

The Graduate School of Political Management

THE GEORGE WASHINGTON UNIVERSITY

M.P.S. in Strategic Public Relations

Spring 2020
January 14/April 21

PSPR 6224 Global Public Relations & Public Affairs – Strategy & Practice

3 Credits

Tuesdays/7:10-9:40 pm
Arlington Education Center
950 N. Glebe Road (near Ballston Metro)
Arlington, VA 22203

BASIC INFORMATION AND RESOURCES

Instructor

Marie L. Lerch

Contact Information

Phone Number: (703) 801-5236

Email Address: marie@executivescribe.com or marielerch@gwu.edu

Communication

The best way to connect is by email. You can expect a response within 24 hours, but often much sooner depending on schedules. You can also make an appointment to meet before or after class.

Blackboard Site

A Blackboard course site has been set up for this course. Each student is expected to check the site throughout the semester, as Blackboard will be the primary venue for outside classroom communications between the instructors and the students. Students can access the course site at <https://blackboard.gwu.edu>. Support for Blackboard is available at 202-994-4948 or helpdesk.gwu.edu.

Academic Integrity

All members of the university community are expected to exhibit honesty and competence in their academic work. Students have a special responsibility to acquaint themselves with, and make use of, all proper procedures for doing research, writing papers, and taking exams. Members of the community will be presumed to be familiar with the proper academic procedures and will be held responsible for applying them. Deliberate failure to act in accordance with such procedures will be considered academic dishonesty. Academic dishonesty is defined as “cheating of any kind, including misrepresenting one’s own work, taking credit for the work of others without crediting them and without appropriate authorization, and the fabrication of information.” Acts of academic dishonesty are a legal, moral, and intellectual offense against the community and will be prosecuted through the proper university channels. The University Code of Academic Integrity can be found at <http://studentconduct.gwu.edu/code-academic-integrity>.

University Policy on Observance of Religious Holidays

- Students should notify faculty during the first week of the semester of their intention to be absent from class on their day(s) of religious observance.
- Faculty should extend to these students the courtesy of absence without penalty on such occasions, including permission to make up examinations.
- Faculty who intend to observe a religious holiday should arrange at the beginning of the semester to reschedule missed classes or to make other provisions for their course-related activities

Support for Students with Disabilities

GW's Disability Support Services (DSS) provides and coordinates accommodations and other services for students with a wide variety of disabilities, as well as those temporarily disabled by injury or illness. Accommodations are available through DSS to facilitate academic access for students with disabilities. Please notify your instructor if you require accommodations. Additional information is available at <https://disabilitysupport.gwu.edu/>.

Title IX: Confidentiality and Responsible Employee Statement

The George Washington University (GWU) and its faculty are committed to helping create a safe and open learning environment for all students. If you (or someone you know) have experienced any form of sexual misconduct, including sexual assault, dating or domestic violence, or stalking, know that help and support are available. GWU strongly encourages all members of the community to take action, seek support and report incidents of sexual misconduct to the Title IX Office. Please be aware that under Title IX of the Education Amendments of 1972, faculty members are required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Mental Health Services through Colonial Health (counselors are available 24/7 at 202-994-5300 or you can make an appointment to see a counselor in person.). For more information about reporting options and resources at GWU and the community, please visit <https://haven.gwu.edu/>.

In the Event of an Emergency or Crisis during Class

If we experience some an emergency during class time, we will try to stay at this location until we hear that we can move about safely. If we have to leave here, we will meet at **outside of the entrance to the parking garage** in order to account for everyone and to make certain that everyone is safe. Please refer to Campus Advisories for the latest information on the University's operating status: <http://www.campusadvisories.gwu.edu/>.

Attendance Policy

Students are expected to attend all classes unless excused. A sign-in sheet will be provided before each class begins. It is your responsibility to sign in. Attendance will be reflected in the final grade's "participation" component. Please contact me if you need to miss a class so we can discuss any need to review the missed lecture material.

