Syllabus

The Graduate School of Political Management
THE GEORGE WASHINGTON UNIVERSITY

M.P.S. in Strategic Public Relations
Summer 2015
May 18, 2015/July 23, 2015

Course Name
PSPR 6210/Internal Communications & Change Management
3 Hours Credit
Thursdays/7:10-9:40 p.m.
Alexandria Graduate Education Center

BASIC INFORMATION AND RESOURCES

Instructor
Mitchell E. Marovitz, Ph.D., APR

Contact Information
Phone Number: (703) 731-5962
Email Address: mmarovitz@gwu.edu

Communication
The best way to reach me is via email. I will respond within 24 hours of receipt of your email. I’m also available to meet with you before or after class or by appointment.

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://www.gwu.edu/~ntegrity/code.html.
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 www.gwu.edu/~dss.

In the Event of an Emergency or Crisis during Class
If we experience any 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 [fill in proximate location] 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
Attendance is mandatory. If you need to miss a class it is your responsibility to notify the instructor IN ADVANCE and make sure any assignments due that week reach the instructor on time to receive full credit. It is also the student’s responsibility to get lecture notes from a classmate and complete the readings as assigned. Regardless of the reason for missing a class, you will not be able to make up missed class participation points.

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.

Course Description and Overview
Internal communications is key to the success of any organization. Employees that understand and buy into the organization’s goals and objectives drive efficiencies, improve effectiveness in the workplace and sustain morale during good and trying times, including times of crisis and change. Not only can internal communications improve such traditionally public relations objectives as improved relationships with stakeholders they can also demonstrate value to consumers, differentiate one organization from another and drive ROI.

This course examines the continuing and growing importance of internal communications and its impact on the organization. We will explore how to extend the reach and influence of internal communications through engagement with employees. We will also examine the concept of change management and the role of internal communications in managing organizational change.

This course is designed to offer you an applied perspective to developing, implementing, and reviewing internal communications in the context of constant organizational change. The approach to this class will be from the perspective of an organizational communications manager or communications consultant. You will be asked to take on the role of communications professional as you review several companies’ internal communications and change management programs.

As such, this course supports the student’s achievement of program goals 1, 3 and 4 (see above list) in particular.

Course Learning Objectives
After completing this course, you should be able to demonstrate:

1. A working knowledge of and experience with applying principles of change management
2. Practical experience providing internal communications counsel and program execution
3. Enhanced business communications skills (written and oral)

By the completion of this course, you should have:

4. The knowledge and analytical abilities necessary to successfully develop, implement, and evaluate an internal communications strategy and support a change management plan
5. A communications tool box to successfully implement your strategies
6. Enhanced business communications skills, as you will be challenged to present and defend your analyses succinctly and clearly
Course Requirements

All work for this class should be typed, double-spaced, spellchecked, have 1" margins, and use 12-point Times-Roman font. Associated Press style should be used (an AP Style Book is recommended for this and other SPR program courses).

Late work will be marked down for each class it is late. If you have extenuating circumstances or need special accommodations, please see the instructor before the assignment due date. Work is due at the beginning of class on the assigned date.

Neatness, punctuation, and grammar count as a significant part of your grade. Work is to be submitted electronically and will be returned with the instructor's comments and suggestions in a "track changes" format.

Evaluation and Grading

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Learning Objective(s) Addressed</th>
<th>Due Date</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Case Study #1</td>
<td>1, 2, 4, 5, 6</td>
<td>June 4, 2015</td>
<td>15%</td>
</tr>
<tr>
<td>Case Study #2</td>
<td>1, 2, 4, 5, 6</td>
<td>June 25, 2015</td>
<td>15%</td>
</tr>
<tr>
<td>Case Study #3</td>
<td>1, 2, 4, 5, 6</td>
<td>July 9, 2015</td>
<td>15%</td>
</tr>
<tr>
<td>Change Management Plan (Group)</td>
<td>1, 2, 3, 4, 5, 6</td>
<td>July 23, 2015</td>
<td>25%</td>
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<tr>
<td>Oral Presentation (Group)</td>
<td>1, 2, 3, 4, 5, 6</td>
<td>July 23, 2015</td>
<td>15%</td>
</tr>
<tr>
<td>Peer Evaluation</td>
<td>2, 3, 4, 6</td>
<td>July 23, 2015</td>
<td>5%</td>
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<tr>
<td>Attendance and Participation</td>
<td>1, 2, 3, 4, 5, 6</td>
<td>NA</td>
<td>10%</td>
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<tr>
<td>Total</td>
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<td>100%</td>
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Following is the grade scale for all GSPM classes:

<table>
<thead>
<tr>
<th>Grade*</th>
<th>Grading Standard</th>
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<tbody>
<tr>
<td>A</td>
<td>94-100 Your work is outstanding and ready for submission in a professional</td>
</tr>
<tr>
<td></td>
<td>environment. Your material, effort, research, and writing demonstrate superior work.</td>
</tr>
<tr>
<td>A-</td>
<td>90-93 Represents solid work with minor errors. Overall, excellent work.</td>
</tr>
<tr>
<td>B+</td>
<td>87-89 Very good. Represents well-written material, research, and presentation, but needs some minor work.</td>
</tr>
<tr>
<td>B</td>
<td>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.</td>
</tr>
<tr>
<td>B-</td>
<td>80-82 You’ve completed the assignment, but you are not meeting all of the requirements.</td>
</tr>
<tr>
<td>C+</td>
<td>77-79 Needs improvement in content and in effort. Shows some motivation and concern.</td>
</tr>
<tr>
<td>C</td>
<td>73-76 Needs reworking, improved effort, and additional research. Shows minimal motivation and concern.</td>
</tr>
<tr>
<td>C-</td>
<td>70-72 (lowest grade to pass) Poor performance. Major errors, too many misspellings, problems with accuracy, etc.</td>
</tr>
<tr>
<td>F</td>
<td>Below 70 Unacceptable performance, or inability to submit the assignment.</td>
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*Please note that you may be penalized for late submission of assignment(s).

Required Text


Learning Materials and Course Handouts available on Blackboard Course Content

In addition to your text, you will also be expected to read and be prepared to discuss articles, essays and research studies as posted/distributed by the instructor. The list below is subject to change.


Case Studies

We will review several case studies in-class; most in groups, some individually. Selected cases will form the basis for short papers.
**Tentative Course Calendar**

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

<table>
<thead>
<tr>
<th>Week</th>
<th>Readings and Activities</th>
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| **1**<br>May 21 | • **Lecture/Discussion:**  
  o Course overview  
  o Why study internal communications  
    ▪ Change management  
    ▪ Crisis management  
  o Organizing for internal communication  
    ▪ Identifying the internal audience  
    ▪ Developing the internal situation analysis  
  • Select groups for Group Project |
| **2**<br>May 28 | • **Lecture/Discussion:**  
  o Internal communications messaging and strategies  
  o Cowan’s dialog box: the four zones  
  o Group Exercise: TBD  
  • **Case Study #1**  
  • **Due Today:**  
  • Read:  
    o Brønn, P. (2010). Reputation, Communication and the Corporate Brand  
  • View week 2 lecture via Blackboard |
| **3**<br>June 4 | • **Discussion:**  
  o Reaching the internal audience  
  o Introduction to change management  
  • **Due Today:**  
  • Read:  
    o Read Chapters 1 and 2 of Leading Change  
  • View week 3 lecture via Blackboard  
  • **Due: Case Study Analysis #1 via Blackboard** |
| **4**<br>June 11 | • **Topic:** Social responsibility and ethics in internal communications  
  o In-class: Group Case Study: Social responsibility and ethics  
  o Group Work: Final Project Research  
  • **Due Today:**  
  o View week 4 lecture via Blackboard |
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Details</th>
</tr>
</thead>
</table>
| June 18   | Lecture/Discussion                                  | Guest Lecturer: “The Change Problem: Establishing a Sense of Urgency & Creating the Guiding Coalition; Mr. James Hickel, J.D., Booz Allen Hamilton, Ret.  
Develop a vision and a strategy communicating the change vision  
Social Responsibility and ethics (review)  
Case Study #2  
Due Today:  
  - Read Chapters 3, 4, and 5 of Leading Change |
| June 25   | Lecture/Discussion                                  | Guest Lecturer: Geren Raywood, VP, Employee Engagement, Edelman PR  
Communicating the change vision and empowering employees during change  
Generating short-term wins  
Due Today:  
  - Read Chapter 6, 7 and 8 of Leading Change  
  - Case Study Analysis #2 via Blackboard |
| July 2    | Discussion                                           | Consolidating gains; producing more change Anchoring new approaches in the new culture  
Special Topic: Social media  
Case Study #3  
Due Today:  
  - Read Chapters 9 and 10 of Leading Change  
  - View week 7 lecture via Blackboard |
| July 9    | Lecture/Discussion                                  | Special Topic: Crisis Communications and the internal audience  
Guest Lecturer: Mr. Trent Flood, VP, Employee Engagement, Edelman PR  
Due Today:  
  - Read TBD  
  - Case Study Analysis #3 via Blackboard |
| July 16   | Lecture/Discussion                                  | Communicating inside the organization of the future  
Group Work: final presentations  
Due Today:  
  - Read Chapters 11 and 12 in Leading Change  
  - View week 9 lecture via Blackboard |
| July 23   | Final Presentations                                 |                                                                        |
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.

Up Your Internal Communications Game to Boost Employee Engagement:
Tracy Imm, APR, ABC, director, corporate communications, Erickson Living

http://www.prsa.org/network/communities/employeecommunications/programming/brownbags/upyo urinternalcommunicationstoboostemployeeengagement#.VUvxqGC24mo

Video of internal communications; with Bill Margaritis, corporate vice president of worldwide communications and investor relations at FedEx, and chairman of the Arthur Page Society, describes the difference — and interconnectedness — this way: brand is the promise we make to the marketplace; culture is the set of actions that help bring the brand to life.
https://www.youtube.com/watch?feature=player_embedded&v=X3Vi3jWVJOk