

The Graduate School of Political Management

THE GEORGE WASHINGTON UNIVERSITY

M.P.S. in Strategic Public Relations

Spring 2017

January 17/April 25

Course Name

PSAD 6270 International Public Relations and

Global Advocacy

3 Credits

Tuesdays/ 6:30 – 9:00pm

2020 K Street NW Room 10

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 within minutes 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>.

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/>.

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 the basement of Marvin Center 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 | 703-29- 4150

Dr. Jack Prostko
Associate Dean for Learning and 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 survey how international public relations and global advocacy strategies are developed and implemented, emphasizing successful case studies and failures. Students will examine communications theories, 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. Social media technologies are revolutionizing how public relations executives work with 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; develop, implement, and assess a comprehensive global public relations/public affairs strategy that includes social media technologies; and strengthen writing and presentation skills relevant to public relations roles through group/individual assignments and class discussions. Students can choose either this course or ADVO 6240 Global Advocacy: Strategies, Tools, and Tactics, depending on their desired track of learning.

Course Learning Objectives

After completing this course, students will 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 countries and regions

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 particular emphasis on the application to global clients and audiences
4. Develop a comprehensive global public relations or public affairs/advocacy 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 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. Additionally, over the semester, students will collaboratively build a “helpful tips sheet” for international communications/advocacy professionals (each student to add at least two tips over the course of the semester).

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/Advocacy strategies related to current situations.</i>	Jan 31	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 21	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 28	20%

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 18	35%
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:

- Oral and written communications skills and presentation skills
- Research and critical thinking abilities
- Creativity and idea-generation abilities
- Application of public relations/advocacy strategies to current global situations
- Ability to work in a group setting (where applicable)
- Contribution to class discussion and projects

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, 2016. 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.

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/>

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 17, 2017

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 24, 2017

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

Reading Due Today: Alaimo, pp 1-24

Summary of Joseph Campbell's *The Hero with a Thousand Faces*:

https://en.wikipedia.org/wiki/The_Hero_with_a_Thousand_Faces

"Corporate Communicators Can Help Make the Case for Globalization," Roger Bolton, October 13, 2016

<http://www.awpagesociety.com/blog/corporate-communicators-can-help-make-the-case-for-globalization>

"The World Economy: A Special Report in Defense of Globalization," [The Economist](#), October 1, 2016, pp 3-16 [Component articles: "An Open and Shut Case," "Coming and Going: Free Trade," "Needed but Not Wanted: Migration," "The Good, Bad, and Ugly: Capital Mobility," "A Lapse in Concentration: Deregulation and Competition," and "Why They're Wrong about Globalization"]

Assignment 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 31, 2017

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

Reading Due Today: Alaimo pp. 24-61

[Harvard Business Review](#), Dec. 2105 "Getting to Si, Ja, Oui, Hai, and Da" by Erin Meyer

<https://hbr.org/2015/12/getting-to-si-ja-oui-hai-and-da>

[The Geography of Thought](#), by Richard E. Nisbett, pp. 79-110

Assignments 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 7, 2017

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: Alaimo 61-88

<http://www.instituteforpr.org/global-public-relations/> [*Intro section through Contextual or Environment Perspective*]

“How and Why to Adapt Your Writing to a Global Culture,” Clare Lynch, October 20, 2016 Ragan.Com

http://www.ragan.com/Main/Articles/51850.aspx?utm_source=salesforce&utm_medium=email&utm_campaign=Ragan+Daily+Headlines+--+Final+--+July+19

“What Everyone Should Know About Running Virtual Meetings,” Paul Axtell, Harvard Business Review, April 14, 2016

https://hbr.org/2016/04/what-everyone-should-know-about-running-virtual-meetings?referral=03695&utm_source=product_promo&utm_medium=email&utm_campaign=promo1_10122E_20161102&spMailingID=15802744&spUserID=MjY2MDAxOTMzODkzS0&spJobID=900806710&spReportId=OTAwODA2NzEwS0

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

February 14, 2017

Week 5

Topic and Content Covered: Global public relations for Corporations (Guest speaker - Managing Director and Global Director of Communications for a major financial services company)

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

Reading Due Today: Alaimo pp. 88-109

<http://www.instituteforpr.org/global-public-relations/> [*Sections “Multinational Corporations & Organization through Financial Communications*]

“The Authentic Enterprise,” Report by the Arthur W. Page Society

<http://www.awpagesociety.com/thought-leadership/authentic-enterprise-report>

B2B Case study – “Carlyle Steps into the Light” (Business Week article, February 12, 2007)

