

**The University of Texas at El Paso**  
**College of Business Administration**  
**Master of Business Administration Program**  
**Fall 2018**

**BUSN 5335: Strategic Business Communication and Reputation Management**

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Office: Cotton Memorial Bldg. 204  
Office hours: by appointment

Class meeting times:  
M & R 5:30-8:30 PM  
Location: GBC 110C

**Course Objective:**

The purpose of this course is to explore the importance of an integrated corporate communication system and analyze strategies for implementation within the enterprise. The course will focus on the corporate enterprise as a whole and consider the integration of strategic messaging and reputation management throughout the organization.

**Methodology:**

- There will be a mix of lectures, student group assignments and presentations.
- Students will participate in diverse class exercises that will analyze corporate communication professional situations.
- By the end of the semester students will be required to demonstrate the skills and knowledge learned through the entire course by developing and presenting a corporate communication strategic plan

**Outcome Assessment/Grading:**

Students will demonstrate their skills and knowledge by successfully fulfilling the assignments required to pass this course.

**Required Bibliography:**

- *Corporate Communication* by Paul Argenti, 7th Edition, McGraw Hill (2015)  
**ISBN-13:** 978-0073403274  
**ISBN-10:** 007340327X
- *Cases in Public Relations Management* by Patricia Swan, 2<sup>nd</sup> edition Routledge (2014)  
**ISBN-13:** 978-0415517713  
**ISBN-10:** 0415517710

**Grading:**

This course is ambitious and requires your active participation. You will be working in teams. You will be graded based on the quality of the work you submit and your contribution to the overall group assignment

Case Study #1 (Written Assignment) .....	125 Points (group)
Case Study #2 (Written Assignment) .....	125 Points (group)
Case Study #3 (Written Assignment) .....	125 Points (group)
Case Study Presentation.....	125 Points (group)
Strategic Communication Plan.....	200 Points (individual or group)
Reflection Paper .....	200 Points (individual)
Participation.....	100 Points (individual)
<b>Total Points.....</b>	<b>1000 Points</b>

### **Your responsibilities:**

- All written assignments must be **hard copy** (no e-mails accepted) and handed **on-time**, double-spaced and have adequate margins for reviewer comments (about an inch). Use 12-point type, Times New Roman or Courier font.
- Deadlines for all written assignments will be strictly enforced. **No late assignments please.** Missing a deadline is equivalent of not doing the assignment.
- **Participation:** Students are expected to attend each and every class and to be punctual. This is a discussion driven course, your active participation is extremely important. **10 points will be deducted** from your class participation score for each **unexcused absence**.
- **Show respect.** The use of cell phones, text messages, and social media won't be allowed during class time, unless specifically permitted by the instructor. Please turn cell phones on silent before entering the classroom. Be courteous to classmates by paying attention to discussions and presentations and by being open-minded in regard to the opinions and ideas of others

### **Academic Dishonesty Policy:**

Scholastic/academic dishonesty is prohibited and considered a violation of the UTEP Handbook of Operating Procedures. The University of Texas at El Paso prides itself on its standards of academic excellence. In all matters of intellectual pursuit, UTEP faculty and students must strive to achieve excellence based on the quality of work produced by the individual. In the classroom and in all other academic activities, students are expected to uphold the highest standards of academic integrity. Any form of scholastic dishonesty is an affront to the pursuit of knowledge and jeopardizes the quality of the degree awarded to all graduates of UTEP. It is imperative, therefore, that the members of this academic community understand the regulations pertaining to academic integrity and that all faculty insist on adherence to these standards.

Any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic dishonesty includes, but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials produced by another person, taking an examination for another person, and any act designed to give unfair advantage to a student or even the attempt to commit such acts. Proven violations of the detailed regulations, as printed in the Handbook of Operating Procedures (HOP) and available in the Office of the Dean of Students on the homepage of the Dean of Students at [www.utep.edu/dos](http://www.utep.edu/dos), may result in sanctions ranging from disciplinary probation, to failing a grade on the work in question, to a failing grade in the course, to suspension or dismissal, among others.

