March 26, 2009

MEMORANDUM

TO: Charles Caramello  
   Associate Provost and Dean, Graduate School

   James Harris  
   Dean, College of Arts & Humanities

   Steve Fetter  
   Dean, School of Public Policy

FROM: Phyllis Peres  
   Associate Provost for Academic Planning and Programs

SUBJECT: Proposal to add a GCPS in Communication Management (PCC log no. 08019)

On March 12, Chancellor Kirwan gave final approval to your proposal to establish a Graduate Certificate in Professional Studies in Communication Management. A copy of the approved proposal is attached.

The Certificate is effective Summer 2009.

CWR/

Enclosure  
cc: Carmen Balthrop, Chair, Senate PCC Committee  
    Sarah Bauder, Office of Student Financial Aid  
    Reka Montfort, University Senate  
    Barbara Hope, Data Administration  
    Denise Nadasen, Institutional Research & Planning  
    Anne Turkos, Archives  
    Linda Yokoi, Office of the Registrar  
    Thomas Castonguay, Graduate School  
    Elizabeth Bergmann Loizeaux, College of Arts & Humanities  
    Elizabeth Toth, Communication
March 12, 2009

Dr. C. D. Mote, Jr.
President
University of Maryland, College Park
1101 Main Administration Building
College Park, MD 20742

Dear Dan:

Thank you for forwarding the request from the University of Maryland, College Park to offer a new iteration of the existing Graduate Certificate in Professional Studies which focuses on Communication Management. I am pleased to approve this recommendation.

Sincerely yours,

William E. Kirwan
Chancellor

cc: Irwin Goldstein
Theresa Hollander
Nariman Farvardin, Senior Vice President for Academic Affairs and Provost

OFFICE OF THE PRESIDENT
MAR 18 2009
UMCP
THE UNIVERSITY OF MARYLAND, COLLEGE PARK
PROGRAM/CURRICULUM PROPOSAL

DIRECTIONS:
• Provide one form with original approval signatures in lines 1 - 4 for each proposed action. Keep this form to one page in length.
• Early consultation with the Office of the Associate Provost for Academic Planning & Programs is strongly recommended if there are questions or concerns, particularly with new programs.
• Please submit the signed form to Claudia Rector, Office of the Associate Provost for Academic Planning and Programs, 1119 Main Administration Building, Campus.
• Please email the rest of the proposal as an MSWord attachment to pcc-submissions@umd.edu.

DATE SUBMITTED  Sept. 15, 2008

PCC LOG NO. 08019

COLLEGE: Arts and Humanities

DEPARTMENT: Communication

PROPOSED ACTION (A separate form for each): Add Certificate Program

DESCRIPTION (Provide a succinct account of the proposed action. Details should be provided in an attachment. Provide old and new sample programs for curriculum changes.)

Add a Professional Certificate in Communication Management. The Department of Communication at the University of Maryland, in collaboration with the School of Public Policy’s well-established Executive Master’s in Public Management Program (EMPMP), proposes to create a 12 credit graduate certificate program in Communication Management.

JUSTIFICATION/REASONS/RESOURCES (Briefly explain the reason for the proposed action. Identify the source of new resources that may be required. Details should be provided in an attachment.)

See attached

To address the lack of available education for public relations/communication professionals who wish to advance in their careers, and to tap the market for such training in the Washington, D.C. area. The program will be self-support.

APPROVAL SIGNATURES - Please print name, sign, and date

1. Department Committee Chair    Shawn Parry-Giles        9/24/08
2. Department Chair    Elizabeth J. Toth       9/17/08
3. College/School PCC Chair    Margarita Vener    9/29/08
4. Dean    Elizabeth Looney     10/31/09
5. Dean of the Graduate School (if required)    C. Frank 11/15/09
6. Chair, Senate PCC    Heather Bunting 3/6/09
7. Chair of Senate
8. Vice President for Academic Affairs & Provost  3/24/09
I. OVERVIEW and RATIONALE

The Department of Communication at the University of Maryland, in collaboration with the School of Public Policy’s well-established Executive Master’s in Public Management Program (EMPMP), proposes to create a 12 credit graduate certificate program in Communication Management to address the lack of available education for public relations/communication professionals who wish to advance in their careers. This new certificate program is directed exclusively to students with five or more years of professional communication experience who are changing or seeking to advance to communication and public relations positions that will require strategic communication management skills.

The typical career path for public relations/communication professionals is to develop their communication skills in undergraduate majors such as public relations, journalism, English and other humanities and social science fields. Rarely, do people entering the public relations and communication field study the theory and principles that provide the broad strategic perspective of how the communication function works within organizational structures and contributes to organizational effectiveness. A master’s degree is not a point of entry into public relations employment. Instead, the communication industry prefers to hire excellent writers, speakers, and problem-solvers, with practical internship experience.

