GENERAL INFORMATION

PROFESSOR INFORMATION

Instructor: Heather Radi-Bermudez
E-mail: hradi@fiu.edu (preferred)

COURSE DESCRIPTION AND PURPOSE

Global Strategic Communication Management is a graduate-level course that examines the operations and objectives of integrated strategic communication and acquaints students with the professions and practice of global advertising and public relations in a multicultural world. The focus of this course is on strategic decision-making and global best practices and will also help students gain practical and theoretical expertise that will enhance their professional competence in the areas of integrated marketing communication (IMC), organizational management, and general business practices in analyzing communication problems and solutions.

Course Objectives

By the end of this course students will be able to:

1. Identify and incorporate key Advertising, Public Relations, and IMC principles and identify their most appropriate application in a strategic global communication context.

2. Define and use general communication, management, and marketing terminology and theories in a strategic global communication context.

3. Identify key stakeholders for an organization or brand and describe the general research processes for gaining insights to them.

4. Describe some of the key organizational communication issues facing companies and non-profits today.

5. Develop policies and procedures for managing and implementing strategic communications across an organization.

6. Describe both traditional and social media tools that can be used for strategic communication campaigns.
7. Identify the keys steps in developing a strategic communication campaign and apply them to real-world scenarios.

8. Develop creative strategies and tactics for a brand based on insights to key targets and audiences.

9. Compare and contrast the different types and uses of media; including owned media, paid media, earned media, and social media, to disseminate key messages for any given product based on a number of journalistic news values.

10. Analyze key management challenges for global brands and recommend best practices for developing a strategic integrated communication campaign to address them.

11. Describe the different industries and career paths within the Global Strategic Communication fields.

12. Research, write and present findings on global strategic communication practices and develop a set of best-practice recommendations for a global organization.

13. Appraise other students’ industry analysis and recommendations based on key communication, marketing, and management theories and practices.

**IMPORTANT INFORMATION**

**Major & Curriculum Objectives Targeted**

The following are **ACEJMC Student Learning Outcomes that are targeted in this course**:

- Demonstrate an understanding of the history and role of professionals and institutions in shaping global communication strategies in a wide range of organizational settings;

- Demonstrate an understanding of professional and ethical practices and principles and work ethically in pursuit of truth, accuracy, fairness and diversity.

- Think critically, creatively, and independently.

- Critically evaluate their own work and that of others.

- Write correctly and clearly in forms and styles appropriate for the communications professions, audiences and purposes they serve;

- Apply tools and technologies appropriate for the communications professions in which they work.

**Teaching Methodology**

The outcomes will be assessed by class discussion about real-world cases, open-book quizzes, and a variety of individual and team activities that ask you to create and evaluate solutions to a wide range of branding issues and conduct and present research about actual global strategic communication practices within a specified industry. Students will also be asked to evaluate some of their own work and the work of other students, and that input will contribute to the final grades for those assignments.
**Assurance Of Learning**

The School of Communication+Journalism cares about the quality of your education. That's why we participate in Quality Matters, a quality assurance program dedicated to continual improvement of online courses. Quality Matters is a faculty-centered peer review process that evaluates and certifies the quality of our online courses. For more information, go to [Quality Matters](#).

**Academic Misconduct Statement**

Florida International University is a community dedicated to generating and imparting knowledge through excellent teaching and research, the rigorous and respectful exchange of ideas and community service. All students should respect the right of others to have an equitable opportunity to learn and honestly to demonstrate the quality of their learning. Therefore, all students are expected to adhere to a standard of academic conduct, which demonstrates respect for themselves, their fellow students, and the educational mission of the University. All students are deemed by the University to understand that if they are found responsible for academic misconduct, they will be subject to the Academic Misconduct procedures and sanctions, as outlined in the Student Handbook.

Academic Misconduct includes: **Cheating** – The unauthorized use of books, notes, aids, electronic sources; or assistance from another person with respect to examinations, course assignments, field service reports, class recitations; or the unauthorized possession of examination papers or course materials, whether originally authorized or not. **Plagiarism** – The use and appropriation of another’s work without any indication of the source and the representation of such work as the student’s own. Any student who fails to give credit for ideas, expressions or materials taken from another source, including internet sources, is responsible for plagiarism.

Learn more about the [academic integrity policies and procedures](#) as well as [student resources](#) that can help you prepare for a successful semester.

