needs assessment, attempting to understand your audience, or developing a new product, communication professionals regularly harness the power of research, measurement, and storytelling. This course explores mixed-methods research design; data collection strategies; strategies for measuring the impact of communication challenges and interventions; and the fundamentals of telling data-driven stories that persuade stakeholders and demonstrate ROI. Together these tools enable confident problem solving, enhance organizational decision making, and influence stakeholder behavior. This course culminates in an individualized project that integrates research design, data collection, data analysis, and storytelling.

**COMM 4920 Portfolio Capstone (4 Credits)**

The Portfolio Capstone course provides students the opportunity to reflect upon the work they have done throughout their graduate studies at University College and synthesize their learning. Students in the seminar produce deliverables that include: (1) a thorough annotation of their portfolio, a process requiring critical and creative thinking about their educational experience, and (2) a pinnacle project that identifies, analyzes, and elaborates significant themes in their program experience, evaluates their accomplishments, connects their coursework to their professional goals, and assesses those goals in the context of their chosen field.

**COMM 4980 Internship (0-4 Credits)**

The Communication Management Internship is designed to offer students a purposeful experience in a practical, industry related setting. The internship is an individualized learning experience. A training plan is created for each student in conjunction with the internship site supervisor to provide experiences related to the skills and knowledge covered in the certificate and master's programs as well as professional goals. Students are responsible for finding their own internship site and proposing their internship ideas. University College will send notification to all COMM students if they hear of internship possibilities. Students may also work through the DU career center, to explore opportunities for internship experiences. To be eligible for an internship, completion of a minimum of 28 hours of graduate coursework in the field of specialty is required OR Academic Director approval for students with previous work experience in the field.

**COMM 4985 Industry Innovation Project (1-4 Credits)**

Students in this course will participate as a part of a team of cross-discipline students working on an innovation project that is scoped to meet the specific needs of its industry client. Students will have a choice between a variety of project types so that each student can select the industry and team role that best supports their specific area(s) of study. Teams will consist of 4-8 students pursuing a mix of technical, business, and liberal arts degrees. Every project will be led by an experienced industry advisor who will be responsible for managing the project workplan, client engagement, and end product quality. Students will gain direct industry experience in their area of study with an emphasis on innovative thinking, team collaboration, and independent project management skills. Prerequisite: Academic director and academic advisor approval is required. Selection criteria will include academic status and project availability.

**COMM 4991 Independent Study (1-8 Credits)**

This is an advanced course for students wishing to pursue an independent course of study. Before registering for the independent study, the student must be accepted in a degree program, have earned a grade point average of 3.0 or better, obtained the approval of the department director, and have completed the Independent Study form and filed the form with all appropriate offices. Independent Study is offered only on a for-credit basis.