Out-of-Class/ Independent Learning Expectation

Over the course of the semester, students will spend at least 2 hours (100 minutes) per week in class. Required reading for the class meetings and written response papers or projects are expected to take

up, on average, 7 hours (350 minutes) per week. Over the course of the semester, students will spend 25 hours in instructional time and 87.5 hours preparing for class.

Course Evaluation

At the end of the semester, students will be given the opportunity to evaluate the course through GW's online course evaluation system. It is very important that you take the time to complete an evaluation. Students are also encouraged to provide feedback throughout the course of the semester by contacting any/all of the following:

Professor Lawrence Parnell
Director, Strategic Public Relations Program
lparnell@gwu.edu | 703-299-4150

Dr. Jack Prostko
Associate Dean for Learning & Faculty Development
College of Professional Studies
jackp@gwu.edu | 202-994-3592

Suzanne Farrand
Director of Academic Administration, GSPM
sfarrand@gwu.edu | 202-994-9309

THE COURSE

Strategic Public Relations Program Objectives

Upon the completion of the Masters in SPR, students will have obtained an enhanced understanding and skills in:

1. Fundamentals of effective, strategic communications;
2. Best practices for writing, media relations and strategic communications planning and implementation;
3. Leadership in communications on a sound ethical and financial basis;
4. Working with management and staff/vendors to develop and manage the implementation of effective communications strategies.

Graduate School Expectations

Students enrolled in a graduate program should take their academic responsibilities seriously and be prepared to meet the following expectations:

1. Utilize effective time management skills so as to complete and submit their assignments on their required due dates and times.
2. Have attained a mastery of written communication skills including proper sentence structure, grammar, spelling, and word usage.
3. Understand how to properly format in-text citations and references for resources and information integrated into their written assignments.

Course Description and Overview

This course will build on students' prior academic and/or on-the-job experience to develop a global understanding and practical tools for using public relations and public affairs to promote and defend companies, government entities, non-profit organizations, and individual candidates on the world stage.

Global Public Relations & Public Affairs – Strategy and Practice will survey how global public relations and public affairs strategies are developed and implemented, emphasizing successful case studies and

failures. Students will examine communications theories and practice, and from that study, gain insights into beliefs and behaviors that cross continents, as well as the unique challenges arising from differences in language, culture, politics, and economics worldwide. An approach that may succeed in Europe, for example, may fail in Asian countries. The course will study global media and social networks and examine how digital and social media are revolutionizing the way public relations executives work with global and local stakeholders who have gained tremendous power once limited to those who had the capital to own communications enterprises. After completing this course, students will: understand the role of public relations and public affairs worldwide; assess, develop, and implement a comprehensive global public relations/public affairs strategy with culturally- and country-appropriate messaging and channels; and strengthen their creative problem-solving, writing, and presentation skills relevant to public relations roles.

Course Learning Objectives

Students who successfully complete this course should be able to:

1. Demonstrate an understanding of the complexities of language, culture, politics, and economics involved in promoting and defending companies, countries, causes, or candidates in different regions of the world
2. Explain – and incorporate into their analysis and planning -- the benefits and risks posed by the global reach and nearly instantaneous impact of today’s traditional and social media
3. Demonstrate idea-generation and problem-solving abilities as well as effective writing and presentation skills with emphasis on the application to global clients and audiences
4. Develop a comprehensive global public relations or public affairs strategic plan and execute one or more tactical component(s) of the plan.

Course Requirements

Students are expected to come to class each week prepared to discuss a recent PR/PA opportunity or challenge in the news that has an international dimension. During the week preceding each class, students should identify a situation in the news about a company, country, cause, or candidate that poses a challenge or opportunity ripe for an effective public relations/advocacy response. We will begin each class with a roundtable discussion of these current events.

