

JOUR 4440-001 (33889)
JOUR 5100-002 (27348)
Fall 2012

Public Relations Case Studies
Case Problems in Public Relations
Room 114, GAB (General Academic Building)
Monday, 6:30–9:20 p.m.

Instructor: Koji Fuse, Ph.D.
Office: Room 102-H, GAB
Office phone: 940-369-8083
Email: kfuse@unt.edu (Always use Blackboard Messages for this class.)
Office hours: Monday, 4:30–6:30 p.m.; Tuesday, 11:30 a.m.–12:30 p.m.;
or by appointment
Website: Blackboard Learn for JOUR 4440-016 / JOUR 5100-002

Overview:

This course is tailored for advanced undergraduate and graduate students who have taken basic public relations/advertising courses or have real-world experience in public relations. After reviewing fundamentals of public relations, we will engage in more sophisticated analyses of issues and challenges facing the profession. You will increase skills in analysis of public relations problems and opportunities, in identification and prioritization of publics, in selection of an appropriate set of strategic-plan elements, messages and media comparable with an organization's mission, in applications of social-media planning and metrics, and in evaluation of public relations programs and crisis management. The case-study approach requires you to absorb the details of real-world cases and use theoretical principles of public relations to analyze them. We will also discuss current cases reported in the news and other venues.

By the end of this course, you should be able to:

1. Understand how public relations works in the real world;
2. Appreciate the importance of research in solving public relations problems;
3. Comprehend and apply strategic planning;
4. Evaluate success or failure of various public relations programs and campaigns;
5. Develop high ethical standards for public relations practices; and
6. Realize what "professionalism" means (e.g., punctuality, accuracy, creativity, footwork).

Prerequisites:

(For undergraduate students only) Major status plus JOUR 3020 or 3321; minor status plus JOUR 2010 or 2420.

Course Structure:

This course consists of advanced case analyses, in-depth discussion, critical thinking, creative problem-solving, in-class exercises and professional development. You must keep up with readings, turn in all assignments on time and actively participate in class discussion. **You are not allowed to open your textbook and other readings during class.** Attend class regularly, visit Blackboard daily and participate in Blackboard discussion before class. You will have one exam, four written assignments, two submissions of case-summary notes, the final case-study project, and in-class exercises, as well as lead class discussion and participate in Blackboard discussion. Students taking this class for graduate credit must do additional work. Your final grade is based on a total score of 1,000 possible points. The breakdown of the total possible score is as follows:

Midterm exam (100 points)

Assignments (300 points)

Case analysis 1:	50 points
Case analysis 2:	50 points
International PR paper:	100 points
Final-project draft:	100 points

Case-summary notes (200 points)

Notes 1:	100 points
Notes 2:	100 points

Final case-study project (200 points)

Participation (200 points)

Case summary and discussion:	50 points
Blackboard Discussions:	50 points
In-class exercises:	100 points

Readings:

(Required) McKee, Kathy Brittain, and Larry F. Lamb. *Applied Public Relations: Cases in Stakeholder Management*. 2nd ed. New York: Routledge, 2009. (Abbr. ML)

(Recommended) Christian, Darrell, Sally Jacobsen, and David Minthorn, eds. *The Associated Press Stylebook and Briefing on Media Law*. 47th ed. New York: Basic Books, 2012.

Note: Additional readings and blogs will be assigned.

Useful Resources:

Arthur W. Page Society website. <http://www.awpagesociety.com/>.

Fearn-Banks, Kathleen. *Crisis Communications: A Casebook Approach*. 4th ed. New York: Routledge, 2011.

Guth, David W., and Charles Marsh. *Public Relations: A Values-Driven Approach*. 5th ed. Boston: Allyn and Bacon, 2012.

Institute for Public Relations website. <http://www.instituteforpr.com/>.

Public Relations Society of America website. <http://www.prsa.org/>.

Smith, Ronald D. *Strategic Planning for Public Relations*. 3rd ed. New York: Routledge, 2009.

Wilcox, Dennis L., and Bryan H. Reber. *Public Relations Writing and Media Techniques*. 7th ed. Boston: Pearson, 2013.

Course Schedule (subject to change at the instructor's discretion):

Sept. 3 *Labor Day! No Class.*

Sept. 10 (Module 01) Introduction to Class; Fundamentals and Processes of PR;
Strategic Planning (ML Chapter 1).
Personal Information Sheet due.