**Policies**

Please review the [FIU’s Policies](#) webpage. The policies webpage contains essential information regarding guidelines relevant to all courses at FIU.

**Accessibility And Accommodation**

Please visit our [ADA Compliance](#) webpage for information about accessibility involving the tools used in this course.

For additional assistance please contact FIU's [Disability Resource Center](#).

**Course Prerequisites**

This course has no prerequisite(s).

This graduate-level course, while introductory in nature, assumes prior knowledge of strategic communications theory, planning, research, and evaluation. For those with limited experience or education in the fields of public relations, advertising, and marketing communications, please consider acquiring one or both of the two recommended texts below in addition to the required text.
**Textbook**

The Handbook of Strategic Public Relations and Integrated Marketing Communications (2nd edition)

Clarke Caywood


ISBN-10: 0071767460


You may purchase your textbook online at the [FIU Bookstore](http://www.fiu.edu/bookstore/). Used and rental copies are also available from online sellers and at the Textbook site: [http://www.caywoodhandbook.com](http://www.caywoodhandbook.com/).

Also available on Kindle: ASIN: B005NASJD2

Additional readings may be assigned throughout the semester.

**Recommended texts for those needing additional background:** (You may buy a used edition or rent from Amazon.com for under $20.00.)


**Expectations Of This Course**

This is graduate-level course. Expectations for performance are the same as other traditional courses and require a degree of self-motivation, self-discipline, and technology skills which can make these courses more demanding for some students.

**LATE POLICY:** (Note that late assignments are accepted up to two days past the deadline for a penalty (for all individual assignments, but NOT those assignments related to team activities). A 10% penalty will be assessed for individual assignments and quizzes posted within 24 hours after the deadline. A 20% penalty will be assessed for individual assignments and quizzes posted 24-48 hours after the deadline. No assignments or quizzes will be accepted more than 48 hours after the deadline unless prior approval was sought and given by the instructor due to a documented emergency.)
The instructor will:

- Respond to emails within 1 day of receipt. (If you do not receive a reply to your email within 24 hours, please call me or resend the message in case there was a delivery problem.)
- Grade assignments one week of the assignment deadline.

COURSE DETAIL

Course Communication

- Communication outside of the class time will take place primarily via Email.
- **General Writing Policy for Graduate Students**: Good writing is vital to a career in Global Strategic Communication. Thus, all papers, reports, and tests – regardless of length – will first be graded for content. Following that, the item will be reviewed for writing. While the first two ‘errors’ will not impact the grade, any written submission containing 3 to 5 errors will have points reduced, and any with more than 5 errors will automatically lose a minimum of a full grade, with greater penalties imposed for more numerous errors.

Team discussions

Starting in Week 3, you will post comments in your assigned team discussion folder to complete the team industry research report. (See pages 9-11 and the Course Logistics Module for details about the Team Research Report)

- There are a total of 5 Team Discussions, and each is worth 5 points, for a total of 25 points.
- The purpose of the weekly team discussions is to outline, research, and draft your team’s Industry Research Report throughout the term.
- **The output of the team efforts each week will not be graded, but your participation with your team via your team discussion post WILL be graded.** The grading criteria for the weekly team discussions are as follows:
  - **5 points** will be given to those who fully participated with their teams for this activity. They posted early in the week and, again, later in the week and provided helpful comments that organized the team’s efforts and contributed to the content of the team submission.
  - **4 points** will be given to strong contributors to the team’s outcome that week but may have posted late in the week or only once.
  - **3 to 1 points** will be given to those whose input was less helpful to the team, either because it was too brief to be useful, simply a reflection of what others had already said or was provided so late in the week that it was less useful to the team’s efforts (points will be assessed based on the usefulness of the comments).
0 points will be given to those who fail to post to the team discussion board by 11:59 p.m. on Sunday of the assigned week. Note that no points will be assigned for your team communications via email, text, or conference call. These are acceptable methods for communicating with your team, but are NOT graded. IF YOU DO NOT POST TO THE TEAM DISCUSSION BOARD YOU WILL RECEIVE A ZERO FOR THAT WEEK’S TEAM DISCUSSION!

Assignments

INDIVIDUAL ASSIGNMENTS: There are a total of 4 individual graded assignments, each worth 25 points for a total of 100 points. The assignments are:

- **Assignment 1:** Pet Smart targeting exercise -- Due before midnight on Sunday at the end of Week 2. See the posted Assignment 1 document in Week 2 for detailed instructions. This assignment provides some background on the pet industry and then asks you to identify three possible targets for Pet Smart.