However, the public relations industry is made up of a two-tier career ladder, with most professionals starting as technicians who create and distribute messages advocating on behalf of their organizations and clients and then advancing to the management of communication, a role that requires the ability to provide counsel to senior management; do communication goal setting and evaluation; and have knowledge of how organizations operate. Communication managers know public relations theory, strategic planning, finance, negotiation, and human resource management. It is at the point of advancement to communication management that public relations and communication professionals are stymied by a lack of knowledge and preparation. Either they are very fortunate to be mentored or groomed by individual organizations for advancement or they are passed over by hires from other organizational functions such as marketing, legal, or human resources. In the communication industry, this eventuality is called “encroachment”.

This proposed four-course certificate provides communication professionals with a broader understanding of public relations and communication management, so they can be successful in advancing into the communication managerial positions of organizations. It is both a separate credential and a pathway into the Executive Master’s in Public Management Program (EMPMP).

Communication professionals who want to take courses in the communication management certificate program will be admitted by the School of Public Policy based on eligibility for the SPP Executive Master’s in Public Management (EMPM). The communication
professionals may then choose to continue on in the SPP EMPM or stop at one or all of the four certificate courses. The certificate courses will be offered primarily during the Winter and Summer sessions. Students wishing to move into the master’s program will do so with the Fall semester start of the EMPM program’s new class.

Public policy managers who are participating in the EMPMP may also choose any or all of the four communication courses as electives to further their understanding of communication management.

Communication professionals admitted to the certificate program will not be eligible to enter any of the Department of Communication’s regular graduate programs unless they complete the regular Department of Communication application process and are selected for admission.

The School of Public Policy in conjunction with the Department of Communication is uniquely positioned to provide this certificate. There are courses in its EMPMP program that provide the managerial knowledge base for public policy managers as well as communication program managers. Both require knowledge of finance, metrics, evaluation, negotiation and conflict resolution, and leadership. The communication professional who chooses to continue on in the EMPMP program achieves a more comprehensive course of study for managerial positions in public relations/communication and a master’s degree credential.

The proposed University of Maryland certificate in communication management differs from each of the currently available programs being offered by Johns Hopkins University, Georgetown University, and George Washington University. First, UM’s proposed program aims for communication professionals with 5 years of industry experience who want advanced communication management skills. Johns Hopkins University, Georgetown University and George Washington University offer a mix of entry-level skills in writing, research, presentations and online communication and theory courses. Second, UM’s proposed program is a certificate program, taught by graduate faculty in the classroom with 42.5 contact hours. Johns Hopkins offers a MA in communication in a mix of online and classroom experiences. Georgetown University advertises a certificate or master’s program using Georgetown faculty and business leaders and a mix of online and classroom courses. George Washington University’s masters in strategic public relations is an online program.

II. CURRICULUM

The Department of Communication has worked out a four course curriculum that it believes will provide the requisite knowledge base for strategic public relations and communication management careers positions. There are three new courses and an existing special communication problems course that will be restricted to students in the EMPMP program or the proposed certificate program (required to enter the EMPMP program).

COMM 606 Seminar in Communication Management

COMM 606 introduces communication and public relations as a managed function of organizations. Students learn how managing communication contributes to organizational effectiveness. Using organizational theory, theories of Excellence in public relations and
communication management, communication metrics and communication ethics, students build their communication strategic management skills beyond the programmatic level to the functional and organizational levels of decision-making. EMPMP students only.

(Syllabus attached)

COMM 607 Seminar in Communication Management Publics

COMM 607 emphasizes research and analysis of publics and how the use of this information builds more effective relationships with strategic constituencies of organizations. Students learn and apply to communication management problems the theories of audience segmentation, stakeholders, behavior of activist organizations, conflict resolution, environmental scanning, ethics of organization-public relationships, and the situational theory of publics. EMPMP students only.

(Syllabus attached)

COMM 611 Seminar in Global Communication Management

Global Communication Management extends the theories of communication management developed in COMM 606 and COMM 607 to a global level. Students move beyond Western communication management assumptions to examine how practices of communication management differ in different national and/or cultural contexts. Students are challenged to build generic principles of communication management with specific applications that can be used and adapted in the differing countries and cultures of the world whether working in multinational corporations, national governments, or non-governmental organizations (NGO’s). EMPMP students only.

(Syllabus attached)

COMM 698 Special Problems in Communication: Cases in Communication Management

This course focuses on case studies of actual programs, campaigns, and events, in order to examine how organizations and their publics build and maintain relationships with one another. The cases derive from government, corporate and nonprofits and communication management specializations, such as: media relations; internal relations; marketing communication; community relations; public affairs; consumer relations; health; risk, and crisis communication. EMPMP students only.