Sept. 17 (Module 02) Case Study Method (ML Chapter 1);
Employee Relations (ML Chapter 2: Cases 1, 2, 3 and 5).

- Sept. 24** (Module 03) Community Relations (ML Chapter 3: Cases 6, 8, 9 and 10).
Assignment: Case Analysis 1 (ML Case 4) due.
- Oct. 1** (Module 04) Consumer Relations (ML Chapter 4: Cases 12, 14, 15 and 16).
- Oct. 8** (Module 05) Media Relations (ML Chapter 5: Cases 17, 19, 20 and 21).
- Oct. 15** (Module 06) Investor Relations (ML Chapter 6: Cases 22, 23, 24 and 25);
Brief Review for Midterm.
Assignment: Case-Summary Notes 1 due.
- Oct. 22** (Module 07) Public Relations and Communication Theories (extra readings).
Midterm.
- Oct. 29** (Module 08) Member/Volunteer Relations (ML Chapter 7:
Cases 26, 28, 29 and 30).
Assignment: Final-Project Draft due.
- Nov. 5** (Module 09) Public Affairs and Government PR (ML Chapter 8:
Cases 31, 32, 34 and 35).
Assignment: Case Analysis 2 (ML Case 18) due.
- Nov. 12** (Module 10) Ethics and Activist PR (ML Chapter 9: Cases 36, 37, 38 and 39).
Assignment (graduate students only): Communication Theory Paper due.
- Nov. 19** (Module 11) International PR (ML Chapter 10: Cases 42, 43, 44 and 45).
Assignment: Case-Summary Notes 2 due.
- Nov. 26** (Module 12) International PR, *continued.*
Assignment: International PR Paper due and PowerPoint Presentation.
- Dec. 3** (Module 13) Crisis Communications; Social Media (extra readings).
- Dec. 10** (Module 14) *Final Project due and PowerPoint Presentation at 6:30 p.m.*

Attendance, Preparation and Participation:

I will take attendance twice each class day for two 1.5-hour sessions for record-keeping purposes. No penalty or credit is directly associated with your attendance, but the rule of thumb is up to three absences (i.e., three 1.5-hour sessions), whether excused or not. **If you must miss or missed a class because of an “unforeseeable” circumstance (i.e., serious illness, family emergency) or a valid time conflict (i.e., an academic conference, religious observance), submit third-party documentation within a week after an absence occurs.** Printer malfunctions, arrests for traffic warrants, difficulties in finding library materials, etc. are not “unforeseeable.” Take full responsibility for your class attendance and learning. When you attend class, you must sign the attendance sheet yourself; having someone sign your name is a form of academic dishonesty. Because attendance is solely up to you, do not distract class by showing up late, disappearing early or surfing the Net. **All mobile and electronic devices are prohibited in class.** Remember the following: First, the more classes you skip, the less education you receive; second, if you miss a class, you are still responsible for obtaining information about an assignment and class from your classmates and submitting the assignment on or before its due date; and third, avoid “passive learning” — sleeping comfortably, sitting leisurely at the back, texting or having chitchat. I retain my nonnegotiable right to evaluate your class preparation and participation, which will affect your overall performance.

Exam:

The midterm is a closed-book, closed-notes exam, which covers the textbook as well as everything discussed in class.

Once the exam starts, no one can leave the room without finishing it. Latecomers cannot take the exam after the first person finishes it and exits the room. Except for valid excuses specified in the “Attendance, Preparation and Participation” section, you should assume no make-up is available. Also, if you have a valid time conflict, you must make an advance arrangement to take the exam before the scheduled exam time. Bring a few pencils, an eraser and your student ID to the exam. Do not sit next to each other. Put everything in your bag under the table before the exam starts.

Written Assignments:

For all assignments, apply 12-point Times New Roman and double-spacing unless otherwise specified. The deadline is the beginning of class when I collect an assignment. When you finish your assignment, first print out your complete paper to submit it in class; then eliminate all self-identifying information and save the file to upload it to Blackboard Turnitin by the beginning of class on the due date. **No email submission or handwritten materials will be accepted. Late assignments, whether no submission of a hard copy in class or a Word file through Blackboard Turnitin, will drop one letter grade for each day.** In the event of a university closure caused by inclement weather or other emergencies, you must still submit all assignments on time via Turnitin. Bring hard copy to the next class meeting. Exceptions are the same as specified in the “Attendance, Preparation and Participation” section. Save your work on your computer in case it gets lost. Talk to me within a week of receiving your graded paper if you have questions. No consideration will be given beyond that time limit.

