

# Fall 2020 SYLLABUS: Corporate Reputation (☀) PUR 4932.4C35 (19806)

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

**Course Time:** M 3:00-3:50 p.m.; W 3:00-4:55 p.m. **Course Location:** Zoom

**Office Hours\*:** Monday 4:00-5:00 p.m.; Tuesday 1:30-5:30 p.m.\*

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

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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**

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 Mizrachi. 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 quiz. 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 2019 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 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; 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 may 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 2019 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

- ***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 un-mute 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. Aug 31</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> </ul>
<b>W. Sep 2</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. Sep 7</b>	<b>Holiday: Labor Day</b>
<b>W. Sep 9</b>	<p>Guest lecture: Eliot Mizrachi, VP, Communication and Thought Leadership, The Page Society</p> <ul style="list-style-type: none"> <li>• "The CCO as Pacesetter"</li> </ul>
<b>M. Sep 14</b>	<p>Interactive review: "The Trust Imperative"</p> <ul style="list-style-type: none"> <li>• Read: ch. 3, <i>New Era of the CCO</i> (Edelman, Greyser, Harrison and Martin)</li> </ul> <p>"We've Stopped Trusting Institutions and Started Trusting Strangers" – TED Talk</p>
<b>W. Sep 16</b>	<p>Lecture: Stakeholder theory as it relates to corporate reputation today and tomorrow Interactive review: "Stakeholder Engagement – Creating and Sustaining Advocacy"</p> <ul style="list-style-type: none"> <li>• Read ch. 5, <i>New Era of the CCO</i> (Fernandez, Gonring and Benjamin-Young)</li> </ul>
<b>M. Sep 21</b>	<p>Lecture: Changing role of the corporation and corporate communications in society</p> <ul style="list-style-type: none"> <li>• Purpose, responsibility</li> <li>• Diversity, equity, inclusion</li> </ul>
<b>W. Sep 23</b>	<p>Guest lecture: Jenna Young, EVP and Executive Creative Director, Weber Shandwick</p> <ul style="list-style-type: none"> <li>• Best practice case study on Ancestry's "Railroad Ties" initiative to recover family records of 100,000 slaves who gained freedom through the famed Underground Railroad. This was Campaign of the Year in the 2020 <i>PRWeek</i> Awards.</li> </ul>
<b>M. Sep 28</b>	<b>Individual case study assignment due</b>
	<ul style="list-style-type: none"> <li>• Student individual case study presentations</li> </ul>
<b>W. Sep 30</b>	<p>Guest lecture: Angela Chitkara, Researcher, World in 2020 Project; Founder &amp; CEO, US India Corridor LLC</p> <ul style="list-style-type: none"> <li>• "ESG and Corporate Sustainability"</li> </ul> <p>Student individual case study presentations (continued)</p>
<b>M. Oct 5</b>	<p>Interactive review: "Managing the Corporate Character of the Enterprise"</p> <ul style="list-style-type: none"> <li>• Read ch. 4, <i>New Era of the CCO</i> (Bowen, Hardage, Strong)</li> </ul> <p>Student individual case study presentations (continued)</p>
<b>W. Oct 7</b>	<p>Guest lecture: Katarina Wallin Bureau, Managing Partner, Rise Corporate Purpose Advisory</p> <ul style="list-style-type: none"> <li>• "Rise Above Business as Usual: Putting Purpose at the Core of Strategy and Stakeholder Engagement"</li> </ul> <p>Student individual case study presentations</p>
<b>M. Oct 12</b>	Discussion of group project; team breakouts

- W. Oct 14** Guest lecture: Errol Cockfield, SVP, Communications, NBC News and MSNBC
- “How a Major Media Company Engages Key Stakeholders in Times of Crisis”
- M. Oct 19** Guest lecture: Chris Chiames, CCO, Carnival Cruise Lines
- “Sustaining Reputation During a Global Pandemic”
- W. Oct 21** 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”
- M. Oct 26** Interactive review: “Skills and Capabilities of the Modern CCO”
- Read ch. 9, *New Era of the CCO* (Bain, Coombs and Feldman)
- W. Oct 28** Guest lecture: Rachel Katz, Founder, RBK+Co (and CJC alum)
- “How to Build an Admired Corporate Brand”
- Team breakouts
- M. Nov 2** **Group projects due**
- W. Nov 4** Guest lecture: Jano Cabrera, CCO, General Mills
- “Managing Corporate Reputation in Food Industry in Times of Crisis”
- M. Nov 9** Guest lecture: Samantha Lucas, Advocate Communications, Office of CEO, Johnson & Johnson
- “How an Iconic Global Corporation Steps Up Amid Global Crises”
- W. Nov 11** **Holiday: Veterans Day**
- M. Nov 16** Interactive Review: “Total Integration: Working Across the C-Suite”
- Ch. 7, *New Era of the CEO* (O’Rourke, Spangler, Woods)
- W. Nov 18** Group presentations
- M. Nov 23** Interactive review: “The New Reality”
- Ch. 10, *New Era of the CCO* (Bolton, Prosek and Stacks)
- W. Nov 25** **Holiday – Thanksgiving**
- M. Nov 30** Group presentation
- W. Dec 2** Group presentations
- M. Dec 7** **Test**
- W. Dec 9** Course wrap-up and key takeaways