(Syllabus attached)

III. STUDENT LEARNING OUTCOMES AND ASSESSMENT

The three primary learning objectives of the certificate will be:

1. A fundamental understanding of the key theories and principles of communication management
2. A fundamental understanding of the key theories and principles of the
organization-public relationship
3. A fundamental understanding of global communication management/public relations principles and practices
4. The ability to successfully apply theories and principles to strategic management counseling and strategic decision-making roles.

The degree to which these learning objectives have been achieved will be assessed by a review of the project reports submitted at the end of the COMM 698. Rubrics will be developed for each of the four learning objectives. Using a 1-5 scale, where 1 means little understanding, 3 means a satisfactory understanding, and 5 means a stellar understanding, faculty independent of the instructors of the course will be asked to use the rubrics to assess how well each project reflects the achievement of the three learning objectives. Our goal will be that, for each learning objective, 90 percent of the projects reflect at least a satisfactory mastery of the objective. After each assessment, the faculty of the four courses will convene with the certificate director to determine how to modify the courses to increase the percentage of students who are satisfactorily achieving each objective.

IV. FACULTY AND ORGANIZATION

Oversight

The certificate program will be overseen by both the Chair of the Department of Communication and the Executive Dean of the SPP. They will be advised by a panel consisting of (a) the chair of the Department of Communication; (b) the director of the School’s Management, Finance, and Leadership specialization, and (c) a representative of the Department of Communication’s public relations faculty. The Department of Communication will control the curriculum of the Certificate Program and the selection of teachers for the Certificate Program.

Faculty

Only faculty who have the status of “graduate faculty” at the University of Maryland will be permitted to teach in the Certificate Program. Faculty likely to teach courses in the certificate program include:

Elizabeth L. Toth, Ph.D., Professor and Chair, Department of Communication
Linda Aldoory, Ph.D., Associate Professor, Department of Communication

Courses will be offered in the Winter and Summer terms when faculty would be available to teach.

V. OFF CAMPUS PROGRAMS

The certificate program will initially be offered off-campus at the Executive Master’s in Public Policy Washington D.C. classroom location (Reagan Building). Reflecting the immediate, real-time, nature of its work, the communication/public relations field makes relatively little use of physical library resources, but makes extensive use of electronic resources. All students will have access to the university’s electronic library and its
holdings, inter-library loan and campus borrowing privileges. Accounts for email and library access will be provided by the University. Any documents or other materials required by the program that are not readily available to individual students through university and public sources will be directly provided by the certificate program as part of the enhanced services made possible by the non-standard tuition charge.

VI. OTHER ISSUES

The primary cooperating units will be the School of Public Policy and the Department of Communication both on campus. We are not aware of any organization that accredits graduate certificate programs such as this one, and thus will not be seeking accreditation for it. Nor do we intend for the program to meet any outside organization's certification or licensure requirements.

VII. COMMITMENT TO DIVERSITY

Both the SPP and the Department of Communication are eager for the proposed program to attract a highly diverse student body. Given the lack of diversity in the communication industry, special recruitment efforts are likely to be needed to attract a diverse student body through outreach to the Public Relations Society of America National Capitol Chapter (over 1000 members), the Black Public Relations Society, and the Hispanic Public Relations Society. The School of Public Policy will carefully monitor its certificate classes and reach out as necessary to ensure that the classes are as diverse as possible.

VIII. REQUIRED PHYSICAL RESOURCES

No unique library or other information resources will be required for this certificate program. The School of Public Policy will provide classroom space in downtown Washington, DC. The program will not impact the use of existing facilities on the College Park campus.

IX. RESOURCE NEEDS AND SOURCES

The two tables below briefly describe the sources and uses of funds for the proposed certificate program. The Office of Executive Programs within the School of Public Policy will assist the Department of Communication in administering the program, and will do the marketing and outreach in order to secure the student tuition needed to support the program.

Students in the cohort are likely to be a mix of resident and non-resident. It is proposed that tuition be charged in accordance with the University's current tuition policies. We assume the University of Maryland will receive 7.5% of gross revenue initially but this term will change in light of whatever new tuition sharing policies are developed by the campus. All other tuition earned from students pursuing the certificate program will be available to SPP to cover its costs in providing this program. See attached budget.
### SAMPLE BUDGET

#### Revenue

<table>
<thead>
<tr>
<th></th>
<th>Per Student</th>
<th># of Students</th>
<th>Subtotal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Certificate</strong></td>
<td>$14,000</td>
<td>20</td>
<td>$280,000</td>
</tr>
<tr>
<td><strong>Degree</strong></td>
<td>$21,000</td>
<td>4</td>
<td>$84,000</td>
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</table>