- **Assignment 2:** Strategic Plan Assessment -- Due before midnight on Sunday at the end of Week 5. Use the posted Assignment 2 document in Week 5 to assess one of the posted strategic plans.

- **Assignment 3:** Personal Positioning -- Due before midnight on Sunday at the end of Week 7. Use the posted Assignment 3 document in Week 7 to identify your targets, your positioning statement and your LinkedIn headline that identifies your unique characteristics for your next job search in strategic global communication, IMC, PR, Advertising, Marcom, Social Media, or Sales Promotion. Also see the format provided in the posted example for Carnival Cruise Lines for an example of how to write a positioning statement.

- **Assignment 4:** Team Research Report Assessments -- Due before midnight on Saturday at the end of Week 8. Read and assess the other three team reports on global strategic communication industry best practices (not your own). Use the posted assessment document in Week 8 to complete a review of each of the teams using the grading rubric provided. Note that this is a graded assignment that will assess your thoroughness and your ability to demonstrate knowledge of key concepts and theories covered in the course as you review others’ work.

Individual Assignment Expectations:

31. Each assignment has a document posted in the week in which it is due.

32. The document should be downloaded and saved to your own computer to complete all sections and then save it with your name in the file name. Upload it to the corresponding Dropbox by Sunday, 11:59 p.m.

33. The two-day LATE POLICY applies for individual assignments, with a 10% penalty for being up to 1 day late and a 20% penalty for being up to 2 days late. No assignments
may be submitted after 48 hours without advance permission by the instructor due to an emergency.

TEAM ACTIVITY INDUSTRY RESEARCH ON GLOBAL STRATEGIC COMMUNICATION BEST PRACTICES: due in Week 15. This is the final exam for this class.

Submit the Industry Research Report to the team Dropbox by 11:59 pm, Wednesday, of Week 15 – either in MS Word or PDF. (The Instructor will post each presentation by Thursday for the class to review and to assess by Saturday of Week 8.)

- **How Teams are Assigned:** In Week 2, teams will be randomly created by the instructor (the size of the teams and how many teams will depend on course enrollment). You will be notified of your team by the end of Week 2, and you will then communicate with your teammates on a team discussion board each week to complete an industry research report that will be submitted in the last week of the term. FYI, you may also communicate with each other through email, texting, and/or conference calls to complete this assignment, but **you MUST post to the team discussion board each week** to receive credit for your team participation. **(The more you contribute to your team discussion board, the higher your team participation grade will be.)**

- Separate detailed instructions and documents are provided for the team activity by Instructor.

**Team Activity Guidelines and Expectations:**

36. **This team activity will serve as the final exam for this course** and will include research into industry best practices for global strategic communication for a single industry. The written research report will summarize your team’s findings about the industry and compare and contrast how two different global organizations in this industry manage their brands globally and in different markets.

37. The deliverables for the Team Activity are:

- **A written research report with supporting charts, graphs, and illustrations.** It can be submitted in MS Word or as a PDF file. It should be 15-25 pages, single-spaced, with a cover page, table of contents, headers and sub-headers to identify separate sections, charts, graphs, and illustrations, and a reference page with full citation of all resource materials. An appendix will include any additional research or interview information that does not fit in the official report. **To be posted to the Final Research Report Dropbox by class time of Week 15.**

- **A Peer Evaluation on all team members’ contribution to the Team Activity.** To be posted to the **Team Activity Peer Evaluation Dropbox by Saturday, 11:59 p.m. of Week 15.**

- **Your assessment of the other team research reports is your individual “Assignment 4,” and is due by Saturday, 11:59 p.m. of Week 15.**
• Posting to five TEAM DISCUSSION boards in Weeks 3, 4, 5, 6 and 7 - each weekly team post is worth up to 5 points.

38. To avoid duplication, teams will be asked at the start of Week 3 to submit their top 3 choices of global industries to research among those covered in Chapters 31 to 46 of the textbook. Each team will then be assigned one of their top industry choices by the end of Week 3.

39. **Once the team has been assigned its industry, all team members will then proceed to research this industry’s global strategic communication best practices in terms of global and local marketing and branding initiatives.**

• The team’s research report should cite books and articles by experts from this industry and/or experts on global branding, IMC, advertising, public relations, and global strategic communication.