Evaluation and Grading

Assignment*	Learning Objective(s) Addressed	Due Date	Weight
Assignment 1 - Concise analysis of an existing international public relations situation	<i>This assignment is intended to assess your thinking about the objectives and effectiveness of PR/PA strategies related to current situations.</i>	Jan 28	10%
Assignment 2 - Pitch/Proposal: Identification of an opportunity and creation of a pitch for a proposed global PR/PA campaign and how it can make a positive difference	<i>This assignment is designed to demonstrate your insight in selecting a global PR/PA opportunity ripe for improvement; your creativity and practicality in proposing a way forward; and your persuasiveness in selling your work.</i>	Feb 18	20%

Assignment 3 - Group Case Study Analysis	<i>This assignment is designed to improve your analytical skills; ability to work well in a group; and ability to develop – and present – action-oriented solutions to global business or public affairs issues.</i>	Mar 24	18%
Assignment 4 - Major Project: Strategic Plan, Work Product, and Presentation	<i>This assignment is designed to assess your strategic thinking and creative problem-solving skills; your ability to develop a detailed, implementable strategic plan; produce a quality work product associated with the plan; and demonstrate your oral communications skills.</i>	Apr 14	37%
Attendance and Participation			15%
Total			100%

***More detail on assignments is provided at end, following course calendar**

Rubric:

Your papers, projects, and class participation will be graded on your demonstration of the following:

- Clear and effective writing (expression, grammar, syntax, structure)
- Research of topic (citations, references, use of class materials and outside resources)
- Critical thinking (insights and new perspectives, rather than repeating existing material)
- Creativity and idea generation (fresh ideas, creative approaches, and clever execution)
- Relevance to the practice of global public relations/public affairs in the world today
- Professional quality of work – ready for senior management review and implementation
- Citations should use APA format (see Purdue OWL)

A detailed rubric with grading guidance will be provided in class for assignments 1, 2, and 4.

Following is the grade scale for all GSPM classes:

Grade*	Grading Standard
A 94-100	Your work is outstanding and ready for submission in a professional environment. Your material, effort, research, and writing demonstrate superior work.
A- 90-93	Represents solid work with minor errors. Overall, excellent work.
B+ 87-89	Very good. Represents well-written material, research, and presentation, but needs some minor work.
B 83-86	Satisfactory work, but needs reworking and more effort. Note that although not a failing grade, at the graduate level, anything below a “B” is viewed as unacceptable.
B- 80-82	You’ve completed the assignment, but you are not meeting all of the requirements.

C+	77-79	Needs improvement in content and in effort. Shows some motivation and concern.
C	73-76	Needs reworking, improved effort, and additional research. Shows minimal motivation and concern.
C-	70-72 (lowest grade to pass)	Poor performance. Major errors, too many misspellings, problems with accuracy, etc.
F	Below 70	Unacceptable performance, or inability to submit the assignment.

*Please note that you may be penalized for late submission of assignment(s).

Required Text and Learning Materials

Pitch, Tweet, or Engage on the Street: How to Practice Global Public Relations and Strategic Communication, Dr.Kara Alaimo, New York: Routledge, 2017. ISBN: 978-1-138-91605-0

You will be required to purchase one Harvard Business Review case study pdf for approximately \$9.00 mid-way through the course from <https://hbr.org/store/case-studies/> . Please wait until your case is assigned before purchasing.

Other readings as assigned will be on reserve or will have links provided.

Optional Supplemental Text and Learning Materials

The Financial Times newspaper

The Economist weekly magazine

BBC World News – locally on WAMU-FM radio and cable television

The CIA World Factbook – <https://www.cia.gov/library/publications/the-world-factbook/>

The World Economic Forum – <https://www.weforum.org>

Tentative Course Calendar*

*The instructor reserves the right to alter course content and/or adjust the pace to accommodate class progress and guest speaker availability. Students are responsible for keeping up with all adjustments to the course calendar.

January 14, 2020

Week 1

Topic and Content Covered: Course introduction, Instructor expectations, Student introductions; Explanation of course assignments and grading scheme, and resource recommendations.