### **CASS Policy**

If you have a disability and need classroom accommodations, please contact The Center for Accommodations and Support Services (CASS) at 747-5148, or by email to [cass@utep.edu](mailto:cass@utep.edu). Or visit their office located in UTEP Union East, Room 106. For additional information, please visit the CASS website at [www.sa.utep.edu/cass](http://www.sa.utep.edu/cass). CASS' Staff are the only individuals who can validate and if need be, authorize accommodations for students with disabilities.

**Class schedule:**

\*Note: Dates and times subject to change according to class needs.

<i>Date</i>	<i>Topic</i>	<i>Reading</i>	<i>Assignment</i>
<b>M-9-17</b>	<b>The Changing Environment of Business &amp; Communicating Strategically</b>	<p>Course introduction</p> <p>Chapter 1: Changing Environment of Business (Argenti)</p> <p>Chapter 2: Communicating Strategically, (Argenti)</p>	<p>Syllabus Review</p> <p>Student Introductions</p> <p>Introduction to the course</p> <p>In-class case study exercise: Corporate Communication definition and application in student's professional /academic environment</p>
<b>R-9-20</b>	<b>The Corporate Communication Function &amp; Ethics</b>	<p>Chapter 3: Corporate Communication Function (Argenti)</p> <p>Chapter 2: Ethics (Swan)</p> <p>Code of Ethics: From PRSA (<a href="http://www.prsa.org">www.prsa.org</a>) International Association of Business Communicators (<a href="http://www.iabc.com">www.iabc.com</a>)</p>	<p>Analysis of PRSA code of Ethics</p> <p>IABC Code of Ethics</p> <p>Arthur W. Page Principles</p> <p>In class "What would you do? Scenarios"</p> <p>In-class case study: Google, Inc. Corporate Communication(Argenti)</p>
<b>M-9-24</b>	<b>Communication Theories</b>	<p>Group research findings on Main Communication theories:</p> <ol style="list-style-type: none"> <li>1) Diffusion of Innovations Theory</li> <li>2) Agenda Setting Theory</li> <li>3) Framing Theory</li> <li>4) Media Uses and Gratification Theory</li> <li>5) Hierarchy of Needs</li> <li>6) Cognitive Dissonance</li> <li>7) Discourse of Renewal Theory</li> </ol>	<p><b>Presentation Exercise: Team communication theory presentations</b></p> <p><b>Group Discussion on relevance of communication theories for businesses and organizations</b></p>

	<b>Internal Communication &amp; Employee Relations</b>	8) The Situational Theory of Publics  Chapter 7: Internal Communication (Argenti)	Lecture and in-class case study discussion
<b>R-9-27</b>	<b>Community Relations and Corporate Social Responsibility</b>	Chapter 5: Corporate Social Responsibility (Argenti)  Chapter 9: Community Relations (Swan)	Lecture an in-class discussion: Starbucks Company case study
<b>M-10-1</b>	<b>Branding and Reputation</b>	Chapter 4: Identity, Image and Reputation (Argenti)  In class lecture/notes	1st Case Study & presentation due: "Apple I-Problem" (Swan page 66)
<b>R-10-4</b>	<b>Media Relations</b>	Chapter 6: Media Relations (Argenti)  Chapter 4: Media Relations (Swan)	In-class news Releases and Media Kits examples
<b>M-10-8</b>	<b>Social media Strategic Communication Plan</b>	In-class lecture and presentation	In-class: examples and exercises
<b>R-10-11</b>	<b>Advocacy and Public Opinion</b>	In-class lecture & presentation and student presentations	2nd Case study paper & presentation due: "Two Employees with a video camera" Domino's Case study. (Swan, page 144)
<b>M-10-15</b>	<b>Crisis Communication</b>	Chapter 10: Crisis Communication (Argenti)  Chapter 5:	In-class lecture and exercises