Research Sources and Reference List

Do not depend solely on Internet research, such as Google search. You must use library resources and read academic journal articles and books extensively. Ask a librarian about how to use electronic databases (e.g., EBSCOhost, JSTOR). The more reliable sources you use, the higher-quality information you can cull, which will lead to a better paper and result in a better grade. Answers.com, Ask Yahoo!, Quora, Wikipedia and all similar, unverified, user-generated sites are not acceptable research sources although they are often good places to start looking for ideas. For each paper, make sure to refer to at least two scholarly journal articles and books relevant to the paper. Do not make superficial references (e.g., definition of public relations); you must discuss substantive, content-related issues. **Attach the cover, reference and appendix pages, and staple your paper. Remember that incomplete citations or references will cost you one letter grade. The minimum page number of each project excludes the cover, reference and appendix pages. All page requirements refer to “full pages.”** Follow either the Modern Language Association (MLA) style or the American Psychological Association (APA) style for the reference list and in-text citations. Too many grammatical and stylistic errors will lower your grade. For more detail of each project, go to Blackboard. Save your work on your computer in case it gets lost. Talk to me within a week of receiving your graded paper if you have questions. No consideration will be given after the one-week time limit.

1. Case analyses (two single-spaced full pages of a case summary plus two single-spaced full pages of answers to questions)

You must write a summary and analysis of a case twice during the semester. I have chosen cases for you. Although each case usually discusses (1) background and overview, (2) problems and

opportunities, including a “critical event,” (3) initial research, if any, (4) goals and objectives, (5) target publics and media/communication tools, (6) strategies and tactics, and (7) evaluation, you still need additional research to conduct an in-depth analysis of the case. Make sure to explicate problems and opportunities, discuss why and how the organization’s public relations practice was a success or failure, and make specific recommendations with appropriate theoretical justifications. Also answer all end-of-case questions while presenting evidence based on your literature review.

2. International PR paper (six full pages minimum)

Work with one fellow student. Although the U.S. model of public relations is dominant, local cultures continue to affect and shape public relations practices in foreign countries. Choose a foreign country, study its culture, research its public relations practice and connect culture to public relations practices in a non-stereotypical manner. What cultural orientations does the country supposedly have? How do professionals practice public relations in their country? How does their practice differ from the mainstream U.S. model of public relations? How and why do you think the country’s local culture has been affecting its public relations practice? Add appropriate headings in the paper. You must also prepare a two-page single-spaced handout and distribute it in class, as well as a PowerPoint presentation for 15 minutes.

3. Final-project draft (six full pages minimum)

Your final-project draft must explicate a public relations case that you have decided to research. You must choose a case that has started or occurred within a couple years. You can work alone or with not more than one partner. Based on your preliminary research, what did you discover? What additional research do you plan to do? What theoretical import do you see in the case?

Case-Summary Notes:

Because you cannot open your textbooks during class, you must summarize each case in detail to make a contribution to class. It is mandatory to word-process case summaries, solve each case’s questions and add your original research before class in order to advance your reasoning skills. You should also take notes during class. Knowledgeable public relations professionals are familiar with many real-world cases, so your word-processed notes will be extremely valuable even after graduation. You must turn in your notes twice during the semester.

Final Case-Study Project:

The final project is your original case study. Remember this is an academic case-study paper. Choose an event or crisis that has occurred within a couple years, which involves public relations practices. Make sure no one has published an analysis of the case. You can work alone or with one fellow student, but you must not work with your classmate whom you have already worked with. The maximum length of your paper is 15 single-spaced pages or 7,500 words, including the cover page, reference page, illustrations, charts, graphs and tables. I will sponsor as the faculty adviser some best papers for the Arthur W. Page Society Case Writing Competition. You or your team must submit (1) a 50-to-100 word abstract, (2) a case-study paper, (3) a PowerPoint presentation and (4) teaching notes. Read all the requirements and more than a few award-winning case studies available at <http://www.awpagesociety.com/insights/winning-case-studies/>. Exactly follow all the format requirements. For example, you must follow the endnote format based on the Chicago style, which the vast majority of award-winning cases use. You are also expected to make a formal presentation at the end of this course.

In-Class Exercises:

You will have at least 11 unannounced exercises at the beginning, middle or end of the class, the lowest score of which will be dropped. **Therefore, no makeup will be offered for whatever reason.** Because this is a three-hour class, you may have more than one exercise in one day.