Reading Due Today: None

Assignment(s) Due Today: None

January 21, 2020

Week 2

Topic and Content Covered: Definitions and approaches to global public relations and public affairs for causes, companies, and countries; globalization in the 21st century; timeless beliefs and behaviors that cross continents.

Learning Objective(s) Addressed: 1

- **Readings in Alaimo, pp. 1-24 (Chapter 1)**
- “The World Economy: A Special Report in Defense of Globalization,” The Economist, October 1, 2016, pp 3-16 [Component article: [“An Open and Shut Case.”](#)].
- “Slobalisation: The Steam Has Gone Out of Globalisation, The Economist, January 24, 2019 <https://www.economist.com/leaders/2019/01/24/the-steam-has-gone-out-of-globalisation>
- Ip, G. (2017, January 06). [“We are not the world.”](#) The Wall Street Journal.
- Altman, S. (2019, January 27) [“Five Myths: Globalization,”](https://www.washingtonpost.com/outlook/five-myths/five-myths-about-globalization/2019/01/25/9e0d36e8-1f94-11e9-9145-3f74070bbdb9_story.html) The Washington Post. https://www.washingtonpost.com/outlook/five-myths/five-myths-about-globalization/2019/01/25/9e0d36e8-1f94-11e9-9145-3f74070bbdb9_story.html
- Sapolsky, R. (2017, June 17-18) [“Our Need to Make Music from the Cacophony of It All.”](#). The Wall Street Journal.

Assignment(s) Due Today: Weekly discussion item - current PR-PA challenge/opportunity* [**During the week preceding each class, students should identify a situation in the news about a company, country, cause, or candidate that poses a challenge or opportunity ripe for an effective public relations/public affairs response. We will begin each class with a roundtable discussion of these current events]*

January 28, 2020

Week 3

Topic and Content Covered: Cultural aspects of global public relations and public affairs/advocacy; understanding cultural differences; ensuring that communications and advocacy are culturally sensitive and effective.

Learning Objective(s) Addressed: 1, 2

- **Readings in Alaimo pp. 24-61 (Chapter 2)**
- Meyer, E. (2016, November 21). [Getting to Si, Ja, Oui, Hai, and Da.](#) Harvard Business Review
- Nisbett, R. E. (2011). [The geography of thought: how Asians and Westerners think differently--and why.](#) London: Nicholas Brealey.(pp. 79-110).
- Kelly, J. (2017, April 19). Crikey! [Why does an English woman address customers at the Georgetown DMV?](#) The Washington Post.

Assignment(s) Due Today: Weekly discussion item - current PR-PA challenge/opportunity*

Assignment #1 due – Concise analysis of a current international PR situation (assignment details follow the course calendar)

February 4, 2020

Week 4

Topic and Content Covered: Cultural aspects of global public relations and public affairs; working effectively with global team members.

Learning Objective(s) Addressed: 1, 2, 3

Reading Due Today:

- **Readings in Alaimo pp.61-88 (Chapter 3)**
- Lynch, C. (2016, October 20) [How and why to adapt your writing to global culture](#). Ragan.com.
- Axtell, P., Gallo, A., Schwarz, R., & Saunders, E. G. (2016, November 11). [What Everyone Should Know About Running Virtual Meetings](#). Harvard Business Review.
- 2018 Edelman Trust Barometer https://www.edelman.com/sites/g/files/aatuss191/files/2018-10/2018_Edelman_TrustBarometer_Executive_Summary_Jan.pdf
- Murray, S. (2017 February 28) Global teams try to break communications barriers. Financial Times
<http://proxygw.wrlc.org/login?url=https://search.proquest.com/docview/1882374588?accountid=11243>

Assignment(s) Due Today: Weekly discussion item - current PR-PA challenge/opportunity*//9

February 11, 2020

Week 5

Topic and Content Covered: Global public relations for Corporations

Learning Objective(s) Addressed: 1, 2, 3

Reading Due Today:

- **Readings in Alaimo pp.88-109 (Chapter 4)**
- “The New CCO: Transforming Enterprises in a Changing World,” Arthur W. Page Society, https://knowledge.page.org/wp-content/uploads/2018/12/The_New_CCO_-_Executive_Summary-1.pdf December 2018
- “Kellaway, L. (2016 February 21), [My Job is Not to Change the World](#), Financial Times,.

