

SPRING 2014

CORPORATE COMMUNICATION

MBCM-70450

*The Eugene D. Fanning Center for Business Communication
Mendoza College of Business
University of Notre Dame*

Corporate Communication meets twice weekly. Class sessions are scheduled for Tuesday and Thursday mornings from 10:00 p.m. until 11:50 p.m. There is only one section of this course. The course director is James S. O'Rourke, Director of the Fanning Center for Business Communication. Office: 234-B Mendoza College of Business. Telephone: 574.631.8397. Fax: 574.631.5255. Home: 574.272.1773. Mobile: 574.339.1836. E-mail: jorourke@nd.edu.

REQUIRED TEXTBOOKS

Argenti, P. *Corporate Communication*, 6th edition. Boston, MA: Irwin / McGraw-Hill (2013). ISBN: 978-0-07-340317-5. Available in the Hammes Notre Dame Bookstore.

O'Rourke, J. S. (Editor). *Student Coursepack: Case Studies and Selected Readings in Corporate Communication* (2014). Available from The Copy Center, 301 O'Shaughnessy Hall.

PURPOSES OF THE COURSE

- To provide students with an appreciation for the increasing importance and emerging role played by the Corporate Communication function within business organizational structures.
- To assist students in understanding the intersection of interests and interplay of influence in three large arenas: the press, the public, and private enterprise.
- To give students an appreciation of the interdependence between Corporate Strategy and Corporate Communication.
- To encourage students to explore the role of Corporate Communication in such areas as corporate identity, image, and reputation; corporate advertising; media relations; investor relations; government affairs; employee communication; and crisis management.
- To assist students in seeing the ethical implications of management decisions regarding communications with various stakeholders, including the community, the public-at-large, corporate shareholders, the financial press, employees, and creditors.

GENERAL COURSE REQUIREMENTS

- You must complete the assignments described in this syllabus and submit them on the specified dates.
- You must participate fully and actively in our classroom discussions and case review sessions.
- You must prepare thoroughly for class, arrive promptly, and make classmates and guests alike feel that the learning process is both rewarding and worthwhile.

GRADING

This is a case-based course. Your grade for the semester will depend on your response, in writing and in classroom discussion, to the cases I have selected for the course.

You will be asked to produce written analyses to two separate case studies. You will also research, organize, compose and present to your classmates an original case study focusing on an issue of direct significance to the course. You will receive two evaluations for that assignment, one for the written portion and a second for the spoken portion.

Because this is a collaborative research and writing assignment, all members of a case group will customarily receive the same grade for their work. The instructor reserves the right, however, to assign differential grades in unusual circumstances to fairly reflect the achievements of each student.

Grade weights will be distributed as follows:

- Case Analysis #1. 20%
Due: Tuesday, January 21, 2014
- Case Analysis #2. 20%
Due: Thursday, January 30, 2014
- Original Case Study (final paper). 30%
Due: Tuesday, February 25, 2014
- Original Case Study (oral presentation).. 15%
Due: February 18, 20, and 25, 2014
- Classroom Discussion & Participation. 15%

As with all other courses here at Notre Dame, grades are important for all degree-seeking students. They are somewhat less important, however, than learning outcomes. Your careful attention to classroom discussion and written assignments will be central to your success in this course and to your understanding of the subject we will study.

ASSIGNMENTS

Case Analyses. You are required to write a full analysis of two of the cases listed in the calendar portion of this syllabus. Your analysis *should* include these steps:

- **Step 1: Define the business problem and write a problem statement.** What's the basic issue here? Tell your reader in one or a few paragraphs about the essence of the *business* problem that you have identified.
- **Step 2: Rank-order the critical issues.** As you consider relevant information and underlying assumptions, can you identify the critical issues in this case? Can you rank order them from most-to-least important?
- **Step 3: Identify key stakeholders.** Who is most directly affected by this situation in this case? What's at stake for them? Can you identify any indirect stakeholders. Are any individuals or groups at odds with one another?
- **Step 4: Specify interested observers in this case.** Identify those without a direct stake in the outcome of the case who may, nonetheless be interested. Consider NGOs, single-issue special interest groups, the news media, elected officials, or members of the immediate community.
- **Step 5: List options for actions.** What alternatives are available to the manager or executive in the case? What are the strengths or drawbacks of these alternatives? Which alternative solution would you select? Why? Make your most rational argument in favor of this solution.
- **Step 6: Decide how to implement the solution.** What should the executive in the case do first? How should that executive go about implementing the solution you've chosen? Be specific, give details.
- **Step 7: Explain how to communicate your analysis.** Which communication channels should the executive use? Which audiences should he or she speak with? What sort of timing should you consider?

