



PUR 6607 – PUBLIC RELATIONS MANAGEMENT

Spring 2022 – Weimer Hall Room 1098

Course Syllabus – Wednesdays, periods 7 – 9 (1:55 – 4:55 p.m.)

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Office hours: Tuesdays: 1:30 – 2:30 p.m.; Wed: 12:30 – 1:30 p.m.; Thursdays 2 – 3 p.m. or by appointment, please email for an appt.

Purpose & Course Description. PUR 6607 is a master's level graduate course designed to examine the application of strategic management principles to the development of public relations programs. A particular emphasis is placed on public relations as a management function internally and externally between an organization and its key stakeholders. Through case studies and other mechanisms, students will examine these key principles in the primary public relations practice specializations, including media relations, employee relations, community relations, government relations, consumer relations, issues management and crisis communications, etc. A goal of the course is to build a bridge between the public relations academic and the practitioner and to help students become knowledgeable of the ever-increasing opportunities offered across the world in corporate communications; non-profits, governmental and non-governmental organizations and global agencies.

The research and presentation of multinational organizations' communication efforts involving home, host, and/or transnational publics/audiences, will allow students to put the class content in perspective and to reaffirm acquired competencies.

Method of Instruction. **This learner-centered course will primarily use class discussion and hands-on instruction to engage in the learning process.** We will rarely simply recount what is stated in the readings, but rather use them as a springboard for expanded discussion. There will be minimal lecturing in this course. We will emphasize *interactivity* and *collaboration* and classes will move in a seminar format much like the collaborations that operate in the professional world.

This course is outcomes-based, and students will **be evaluated primarily on the ability to transfer the theory and knowledge shared in class and found in research into workable**

solutions. It is essential to keep up with the reading schedule and come to class with the assigned reading's concepts in your memory and in your reading notes.

Course Objectives. Upon successful completion of this course, students should accomplish the following objectives:

- To increase understanding of the major perspectives in public relations practice and management.
- To develop skills in applying public relations management principles to a variety of organizational situations and circumstances.
- To apply knowledge of public relations management to the student's own research and professional career.
- To increase awareness of the different types of private, public, for-profit, not-for-profit, and activist organizations that use public relations strategies in a global arena.
- To increase understanding of the issues of multiculturalism and diversity related to public relations.

Required Text. The required text for this course is:

Hayes, Darrell C., Hendrix, Jerry A., Kumar, Pallavi D. (2013) *Public Relations Cases. Ninth Edition.* Boston, MA: Wadsworth, Cengage Learning.

Recommended Supplemental Resources.

- General public relations web site portal, especially related to public relations education: <http://lamar.colostate.edu/~pr/>
- Institute for Public Relations: <http://instituteforpr.org/>
- Arthur W. Page Society resource links page: <http://www.awpagesociety.com/resources/links.asp>
- Public Relations Society of America (PRSA): <http://www.prsa.org/>
- PRSA Silver Anvil Awards home page: <http://www.silveranvil.org>
- Council of Public Relations Firms: <http://www.prfirms.org/>
- Public Affairs Council: <http://www.pac.org/>
- Issues Management Council: <http://www.issuemanagement.org/>
- National Investor Relations Institute: <http://www.niri.org/>
- Global Alliance for Public Relations and Communication Management: <http://www.globalpr.org/knowledge/landscapes.asp>
- International Association of Business Communicators: <http://www.iabc.com/>
- International Public Relations Association: <http://www.ipra.org/>
- Women Executives in Public Relations: <http://www.wepr.org/>
- National Black Public Relations Association: <http://www.nbprs.org/>
- Hispanic Public Relations Association: <http://www.hpra-usa.org/>
- Journal of Public Relations Research: <http://www.lib.utk.edu/cgi-bin/auth/connect.cgi?sfxjournal=1062-726X>
- Public Relations Review: <http://www.lib.utk.edu/cgi-bin/auth/connect.cgi?sfxjournal=0363-8111>

- Public Relations Quarterly: <http://www.lib.utk.edu/cgi-bin/auth/connect.cgi?sfxejournal=0033-3700>
- The Plank Center for Leadership in Public Relations: <http://www.plankcenter.ua.edu/>

Reading Assignments. While there is only one required text with designated/assigned readings, additional required readings may be assigned. A specific, topical reading schedule related to the text is provided to students on the first day of class.

