

# Spring 2021 SYLLABUS: Corporate Reputation (☀) PUR 4932.2E59 (19141)

Professor: Patrick Ford, Professional-in-Residence, Department of Public Relations

Course Time: M 3:00-3:50 PM; W 3:00-4:55 PM

Office Hours\*: Monday 4:00-5:00 PM; Tuesday 2:00-5:00 PM\*

*\*Zoom or phone until further notice -- Appointments required and may also be possible outside office hours.*

Contact Information: Email: [fordp@ufl.edu](mailto:fordp@ufl.edu); phone or text: 703-966-8138

T.A.: Yufan "Sunny" Qin, [qinyf1995@ufl.edu](mailto:qinyf1995@ufl.edu)

Messages via Canvas are accepted

*(☀) This syllabus is subject to change as the professor deems appropriate and necessary.*

## Course Description

**Corporate Reputation** focuses on key elements of corporate reputation – one of the most important and yet least understood aspects of any company's overall success and value. In today's digital, global, highly interactive business ecosystem, where a company is subject to instant, vivid, unfiltered, and global scrutiny, the need for effective, proactive reputation management is greater than ever – especially as companies navigate through multiple global crises.

Warren Buffett's two famous quotes on corporate reputation, with which every senior corporate executive is familiar, have never been more relevant:

*"Lose money for the firm, and I will be understanding. Lose a shred of reputation for the firm, and I will be ruthless."*

*"It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently."*

Over the course of this semester, we will delve into how corporate reputations are built and sustained, and also how they can be damaged or even ruined. We will examine a wide range of specific case studies and, in some cases, hear from senior communications executives on how they and their companies engage with their various stakeholders (employees, retirees, investors, customers, communities, governments, media, social media influencers and other key opinion leaders).

We will explore best practices in corporate character, purpose, sustainability, governance, corporate social responsibility, ethical behavior, and issues and crisis management. We will focus especially on how companies' reputations are being tested amid multiple crises related to the global pandemic, a devastating recession, and racial inequality in the workplace and the overall society. Our group project will require the development of an original, comprehensive case study suitable for entry in the national Page Case Study competition.

## Course Objectives

Upon completing this course, students will be able to:

- Learn what constitute the key factors in corporate reputation management
- Develop a strategic understanding of stakeholder theory
- Understand how to monitor and measure a company's reputation
- Identify and address the ethical issues affecting reputation
- Write comprehensive case studies on best and worst examples of corporate reputations
- Recognize risks to corporate reputation and why they matter

## **Prerequisite:**

- PUR 3000 Principles of Public Relations

## **Course Objectives & Learning Outcomes**

### **College of Journalism and Communications Objectives**

The Accrediting Council on Education in Journalism and Mass Communications requires that by graduation all students should be able to:

- Understand and apply the principles and laws of freedom of speech and press for the US
- Demonstrate an understanding of the history and role of professionals and institutions in shaping communications
- Demonstrate an understanding of gender, race, ethnicity, sexual orientation and, as appropriate, other forms of diversity in domestic society in relation to mass communications
- Demonstrate an understanding of the diversity of peoples and cultures and of the significance and impact of mass communications in a global society
- Understand concepts and apply theories in the use and presentation of images and information
- Demonstrate an understanding of professional ethical principles and work ethically in pursuit of truth, accuracy, fairness and diversity
- Think critically, creatively and independently
- Conduct research and evaluate information by methods appropriate to the communications professions in which they work
- Write correctly and clearly in forms and styles appropriate for the communications professions, audiences and purposes they serve
- Critically evaluate their own work and that of others for accuracy and fairness, clarity, appropriate style and grammatical correctness
- Apply basic numerical and statistical concepts
- Apply current tools and technologies appropriate for the communications professions in which they work, and to understand the digital world.