**Total Revenue** $364,000

#### Expenses

<table>
<thead>
<tr>
<th></th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>University Overhead</td>
<td>$27,300</td>
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<tr>
<td>Administrative Support Staff</td>
<td>$15,000</td>
</tr>
<tr>
<td>Marketing Materials</td>
<td>$5,000</td>
</tr>
<tr>
<td>Website Development and Maintanance</td>
<td>$5,000</td>
</tr>
<tr>
<td>Facilities</td>
<td>$10,000</td>
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<tr>
<td>Instructional Materials</td>
<td></td>
</tr>
<tr>
<td>Certificate</td>
<td>$12,000</td>
</tr>
<tr>
<td>Degree</td>
<td>$3,600</td>
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<tr>
<td>Instructors</td>
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<tr>
<td>Certificate</td>
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</tr>
<tr>
<td>Degree</td>
<td>$55,000</td>
</tr>
<tr>
<td>Registration and Application Fees</td>
<td>$1,300</td>
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<tr>
<td>Phone, Fax, Office Supplies</td>
<td>$300</td>
</tr>
<tr>
<td>Travel</td>
<td>$800</td>
</tr>
<tr>
<td>Program Maintainance</td>
<td>$7,500</td>
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</table>

**Total Expenses** $177,800

**Net Revenue** $186,200

<table>
<thead>
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<th>Program</th>
<th>Amount</th>
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<tr>
<td>COMM</td>
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</tr>
<tr>
<td>MSPP</td>
<td>$93,100</td>
</tr>
</tbody>
</table>
Course Objectives

The major objective of this course is to familiarize you with the body of scholarly knowledge in communication management. This knowledge will allow you to develop a conceptual framework you can use to analyze the management of communication in organizations so that you will be equipped to manage that communication yourself. We will begin by studying management theory.

A second objective of this course is to expand your critical skills. We will accomplish this objective by having each student to present a theory of interest, leading the class in learning new material. This aspect of the course will help your learn more in-depth about a communication management area of interest to you.

This course has a management focus that emphasizes the importance of the organization’s structure and environment. One objective of this course is to encourage you to think on a management level, even if you have no professional experience in management. To a large extent, this course will focus upon the Maryland tradition of public relations as a management function. We will explore the landmark IABC Excellence Study, headed by researchers in this program, which resulted in 3 books on public relations. The Excellence project conceptualized the value of public relations to an organization, both in the characteristics of ‘excellent’ public relations departments and their contribution to organizational efficacy.

A third objective of this course is to improve your ability to think in terms of theory and to access and critique theories of public relations and communication management. The ability to think theoretically, in normative terms will serve you well in your career.

Finally, you will gain a working knowledge of APA citation style. That knowledge will help you write papers in other graduate level courses, improve your writing ability, and allow you to effectively navigate the material contained in most social science journals.

Course Format
This course is a seminar, meaning that its success depends on the participation of its members. Although I will introduce the topics and relevant readings, students are expected to contribute their experience, their questions, and their beliefs to all discussions. As the course proceeds and members have had a chance to complete more of the background reading, they will assume responsibility for initiating some of these discussions. Further, members of the seminar will begin to contribute to the body of knowledge by doing original research for their final project.

Textbooks and Readings

Required texts:


Handouts of supplementary reading through Course Packets.


Special Issue of Journal of Public Relations Research

Supplemental:


Research Paper

You will have two options for a major research paper of approximately 15 pages in length.
Option 1: Theory - Literature Review and Directions for Future Research

Each student will choose a topic from this class for his or her own research project, consisting of a review of both seminal and very current literature. This review will focus on one of the characteristics of communication management theory that we have touched on during the semester. Then, you will identify areas of research that are lacking in the theory you discuss, the trends for future research relevant to this area, and make projections for the future based on the way current research is handling the topic. You may choose your paper topic from whatever component of communication management theory interests you most. The paper should be in APA style and between 12 and 15 pages, double spaced, in an APA font and margins format.

Option 2: Specialized Functions in Communication Management- Literature Review and Needed Research

In this option, you write a paper on a specialized communication management function, such as internal/employee relations, medial relations, community relations, customer relations (including IMC or IC), government relations, investor relations, member relations, donor relations for non-profits, and educational relations. Your starting point would be the information on these specialized communication management functions in the excellence books, but you would also be expected to real and analyze both academic and professional literature on the specialized area, read related research in business management or a closely related area, and incorporate interdisciplinary information from outside the communication management BOK [body of knowledge] which would allow you to present a scholarly literature review and a normative analysis of how the specialized function should be managed and practiced.

