

# SYLLABUS – PUR 4932.2E59 Corporate Reputation (☀)

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

Office: Weimer 2091

Term: Spring 2019

Office Hours: T 2-4 p.m.;

Course Time: T 9:35-11:30 a.m.; R 10:40–11:30 a.m.

W 4-5 p.m.; R 12-1 p.m. \*

Course Location: Weimer 2056

*\*Appointments recommended and may also be possible outside office hours.*

**Contact Information:** Email: [fordp@ufl.edu](mailto:fordp@ufl.edu); Phone: 352-294-0493; Text: 703-966-8138

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 business ecosystem, when a company is subject to instant, vivid, unfiltered, and global scrutiny, the need for effective, proactive reputation management is greater than ever. Warren Buffett's two famous quotes on corporate reputation, with which every senior corporate executive is familiar, has 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 all their key stakeholders (employees and retirees, investors, customers, communities, governments, media, social media, and key opinion leaders) on reputation. We will explore best practices in corporate governance, corporate purpose, corporate social responsibility, ethical behavior, and issues and crisis management to protect and/or repair reputation. Our group project will require development of an original, comprehensive case study suitable for the national case study competition sponsored by the Page Society and Institute for Public Relations.

## Course Objectives

Upon completing this course, students will be able to:

- Learn what constitute the key factors in corporate reputation management
- Develop a strategic reputation management plan
- 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
- Understand the importance of opinion/attitudinal research reputation management
- Recognize risks to corporate reputation and how to manage them through corporate communications and stakeholder engagement

**Prerequisite: PUR 3000 Principles of Public Relations**

## **Course Objectives & Learning Outcomes**

### College of Journalism and Mass Communications Objectives

Contributes to learning outcomes required by the Accrediting Council on Education in Journalism and Mass Communications for all students by the time they graduate:

- 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.

### **Required Book**

***Reputation Management: The Key to Successful Public Relations and Corporate Communication*** (3<sup>rd</sup> edition) by John Doorley and Helio Fred Garcia. Routledge, 2015. Available on Amazon and as an Apple e-book.

ISBN:

- 978-0-415-71627-7 (hardcover)
- 978-0-415-71628-4 (paperback)
- 978-1-315-87998-7 (e-book)

### **Additional Readings as Assigned**

Students will be expected to be regular readers of free updates from *PRWeek Daily Breakfast Briefing* and *The Holmes Report*. 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 quizzes.

### **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 arrive on time, not leave early unless prior permission is granted, and wait for the class to end before packing to leave. *Please note the significant impact of attendance and active participation in your final grade (30% 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. Eating and privately chatting in class do not demonstrate professional behavior. Chatting while the professor or another student is talking is unacceptable behavior; such actions can result in being asked to leave the classroom and will result in a lowering of your class participation grade.
- **Cell phones and other electronic devices must off or silent during class**, unless authorized by the professor. In the event of an emergency situation, notify the professor at the start of class. Laptops may be used as a note-taking device. Unless otherwise authorized by the professor, surfing the Internet, checking or sending email, playing games, and other online activities not related to class are strictly prohibited.

## **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; quizzes; individual assignments (which will include developing a corporate reputation case study); and one group experiential learning project. The allocations for each are as follows:

### **Active Participation: 30%**

- Attendance and active participation are mandatory. Absences count from the first class. After due warning, the professor may prohibit further attendance and subsequently assign a lower or failing grade for excessive absences; more than two 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: <http://www.registrar.ufl.edu/catalog/policies/regulationattendance.html>.

### **Individual Assignments / 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. Directions will be provided early in the semester.

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

- This is a semester-long group project that will require you to work collaboratively with fellow students to develop a comprehensive crisis management plan, providing appropriate elements a client would use pre-crisis, during the crisis and post-crisis. Directions and team assignments will be provided early in the semester.

### **Quizzes: 20%**

- At least two quizzes will be held during the regularly scheduled class periods. Quizzes are designed to test the student's knowledge of the main ideas covered in the readings, handouts, guest lectures and class discussions.