## **Readings**

### **Required Book**

*The New Era of the CCO: The Essential Role of Communication in a Volatile World*, edited by Roger Bolton, Don W. Stacks and Eliot Mizrahi. Business Expert Press, 2018. ISBN:

- 978-1-63157-535-8 (paperback)
- 978-1-63157-536-5 (electronic)

### **Additional Readings as Assigned**

Students will be expected to be regular readers of free updates from *PRWeek Daily Breakfast Briefing*. **PRWeek is accessible to UF students through the UF George A. Smathers Libraries online database system.** The professor will provide or assign additional reading materials (e.g. media articles or book chapters) over the course of the semester, mostly for additional information but, in some cases, these may be included in the test. Generally, assigned reading (book chapters or other articles) in the syllabus should be read in advance of the class for which they are listed. Be prepared for the professor to call on you in that class to discuss the assigned readings.

## **Online Course Administration — e-Learning in Canvas**

<https://elearning.ufl.edu> will be used to administer the course communication, materials (e.g., PowerPoint files, additional readings, handouts, assignment guidelines, evaluation forms), and grades. For instance, an electronic file of this document is posted on Canvas. You can access the site by using your GatorLink username and password. Please check the site for announcements and/or threads of comments from classmates, and the professor.

## **Course Professionalism**

- The College of Journalism and Communications is a professional school and professional decorum is expected at all times. Therefore, the students, and the professor, adhere to workplace norms for collegial and respectful interaction. Students are expected to log into Zoom on time, not leave early unless prior permission is granted, and wait for the class to end before logging off. *Please note the significant impact of attendance and active participation in your final grade (25% of grade) and be sure to show up and speak up.*

- Students are expected to conduct themselves in an honest, ethical, and courteous manner — with classmates and the professor.

## **Course Grades**

The evaluation of coursework will be based on the student's performance in four areas, each of which constitutes a proportion of the final grade. These include: attendance and active participation; individual assignments (which will include developing case studies related to corporate reputation and presenting them to the class); one group experiential learning project; and a final test. The group project will involve developing comprehensive case studies, including teaching notes and a PowerPoint presentation, that would be suitable for submission in the national Page Case Study competition, which is sponsored each year by the Page Society and the Institute for Public Relations (see the 2020 winning case studies at this link:

[https://page.org/study\\_competitions](https://page.org/study_competitions) ). The allocations for each are as follows:

### **Active Participation: 25%**

- Attendance and active participation are mandatory. Students will be expected to participate in various interactive exercises and to be fully engaged – with live video activated -- at all times unless cleared in advance with the professor. Absences count from the first class following the drop/add period. After due warning, the professor may prohibit further attendance and subsequently assign a lower or failing grade for excessive absences; more than two unexcused absences during the semester will be considered “excessive absences.” You are responsible for **notifying the professor in advance of the cause of your absence** and, if it is due to illness, provide a note from your medical provider. For further information on attendance policy, please consult: <https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/>.

### **Individual Assignment / Case Study 25%**

- Individual assignments will provide an opportunity for you to explore various aspects of corporate reputation management. The most important will be to prepare a case study on a specific company's reputation. You will select the company (subject to the professor's approval) and it must not be the company/case being analyzed by your group for the group project. The grade will be based on: the case selection – how compelling is the situation and its business impact on the company's business; a company overview that puts the case in context and provides data and analysis on the company's reputation; a comprehensive analysis of how the company engaged with primary and secondary stakeholders through direct engagement, media relations and social media interaction; style and quality of writing; and quality of a presentation deck accompanying the case study, which will be used in class presentations to illustrate and bring the case to life.

### **Test: 25%**

- One test will be scheduled. This will be designed to test the students' understanding of key concepts of reputation management addressed in the course textbook and discussed in class by the professor and/or guest lecturers.

### **Group Project and Presentation: 25%**

- This group project that will require you to work collaboratively with fellow students to develop a comprehensive corporate reputation case study that follows the requirements for submission in the national Page Case Study competition (see the guidelines for this national competition as well as the 2020 winning case studies at this link: [https://page.org/study\\_competitions](https://page.org/study_competitions) ). Directions and team assignments will be provided early in the semester.

Grading for the course follows current UF grading policies for assigning grade points (see <https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>).