Final Examination

It is important to determine how well you learned the theories introduced in this course, how well you can think using those theories, and whether you can apply them to practical problems and theoretical challenges. A final, take-home essay exam will test that ability. The final exam is meant to test your knowledge and make sure that you have completed the required reading in this course so that you may be successful in your continued study in communication management.

Academic Honesty & Integrity

Along with certain rights, students have the responsibility to behave honorably in the academy. Please see the University's Academic Integrity policy at http://www.shc.umd.edu/students.html to review the policy and what constitutes cheating, fabrication, facilitating academic dishonesty and plagiarism. Suspected infractions will be reported to the Judicial Committee for resolution. If you are ever in the slightest doubt, you should cite your source. There are never penalties for citing sources and there are many severe penalties for not citing them.
To maintain compliance with standards of academic integrity, all your written work in this course should follow these rules:

- Every direct quotation must be identified by quotation marks (i.e., “quotes”) or by appropriate indentation and must be promptly cited as to author, page, and source.

- Prompt acknowledgment as to author, page, and source is required when material from another source is paraphrased or summarized in whole or in part in your own words. Acknowledging only a directly quoted statement does not suffice to notify the reader of any preceding or succeeding paraphrased material. Each idea must be attributed to its source, even if this appears obvious or repetitive.

- Information obtained in your reading or research must be acknowledged by citing author, page, and source. ALWAYS include an author and year when outlining the work of other scholars.

**Honor Pledge:**

The University of Maryland adopted a nationally recognized Honor Code; it was proposed by the Student Honor Council and approved by the University Senate. The Student Honor Council administers the code. The University of Maryland Honor Pledge reads:

I pledge on my honor that I have not given or received any unauthorized assistance on this assignment/examination.

Unless you are specifically advised to the contrary, the Pledge statement should be handwritten and signed on the front cover of all assignments submitted for evaluation in this course. If you fail to write and sign the Pledge when required, you will be asked to confer with the instructor.

**Evaluation**

You will be evaluated on three major dimensions: class participation/presentation (33%), theory paper (34%), and final exam (33%).

* Your grade on class participation will be based on your preparation for each session (having completed the readings and short written assignments by the assigned date), your contributions to the discussion.

* Your grade on the presentation will depend on how well you have prepared for the discussion, the thoroughness of your review, how well you introduced concepts to the class, and whether you lead an informative discussion addressing issues and problems in your topic area. You should act as if you are teaching the class the material. Classmates should actively participate by asking questions and offering examples. If participation is low, I will require each student to write three substantive questions on the reading and turn these in at the beginning of each class – these will then be given to the presenter.
Each person should do his or her part to make the presentation go well for other students, and they will help in yours in turn.

* Your grade on the RESEARCH PAPER will depend on the thoroughness of your literature search on the area of theory you discuss, how well you identify gaps in the body of knowledge and questions for future research and study or normative practice and management, the conceptual clarity of your argument, the number of academic sources you reference, and your adherence to APA style.

* Your grade on the FINAL EXAM will depend on how well you have conducted the readings over the course of the semester, analyze and synthesize the assigned readings, and paid attention to the issues raised in our seminar discussion. The take-home exam will be essay format.

Religious observances

Students will not be penalized because of observance of religious beliefs. Still, it is your responsibility to alert me to any intended absences for religious observances a bare minimum of two weeks in advance. This kind of prior notification is especially important in a seminar because your regular participation is essential.

Students with disabilities

One of the goals of this course is to create a community of scholars who realize that “excellence is inclusively.” I hope every one of the students feels a part of that community. Thus, if you have a disability needing special accommodation, please make an appointment to meet with me in my office during the first two weeks of the semester so that I can be of assistance in this regard.

Course Schedule *

Topics listed in the syllabus may be covered on different days to accommodate guest speakers, inclement weather, or class needs; the professor reserves the right to amend the course syllabus at any time during the semester. Students will be informed of the changes during class (or via email if necessary).

Week By Week Assignments

1. Introduction to the seminar and to each other
   Course policies
   Familiarize yourself with all topics (chapters) listed on the syllabus below.
   Choose your topic wishes (pick and rank order 4 you will present one or two.
   Begin reading for next week’s assignments.