Assigned readings should be completed prior to class; students should come to class with the assigned reading's concepts both in memory and in written reading notes, i.e., prepared to discuss them intelligently in class.

Online Course Administration. Canvas will be used to administer the course communication, materials (e.g., PowerPoint files, some additional readings, handouts, assignment guidelines, evaluation forms) and grades.

Course Professionalism. The College of Journalism and Communications is a professional school and professional decorum is expected at all times. Therefore, **both the professor and students adhere to workplace norms for collegial and respectful interaction. Students are expected to arrive on time, not leave early unless prior permission is granted.**

Further, students are expected to conduct themselves in an honest, ethical and courteous manner – with classmates and with the professor. **Eating and privately chatting in class do not demonstrate professional behavior. Talking while the instructor or another student is talking is unacceptable;** such actions can result in a lowering of your grade.

Cell phones, pagers, beepers, BlackBerry devices, iPods, iPads, iPhones, Smart Phones, Androids, etc. must be turned off completely during class; silent mode or vibrate is not considered off. In the event of an emergency situation, notify the professor at the start of class. Laptops may be used only as a note-taking device. Surfing the Internet, checking Facebook, creating email, playing games and other activities not related to class are strictly prohibited.

Diversity Statement. Effective **public relations practice relies on the ability to recognize and embrace diversity in all its forms, including viewpoints.** Throughout the class, students will have opportunities to see how different life experiences and cultural perspectives influence public relations practice. You are encouraged to take advantage of these opportunities in your own work and to learn from the information and ideas shared by other students. Every effort is made to make the course experience diverse and multicultural in content.

Students with Special Needs. Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student **who must submit a documentation letter to the professor when requesting accommodation.** Please notify the professor at the beginning of the semester and **schedule an appointment** to deliver the accommodation letter and to discuss requests for special provisions.

Academic Honesty. The work you submit must be your own work and it must be original for this class. You must not use direct or paraphrased material from any other source, including web sites, without attribution. You cannot submit anything that a peer wrote for this class, you wrote for another class, at an internship, as a volunteer, or in any other academic or professional setting. The professor will handle any incident of academic dishonesty in accordance with the University of Florida policy, such as the UF Honor Code and the Academic Honesty Guidelines that have examples of cheating, plagiarism, bribery, misrepresentation, conspiracy and fabrication.

Plagiarism (literary or artistic theft), copying someone else's work or other forms of dishonesty will not be tolerated. Any case of academic dishonesty will be considered grounds for an automatic failing grade in the course. University guidelines will be followed for any offenses.

Having someone else do your work for you is considered academic dishonesty.

When completing any of your writing assignments for this class, it is imperative to clearly attribute where you obtained your information, whether it's from a web site or from an organization's internal document. **To clarify, you cannot copy anything word for word from any source without putting quotes around it, even if it is provided directly to you from the organization.** This includes web site copy, mission statements, etc. In these cases, you should paraphrase and cite the source as you write or simply quote it.

Attendance. As a graduate level course, attendance and punctuality are expected. Anything else will negatively affect your grade. Attendance will be taken every class. **One absence will be allowed without penalty. More than one absence will result in a penalty of -1% on the final grade for each additional absence (maximum of 10%). Two unexcused late arrivals (or early departures) equal one absence.**

Please be seated and prepared for class to begin on time. **Please be aware that a student who attends class irregularly, comes to class late, leaves class early, fails to complete assignments on time or neglects assigned readings or posting comments can normally expect to earn a low grade.**

Missed Class. Let the professor know **in writing** as soon as you realize you will need to miss class, preferably at the beginning of the semester, as it allows critical assignments or guest lectures to be properly planned.

If you miss class for any legitimate reason, including sickness or university- related travel, you must contact the professor before class meets (email is fine) and, then, provide written documentation of the reason at the next class meeting.