		Conflict Management (Swan)	
<b>R-10-18</b>	<b>International Public Relations</b>	International Public Relations (In class notes and presentation)  Chapter 10: Culture and other considerations (Swan)	In-class lecture: Hofstede Dimensions of Culture  3 <sup>rd</sup> Case study paper & presentation due: "Deep Water Horizon & BP" case study (Swan 202)
<b>M-10-22</b>	<b>Government Relations</b>	Chapter 9: Government Relations (Argenti)	In class lecture and exercises  Final assignments workshop
<b>R-10-25</b>	<b>Final Strategic Corporate Communication Strategic Plan Workshop &amp; Presentation</b>	In-class review of strategic communication plan	Strategic Corporate Communication plan due  Final Communication Plan Due & Presentations  Reflection paper due

# Rubrics

## Case Study Written Assignment Rubric:

- Your team written assignments should be around 8-10 pages.
- They should demonstrate an in-depth written analysis-critique of the assigned case.
- Make sure you answer the required questions in paragraph format.
- Follow APA style and provide a reference page.

Case Study Rubric Written Assignment	125 Points
<p><b>Introduction</b> The purpose of this section is to guide the reader on the relevance of your case study to contemporary business practices</p> <ul style="list-style-type: none"> <li>• Provide an overview of the corporate communication concepts that will be discussed in your document.</li> <li>• Provide a justification on why your document is valuable to Business and Corporate Communications practitioners.</li> <li>• Describe what specific business and organizational communication knowledge will a business practitioner obtain from your document.</li> </ul>	10
<p><b>Organizational Structure and Corporate Communication Approach</b> The purpose of these section is to <u>identify the key players</u> involved in the case study, as well as their organizational culture and <u>approach to corporate communication</u>. Provide an organizational profile of all parties involved in the case based on the following criteria:</p> <ul style="list-style-type: none"> <li>• Discuss Organizational Culture</li> <li>• Organizational structure</li> <li>• Corporate Communication history (previous approaches to, crises, successful communication, campaigns, etc.)</li> <li>• Overall Corporate Communication approach</li> </ul>	15
<p><b>Case summary</b> For this section please summarize the situation including in your analysis the following points:</p> <ul style="list-style-type: none"> <li>• Explain the corporate communication challenges, problems, mistakes or opportunities for <u>all parties involved</u></li> <li>• Provide a SWOT Analysis for all parties involved</li> </ul>	15
<p><b>Organization's Communication Objectives:</b></p> <ul style="list-style-type: none"> <li>• Identify the key corporate communication issues</li> <li>• Identify key stakeholders and their vested interest in the situation</li> <li>• Identify communication objectives for all main players/stakeholders</li> </ul>	10
<p><b>Public Opinion:</b> For this section, you will analyze how the media portrayed the situation and how the public reacted to such portrayals Provide an overview of the media coverage the case received. (Internet, newspapers, TV, radio, etc.)</p> <ul style="list-style-type: none"> <li>• Identify the <u>main media</u> players and describe their influence on public opinion</li> </ul>	20

<ul style="list-style-type: none"> <li>• Discuss how the public reacted to media stories about the situation at hand</li> <li>• Discuss how public opinion influenced the case study outcomes</li> </ul>	
<b>Case Analysis (Answers to Case Questions)</b> <ul style="list-style-type: none"> <li>• Make sure you provide your answers from a PR perspective\</li> <li>• Identify and discussed how key theoretical concepts discussed in class are portrayed/applied in the case study</li> </ul>	25
<b>Critique.</b> <ul style="list-style-type: none"> <li>• Provide an overall critique on how the organization reacted to this case and conclude your document.</li> <li>• Describe Corporate Communication successes and failures</li> </ul>	15
<b>Best Practices conclusion</b> <ul style="list-style-type: none"> <li>• What did you learn from this case?</li> <li>• From a <i>Best Practices</i> approach, what would be your 4 Corporate Communication <i>Best Practice</i> recommendations for business professionals?</li> </ul>	15

### **Case Study Presentation Rubric (125 Points)**

<b>Case Study Presentation</b>	<b>125 Total Possible Points</b>
Introduction	15
Identification of main corporate communication problems and opportunities	20
Public Opinion Analysis (Media coverage samples)	20
Critique	25
Best Practice Conclusion	25
Interaction with audience (engagement, questions, etc.)	20