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:*

92-100 = A  
90-91 = A-  
88-89 = B+  
82-87 = B  
80-81 = B-  
78-79 = C+  
72-77 = C  
70-71 = C-  
68-69 = D+  
60-67 = D  
Below 60 = E

*For further information about grades and grading policy, please consult:*

<https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

### **No Make-Up Quizzes**

If you miss a quiz without prior permission, you will receive a grade of zero for that quiz. Documented exceptions for extreme circumstances will be considered and should be communicated to the professor prior to any missed quiz. Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found at: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

### **End of Course Evaluations**

Students are expected to provide feedback on the quality of instruction in this course based on 10 criteria. These evaluations are conducted online at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results>.

### **The Honor Pledge**

The University of Florida Honor Code applies to all work related to this class. All students are expected to be honorable and to observe standards of conduct appropriate to a community of scholars. Students are expected to attend every class, arrive on time, and participate in class discussions. Assigned readings should be completed prior to class, and students should be prepared to discuss the assigned material. Any material discussed in class and/or covered in the assigned readings may be included on examinations. Students will not be allowed to make up quizzes. Exceptions to this policy will be limited to documented exceptional (as defined by the professor) circumstances and at the discretion of the professor. Students arriving more than 10 minutes late to a quiz may be prohibited from taking the quiz.

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 (<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obliged to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or

concerns, please consult with the professor in this class.

## **Students with Accommodations**

We are committed to helping students with special challenges overcome difficulties with comprehending the subject matter, while abiding by the standard code of confidentiality. In order to address academic needs, we must be informed of the student's circumstance at the beginning of the semester *before* performance becomes a factor. This is not to imply that standards of fairness will not be generally applied when evaluating student work; only that reasonable and appropriate measures will be taken to ensure that officially recognized challenges do not become a hindrance to a student's ability to succeed in this course.

Students requesting classroom accommodation must first register with the Dean of Students Office (Disability Research Center – 352-392-8565, [www.dso.ufl.edu/drc/](http://www.dso.ufl.edu/drc/)) by providing appropriate documentation. Once registered, students will receive an accommodation letter that must be presented to the professor when requesting accommodation. Students with challenges should follow this procedure as early as possible in the semester.

## **Campus Resources: Health and Wellness**

### **U Matter, We Care:**

If you or a friend is in distress, please contact [umatter@ufl.edu](mailto:umatter@ufl.edu) or (352) 392- 1575 so that a team member can reach out to the student.

### **Counseling and Wellness Center:**

<http://www.counseling.ufl.edu/cwc/Default.aspx>, 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.

### **Sexual Assault Recovery Services (SARS):**

Student Health Care Center, 392-1161.

### **University Police Department:**

392-1111 (or 9-1-1 for emergencies). <http://www.police.ufl.edu/>

## **Academic Resources**

**Learning technical support, 352-392-4357 (select option 2) or e-mail to [Learning-support@ufl.edu](mailto:Learning-support@ufl.edu). <https://lss.at.ufl.edu/help.shtml>.**

Career Resource Center, Reitz Union, 392-1601. Career assistance and counseling.

<http://www.crc.ufl.edu/>

Library Support, <http://cms.uflib.ufl.edu/ask>. Various ways to receive assistance with respect to using the libraries or finding resources.

## **Other Important Notes**

- 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](mailto: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 48 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 to consume food in the classroom or to use laptop computers other than to take class notes or follow PowerPoint presentations. Use of mobile telephones or other electronic devices is not allowed during class.
- 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. I will be happy to meet with you during my office hours, or by appointment. 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.
- You are expected to arrive promptly for class, fully prepared to discuss the assigned readings. While I understand the problems created by a large campus, it is your responsibility to arrive in class in a timely manner.
- 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.
- An assignment turned in past the deadline will be penalized one letter grade for each weekday it is late. This is a business where deadlines count. You can't make excuses to your boss or a client if your work is late.
- 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