Deadlines. The practice of public relations hinges on meeting deadlines. Missing deadlines not only can damage a public relations professional's credibility, but also can lead to termination of a relationship with a client or to dismissal. Thus, **deadlines are treated seriously in this class. All assignments are due by the start of the class period on the date of the deadline, unless otherwise instructed.**

Format. All written work submitted for this course must be **coherent, logical, and carefully edited.** Writing proficiency is necessary to pass this course. **Misspellings, syntax and grammar errors as well as other writing problems are unacceptable** in work by public relations graduate students. Please do not submit materials with editing marks on them; all assignments must be “**client- ready.**” **Grading rubrics will be provided.**

Unless otherwise specified, **all written assignments must be typed with a 12- point serif font (e.g., Times, Palatino, or Times New Roman), double-spaced and framed by one-inch margins.** No additional consideration will be given to written work accompanied by artwork or any other kind of design element. However, a well-designed piece for your portfolio will represent a tool to assist in a job search and is always appreciated.

Mechanics & Fact Errors. Unless otherwise specified, **use MLA or APA style on all assignments.** Do not assume you will remember everything from earlier courses. Locate and open your stylebook now and review.

Any paper containing a **major factual error will receive a grade of 50.** A major factual error is defined as one that gives the wrong information to the audience, including such things as **misspelling the client’s name or the incorrect identification of key sources.** Errors which do a minor disservice to the reader, will be graded somewhat more leniently, but remember **all factual errors will be considered serious.**

Campus Resources: Health and Wellness

U Matter, We Care:

If you or a friend is in distress, please contact 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

E-learning technical support, 352-392-4357 (select option 2) or e-mail to 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 also be reached via e-mail and the telephone, but please be aware that the professor will 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 instructor well in advance of an exam or a deadline in order to give the professor adequate time to respond you.
- Students are not to consume food or beverages in the classroom or to use laptop computers for other than to take class notes or follow PowerPoint presentations. Mobile telephones or other electronic devices are not allowed to use 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 instructor immediately. Please feel free to approach the instructor 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.
- 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 instructors.
- 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. So, does grammar, punctuation and professional presentation techniques.
- Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor.
- A “class lecture” is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture **does not** include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or lecturer during a class session.
- Publication without permission of the instructor is prohibited. To “publish” means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet,

or third party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student Honor Code and Student Conduct Code.

- An assignment turned in passed 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.

Course Requirements and Evaluation. The evaluation of coursework will be based on the student's knowledge and ability to apply the course material and will be assessed in the following ways:

(1) the **ideas** you conceive *and* the extent to which you consistently develop those ideas,

(2) the **quality and added-value** of your written assignments and in-class led discussions with particular focus on your research, insights to the challenges and opportunities, problem-solving capabilities, creative and original solutions offered, presentation skills and demonstrated professionalism,

(3) the **technical quality and content value** of your **individual comment and written assignments**:

- neat, error-free copy
- material that is well-written, has clarity and is concise
- pays special attention to spelling, grammar, punctuation and style - uses the correct basic format required for the assignment
- professional, client-ready document presentation

(4) the quality and extent of your **in-class participation and understanding of the interrelationship between the assigned readings and the class discussions, and**

(5) performance on **supplementary reading and research.**

Assignments. Students will be evaluated on individual performance demonstrated in five **assignment areas**, each of which constitutes a portion of the final grade. These assignments include the following:

A. Discussion Leadership=20 percent

On most days, students will be scheduled to **lead the class discussion for half the class period.** Presentations should outline the key points of the readings (assume your class colleagues have read the assignment!) for that week and pose questions to the group to foster discussion. Be sure to not only highlight the theoretical and conceptual implications of the readings, but also the practical and professional applications of the material as well.

Additional literature on the topic beyond the assigned readings for that week must also be covered. The supplementary selections will need to be pre-approved by the professor. In general, these should come from scholarly and/or professional sources, such as academic journals, books, conference papers, trade publications, mass media, and so forth. When submitting these selections, please include the entire citation in APA format. Once discussion leadership assignments have been finalized, you will be required to **immediately submit your proposed supplemental readings to the professor for approval.**

For all presentations, **discussion leaders are expected to distribute an outline to the class specifying what will be covered in the presentation.** Activities, exercises, guest speakers, examples, and other creative approaches are welcomed and encouraged. Even when not serving as a leader, it is critical that you come prepared and actively participate in the discussion. **For the discussions to be successful, the entire class must read the cases each week.**

Assessment Criteria: Each discussion leader will receive two evaluations for the discussion leadership assignment: oral and PowerPoint (or Canva or other). The professor will assign the discussion leadership grade based on the assessment criteria. Each discussion leader will complete a candid self-evaluation and will submit the completed form to the professor on the day of the presentation.