Your case analysis should take at least five, but no more than eight single-spaced pages to explain. Please use graphs, matrices, charts or other visuals or illustrations that you think will assist your reader in understanding your analysis and solution. Please assume that whoever will

read your analysis will also have read the case. Your case analyses (valued at 20% apiece) will be due on the scheduled discussion date for each particular case.

If we do not discuss the case in class for some reason – we may be pre-empted by a guest speaker from time-to-time – you have until the next class date to turn in your solution to that case. After the next class meeting, you may no longer analyze that case study for credit unless you are specifically granted permission to do so by the instructor.

Group Case Presentation. You are required to find one (or, perhaps, two) partners and form a case study group that will examine an issue, event, or topic related to the substance and goals of this course. Your objective will be to produce a written case study, similar in content, style and appearance to those cases (Harvard, Notre Dame, Virginia, Western Ontario, Dartmouth, and other business schools) you receive during your graduate study here.

You and your partners must submit a one-page statement of topic, subject outline, and preliminary sources consulted. When you do so, you may select a presentation date from among those listed on the last page of this syllabus.

Your presentation should be approximately 30 minutes in length, followed by a few minutes for questions from your classmates. Please plan to support your presentation with appropriate graphics, samples, examples, or visual aids.

The written portion of this assignment will include:

- **An (A) Case.** This may vary in length, but are generally between 6 and 12 pages, single-spaced with standard, one-inch margins, exclusive of attachments and apparatus. This document describes what happened in the case, defines who the key players are, and outlines the management and corporate communication problem(s) they face. This document should end at a crucial decision point for the manager or executive involved.
- **A Teaching Note.** This document, which will vary in length from 3-to-5 pages (perhaps more in complex cases), should outline the critical issues involved, provide a general approach to presenting the case for group discussion, and should include suggested discussion questions as well as suggested solutions.
- **A (B) Case.** *If* secondary decision points present themselves in the course of describing and analyzing the case, please separate those decision points into a (B) case for classroom discussion.
- **A PowerPoint File.** You must create a *PowerPoint* slide deck to support your oral presentation of the case. Please consider visual support for your case discussion, and the use of classroom technology to help carry your message.

- **An Abstract.** Please create a brief abstract, between 35 and 50 words, that describes the case, its contents, the issues and challenges facing the managers involved. Sample abstracts: <http://www.nd.edu/~fanning/cases/cases/html>.
- **A CD-ROM or Flash Drive.** Please include electronic copies of all documents on a previously unused CD-ROM or flash drive (which I will return). The written portion of this assignment will be evaluated separately from the oral presentation. The entire assignment will account for 45% of your final grade in the course. All members of the group will customarily receive the same grade for each portion of the assignment. In unusual circumstances, your instructor reserves the right to grade individual contributions separately.

I will expect to see draft copies of your (A) Case, Teaching Note, and PowerPoint slides *well in advance of your presentation to the class*. Please contact me directly to arrange for an appointment to review your work-in-progress and to map out a plan to produce a publication-quality set of documents by the end of the semester.

THE ETHICS OF CORPORATE COMMUNICATION

Language, as you know, has great power. It can convey impressions, communicate knowledge and information. It can transmit feelings and emotion, as well. Language, depending on how it is used, can inspire, enrage, inform, persuade, entertain, assure, or offend.

Business writers, as well as those who speak on public occasions, occupy a special position of power. Their words can influence others, urging them to action, or restraining them from acting. Their words can be a source of inspiration and motivation to others. Because of this, writers and speakers must choose their topics, organizational patterns, evidence, and words with great care.

Three basic principles guide our discussion of ethics in this course. First, we contend that *all parties in the communication process have ethical responsibilities*. Second, *ethical writers, readers, speakers, and listeners possess attitudes and standards that pervade their character and guide their actions before, during, and after their speaking and writing*. Third, *corporate communication is not value-neutral*. What you say, what you write, and how you choose to speak and write will have consequences for your audience. Your obligation is to speak and write for the betterment and benefit of your audience. To do otherwise is a serious ethical lapse.

Public communication is held to a higher standard of responsibility than private communication. To speak or write freely and privately among friends with no expectation that your words will become public is one thing. To speak in public or to write for publication with the expectation that your words will receive widespread attention is quite another. Please understand that public communication is a serious matter, particularly if you occupy a position of responsibility. And please know that if words have the power to injure or harm others, they can inflict harm on the sender, as well.