*The grading scale for the course is as follows:*

93-100 = A  
90-92 = A-

88-89 = B+  
 82-87 = B  
 80-81 = B-  
 78-79 = C+  
 75-77 = C  
 70-74 = C-  
 68-69 = D+  
 60-67 = D  
 Below 60 = E

Further information about grades and grading policy may be found at this [link to the university grades and grading policies](#).

## **Online Course Evaluations**

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. [Click here for guidance on how to give feedback in a professional and respectful manner](#). Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via [ufl.bluera.com/ufl/](http://ufl.bluera.com/ufl/). [Summaries of course evaluation results are available to students here](#).

## **The Honor Pledge**

UF students are bound by The Honor Pledge which states, “We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: “On my honor, I have neither given nor received unauthorized aid in doing this assignment.” The Honor Code specifies a number of behaviors that are in violation of this code and the possible sanctions. [Click here to read the Honor Code](#). Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor or TA in this class.

## **Students Requiring Accommodations**

Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the disability Resource Center. [Click here to get started with the Disability Resource Center](#). It is important for students to share their accommodation letter with their instructor and discuss their access needs, as early as possible in the semester.

## **Campus Resources**

### **Health and Wellness Resources**

- *U Matter, We Care*: If you or someone you know is in distress, please contact [umatter@ufl.edu](mailto:umatter@ufl.edu), 352-392-1575, or visit [U Matter, We Care website](#) to refer or report a concern and a team member will reach out to the student in distress.
- *Counseling and Wellness Center*: [Visit the Counseling and Wellness Center website](#) or call 352-392-1575 for information on crisis services as well as non-crisis services.
- *Student Health Care Center*: Call 352-392-1161 for 24/7 information to help you find the care you need, or [visit the Student Health Care Center website](#).
- *University Police Department*: [Visit UF Police Department website](#) or call 352-392-1111 (or 9-1-1 for emergencies).
- *UF Health Shands Emergency Room / Trauma Center*: For immediate medical care call 352-733-0111 or go to the

emergency room at 1515 SW Archer Road, Gainesville, FL 32608; [Visit the UF Health Emergency Room and Trauma Center website.](#)

## Academic Resources

- *E-learning technical support:* Contact the [UF Computing Help Desk](#) at 352-392-4357 or via e-mail at [helpdesk@ufl.edu](mailto:helpdesk@ufl.edu).
- [Career Connections Center](#): Reitz Union Suite 1300, 352-392-1601. Career assistance and counseling services.
- [Library Support](#): Various ways to receive assistance with respect to using the libraries or finding resources.
- [Teaching Center](#): Broward Hall, 352-392-2010 or to make an appointment 352- 392-6420. General study skills and tutoring.
- [Writing Studio](#): 2215 Turlington Hall, 352-846-1138. Help brainstorming, formatting, and writing papers.
- *Student Complaints On-Campus:* [Visit the Student Honor Code and Student Conduct Code webpage for more information.](#)
- *On-Line Students Complaints:* [View the Distance Learning Student Complaint Process.](#)

## Other Important Notes

- We will have Zoom and, later in the semester, face-to-face /Hyflex instructional sessions to accomplish the student learning objectives of this course. In response to COVID-19, the following policies and requirements are in place to maintain your learning environment and to enhance the safety of our in-classroom interactions.
  - You are required to wear approved face coverings at all times during class and within buildings. Following and enforcing these policies and requirements are all of our responsibility. Failure to do so will lead to a report to the Office of Student Conduct and Conflict Resolution.
  - This course has been assigned a physical classroom with enough capacity to maintain physical distancing (6 feet between individuals) requirements. Please utilize designated seats and maintain appropriate spacing between students. Please do not move desks or stations.
  - Sanitizing supplies are available in the classroom if you wish to wipe down your desks prior to sitting down and at the end of the class.
  - Follow your instructor's guidance on how to enter and exit the classroom. Practice physical distancing to the extent possible when entering and exiting the classroom.
  - If you are experiencing COVID-19 symptoms ([Click here for guidance from the CDC on symptoms of coronavirus](#)), please use the UF Health screening system and follow the instructions on whether you are able to attend class. [Click here for UF Health guidance on what to do if you have been exposed to or are experiencing Covid-19 symptoms.](#)
    - Course materials will be provided to you with an excused absence, and you will be given a reasonable amount of time to make up work. [Find more information in the university attendance policies.](#)
- ***Our class sessions may be audio / visually recorded*** for students in the class to refer back and for enrolled students who are unable to attend live. Students who participate with their camera engaged or utilize a profile image are agreeing to have their video or image recorded. If you are unwilling to consent to have your profile or video image recorded, be sure to keep your camera off and do not use a profile image. Likewise, students who unmute during class and participate orally are agreeing to have their voices recorded. If you are not willing to consent to have your voice recorded during class, you will need to keep your mute button activated and communicate exclusively using the "chat"