- Carmichael, B & Moriarty, B, (2018, May 31). [How Coca-Cola came to terms with its own water crisis](#). The Washington Post.

Assignment(s) Due Today: Weekly discussion item - current PR-PA challenge/opportunity*

February 18, 2020

Week 6

Topic and Content Covered: Global public relations for governments

Learning Objective(s) Addressed: 1, 2, 3, 4

Reading Due Today:

- **Readings in Alaimo pp.133-160 (Chapter 6)**
- Molleda, J. (2015, June 19). [Global Public Relations](#). *Sections: Governments & Publics through US Foreign Agents Registration Act*.
- Snow, N., & Taylor, P. M. (2009). [Routledge handbook of public diplomacy](#). New York: Routledge.(pp. 225-232). Chapter on The Distinction Between Public Affairs and Public Diplomacy.
- University, O. (2016, June 24). [EU referendum - views from Oxford](#) – Oxford University – Medium. Retrieved June 08, 2017.
- Williams, J. (2017, May 13-14) “[The Despair of the Working Class](#).” Financial Times.
- “Young People and Democracy: Not Turning Out,” The Economist. February 4, 2017. <https://www.economist.com/international/2017/02/04/millennials-across-the-rich-world-are-failing-to-vote>

Assignment(s) Due Today: Weekly discussion item - current PR-PA challenge/opportunity*

Assignment #2 due: PR-PA Pitch/Proposal: Identification of an opportunity and creation of a pitch for a proposed international PR-PA campaign and how it can make a positive difference (assignment details follow the course calendar)

February 25, 2020

Week 7

Topic and Content Covered: Global public relations and advocacy for issues, NGOs

Learning Objective(s) Addressed: 1, 2, 3

Reading Due Today:

- **Readings in Alaimo pp.109-133 (Chapter 5)**
- [Viral charity campaigns have a psychological 'recipe' and all-too-brief lifespan.](#) (2017, February 13).
- Lockwood, A. (2001) [Selling condoms in the Congo.](#) TED Retrieved June 08, 2017.
- Benartzi, S., & Olivola, C. (2016, December 12). [The Mistakes We Make When Giving to Charity.](#) Wall Street Journal.
- Semons, A. (2017, March 17) [“Keys to Creating Cause Marketing That Benefits Both Brands and Nonprofits,”](#) Ad Week,.

Assignment(s) Due Today: Weekly discussion item - current PR-PA challenge/opportunity*

March 3, 2020

Week 8

Topic and Content Covered: The global media and social networks

Learning Objective(s) Addressed: 1, 2, 3

Reading Due Today:

- **Readings in Alaimo pp.160-214 (Chapter 7)**
- Davies... (2016, November 03). [“Local face, global soul’: How BuzzFeed goes worldwide.”](#) DigiDay.
- Stoeckle, T. (2017, March 13). [“The Difference Between Earned Influence and Paid Media,”](#) IPR.
- Jacques, A. (2016, April 1) [“The Social PR Virtuoso: Shonali Burke on Digital Strategy and Engaging Audiences,”](#) My PRSA.
- McCoy, J (2019, September 17), “Millenials and Gen Z Are Using Social Media Less” <https://www.marketingprofs.com/articles/2019/41821/millennials-and-gen-z-are-using-social-media-less-heres-how-to-earn-their-attention-and-loyalty-now>
- Cesler, D. (2017 April 27) [Pepsi ad controversy – how could have been handled,](#) SmartBrief
- Levick, R (2017, July 25), [“The Weaponization of Social and Digital Media,”](#) Forbes.com

Assignment(s) Due Today: In-class discussion topic: for your assigned traditional or social media channel – describe a current/trending story and what organizations would be best suited for promotion on that media channel.