- |               |   |
|---------------|---|
| <b>Jan 8</b>  | <p>Course overview and introductions</p> <ul style="list-style-type: none"> <li>• Complete personal information sheet</li> </ul>  |
| <b>Jan 10</b> | <p>Lecture: corporate reputation management today: why it matters more than ever</p> <ul style="list-style-type: none"> <li>• Comprehensive Reputation Management (© John Doorley)</li> <li>• Measuring reputation value</li> <li>• “Fortune Most Admired” reputational factors</li> <li>• Page Society Corporate Character Model</li> </ul> <p>Read: Doorley and Garcia, Chapter 1</p> |
| <b>Jan 15</b> | <p>Guest lecture: Reputation mismanagement – what can go wrong?</p> <ul style="list-style-type: none"> <li>• Jim McAvoy, former global issues/crisis leader, Accenture</li> <li>• Examples of reputation damage</li> <li>• 10 precepts of reputation management</li> <li>• Reputation formula (R=P+B+C) x Af</li> <li>• Best practices in reputation management</li> </ul>              |

- Jan 17** Interactive session: the good, the bad and the ugly  
Group assignments finalized
- Jan 22** Guest lecture (via video conference): measuring reputation  
Leslie Gaines Ross, EVP, Weber Shandwick
- CEO leadership: impact on corporate reputation
- Jan 24** Lecture: Ethics and corporate communications  
Read: Doorley and Garcia, Chapter 2
- Jan 29** Guest lecture: Case studies from the field  
Jonathan Stern, EVP and Miami office leader, Burson Cohn & Wolfe
- Jan 31** **Quiz #1**
- Feb 5** Guest lecture: international corporate reputation management  
Scott Farrell, global corporate practice president, Golin
- Feb 7** Discuss individual and group case study projects
- Feb 12** Media relations and social media challenges and opportunities
- Lecture on best practices and modern imperatives
  - Interactive case study discussions
  - Guest lecture on social media (tentative)
- Read Doorley and Garcia, Chapters 3 and 4
- Feb 14** Individual case student project reports due
- **Individual presentations**
- Feb 19** Corporate purpose and CSR
- Guest lecture from CCO or agency CEO
- Read: Doorley and Garcia, Chapters 7 and 12
- Feb 21** Individual case study presentations
- Feb 26** Group case study project – breakout sessions
- Read: Winning case studies from national competition conducted by the Arthur Page Society and Institute for Public Relations (copies and/or links to be provided by professor)
  - Groups to agree on final choice for group case study
- Feb 28** Guest lecture: “Landing on the Right Side of History”
- Rob Flaherty, Global Chair, Ketchum PR
- Mar 5-7** **Spring Break**
- Mar 12** Guest lecture on managing reputation in the financial services sector
- Alison Cahill, Director, Corporate Communications, Capital One

- Lecture: investor relations  
Read: Doorley and Garcia, Chapter 8

- Mar 14** Lecture: Organizational Communications  
Read: Doorley and Garcia, Chapter 5
- Mar 19** Lecture: Government relations and public affairs  
Read: Doorley and Garcia, Chapter 6
- Mar 21** **Breakouts for group project**
- Mar 26** Lecture: issues and crisis communication  
Read: Doorley and Garcia, Chapters 10 and 11
- Mar 28** Breakouts for group project
- Apr 2** Guest lecture: Integrated Communications  
  - Speaker to be confirmed
Read: Doorley and Garcia, Chapter 9
- Apr 4** Breakouts for group project
- Apr 9** Guest lecture: Agency-client relations  
  - Jano Cabrera, SVP, McDonald's
- Apr 11** **Finalize group projects**
- Apr 16** **"Challenges and Opportunities in Corporate and Organizational Comms"**
  - Evolving role of chief communications officer and corporate communications departments
  - Earning "a place at the table"
  - Read: Doorley and Garcia, Chapter 14 and additional Page Society readings
- Apr 18** Guest lecture: Ron Culp, DePaul University and former CCO  
**Final Group Projects Due**
- Apr 23** Group presentations
- Apr 25** Group presentations (continued)
- Apr 30** Group presentations (continued)
- May 2** Finale: key takeaways

**Semester ends. Have a great summer!**