In the first week of class we will discuss and clarify the expectations for the discussion leaders and the schedule for discussion leadership; a detailed handout will be provided.

B. Case Analysis paper = 10 percent

Students will select from the text a specific case study to analyze. The analysis should be a minimum of 4 – 6 pages in narrative format of a review of the case. It should include at least three outside resources, not including the company website. The paper should include the following: the identification of the problem; key stakeholders; analysis of the process; identification and evaluation of the public relations principles followed and finally the evaluation of the solution undertaken. A grading rubric will be provided.

C. Team Panel Project=25 percent

Students will be assigned to a team, which will form a “panel” to discuss a specific current issue offered by the professor. Each team will give a **presentation on the respective assigned topic in class during the final weeks of the semester; a hard copy of the team presentation speaking notes will be required and submitted as well.**

Presentation: Each panel member is responsible for presenting key information about the topic and providing the class with some basic “dos and don’ts” and/or examples of organizations that “do it well” and those who “do not do it so well.” Class readings can be used where appropriate, but **additional research on the topic is essential.** Through this research, members of the team must determine what the professionals and experts say about how organizations and leaders should deal with the topic; the panel members should explore current business literature to find

examples of real organizations that are “doing it right” (how they hire, train, access, integrate, and communicate with internal and external audiences related to this topic).

Use of video, web materials and other multi-media is encouraged. Each team must gather information from each panel member and create a 1-page (can be front and back) handout for all the students in the class to use as a guide to current “best practices” on this topic. Each panel should take approximately 20 minutes in duration with an additional 10 minutes at the end for team Q & A.

Presentation/PowerPoint Speaking Notes: Team members must collaborate on writing the speaking notes for the panel presentation. These speaking notes should clearly explain the “best practices” related to the topic. A written hard copy of the speaking notes is due to the professor in advance of the team panel presentation. Also, these notes should be included in the final PowerPoints) Prezi, or other) submitted by 4:00 pm the day before the team presentation.

Assessment Criteria: Each student will receive two evaluations for the team project assignment: team and individual. The professor will assign the team grade based on the assessment criteria. The individual grade will be a result of evaluations by fellow teammates and the professor. Each team member will complete a peer evaluation for each team member as well as a self-evaluation; the completed forms are due to the professor on the day of the presentation. In class we will discuss and clarify the expectations for the team panel presentations and the schedule for team panel presentations; a detailed handout will be provided on the first day of class.

D. Management Analysis=25 percent

This paper is to be completed individually and to focus on a **topic in management that is of interest to you** (pending the professor’s approval).

Background: At some point in your career, you will assume a **managerial role** (either formally or informally) and be expected to make decisions that not only relate to your area of expertise in public relations, but also to serve the larger objectives of the organization for which you work.

The purpose of this paper is to allow you to **complete a literature review and analysis on the management topic of your choice** in preparation for such situations. Your analysis should be written from the perspective of the public relations executive and must focus on a management topic.

Topics: These topics are listed in the detailed handout for the Management Analysis report paper.

You may link your findings to an area or industry in which you might want to work, such as not-for-profit, international, corporate, political, healthcare, or other.

To obtain final approval of your topic, please email the professor a **summary of your proposed topic by the deadline specified in the reading schedule.** Your **summary should**

include the topic, purpose of the analysis, and example references that will be used. And finally, see the professor with any questions.

In class we will discuss and clarify the expectations and the schedule for the management analysis paper; a detailed handout is provided. This final paper will be due, Wednesday, April 20.

Assessment Criteria: Each student will receive one evaluation for the management analysis assignment. The professor will assign a grade based on the successful accomplishment of the assessment criteria. A detailed handout will be provided.

E. Participation (attendance, discussion, etc.) =20 percent

Because this is a learner-centered course, **student participation in class discussions and activities is essential.** Individual assignments also contribute to this portion of your grade. The quality of your participation in class discussions and team presentations and assignments will affect your grade; therefore, attendance and active participation are crucial.

The professor's role in this course is one of collaborator, facilitator, coach. The role of the professor and the students is to facilitate discussion. In other words, share thoughts, suggestions, criticisms, support, disagreement...but, whatever you do, talk in class.