Case examples will be assigned to groups for Assignment #3 [One per study group: “Managing Public Opinion in a Crisis: BP CEO Tony Hayward” IN1278-PDF-ENG; Monsanto’s Genetically-Modified Organisms: The Battle for Hearts and Shopping Aisles” IMD137-PDF-ENG; “Wastewater Recycling: Public Relations for a Controversial Technology” P73-PDF-ENG]

March 10, 2020

Week 9

Topic and Content Covered: Public Relations around the World: Europe, Asia, Middle East, and Africa

Learning Objective(s) Addressed: 1, 2, 3

Reading Due Today:

- **Readings in Alaimo pp.214-401 (Chapters 8-12)** (*focus on region of your country of choice related to in-class assignment*)
- Yeo, T. (2017, April 17). [“Communicating with Chinese Co-workers: The importance of Guanxi \(relationships\) and Mianzi \(face\)”](#) IPR
- Seddon, M. (2017, February 7) [“Hacker exposes dark arts of Russian blackmail and spies.”](#) Financial Times.
- Kudzodzi, W. (2017, January-February), [“Postcard from Ghana.”](#) PRWeek.com.
- Fifield, A. (2018, January 24) [So many Japanese people die alone...](#) The Washington Post.
- Dalton, M. (2018, November 23) [Chinese Online retailers stop selling Dolce & Gabbana after racism uproar.](#) The Wall Street Journal.

Assignment(s) Due Today: In-class discussion item focused on a country of your choice (outside North America): Make observations on cultural dimensions in that country (per Alaimo pp 28-47); Discuss a current/trending story and most popular and/or trusted traditional and social media channels in that country.

[No class March 17 – Spring break]

March 24, 2020

Week 10

Topic and Content Covered: International Public Relations/Public Affairs Case Study Analysis

Learning Objective(s) Addressed: 1, 2, 3

Reading Due Today: Your assigned HBR case study

Assignment(s) Due Today: Assignment #3 In-Class Discussion due: Groups Case Study Analysis

Weekly discussion item - current PR-PA challenge/opportunity*

March 31, 2020

Week 11

Topic and Content Covered: Continuation of Public Relations around the World

Learning Objective(s) Addressed: 1,2,3

Reading Due Today:

- **Readings in Alaimo pp.339-401 (Chapters 8-12);** (*focus on region of your country of choice related to in-class assignment*)

Assignment(s) Due Today: Weekly discussion item - current PR-PA challenge/opportunity*

April 7, 2020

Week 12

Topic and Content Covered: Careers in Global Public Relations/Public Affairs; Employers; Trends in the Workplace; The Expat Life; Tips for Career Success

Learning Objective(s) Addressed: 1, 2, 3, 4

Reading Due Today:

- Berger, B. and Meng, J. (2017, July 17) "[Millennial Communication Professionals in the Workplace.](#)" IPR
- Shaw, R. (2011, April 20). "[Working with Five Generations in the Workplace,](#)" Forbes
- Lewis, P. (2018, January 23) [Global Relocation Challenges & Trends 2018](#), Cartus
- Lublin, J., (2017, September 6) "[Sent Abroad? Plan Your Return Now.](#)" The Wall Street Journal
- (2017, April 25). "[A venture capitalist explains how to become insanely well-connected,](#)" Quartz

Assignment(s) Due Today: Weekly discussion item - current PR-PA challenge/opportunity*

April 14, 2020

Week 13

Topic and Content Covered: Individual Presentations Part 1

Learning Objective(s) Addressed: 1,2,3,4

Assignment(s) Due Today: Assignment # 4 due: Major Project Plan, Sample Work Product, and Individual Presentation. All written plans due April 14; Oral presentations will be divided in two parts.