• **Include a Reference page at the end of the report citing your sources** (Use APA or Chicago Style Manual for proper citation format, which will include author, title, publication, date, publisher (if a book) and the URL if an online source.)

• In addition, the team will identify two example global companies within this industry (or global organizations if a non-profit industry) and conduct both online research and at least one personal interview with someone responsible for global strategic communications for each company or organization. (So the report must include quotes and information from a minimum of two interviews.)

• The interviews and online research will be aimed at exploring the firms’ advertising, social media, and/or PR efforts in two different countries to explore how each company promotes its brand in different markets, how it addresses the issues of global vs. local branding, and how (or if) different cultures are addressed by the same brand.

• Other issues the interviews might identify include:
  - how integrated the organization’s branding efforts are across the organization,
  - what management challenges they face to sustain a unified brand message,
  - the role of centralized vs. decentralized marketing management,
  - and any other issues about strategic global communications for this organization that you’d like to explore.

• Note that while telephone or in-person interviews are highly recommended, you may use email or other written methods for obtaining your information. **The results of your interviews should be woven into your presentation, NOT reported in a separate section.**

5. **Grading for the various elements of the Team Activity will be based on the following:**

• **The Team Activity will be collectively worth 170 points:**
• Up to 100 points will be assigned for the team's written report. (All team members will receive the same score for the team submission)

• Up to 25 points will be individually assigned for your participation in five separate team discussions to plan and draft your research report.

• Up to 20 points will be individually assigned via a Peer Evaluation of your contribution to the Team Activity research and report.

• Up to 25 points will be individually assigned for your assessment of the three other team reports. This is your Individual Assignment 4.

• The 15-25 page written report, which will be judged on content, professionalism, and completeness: including charts and graphs characterizing the industry, examples of ads and other promotional materials for the two companies examined, information from the interviews, and use of outside research.

  • Note that the LATE POLICY is different for this assignment because other students must have access to the research to assess them. A full letter grade will be deducted if submitted up to one day late. The team will receive a zero score if not submitted within one day of the due date, and students from the other teams will evaluate one fewer team research report for their Individual Assignment 4.

• Your Team Discussions will be graded individually (see details on Pages 6 & 7). Your discussion participation scores will reflect the instructor’s assessment of how much you contributed to the development of the team’s research throughout the term.

• A Peer Evaluation form will be completed for each team member to assess their level of contribution to the team throughout the term. Your Peer Evaluation score will be the average of all team members’ evaluation of all team members (including themselves), so if you fail to submit a Peer Evaluation, your zero score will be factored into your evaluation score.

• Individual Assignment 4 will ask students to assess each of the other team research reports using an evaluation rubric posted in the Course Logistics Module. This is an individual assignment that will assess how well you are able to apply the learnings from this class to the industry research presented. Student assessments will play a role in the final grade assigned to each research report, but the instructor has the final say on the grading of them.

The expected turn-around time for feedback and grades is one week from the due date.
### Grading

<table>
<thead>
<tr>
<th>Course Requirements</th>
<th>Number of Items</th>
<th>Points for Each</th>
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<td>Quizzes</td>
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<td>Individual Assignments</td>
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<td>Class Participation</td>
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<td><em>Team Activity – Presentation</em></td>
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<td><em>Peer Evaluation on Team Activity</em></td>
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<td><strong>Total</strong></td>
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<td>Date</td>
<td>TOPIC: Learning Objectives &amp; Activities</td>
<td>Readings &amp; Graded Tasks</td>
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<td>WEEK 1</td>
<td>INTRODUCTION TO GLOBAL STRATEGIC COMMUNICATION</td>
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<td>• <strong>Identify and incorporate key Advertising, Public Relations, and IMC principles and identify their most appropriate application in a strategic global communication context.</strong></td>
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<td>• <strong>Define and use general communication, management, and marketing terminology and theories in a strategic global communication context.</strong></td>
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<td>• <strong>Activity 1 on matching PR, Advertising and Sales Promotion tactics</strong></td>
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<td>Chapter 1: Twenty-First Century Public Relations: The Strategic Stages of Integrated Marketing Communications</td>
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<td>Chapter 5: A Brief History of Public Relations: The Unseen Power</td>
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<td>Chapter 15: Broadcast Media as Broadcast Public Relations (pg. 244-246)</td>
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<td>Chapter 55: The Future of Public Relations and Integrated Marketing Communications</td>
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<td><strong>Graded Tasks: Activity 1</strong></td>
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<td>WEEK 2</td>
<td>STAKEHOLDER MODEL &amp; TARGET RESEARCH IN GLOBAL STRATEGIC COMMUNICATION</td>
<td><strong>Read:</strong></td>
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<td>Jan 18</td>
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<td>Chapter 2: Communications Research: Foundational Methods</td>
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<td>Chapter 3: Communications Research:</td>
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### ORGANIZATIONAL COMMUNICATION ISSUES AND THEORIES