THE NOTRE DAME MBA HONOR CODE

As graduate students of business at the University of Notre Dame, you have adopted a Code of Honor by which you will behave. You each have a copy of that code and should know that I fully support it, both in letter and spirit.

For us, that code will mean simply that you must do your own work. I will ask that you work in a small group to produce an original case study, but all other assignments will involve you producing work on your own. I expect that you will engage in active discussion with your classmates, and will seek out experts and others whose views may be useful to you. But, in the last analysis, I will expect that what you submit to me with your name affixed to it is, in fact, your own work.

If you have questions or concerns about any of this, please come to see me or your representative on the MBA Honor Council.

COURSE POLICIES AND STANDARDS

The policies and standards of Corporate Communication are precisely the same as those for Management Communication. Please consult your copy of the syllabi for those courses for information regarding deadlines, absence from class, incomplete assignments, excuses and work preparation. A brief discussion of the College plagiarism policy is included in that syllabus.

Extensions. An extension of the due date for any assignment in this course is *not* automatic. If you have a legitimate reason for wishing to accelerate or delay submission of an assignment, you must contact your instructor. From time-to-time, job interviews, illness, or other matters may keep you from attending class. Please let your instructor know *in advance* and every effort will be made to accommodate your request.

Rewrites. You may rewrite any assignment, with the permission of your professor, on which you have received a failing grade. No matter how well accomplished the rewritten version of the assignment may be, you will not receive a grade higher than “C” for that assignment. You may not rewrite an assignment more than once. Obviously, you should spend your time and energy on the original version of the assignment before it is due.

Assistance. If you have any problems or need help, please say so. Feel free to call on me or come to see me at any time. Call me at home, if you wish. I am sincere about that. My reason for being here is to help you; just ask for it.

Last Drop Date. The last day to disenroll from this course is Friday, January 31, 2014.

CORPORATE COMMUNICATION
MBCM-70450, Spring 2014, Mod III

Tue 14 Jan 2014	THE CHANGING ENVIRONMENT FOR AMERICAN BUSINESS
10:00 - 10:15 a.m.:	Intro: Syllabus distribution and course overview.
10:15 - 11:00 a.m.:	Lecture: Public Perceptions of American Business. PowerPoint: “Changing Perceptions,” 18 slides.
11:00 - 11:10 a.m.:	Break
11:10 - 11:50 a.m.:	Lecture: The Page Principles and Building Trust. PowerPoint: “Page Principles,” 9 slides. Reading: Argenti, Chapter 1: “The Changing Environment for Business.”
Thu 16 Jan 2014	MANAGING COMMUNICATION AND CORPORATE STRATEGY
10:00 - 11:00 a.m.:	Lecture: Communicating Strategically. PowerPoint: “Connecting Communication with Strategy,” 12 slides.
11:00 - 11:10 a.m.:	Break
11:10 - 11:35 a.m.:	Case Study: Argenti, <i>Galen Healthcare System</i> , pp. 45-46.
11:35 - 11:50 a.m.:	Lecture: An Overview of the Corporate Communication Function. PowerPoint: “Speaking with One Voice,” 12 slides. Readings: Argenti, Chapter 2: “Communicating Strategically;” Argenti, Chapter 3, “An Overview of the Corporate Communication Function.”
Tue 21 Jan 2014	IMAGE, IDENTITY, AND REPUTATION
10:00 - 10:15 a.m.:	Discussion: Visualizing Corporate Identity. PowerPoint: “Corporate Logotypes,” 8 slides.
10:15 - 11:00 a.m.:	Lecture: Brand Identity and the Role of Corporate Communication. PowerPoint: “Brand Identity: The Role of Corporate Communication in Brand Management,” 30 slides
11:00 - 11:10 a.m.:	Break
11:10 - 11:50 a.m.:	Discussion: FedEx Corporation: Aligning Brand Image and Identity. PowerPoint: FedEx: Aligning Brand Image and Identity,” 26 slides. Readings: Argenti, Chapter 4, “Image, Identity, and Reputation.” Assignment: <u>Case Analysis #1 is Due.</u>