April 21, 2020

Week 14

Topic and Content Covered: Individual Project Presentations Part 2

Learning Objective(s) Addressed: 1,2,3,4

Assignment(s) Due Today: Assignment # 4 due prior week. All written plans due April 14; Oral presentations will be divided in two parts.

ASSIGNMENTS AND GRADE VALUE

Assignment #1: Concise analysis of an **existing** recent international public relations situation (10%)

Choose one from below: (students may propose something different, with instructor's approval):

- *Cause* - Disaster recovery in Haiti or Syrian or Somalia refugee crisis – challenge of enormous need and donor fatigue
- *Country* - *The Greeks* PBS specials and art exhibition – challenge to change outsiders' view of today's country/citizenry by harkening to proud past; or Japan's manufacturing sector – regaining confidence after Takata, Kobe Steel, and other companies' quality and reporting issues.
- *Company* - VW – challenge of consumer/public/regulator trust after emissions scandal; or Uber confronting opposition in the U.K. or Asian countries
- *Candidate* – U.K. Prime Minister – near-term challenge of Britain reputation inside and outside the country with respect to Brexit; or Mexican President Andres Manuel Lopez Obrador facing violence and corruption at home and challenges with USA.

Two-page analysis of: 1) situation threat/opportunity; 2) overview of strategy and tactics used or applicable; 3) how to measure success. Length 500-800 words.

This assignment is intended to assess your thinking about the objectives and effectiveness of PR/PA strategies related to current situations.

Assignment #2: Pitch/Proposal: Identification of an opportunity and creation of a pitch for a proposed **future** global PR/PA campaign and how it can make a positive difference (20%)

Five-page maximum – Develop a pitch letter and an outline of proposed future work to the PR-buying decision-maker of an international company/country/cause/candidate of students' choice. Subject must be a non-US organization, or a US entity with global reach focusing on the non-US audience. Describe the PR-PA challenge/opportunity you see, and how it could positively be turned around. List specific

deliverables, expected measurable outcomes, a schedule, and approximate budget (extra points for ideas that could be implemented with modest budget). Length 1000-1250 words.

This assignment is designed to demonstrate your insight in selecting a global PR/PA opportunity ripe for improvement; your creativity and practicality in proposing a way forward; and your persuasiveness in selling your work.

Assignment #3: Group Case Study Analysis (18%)

The class will divide into 4-5 person groups, and each group will be assigned a different case example by the instructor (from **Harvard Business Review**) two weeks in advance. Prior to class discussion, each student should complete a template identifying the main issues, problems/opportunities, and recommended actions relating to their case. In group discussions at the beginning of the class, team members should compare their templates and refine their points of view. The teams will then present to the full class: 1) a summary of the case situation; 2) the team's view of the major problems/opportunities; 3) the team's view of recommended actions.

This assignment is designed to improve your analytical skills; ability to work well in a group; and ability to develop – and present – action-oriented solutions to global business or public affairs issues.

Assignment #4: Major Project: Strategic Plan, Work Product, and Presentation (37%)

Detailed plan of a PR/PA opportunity or challenge – for a company, cause, country, or candidate – with particular focus on the international dimension. Organization or individual must be based outside the US, or be a US entity with a strong global mission focus on the non-U.S. audience. In addition to the detailed written plan (7-10 pages), include a sample work product (e.g., press release, series of Tweets, short video), and prepare a 10-minute ppt briefing that will be presented to the class (presentations are last two classes)

This assignment is designed to assess your strategic thinking and creative problem-solving skills; your ability to develop a detailed, implementable strategic plan; produce a quality work product associated with the plan; and demonstrate your oral communications skills.

Ongoing – Class Participation (15%)

Come each week prepared to discuss a recent PR opportunity or challenge in the news that has an international dimension. Participate in individual and shared profiles about countries and media channels.

Copyright Statement

Unless explicitly allowed by the instructor, course materials, class discussions, and examinations are created for and expected to be used by class participants only. The recording and rebroadcasting of such material, by any means, is forbidden.