feature, which allows students to type questions and comments live. The chat will not be recorded or shared. As in all courses, unauthorized recording and unauthorized sharing of recorded materials is prohibited.

- The professor reserves the right to make changes, if necessary, to the grading system, schedule, or other matters pertaining to the class.
- The professor may be reached via email (fordp@ufl.edu), telephone (352-294-0493) or text (703-966-8138). Please be aware that the professor may not be able to respond immediately to your communication. As a rule, allow up to 24 hours for a response. Therefore, barring an emergency situation, it is advisable to contact the professor well in advance of a quiz or a deadline in order to give the professor adequate time to respond.
- Students are not permitted to bring guests to class unless special arrangements have been made with the professor prior to class.
- If you notice yourself having trouble in the course, it is crucial that you see the professor immediately. Please feel free to approach the professor about any concerns or comments you might have about this class. Ideally, every student in the class should plan to have at least one 1:1 meeting with the professor in his office during the course of the semester.
- Any evidence of plagiarism or cheating will result in an “E” for the course and possible disciplinary action.
- Do not submit the same work to more than one class without prior written permission from both professors. Do not adapt work from another class for this class without my prior written permission.
- Do not adapt someone else's work and submit it as your own. This course requires original work, created at this time, for this purpose.
- Spelling counts, as do grammar, punctuation and professional presentation techniques. If you need extra help with presentation skills, arrange an appointment with the professor.
- An assignment turned in past the deadline may be penalized one letter grade for each weekday it is late. This is a business where deadlines count.
- In addition to the required and recommended readings, you are expected to maintain comprehensive class notes because class lectures often contain information that is not contained in the readings. You will be quizzed on this information. *If you miss a class, it is your responsibility to get briefed by another student on the content covered in the class.*
- Misspelling company or agency names during exercises will result in a letter grade deduction. Check your work!

### Course Schedule

**\*Readings are to be done BEFORE the date listed below\***

<b>M. Jan 11</b>	<p>Course overview</p> <ul style="list-style-type: none"> <li>• Corporate reputation management today: why it matters more than ever</li> <li>• Reputation formula: <math>R=P+B+C \times Af</math></li> <li>• Page Principles</li> </ul>
<b>W. Jan 13</b>	<p>Introductions Interactive review: “The Changing Business Landscape”</p> <ul style="list-style-type: none"> <li>• Read: Chapter 1, <i>New Era of the CCO</i> (McCorkindale, Hynes and Kotcher)</li> </ul> <p>Group and individual assignment details</p>
<b>M. Jan 18</b>	<b>Holiday</b>
<b>W. Jan 20</b>	<p>Guest lecture: Victoria Sakal, Managing Director, Brand Intelligence, Morning Consult</p> <p>Lecture: Stakeholder theory as it relates to corporate reputation today and tomorrow</p> <ul style="list-style-type: none"> <li>• Interactive review: “Stakeholder Engagement – Creating and Sustaining Advocacy” <ul style="list-style-type: none"> <li>○ Read ch. 5, <i>New Era of the CCO</i> (Fernandez, Gonring and Benjamin-Young)</li> </ul> </li> <li>• Ted Talk on Stakeholder Theory</li> </ul>