Assignment Due Today: Weekly discussion item - current PR-PA challenge/opportunity

February 21, 2017

Week 6

Topic and Content Covered: Global public relations for governments (Guest speaker - former Pentagon Press Secretary)

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

Reading Due Today: Alaimo pp. 133-160

<http://www.instituteforpr.org/global-public-relations/> [sections Governments & Publics through US Foreign Agents Registration Act]

https://medium.com/@Oxford_University/eu-referendum-views-from-oxford-994df911acb6#.54lj57w83

Jason McCue: Terrorism is a Failed Brand

https://www.ted.com/talks/jason_mccue_terrorism_is_a_failed_brand

Assignments 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 28, 2017

Week 7

Topic and Content Covered: Global public relations and advocacy for issues, NGOs (Guest speaker Director of Communications for health organizations working in Africa and other developing countries)

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

Reading Due Today: Alaimo pp. 109-133

Amy Lockwood: Selling condoms in the Congo – TED 2011

https://www.ted.com/talks/amy_lockwood_selling_condoms_in_the_congo

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

March 7, 2017

Week 8

Topic and Content Covered: The global media and social networks (Guest speaker - Chief Marketing Officer – International Digital Marketing organization)

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

Reading Due Today: Alaimo pp. 160-214

<http://www.iab.net/globalinsightsreport2015/> - focus on section on “Universal Truths: Work that Demonstrate Mobile Behaviors that Cross Continents”

“Buzzfeed: Global Focus, Local Soul,” Jessica Davies, Digiday, Nov. 3, 2016

<http://digiday.com/publishers/buzzfeed-global-plans/>

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

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

[No class March 14– Spring break]

March 21, 2017

Week 9

Topic and Content Covered: Public Relations in Europe

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

Reading Due Today: Alaimo pp. 260-300

<http://www.instituteforpr.org/listening-to-digital-publics-investigating-citizens-voices-and-engagement-within-italian-municipalities-facebook-pages/>

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

March 28, 2017

Week 10

Topic and Content Covered: Public Relations in the Americas

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

Reading Due Today: Alaimo pp. 339-376

Assignments Due Today: Weekly discussion item - current PR-PA challenge/opportunity*

Assignment #3 In-Class Discussion due: Groups Case Study Analysis

April 4, 2017

Week 11

Topic and Content Covered: Public Relations in Asia, the Middle East and Africa

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

Reading Due Today: Alaimo pp. 300-339 and 376-405

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

April 11, 2017

Week 12

Topic and Content Covered: Additional Considerations in Global Public Relations/Public Affairs – Language skills; Budget constraints; Vendor selection/negotiation/management; Tips to share.

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

Reading Due Today: <http://www.instituteforpr.org/wp-content/uploads/15CaseStudies.pdf> [Public Information cases]

Assignment(s) Due Today: Weekly discussion item - current PR-PA challenge/opportunity*;
Collaborative Tip Sheet Discussion

April 18, 2017

Week 13

Topic and Content Covered: Individual Presentations Part 1

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

Reading Due Today: <http://www.instituteforpr.org/wp-content/uploads/15CaseStudies.pdf> [Marketing and Image cases]

Assignments Due Today: Assignment # 4 due: Major Project Plan, Sample Work Product, and Individual Presentation

April 25, 2017

Week 14

Topic and Content Covered: Individual Presentations: Part 2

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

Reading Due Today: <http://www.instituteforpr.org/wp-content/uploads/15CaseStudies.pdf> [*Internal Communications and Community Relations cases*]

Assignments Due Today: Assignment #4 due: Major Project Plan, Sample Work Product, and Individual Presentation

ASSIGNMENTS AND GRADE VALUE

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

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

- *Cause* - Haiti disaster recovery – challenge of enormous need and donor-fatigue
- *Country* - *The Greeks* PBS specials and National Geographic exhibition – challenge to change outsiders' view of today's country/citizenry by harkening to proud past
- *Company* - Samsung – challenge of consumer/public/airline confidence after Galaxy 7
- *Candidate* – Prime Minister Theresa May – near-term challenge of Britain reputation inside and outside the country with respect to Brexit

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

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 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 work to the PR-buying decision-maker of a company/country/cause/candidate of students' choice. 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).

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 (20%)

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 (35%)

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. 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

Collaboratively build a “helpful tips sheet” for international communications/public relations professionals (each student to add at least 2 tips over the course of the semester)

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.