## **Ten-Step Strategic Communications Planning Matrix (200 Points)**

### **Research: Steps One, Two and Three** -- Background, Situation Analysis, Core Problem /Opportunity

1. **Background** – Begin the plan with a synthesis of primary and/or secondary research. Provide background information on the industry, external environment, product or program, market situation and current trends in opinions and attitudes. The background also uses demographic and psychographic data to identify and profile potential publics that may be affected by the problem/opportunity or could help in resolution/accomplishment. Also, identify intervening publics and available resources. **(15 Points)**
2. **Situation Analysis** – The situation analysis has two paragraphs. The first paragraph is a statement of the current situation and a description of the challenge or opportunity based on research. The second paragraph identifies potential difficulties and related problems. **(15 points)**
3. **Core Problem/Opportunity** – This is a one-sentence statement of the main difficulty or prospect. It includes potential consequences if not resolved or realized. **(15 points)**

### **Action Planning: Steps Four and Five** — Goals and Objectives, Key Publics and Messages

4. **Goal** – The goal is a one-sentence statement of the end to be achieved to resolve the core problem or to take advantage of a significant opportunity. The goal **does not have to be stated in quantifiable terms. (15 Points)**  
**Objectives** – Objectives are numbered or bulleted statements of specific results that will lead to achieving the goal. Objectives **must be specific, measurable, attainable, time-bound and mission-driven. (15 Points)**
5. **Key Publics** – This step includes a description of each audience that must be reached to achieve the goal and objectives. Five elements should be identified for each public or audience.
  - Demographic and psychographic profile
  - Motivating self-interests
  - Status of current relationship with the organization and issue
  - Third party influentials and other opinion leaders
  - What objectives each public will help you accomplish**(15 Points)**  
**Messages** – Messages are public-specific and appeal to the public’s self interests. They are designed as primary and secondary. Primary messages are one-or two-sentence summary statements similar to sound bites. Secondary messages are bulleted details that add credibility to and support the primary messages with facts, testimonials, examples and other information and persuasive arguments. **(15 Points)**

### **Strategy and Tactics: Step Six**

6. **Strategies** – Strategies identify approaches to send messages to each public through specific channels in order to motivate action. Multiple strategies may be required for each public. **(20 Points)**



**Tactics** – Tactics are communication tools and tasks required to support each strategy. Each strategy is supported by a number of tactics designed to convey key messages to a specific public through the communications channel outlined in the strategy. **(20 Points)**

**Steps Seven and Eight – Calendar and Budget**

7. **Calendar** – The Calendar should be organized by public and strategy with scheduling for each tactic. **(15 Points)**
8. **Budget** – Budgets should be organized by public and strategy. **(15 Points)**

**Communication : Step Nine**

9. **Communication Confirmation** – The communication confirmation table confirms the logic of the plan by converting it into short statements for each public in tabular form. **(10 points)**

Key publics	Self-Interests	Primary Messages	Influentials	Objectives	Strategies	Tactics
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**Evaluation Criteria and Tools: Step Ten**

10. **Evaluation Criteria and Tools** – Evaluation criteria are the specific measures used to determine the success of each objective. **(15 Points)**

**Reflection Paper (200 points)**

- For this assignment you will reflect on the different corporate communication concepts we have discussed in class.
- Provide an introduction to your document discussing why it is relevant to business professionals and the value your document will provide to them. **(20 Points)**
- Present & provide your personal definition of strategic business/corporate communication and discuss its relevance to contemporary business practices. **(20 points)**
- Describe which 3 course topics you enjoyed the most/ found most relevant and why **(40 Points)**
- Please provide 3 specific examples directly related to how you can apply the knowledge learned in class to your chosen professional life. **(45 points)**
- Describe how the material covered in our course can help you become a more competitive professional in your field. **(45 points)**
- Provide a strong conclusion to your document **(30 points)**
- Make sure your document flows and proper transitions are applied.
- Use proper citations were applicable.
- Use font 12, double space, times new roman
- Have fun!!

**Have a great learning experience!**