Because of the discussion-style nature of the course, which can sometimes become passionate, please remember to be courteous in your exchanges with others. Nonetheless, enthusiastic discourse is what frequently leads to the strongest learning experiences.

This portion of the grading is subjective, and **you can earn full credit only if you consistently contribute to the class. Keeping up with the required reading will make contributions in this area more meaningful.** Your participation efforts should be steady throughout the course. At the end of the course, participation grades primarily will be based on professor and peer assessments.

Course Grading.

Grades are *earned* via five modes: (1) Discussion Leadership; (2) Case Analysis paper; (3) Team Panel Project; (4) Management Analysis paper; and (5) Participation.

Five Modes – percentage of grade

- Discussion Leadership (20 percent) – 100 points
- Case Analysis paper (10 percent) – 50 points
- Team Panel Project (25 percent) – 125 points
- Management Analysis paper (25 percent) – 125 points
- Participation (20 percent) – 100 points

Grading scale: 100-93 A; 92-90 A-; 89-87 B+; 86-84 B; 83-80 B-; 79-77 C+; 76-74 C; 73-70 C-; 69- 67 D+; 66-64 D; 63-60 D-; 59 and below E

Additional Final Notes

The professor reserves **the right to make changes** if necessary to the grading system, the syllabus and the schedule for this class.

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 the PUR 6607 professor's 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.

The weekly schedule follows this page.

Date – each Wednesday	Class Discussion	Readings	Assignment	Notes
Week 1 – Jan. 5	Syllabus/requirements Review of expectations	Text: Hayes, et al. <i>Public Relations Cases</i> (2013)		FILES in Canvas will have assignment notes/rubrics
Week 2 – Jan. 12	Solving Public Relations Problems	Part 1 – Chap. 1 – 2	All Cases assigned	See your discussion assignment in CANVAS
Week 3 – Jan. 19	Reaching Major Audiences <ul style="list-style-type: none"> • Media Relations • Social Media 	Part II Chapters 3 – 4	Discussion 1 Case -- All case discussions to be led by students - TBA	See Discussions in Canvas for each week forward <i>Individual Case Analysis papers assigned</i>
Week 4 – Jan. 26	Reaching Major Audiences <ul style="list-style-type: none"> • Internal Comms • Community • Public Affairs 	Chapters 5, 6, 7	Discussion 2 Case	<i>Management Analysis topics distributed</i>
Week 5 – Feb. 2	Reaching Major Audiences <ul style="list-style-type: none"> • Investor • Consumer Relations 	Chapters 8-9	Discussion 3 Case	Team Panel Projects Assigned – <i>Teams meet in 3rd block of class</i>
Week 6 - Feb. 9	International Public Relations/Audiences	Chapter 10	Discussion 4 & 5 Cases	<u>Individual Case Analysis papers due</u>
Week 7 - Feb. 16	Special Publics	Chapter 11	Discussion 6	<i>Approval from Prof. for Management Analysis topic</i>
Week 8 – Feb. 23	Emergency Public Relations (Crisis)	Part III. Chapter 12	Discussion 7, 8 & 9	<i>Teams meet in 3rd block of class</i>

Week 9 – March 2	Integrated Marketing Communications	Part IV. Chapter 13	Discussion 10, 11 & 12	
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Date – each Wednesday	Class Discussion	Readings	Assignment	Notes
Week 10 – March 9	Spring Break	Spring Break	Spring Break	No class
Week 11 – March 16	Review of Team Presentation Expectations/Q & A session	Readings assigned (TBD)		<i>Teams meet in 2nd & 3rd blocks of class</i>
Week 12 – March 23	Team Panel 1 presents in class/discussion follows	Readings 1 review/discussed		
Week 13 - March 30	Team Panel 2 Presents in class/discussion follows	Readings 2 review/discussed		
Week 14 – April 6	Team Panel 3 presents in class/discussion follows	Readings 3 Review/discuss		
Week 15 – April 13	Team Panel 4 presents in class/discussion follows			
Week 16 – April 20				<u>Management Analysis Papers are due at start of class</u>

Other dates of note:

Jan. 17, 2022, Martin Luther King Day (Holiday)

March 5-12, 2022, Spring Break (no classes)

April 21-22, 2022, Reading Days (no classes)