

PUR4243 – INDUSTRY PERSPECTIVES: CHANGE COMMUNICATION – SPRING 2024

Course number: 29680 and 29988

Mondays, Wednesdays from 5:10 – 6 pm EST

Prerequisite: PUR 3000 with a minimum grade of C.

Instructor: Allyson Park

Email: Allyson.Furr@ufl.edu (note: working to change)

Virtual Office Hours: By Appointment

Phone: 678-984-7047

Required Texts

All readings will be provided on Canvas, no textbook purchase is required. Students will be expected to be regular readers of *Fortune's CEO Daily*, a collection of must-read business news which can be signed up for free via www.mynewsletters.fortune.com.

In addition, the professor will provide or assign additional reading materials (e.g. Harvard Business Review, media articles or book chapters) over the course of the semester. 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.

Course Description

This is the elective you've wanted! Many businesses today – because of business opportunity, supply chain challenges, technology advancements, labor shortages and challenges, expansion into new markets or new categories – are deploying organizational transformation initiatives requiring change management and change communications. The purpose of this class is to give you insight into businesses today, organizational transformation/change and most importantly, the critical role communication professionals play in creating plans, communicating change and enabling transformation. The class is designed to be fun and engaging and provide you with real-world experience and the opportunity to learn from current Fortune 500 leaders as the professor will bring in guest speakers throughout the semester.

Humans are at the center of change, and during the semester this course will focus on why successful communication professionals – whether they are in for-profit or nonprofit corporations or whether they are in-house or on the agency side – must develop a fundamental understanding of business/organizational transformation and change communications. We will cover change management, contributors to success, examples of what it is like inside different kinds of organizations today and change communications.

Course Learning Objectives

Upon completing this course, students will:

- Develop basic business acumen and how to relate that to their role as strategic communicators
- Learn about the business transformation/organizational transformation today and the role of communications in these transformations
- Develop an understanding of change management
- Learn the basics of change communications
- Develop a deeper understanding of stakeholders in change communications

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

Key Course Policies

Late or Missed Work:

Deadlines for each assignment will be given and students are expected to meet them. Late assignments will automatically lose a full letter grade for each week it is late (e.g. B to a C). Some consideration, however, might be given (at the discretion of the instructor) if there are extenuating circumstances such as prolonged hospitalization, family death, or extended individual sickness; however, you need to notify me before the deadline is missed, not after the fact.

Attendance:

This course focuses on class participation and group discussion. Your attendance and active participation is an important aspect of this course. Absences will harm your grade. You are responsible for notifying me 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 go [here](#).

University Honesty Policy:

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. 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 me.

I will document and report all honor code violations, including cheating and plagiarism. The minimum penalty for a violation of the honor code is a zero on the assignment or exam but may be higher depending on the severity of the violation.

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.

Course Evaluation:

Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations [here](#). 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 [here](#).

Grading and Assignments

Grading:

I will be as fair and impartial as is humanly possible in the grading process. Each of you will be graded on the same criteria. Because of this, no extra work or special assignments will be given. Normally, by the time I return your graded assignment, I have looked at each person's work at least several times and feel comfortable with the grade assigned to it. Grades are earned; they are not gifts. Grades are awarded on the basis of quality, not the amount of time expended. I don't round up (e.g., if you get 89.9 points, you earn a B+ not an A-). I will keep grades posted on Canvas and it is your responsibility to check on your progress throughout the semester. The rubric for the class is as follows:

Attendance and Active Participation: 50%

Attendance and active participation are mandatory for this elective. Students will be expected to participate in various interactive exercises and be fully engaged. Attendance and active participation will be graded as follows:

- 0 – didn't attend class that day/unexcused absence
- 1 – attended class but little to no participation (eg, spoke 0-1 times)
- 2 – attended class with active participation (spoke > 1-2 times including attendance)

Each absence after the drop/add period will result in a reduction to your grade for attendance. After due warning, the professor may prohibit further attendance and subsequently assign a lower or failing grade for excessive absences (please note that more than two unexcused absences during the semester will be considered "excessive absences".) You are responsible for notifying the professor in advance of the cause of your absence when possible and, if it is due to illness, provide a note from your medical provider. For further information on attendance policy, please go [here](#).

