

# Fall 2022 SYLLABUS: Corporate Reputation (☀) PUR 4611 (28191)

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.

Location: Weimer 2056

Office Hours: Tuesday 12:00-1:30 p.m.; Wednesday 12:00-1:00 p.m.; Thursday 12:00-1:00 p.m.

*In office (Weimer 2093) or by phone or Zoom -- Appointments recommended and may also be possible outside office hours.*

Contact Information -- Email ([fordp@ufl.edu](mailto:fordp@ufl.edu)); phone (352-294-0493); or text (703-966-8138)

Teaching Assistant: Courtney Baer ([baercourtney@ufl.edu](mailto:baercourtney@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 – even more so in the past two years as virtually all corporations 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 how they can be damaged or even permanently 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. You will learn why corporate boards, executives, and key stakeholders are focusing heavily on environmental, social and governance policies (ESG) and why these concepts matter. We will focus especially on how companies’ reputations are being tested amid multiple crises related to the global pandemic, climate change, and the reckoning on race and issues related to inclusion, diversity, equity and accessibility, among other critical issues. Our group project will require the development of an original, comprehensive case study suitable for entry in the national Page Case Study competition (an opportunity for national recognition for winning teams).

## 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:

- Apply the principles and laws of freedom of speech and press, in a global context, and for the country in which the institution that invites ACEJMC is located.
- Demonstrate an understanding of the multicultural history and role of professionals and institutions in shaping communications.
- Demonstrate culturally proficient communication that empowers those traditionally disenfranchised in society, especially as grounded in race, ethnicity, gender, sexual orientation, and ability, domestically and globally, across communication and media contexts.
- Present images and information effectively and creatively, using appropriate tools and technologies.
- Write correctly and clearly in forms and styles appropriate for the communications professions, audiences, and purposes they serve.
- Demonstrate an understanding of professional ethical principles and work ethically in pursuit of truth, accuracy, fairness, and diversity.
- Apply critical thinking skills in conducting research and evaluating information by methods appropriate to the communications professions in which they work.
- Effectively and correctly apply basic numerical and statistical concepts.
- Critically evaluate their own work and that of others for accuracy and fairness, clarity, appropriate style, and grammatical correctness.
- Apply tools and technologies appropriate for the communications professions in which they work

## **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* and key online business newsletters, such as the *Fortune* "CEO Daily" report (recommended reading list to be distributed in class). 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 quizzes. 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. Carefully consider how you participate in class discussions and in the assignments you submit and present. You can use humor and demonstrate creativity but think ahead to how it will reflect on you. Use your best professional judgment. Projects should not contain nudity, profanity, illegal activities, or situations that would put you or others in danger.

- Students are expected to show up on time, not leave early unless prior permission is granted, and wait for the class to end before leaving. This applies to both in-person and Zoom classes. *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.

## **Diversity Statement**

Your experience in this class is important to me. I embrace a notion of intellectual community enriched and enhanced by diversity along several dimensions, including race, ethnicity and national origins, gender and gender identity, sexuality, socio-economic class, disability, age, and religion. It is my intent that students from all diverse backgrounds and perspectives be well-served by this course and that the diversity that students bring to this class be viewed as a resource, strength, and benefit. Please let me know ways to improve the effectiveness of the course for you personally or for others.

## **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 two quizzes.

Grading factors include:

### **Attendance 10%**

- Attendance is mandatory. Absences count from the first session following drop/add. More than two unexcused absences during the semester will be considered "excessive absences" and you will not receive attendance credit. You are responsible for notifying the instructor prior to missing class or as soon as possible afterwards in an emergency situation. Requirements for assignments and other work in this course follow UF policies: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

### **Active Participation: 15%**

- Active participation through commenting and asking questions is required to gain full points, your physical presence is not enough. Participation will be graded daily. Present but no participation will receive no points, present but non-meaningful participation (i.e., simply saying "I agree") will result in half credit for the day, and participation that adds to the discussion via meaningful comments or questions will receive full credit.

### **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 or institution and the case (subject to the professor's approval). Full details on this individual case study project will be provided early in the semester. Other individual projects may be assigned during the semester.

### **Quizzes: 25%**

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

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

- The group project 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 2021 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:*

A = 93.0-100%.

A- = 90.0-92.99%. B+ = 87.0-89.99%. B = 83.0-86.99%. B- = 80.0-82.99%. C+ = 77.0-79.99%.

C = 74.0-76.99%. C- = 70.0-73.99%. D+ = 67.0-69.99%. D = 64.0-66.99%. D- = 60.0-63.99%. E = below 60%

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.

Guidance on how to give feedback in a professional and respectful manner is available at

<https://gatorevals.aa.ufl.edu/students/>. 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 <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results/>.

## **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.](#)

## Policy on Recording Classes

- 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.