**Supports Learning Objectives:**

- Describe some of the key organizational, communication and management issues facing companies and non-profits today.
- Develop policies and procedures for managing and implementing strategic communications across an organization.
- See Posted Videos.

**Read:**

- Chapter 8: The Key Stakeholders: Your Employees
- Chapter 12: Mergers and Acquisitions: Communicating Between the Lines
- Chapter 23: Corporate Governance: Operating as an Open Book
- Chapter 25: The Chief Executive Officer: The Key Spokesperson
- Chapter 53: Immersive 3-D Virtual Worlds: Avatars at Work

**Graded Tasks:**

**Team Discussion 1** - Join with team members to peruse industry chapters 31-46. Pick 3 possible industries for your team research project. Rank them by preference. Instructor will assign you one.

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**WEEK 3**

**Jan. 25**

- Identify key stakeholders for an organization or brand and describe the general research processes for gaining insights to them.
- **Activity 2.1** video on Mac vs. PC research.
- **Activity 2.2** – PBS video on Clotaire Rapaille’s research.
- **Activity 2.3** – TED video on the Reptilian Brain.

*Teams will be assigned at the end of Week 2.*

- Dynamic Digital Methods
  - Chapter 7: The Stakeholder Concept: Empowering Public Relations
  - Chapter 9: Consumer Insight in a Digital Age

**Graded Tasks: Individual Assignment 1** – Pet Smart Targeting Exercise.
### GLOBAL ISSUES & APPLICATIONS IN GLOBAL STRATEGIC COMMUNICATION

**WEEK 4**

**Feb. 1**

**Supports Learning Objectives:**

- Describe both traditional and social media tools that can be used for strategic communication campaigns.
- Compare and contrast the different uses of media to gain exposure for any given product based on a number of journalistic news values.
- See posted TED TALKS.

**Read:**

- Chapter 6: Ethics: Grounding the Promotional Strategies of China’s Tobacco Industry in Ethics
- Chapter 17: Global Media Relations: Traditional Through 2.0
- Chapter 27: Sustainability for Business: A New Global Challenge
- Chapter 28: Environmental Communications: A Matter of Relationships, Trust and Planning

**Graded Tasks:**

**Team Discussion 2:** Identify who on the team is responsible for each section and which two companies you will want to include in your industry research.
STRATEGIC ISSUES AND THE STRATEGIC PLANNING PROCESS

Supports Learning Objectives:

- Identify the keys steps in developing a strategic communication campaign and apply them to real-world scenarios.

Read:

- Chapter 10: Marketing Public Relations: Cementing the Brand (Pg. 167-169)
- Chapter 21: Issues Management Methods for Reputational Management
- Chapter 26: Crisis Communications: Brand-New Channels. Same Old Static.
- Chapter 29: Relationship Transformation: Shifting Media Boundaries
- Chapter 30: Reputation Management: Building and Maintaining Reputation through Communications

Graded Tasks:

- Individual Assignment 2 – Assess a strategic plan.
- Team Discussion 3: Develop a detailed outline of your industry Research Report and identify possible charts and graphs that could support the report. Identify what questions you will explore in your two interviews and how the information might be incorporated into the report.
<table>
<thead>
<tr>
<th>TACTICAL ISSUES &amp; SKILLS NEEDED FOR EFFECTIVE GLOBAL STRATEGIC COMMUNICATION</th>
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<tr>
<td>Supports Learning Objectives:</td>
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<tr>
<td>• Compare and contrast the different types and uses of media to disseminate key messages for any given product based on a number of journalistic news values.</td>
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<tr>
<td>• Develop creative strategies and tactics for a brand based on insights to key targets and audiences.</td>
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<td>• <strong>Activity 6.1</strong> - take the online quiz (ungraded) to see if you can spot the news values.</td>
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| Read: |
| Chapter 47: Changing Your Own Behavior to Enhance Behavioral Results |
| Chapter 48: Creativity: Powering Integrated Marketing Communications Ideas |
| Chapter 49: Writing for the Ear: The Challenge of Effective Speechwriting |
| Chapter 50: Good Writing Is Good Thinking, and Good Thinking Is Good Writing |
| Chapter 51: Storytelling: All Stories are True |
| Chapter 52: Branded Content Strategy: Meaningful Stakeholder Interaction |