Individual Assignment: 25%

Each student will be asked – starting at week 2 – to bring forth a current (from 2021-present) example of business transformation/change management/change communications that they've seen reported on publicly. They will have approximately 5 minutes to share out their example and why they selected it, and the professor will then use that example as a foundation for discussion that week. During week 1 each student will sign up for the week they want to share their individual assignment. When you sign up for an example, you will be expected to bring that example to class and share it out. Then you will be awarded 25/25 points.

Individual Assignment: 25%

One individual assignment – to select a current (from 2021 to present) business transformation of your choice – and write a high-level change communications plan. The plan should be under three pages, covering all internal and external audiences. A template will be provided. This assignment will be due by midnight ET on August 8th. It will be graded based on if you turned it in on time and completeness of the assignment. If you turn it in on time and it is thorough with no spelling or grammar mistakes then you will be awarded 25/25 points. There is an opportunity to earn up to 5 points extra credit if you go above and beyond the template.

Grading follows current [UF grading policies](#). *The grading scale for the course is as follows:*

A	94.0 – 100%	C	74.0 – 76.99%
A-	90.0 – 93.99%	C-	70.0 – 73.99%
B+	87.0 – 89.99%	D+	67.0 – 69.99%
B	84.0 – 86.99%	D	64.0 – 66.99%
B-	80.0 – 83.99%	D-	60.0 – 63.99%
C+	77.0 – 79.99%	E	below 60%

Tentative Course Schedule*

Week 1 January 10	Attendance Introduction of Professor, Class and What to Expect How Grades will be earned Introduction: What is Business & Organizational Transformation? Individual Assignment Introduction: Identify 1 example that you bring to class starting in week 4 for discussion. Each student will share out their example so by the end we've heard from everyone.
Week 2 January 17	Attendance Discussion: Examples of Business & Organizational Transformation Professor's experience with change communications Suggested Homework: Watch "What is Change Management" Prosci 2:36 minute video https://www.youtube.com/watch?app=desktop&v=e4jnFqlUMmM
Week 3 January 24	Attendance Discussion: Examples of Business & Organizational Transformation Discuss Change Communications Stakeholders: Board of Directors, Senior Leaders, People Managers, All Employees

Week 4 January 31	Attendance Discussion: Examples of Business & Organizational Transformation Potential Guest Speaker
Week 5 February 7	Attendance Discussion: Examples of Business & Organizational Transformation Discuss Change Communications Stakeholders: External Audiences (eg, Investors/Analysts, Customers, Consumers)
Week 6 February 14	Attendance Discussion: Examples of Business & Organizational Transformation Change Management: House of Change
Week 7 February 21	Attendance Discussion: Examples of Business & Organizational Transformation
Week 8 February 28	Attendance Potential Guest Speaker
Week 9 March 6	Attendance Discussion: Examples of Business & Organizational Transformation Change Communications: Channels
Week 12 March 13	Spring Break! No class.
Week 13 March 20	Attendance Discussion: Examples of Business & Organizational Transformation Potential Guest Speaker
Week 14 March 27	Attendance Change Communications: What not to do Change Communication Plans: Components & Best Practices
Week 15 April 3	Attendance Potential Guest Speaker
Week 16 April 10	Attendance Q&A session on individual assignments due next week Real-World Example
Week 17 April 17	Attendance Case study recapping what we've learned Individual assignments due by midnight ET April 17
Week 18	Attendance

April 24	Open Q&A with Professor: Ask Me Anything – Internships, Interviews, Jobs, etc.
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Standard UF Policy Information and Links

Software Use:

All faculty, staff, and students of the University are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against University policies and rules, disciplinary action will be taken as appropriate. We, the members of the University of Florida community, pledge to uphold ourselves and our peers to the highest standards of honesty and integrity.

Student Privacy:

There are federal laws protecting your privacy with regards to grades earned in courses and on individual assignments. For more information, please go [here](#).

In-Class Recording:

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 Policy on Course Syllabi 3 UF, Academic Affairs, July 28th, 2021 Honor Code and Student Conduct Code.

Campus Resources:

U Matter, We Care: If you or someone you know is in distress, please contact 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).

Academic Resources:

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](#).

E-learning technical support: Contact the [UF Computing Help Desk](#) at 352-392-4357 or via e-mail at 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](#).