## Other Important Notes

- We will meet in person (Weimer 1078) for most classes, but several classes will be conducted on Zoom to accommodate guest lecturers – you will receive ample advance notice in those cases. You will be welcome to log in from your seat in class or remotely.
- I can be reached in my office (Weimer 2093), via email (fordp@ufl.edu), by telephone (352-294-0493) or by text (703-966-8138). While I always strive to respond in a timely way, please be aware that I may not always be able to respond immediately to your communication. As a rule, allow up to 24 hours for a response.
- Students are not permitted to bring guests to class unless pre-arranged with professor or TA in advance.
- If you notice yourself having trouble in the course, it is crucial that you see me immediately or as soon as possible. Please feel free to approach me 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 me during the semester – I can meet with you during office hours or at other times, but I ask that you reach out in advance and schedule an 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 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 me.
- 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 may result in a letter grade deduction. Check your work!

## Course Schedule

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

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|------------------|---|
| <b>W. Aug 24</b> | Course overview and introductions <ul style="list-style-type: none"> <li>• Corporate reputation management today: why it matters more than ever</li> </ul>  |
| <b>M. Aug 29</b> | Lecture: The Changing Role of Corporations in a Rapidly Changing Business Landscape<br>Read Ch. 1, <i>New Era of the CCO</i>  |
| <b>W. Aug 31</b> | Lecture: Stakeholder theory as it relates to corporate reputation today and tomorrow <ul style="list-style-type: none"> <li>• “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> </ul> <p>Discuss team assignments for group project</p> |
| <b>M. Sep 5</b>  | <b>Labor Day Holiday</b>  |
| <b>W. Sep 7</b>  | Guest lecture: Eliot Mizrachi, Vice President, Communications and Thought Leadership, Page Society <ul style="list-style-type: none"> <li>• “The CCO as Pacesetter”</li> </ul>  |
| <b>M. Sep 12</b> | Guest lecture: Scott Farrell, President, Corporate Communications, Golin<br>“The Polarization Index: Implications for Corporate Reputation”   |

- W. Sep 14** Guest lecture: Marcia DiStaso, Associate Dean for Research, UF CJC  
Corporate Purpose, Responsibility, Sustainability, ESG
- M. Sep 19** “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. Sep 21** Guest lecture: Diana Littman, U.S. Chief Executive Officer, MSLGroup
- M. Sep 26** Guest lecture: Fred Hawrysh, Senior Communications Counselor  
“Managing Reputation Internationally: Challenges, Insights”
- W. Sep 28** Guest lecture: Olivia Petersen, Head of Communications, Morning Consult  
Current Data on Stakeholders’ Attitudes About Corporations and Corporate Reputation
- F. Sep 30** **Student individual case study assignments due**
- M. Oct 3** “Managing the Corporate Character of the Enterprise”
- Read Ch. 4, *New Era of the CCO* (Bowen, Hardage, Strong)
- Student Individual Case Study Presentations Begin
- W. Oct 5** Guest lecture: Chuck Wallington, Executive Vice President, CMO and CCO, Cone Health
- “How a Major Healthcare System Manages Reputation During Challenging Times”
- M. Oct 10** **Quiz**
- W. Oct 12** “Skills and Capabilities of the Modern CCO”
- Read Ch. 9, *New Era of the CCO* (Bain, Coombs and Feldman)
- Student Case Study Presentations Continue
- M. Oct. 17** Student Case Study Presentation Continue
- W. Oct 19** Guest Lecture: Chris Komisarjevsky, Former CEO, Burson-Marsteller
- Student Individual Case Study Presentations
- M. Oct 24** Student Individual Case Study Presentations
- W. Oct 26** “The New Reality”  
Read chapter 10, *New Era of the CCO* (Bolton, Prosek and Stacks)
- Student Individual Case Study Presentations
- F. Oct 28** **Group Case Study Projects Due**
- M. Oct 31** “Total Integration: Working Across the C-Suite”
- Read Ch. 7, *New Era of the CCO* (O’Rourke, Spangler, Woods)
- W. Nov 2** **Quiz**
- M. Nov 7** Breakouts – finalize group project case studies and presentation decks.

<b>W. Nov 9</b>	Guest lecture: Kate Bullinger, CEO, United Minds, a Weber Shandwick Company "From Recovery to Reinvention: What Matters to Employees in a Post-2020 World"
<b>M. Nov 14</b>	Group presentations begin
<b>W. Nov 16</b>	Group presentations
<b>M. Nov 21</b>	Guest lecture (TBC)
<b>W. Nov 23</b>	<b>Thanksgiving Holiday</b>
<b>M. Nov. 28</b>	Group presentations
<b>W. Nov 30</b>	Group presentations conclude
<b>M. Dec 5</b>	Interactive Workshop: Risks and Rewards of Corporate Activism
<b>W. Dec 7</b>	Course wrap up and feedback

**End of Semester: Happy Holidays!**