Thu 23 Jan 2014	MANAGING CORPORATE REPUTATION
10:00 - 11:00 a.m.:	Lecture: Corporate Reputation: A Manageable Asset with Strategic Value.
	PowerPoint: “Corporate Reputation,” 20 slides.
11:00 - 11:10 a.m.:	Break
11:10 - 11:50 a.m.:	Case Study: <i>De Beers, Ltd.: Polishing Up Its Brand Image for the U.S. Market.</i>
	PowerPoint: “De Beers, Ltd.,” 29 slides
Tue 28 Jan 2014	THE NATURE OF NEWS AND SOCIAL MEDIA
10:00 - 11:00 a.m.:	Lecture: The Nature of News.
	PowerPoint: “The Nature of News,” 8 slides.
	Overheads: “The News Media,” 5 transparencies.
11:00 - 11:10 a.m.:	Break
11:10 - 11:50 a.m.:	Case Study: <i>Johnson & Johnson’s Strategy with Motrin: The Growing Pains of Social Media</i>
	PowerPoint: “Johnson & Johnson Motrin Moms,” 34 slides.
	Reading: Argenti, Chapter 5, “Corporate Advertising.”
Thu 30 Jan 2014	THE DIGITAL MEDIA REVOLUTION
10:00 - 11:00 a.m.:	Lecture: The Future of Digital Media.
	PowerPoint: “The Future of Digital Media,” 49 slides.
	Reading: Argenti, Chapter 6, “Media Relations.”
11:00 - 11:10 a.m.:	Break
11:10 - 11:50 a.m.:	Case Study: <i>AntennaGate: Apple’s Loss of Signal (A).</i>
	PowerPoint: “AntennaGate,” 25 slides.
	Handout: <i>AntennaGate: Apple’s Loss of Signal (B)</i> in class.
	Assignment: <u>Case Analysis #2 is Due.</u>
Tue 04 Feb 2014	CRISIS COMMUNICATION: REBUILDING A DAMAGED BRAND
10:00 - 10:50 a.m.:	Case Study: <i>Taco Bell Corporation: Public Perception and Brand Protection.</i>
	PowerPoint: “Taco Bell Corporation,” 34 slides.
	Reading: Argenti, Chapter 10, “Crisis Communication.”
10:50 - 11:00 a.m.:	Break
11:00 - 11:50 a.m.:	Groups: Taco Bell Corporation, the U.S. Food and Drug Administration, the Centers for Disease Control and Prevention, and Taco Bell’s Chief Competitor.

Thu 06 Feb 2014	CRISIS COMMUNICATION: PRESERVING PUBLIC TRUST
10:00 - 11:00 a.m.:	Lecture: Managing and Communicating in a Crisis. PowerPoint: "Crisis Communication," 20 slides.
11:00 - 11:10 a.m.:	Break
11:10 - 11:50 a.m.:	Case Study: <i>Carnival Cruise Lines: Wreck of the Costa Concordia.</i> PowerPoint: "Wreck of the Costa Concordia," 17 slides
Tue 11 Feb 2014	INVESTOR RELATIONS
10:00 - 11:00 a.m.	Lecture: Corporate Communication and Investor Relations. PowerPoint: "Investor Relations," 24 slides.
11:00 - 11:10 a.m.	Break
11:10 - 11:50 a.m.	Case Study: <i>Steelcase, Inc.</i> , Argenti, pp. 215-220. Reading: Argenti, Chapter 8, "Investor Relations."
Thu 13 Feb 2014	EMPLOYEE COMMUNICATION
10:00 - 11:00 a.m.	Lecture: Best Practices in Internal Communication. PowerPoint: "Workplace Communication: A Model of Best Practices at S.C. Johnson Company," 41 slides.
11:00 - 11:10 a.m.	Break
11:10 - 11:50 a.m.	Case Study: <i>Mothers Work, Inc.: Brand Image and Accusations of Employment Discrimination.</i> PowerPoint: "Mothers Work, Inc.," 21 slides. Reading: Argenti, Chapter 7, "Internal Communication."
Tue 18 Feb 2014	GROUP CASE PRESENTATIONS
10:00 - 10:30 a.m.	Group #1
10:30 - 11:00 a.m.	Group #2
11:00 - 11:10 a.m.	Break
11:10 - 11:40 a.m.	Group #3
Thu 20 Feb 2014	GROUP CASE PRESENTATIONS
10:00 - 10:30 a.m.	Group #4
10:30 - 11:00 a.m.	Group #5
11:00 - 11:10 a.m.	Break
11:10 - 11:40 a.m.	Group #6
Tue 25 Feb 2014	GROUP CASE PRESENTATIONS
10:00 - 10:30 a.m.	Group #7
10:30 - 11:00 a.m.	Group #8
11:00 - 11:10 a.m.	Break
11:10 - 11:40 a.m.	Group #9