   Hatch, Chs. 1, 2
TURN IN LIST of presentation topic wishes today

3  Overview of Excellence Theory
   L. Grunig, J. Grunig, & Dozier, Chs. 1, 2, 3

4  Organizational Efficacy and the Value of Communication Management
   Hatch, Chs. 3, 4, 9
   L. Grunig, J. Grunig, & Dozier, Ch. 4

5  Strategic Management of Communication
   Hatch, Ch. 6
   L. Grunig, J. Grunig, & Dozier, Ch. 5

6  Communicator Roles and Models of Public Relations
   L. Grunig, J. Grunig & Dozier, Chs. 6, 8

7  Gender and Diversity in Public Relations
   L. Grunig, Toth, & Hon, Chs. 2, 3, 5, 8, 12, 14

8  Rhetorical and Critical Approaches to Public Relations
   Hatch, Ch. 8
   Heath, Chs. 9, 12, 16
   Schultz & Hatch, Chs. 14, 15, 16

9  Ethics
   Special Issue of Journal of Public Relations Research
   Heath, Ch. 34

10 Research, Relationship of the Public Relations Function to other Functions; IMC Approach
    L. Grunig, J. Grunig & Dozier, Ch. 7
    Thorson & Moore, Chs. 1, 6, 17
    Gronstedt, Introduction, Ch. 1

11 The Reputational Approach to Public Relations
    Fombrun, Ch. 1, 2, 3, 4, 5, 6,
    Schultz & Hatch, Chs. 1, 2, 6
12 RESEARCH PAPER DUE
   Formal 15 minute presentation of findings in the Research Paper – ALL STUDENTS

13 New Directions for Research in Public Relations
   L. Grunig, J. Grunig & Dozier, Ch. 12
   Student presentations

14 Student presentations

15 Student Presentations
   FINAL TAKE HOME ESSAY EXAM DUE

   Paper Policy: Papers must be in APA format and 14 to 16 pages of text in length (title and reference pages are numbered but do not count in the total required length of pages. Text exceeding 16 pages will not be graded. Use 5th Edition APA format. Late papers are graded down one letter per day (24 hours) after beginning of class on the due date. Incompletes are only allowed in cases of a documented and verifiable emergency. Please plan accordingly. Early papers are encouraged.
COMMUNICATION 607
SEMINAR IN COMMUNICATION MANAGEMENT PUBLICS

Course Objectives

COMM 607 emphasizes research and analysis of publics and the use of that information in the strategic management of communication. We take the perspective that communication makes organizations more effective by building relationships with strategic publics. This general theory incorporates several middle-range theories: audience segmentation, stakeholder theory, a situational theory of publics and its relationship to the strategic management of communication, the behavior of activist groups and how organizations respond to them, theories of conflict resolution, relationships, environmental scanning, issues management, crisis communication, and activism. Students will gain competence in communication research and in the planning, management, and evaluation of public relations programs. At the end of the semester, students should feel that they are capable of using their knowledge of publics as communication manager.

Course Format

This course is a seminar, whose success depends on the participation of its members. Although I will introduce the topics and relevant readings, students are expected to contribute their experience, their questions, and their beliefs to all discussions. A good deal of reading has been assigned for each class, and at times we will not be able to discuss each reading in detail. However, it is extremely important that you become familiar with each reading assignment. As the course proceeds and students have had a chance to complete more of the background reading, they will have responsibility for leading the seminar discussion. To help focus the discussion, each student should bring three discussion questions to class as part of the participation grade. These questions should be typed and handed in each class. A good way to start them is: “If I knew the answer to this question, I would understand the readings better.”

Research Paper

You will be responsible for a major research paper during the semester. The paper should be a critical analysis of publics and their relationship to communication management. The study should include both an analysis of literature and the collection of data from the internet and expert writings. The study must go beyond the descriptive and critically apply one or more of the theories developed in this course. The paper should include both positive analysis of existing practice and normative analysis of the concept of publics. By the 3rd week of class, you should write a brief proposal (up to five pages) explaining the research you would like to do.
Exam. There will be a final essay exam. The exam will cover reading assignments, materials provided in class and class discussions.

The paper will count 50% of your final grade; the exam will count 30%, and your class participation will count for 20%.

Books and Readings


Additional readings will be provided in a course packet.

Course Policies

**Academic Integrity**

The university has approved a Code of Academic Integrity available in full on the web at [http://www.inform.umd.edu/jpo/](http://www.inform.umd.edu/jpo/). In general, the Code prohibits students from cheating on exams, plagiarizing papers, submitting the same paper for credit in two courses without authorization, buying papers, submitting fraudulent documents, and forging signatures. Listed below are some important clarifications of these acts:

- **Cheating.** Intentionally using or attempting to use unauthorized materials, information or study aids in any academic exercise.

- **Fabrication.** Intentional and unauthorized falsification or invention of any information or citation in an academic exercise.

- **Plagiarism.** Intentionally knowing or representing words or ideas of another as one’s own in any academic exercise. In general, you must identify any direct quotation by quotation marks and include the source.

- **Facilitating Academic Dishonesty.** Intentionally or knowingly helping or attempting to help another violate any provision of the university’s Code of Academic Integrity.