| Graded Tasks: |
| **Class Discussion Post 6** – see posted information about News Values and suggest an MPR tactic for a brand with strong advertising presence but little or no news coverage in traditional media. Identify the news value in the tactic that will garner free coverage in traditional news media. |
| **Team Discussion 4** – Prepare supporting carts, graphics, illustrations, and a reference page for your research report. |
CAREERS & PRACTICAL APPLICATION OF GLOBAL STRATEGIC COMMUNICATION

Supports Learning Objectives:

- Describe both traditional and social media tools that can be used for strategic communication campaigns.
- Describe the different functions and career paths within the Global Strategic Communication fields.

Read:

Chapter 16: Digital Communities: Social Media in Action
Chapter 20: Agencies: Managing a Global Communications Firm
Chapter 24: Career Paths in Public Relations
Chapter 54: Global Public Relations Networks: The Efficacy and Role of Membership Organizations in Public Relations

Peruse: Chapters 11, 13, 14, 18, 19 and 22

Graded Tasks:


Team Discussion 5 – Prepare a rough draft of the Team Industry Research Report. Plan for final editing.
WEEK 8
March 1
CAREERS & PRACTICAL APPLICATION OF GLOBAL STRATEGIC COMMUNICATION

Supports Learning Objectives:

- Describe both traditional and social media tools that can be used for strategic communication campaigns.
- Describe the different functions and career paths within the Global Strategic Communication fields.

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Chapter 54: Global Public Relations Networks: The Efficacy and Role of Membership Organizations in Public Relations

Peruse: Chapters 11, 13, 14, 18, 19 and 22

Graded Tasks:


Team Discussion 5 – Prepare a rough draft of the Team Industry Research Report. Plan for final editing.

WEEK 10
March 15

NO CLASS: SPRING BREAK – ENJOY!
CAREERS & PRACTICAL APPLICATION OF GLOBAL STRATEGIC COMMUNICATION

Supports Learning Objectives:

- Describe both traditional and social media tools that can be used for strategic communication campaigns.
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Chapter 54: Global Public Relations Networks: The Efficacy and Role of Membership Organizations in Public Relations

Peruse: Chapters 11, 13, 14, 18, 19 and 22

Graded Tasks:


Team Discussion 5 – Prepare a rough draft of the Team Industry Research Report. Plan for final editing.
<table>
<thead>
<tr>
<th>WEEK 12</th>
<th>RESEARCH PROJECTS ON GLOBAL INDUSTRY BEST PRACTICES</th>
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</thead>
<tbody>
<tr>
<td>March 29</td>
<td>Supports Learning Objectives:</td>
</tr>
<tr>
<td>Team Industry Research Report due Sat., Mar. 3</td>
<td>- Analyze key management challenges for global brands and recommend best practices for developing a strategic integrated communication campaign to address them.</td>
</tr>
<tr>
<td>Remaining Week 8 assignments due Mon., March 5</td>
<td>- Research, write and present findings on global strategic communication practices and describe best-practice recommendations for a global industry.</td>
</tr>
<tr>
<td></td>
<td>- Appraise other students’ industry analysis and recommendations based on key communication, marketing, and management theories and practices.</td>
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<tr>
<th>WEEK 13</th>
<th>Team Meetings – No Class</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 5</td>
<td>Use this time slot to meet with team members for final project.</td>
</tr>
</tbody>
</table>

Read:
Peruse Chapters 31 – 46 prior to viewing Team Industry Research Reports.

Graded Tasks:

Peer Evaluation for Team Activity - Post to Dropbox by Saturday, 11:59 p.m.

Individual Assignment 4 – Read the other team industry reports and complete an assessment form for each one. - Submit to Dropbox by Saturday, 11:59 p.m.
## RESEARCH PROJECTS ON GLOBAL INDUSTRY BEST PRACTICES

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### Graded Tasks:

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