- M. Jan 25** Lecture: Changing role of the corporation and corporate communications in society
- Purpose, responsibility, sustainability, ESG
  - Ted Talk on Corporate Purpose
- W. Jan 27** Guest lecture: Jill Carapellotti, Group VP, Macy's
- "Managing an Iconic Corporate Brand's Reputation in the Volatile Retail Sector"
- M. Feb 1** Interactive review: "The Trust Imperative"
- Read: ch. 3, *New Era of the CCO* (Edelman, Greyser, Harrison and Martin)
  - "We've Stopped Trusting Institutions and Started Trusting Strangers" – TED Talk
- W. Feb 3** Guest lecture: Corley Kenna, CCO, Patagonia
- "In Business to Save Our Home Planet – The Quintessential Purpose-Driven Company"
- M. Feb 8** **Individual case study assignment due**
- Student individual case study presentations
- W. Feb 10** Guest lecture: Carmella Glover, Executive Director, Diversity Action Alliance
- "Driving Action on DE&I in the PR Profession"
  - Student individual case study presentations (continued)
- M. Feb 15** Interactive review: "Managing the Corporate Character of the Enterprise"
- Read ch. 4, *New Era of the CCO* (Bowen, Hardage, Strong)
  - Student individual case study presentations (continued)
- W. Feb 17** Guest lecture: Ian Bailey, Senior VP, Communications and Community, Qurate Retail Group
- "Championing Empowerment and Belonging: Diversity, Equity & Inclusion; Community Involvement"
  - Student individual case study presentations
- M. Feb 22** Interactive review: "Skills and Capabilities of the Modern CCO"
- Read ch. 9, *New Era of the CCO* (Bain, Coombs and Feldman)
  - Student individual case study presentations
- W. Feb 24** Guest lecture:  
Emily Graham, Chief Equity and Impact Officer and SVP, Diversity and Inclusion Communications, Omnicom Group
- "OPEN 2.0: Achieving Inclusive Cultures and Real Systemic Equity with Urgency on a Global Scale"
  - Group project discussions
- M. Mar 1** Interactive Review: "Total Integration: Working Across the C-Suite"
- Read ch. 7, *New Era of the CEO* (O'Rourke, Spangler, Woods)
- W. Mar 3** Guest Lecture: Lisa Ross, COO of Edelman US; President of Edelman Washington, DC  
"The Edelman Trust Barometer 2021"
- M. Mar 8** Interactive review: "The New Reality"  
Read ch. 10, *New Era of the CCO* (Bolton, Prosek and Stacks)
- W. Mar 10** Guest lecture: Jerilan Greene, Chief Communications and Public Affairs Officer, Yum! Brands  
"Responding to Covid-19 Together: How a Global Leader Supports Employees and Communities"
- M. Mar 15** **Group Projects Due**
- W. Mar 17** Guest lecture: Chuck Wallington, Executive Vice President and Chief Marketing &

Communications Officer, Cone Health

- “Managing Corporate Reputation in the Healthcare Sector Amid Public Health, Economic and Social Crises”

<b>M. Mar 22</b>	Group project breakouts
<b>W. Mar 24</b>	<b>Spring Recharge Day</b> – no class today
<b>M. Mar 29</b>	Lecture: The constant stakeholder imperative: effective employee engagement
<b>W. Mar 31</b>	Guest lecture: <ul style="list-style-type: none"> <li>• Jake Feldman, Associate General Counsel, and Samantha Lucas, Global Leader, Advocate Communications, Johnson &amp; Johnson</li> </ul> “Protecting a World-Class Corporate Brand Amid Multiple Global Crises”
<b>M. Apr 5</b>	Guest lecture: Angela Chitkara, Founder, World in 2020 Project; Founder & CEO, US India Corridor LLC <ul style="list-style-type: none"> <li>• “World in 2020: Age of Organizational Transparency and Accountability”</li> </ul>
<b>W. Apr 7</b>	Group case study presentations
<b>M. Apr 12</b>	Guest lecture: David Albritton, Vice President, Communications, Amazon Web Services “How an Iconic Global Corporation Steps Up Amid Global Crises”
<b>W. Apr 14</b>	Group case study presentations
<b>M. Apr 19</b>	Group case study presentation and course wrap-up
<b>W. Apr 21</b>	<b>Test</b>

**End of semester: have a great summer!**