**Honor Pledge**

The University has a nationally recognized Honor Code, administered by the Student Honor Council. The University of Maryland Honor Pledge reads:

> I pledge on my honor that I have not given or received any unauthorized assistance on this assignment or examination.

Unless you are specifically advised to the contrary, the Pledge statement should be
handwritten and signed on the front cover of all papers, projects, or other academic assignments. Students who fail to write and sign the Pledge will be asked to confer with me. The pledge is a reminder that at the University of Maryland, students carry primary responsibility for academic integrity.

**Students with Disabilities**
Students with special needs have a legal right to receive appropriate accommodations for this class. If you need special accommodations, please schedule a meeting with me at the beginning of the semester so that appropriate accommodations can be made.

**Religious Observances**
The University of Maryland policy states that students should not be penalized because of observances of their religious beliefs; students shall be given an opportunity, whenever feasible, to make up within a reasonable time any academic assignment that is missed due to individual participation in religious observances. It is the student’s responsibility to inform me of any intended absences for religious observances at least one week in advance.

**Policy on Incompletes**
The grade of “Incomplete” is an instructor’s option and will be given only to a student whose work in a course has been qualitatively satisfactory, and when, because of illness or other circumstances beyond his/her control, he/she has been unable to complete some small portion of course work. In no case will “I” be recorded for students who have not completed the major portion of the work in the course.
Week by Week Class Schedule and Assignments

Week 1
Introduction to the course
Final Paper Discussion

Week 2
Strategic Management and Publics


Week 3
Strategic Management and Publics


Week 4
The Concept of Publics.

*Chapter 7 of Grunig & Hunt, *Managing Public Relations*.


Turn in brief description of your final paper proposal.

**Week 5**

**Research Methods for Identifying Publics**


**Week 6**

**Issues Management**

*Heath, Chapters 1-4, 6


**Week 7**

**Relationships and Reputation**

*Ledingham and Bruning, Introduction, chapters 1, 2, 3


**Week 8**

**Conflict Resolution & Cultivation Strategies**

Additional Readings

**Week 9**  
**Sources of Power in an Organization**

Bruce Berger (2004). Power over, power with, and power to relations: Critical reflections on public relations, the dominant coalition, and activism. *Journal of Public Relations Research*


**Week 11**  
**Public Relations Studies of Activism**


**Week 12**  
**Crisis and Risk Communication**


**Week 13**  
**Crisis and Risk Communication**


**Week 14**  
**Diversity Publics**

Institute for Public Relations “Diversity” Online Essay

Additional Readings
Final Paper Due

Week 15
Course Summary
Essay Exams Due
Class Presentations of Essays
Course Objectives

COMM 608 Global Communication Management extends the theories of communication management developed in COMM 606 and 607 to a global basis. In this class, we go beyond ethnocentric assumptions that American or Western communication management can be transferred to any country and culture and instead ask whether communication management/public relations theory and practice should be different in different national or cultural contexts. If we find that theory and practice share principles in different contexts, we will then ask if and how those concepts should be applied in different settings. The purpose of COMM 608, therefore, is to build a truly global theory of communication management that can be used in and adapted to different countries of the world.

Course Objectives

COMM 608 focuses on four related areas. The initial segment of the course is on theories of global public relations and management. In this segment, we will examine whether certain generic principles of communication management/public relations potentially work across cultures and political systems, even though their specific application may change from setting to setting. After examining these concepts, we will look at principles of transnational management to determine how communication management fits into a global management framework. After introducing these principles, the second part of the course will focus on communication management in different types of multinational organizations. The third phase will focus on concepts that explain when specific adjustments must be made in implementing the generic principles to specific contextual conditions in different countries (culture, political system, economic system, media, level of activism, and level of development). The final phase of the course will be devoted to understanding the practice of communication management in different regions of the world. Whenever possible during these four parts of the course, I will invite a number of scholars and practitioners with experience or expertise in global communication management to participate in the seminar as guest lecturers.

Projects and Grades

Your grade in Global Communication Management will reflect your performance in three areas: (1) co-facilitation, (2) a research paper; and (3) a final exam.

Co-Facilitation. Global Communication Management is a seminar course whose richness depends on your participation. Many of you will have experiences in global settings, and you are encouraged to contribute your insights to the discussion. You are also expected to have completed the assigned readings before class, so that you can meaningfully contribute to the discussion.

In addition to this informal participation in each class session, you will participate more formally as a co-facilitator of one class session. Specifically, for each of classes on the contextual concepts of global communication management (culture, political system, economic system, media, activism, and level of development), one or two students will co-facilitate the class. When it is your turn to co-
facilitate, your responsibilities include developing an annotated bibliography of relevant literature, providing 2-3 additional readings for the class, and organizing the discussion. You will need to set up an appointment to meet with me about the session you are co-facilitating at least two weeks before the class, so that I can assist you as needed.

**Paper.** You will be responsible for a major research paper during the semester. The paper should be a critical analysis of communication management in a country or region of your choice. The study should include both an analysis of literature and the collection of data from the internet and expert writings. The study must go beyond the descriptive and critically apply one or more of the theories developed in this course, especially the theory of generic principles and specific applications. The paper should include both positive analysis of existing practice and normative analysis of how public relations should be practiced in the country or region. You should be able to find some of the information you need for the study in the Sriramesh and Verčič book required for the course and the resource books listed on the syllabus. If this assignment does not meet your needs, however, I will consider any other research you propose that tests or develops global public relations theory. By September 30, you should write a brief proposal (up to five pages) explaining the research you would like to do.

**Exam.** There will be a final essay exam. The exam will cover reading assignments, materials provided by cofacilitators, and presentations by guest speakers.

The paper will count 50% of your final grade; the exam will count 30%, and your work as a co-facilitator will count for 20%.

**Books and Readings**

*The following books are required:*


*Additional Readings:*

I will provide you with an electronic copy of the other readings on the syllabus. Copies of the other readings on the syllabus and those selected by cofacilitators will be made available for you to photocopy.

*The following are resource books that can be used for some final papers:*


Academic Integrity

Violations of the University’s policies on academic dishonesty will be treated with the utmost seriousness (see Schedule of Classes). In particular, in all your written work in this course:

1. Every direct quotation must be identified by quotation marks or by appropriate indentation and must be promptly cited as to author, page, and source.
2. Prompt acknowledgment as to author, page, and source is required when material from another source is paraphrased or summarized in whole or in part in your own words. Acknowledging only a directly quoted statement does not suffice to notify the reader of any preceding or succeeding paraphrased material.
3. Information obtained in one’s reading or research, which is not common knowledge among students in this course, must be acknowledged by citing author, page, and source.

Format for Written Work

Please adhere to the Publication Manual of the American Psychological Association (fifth edition). Proofread your written work carefully. Errors in spelling, format, grammar, and clarity of thought will affect the grading of all written work.

Accommodations for Students with Disabilities

The University of Maryland is committed to making reasonable accommodations to individuals with disabilities that have been documented by Disability Support Services (0126 Shoemaker Hall). If you wish to discuss academic accommodations for this class, please contact the instructor.

Weekly Schedule of Topics, Readings, & Assignments

*Classes for which students serve as cofacilitators.

Week 1
- Introduction to the course
- Overview of global public relations theory
- Sriramesh & Verčič: Foreword, Preface, Introduction, Chapters 1, 25

Week 2
- Global communication management theory


**Week 3**

Transnational Management Theory

Bartlett & Ghoshal, Chapters 1-10

**Week 4**

Communication Management in Multinational Corporations

Bartlett & Ghoshal, Chapters 11-13

Sriramesh & Verčič, Chapter 23


**Week 5**

Public Diplomacy for Foreign Governments

Sriramesh & Verčič, Chapter 19


**Week 6**

Multinational Public Relations Agencies

Sriramesh & Verčič, Chapter 22

**Week 7**

Public Relations in Multinational Public Agencies and NGOs

Sriramesh & Verčič, Chapters 20, 24

**Week 8**

*Specific Contextual Concepts:
Culture
Media System

**Week 9**

*Specific Contextual Concepts:
Political System
Week 10  * Special Contextual Concepts
Economic System

Week 11  * Specific Contextual Concepts:
Activism.

Week 12  Communication Management in Europe
Sriramesh & Verčič, Chapters 10-15


FINAL PAPER DUE

Week 13  Communication Management in Asia and Australasia
Sriramesh & Verčič, Chapters 2-7
Additional Readings

Week 14  Communication Management in Africa
Sriramesh & Verčič, Chapters 8, 9, 21
Additional Readings

Week 15  Communication Management in the Americas
Sriramesh & Verčič, Chapters 16-18
Additional Readings

Essay Exam Due
December 3, 2008

To Whom It May Concern:

The School of Public Policy plans to participate in the proposed Communication Management Certificate alongside the Department of Communication. Students who enroll as Advanced Special Students to complete the Communication Management Certificate will be encouraged to apply for admission to the Executive Master of Public Management degree at the School of Public Policy. The courses of the Communication Management Certificate have been fully vetted by the Dean and faculty of the School and, if admitted, students will be able to apply up to 12 credits satisfactorily completed through the certificate toward the Master's degree. The School of Public Policy, through its Office of Executive Programs, will also assist in all management aspects of the certificate and Executive Master degree.

Sincerely,

[Signature]

Tom Kennedy, Director
Office of Executive Programs
Maryland School of Public Policy