Grading:

90 percent or higher of total possible points:	A
80 percent–lower than 90 percent:	B
70 percent–lower than 80 percent:	C
60 percent–lower than 70 percent:	D
Lower than 60 percent:	F

Basic Course Policy:

This is a course in a professional field, and you are expected to accept and abide by the dictates of professionalism in the workplace. You must follow rules regarding deadlines and attendance. **Get things right the first time because in the professional world, you will not have an opportunity to redo your work after the deadline.** It would be extremely difficult for you to earn even a passing grade if you did not seriously and continually study by attentive listening, meticulous note-taking, active class participation, proactive professional attitudes and timely submission of assignments. **Keep in mind that no study guide is available; I will only provide a very brief review for the exam.**

In addition, you are not the only person enrolled in this class. Even a small noise you make will negatively affect its learning environment. **Furthermore, you are not allowed to bring your laptop to class; surfing the Internet or checking your email during class is reprehensible.** I expect you to behave as a responsible adult in class. Therefore, if you continually cause distractions (e.g., no participation, chitchat, frequently leaving the room or disappearing during class, disturbances such as smartphones, beepers and computers), I will remove you from class. Finally, consider various options discussed at <http://www.unt.edu/transit/> to save on fuel costs.

Mayborn School of Journalism Academic Integrity (Cheating) Policy:

The codes of ethics from the Society of Professional Journalists, American Advertising Federation and Public Relations Society of America address truth and honesty. The Mayborn School of Journalism embraces these tenets and believes that academic dishonesty of any kind — including plagiarism and fabrication — is incongruent with all areas of journalism. The school's policy aligns with UNT Policy No. 18.1.16 (Student Standards of Academic Integrity)¹ and requires reporting any act of academic dishonesty to the Office for Academic Integrity for investigation. If the student has a previous confirmed offense (whether the first offense was in the journalism school or another university department) and the student is found to have committed another offense, the department will request the additional sanction of removing the student from the Mayborn School of Journalism. The student may appeal to the Office for Academic Integrity, which ensures due process and allows the student to remain in class pending the appeal.

¹ UNT Policy Manual, Volume III, http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf.

When you submit work for this class, you are making a statement that you have produced the work yourself, in its entirety, specifically for this class and no other class or outlet. Plagiarism, fabrication, copyright infringement, and similar uses of other people's work and ideas are unacceptable and in most instances illegal. Saying "I didn't know that," "He copied my work" or "Others also plagiarized" will not save you, and the consequences of academic misconduct will be grave. Read through the "Categories of Academic Dishonesty" on Pages 3–4 of UNT Policy No. 18.1.16. **All assignments in this class are to be submitted via Turnitin. I allow no exceptions. Turnitin is also set to lock out late submissions.** In this class, if you use a string of seven or more consecutive words, you must use quotation marks and refer to the original source. Avoid using extensive or too many quotes, which indicate the lack of your effort and originality and thus lower your grade. This is a writing course, not a copy-paste-attribute course. Plagiarism is using other people's words as your own. Be sure to include citations when using other people's writing because plagiarism is a serious offense. It is a firing offense in the professional world. Any situations involving potential academic dishonesty will be handled through procedures established by the UNT Office of Academic Integrity.² The process also includes the opportunity for students to appeal the outcome.

Journalism Course Registration:

1. The Mayborn School of Journalism, in conjunction with the Registrar's Office, has eliminated the need for individual class codes for the majority of journalism courses. Registration will begin on the dates noted in the schedule of classes each semester. The system is a live first-come, first-served program; thus, we are unable to maintain the traditional waiting list as has been done previously.
2. By registering for this course, you are stating that you have taken the required prerequisites according to your catalog year and major/minor status. If the instructor later determines that you have not taken and passed these requirements, then you may be dropped at any point in the semester. If you have questions about your prerequisites, please see an adviser.
3. A journalism major enrolled in any restricted 3000- and 4000-level classes must have taken and passed the GSP test, all pre-major courses and MATH 1680, and also have applied for major status. Students must earn and maintain a 2.5 UNT and/or overall GPA (depending upon catalog year) to be eligible for major-level courses. Pre-majors must file a formal application for major status in the final semester of pre-major status to be eligible for early registration of major-level classes in the following semester.

Retaking Failed Courses:

Students will not be allowed to take automatically a failed journalism course more than two times. Once you have failed a journalism course twice, you will not be allowed to enroll in that course for 12 months. Once you have waited 12 months after failing a course twice, you may make an appeal to the professor teaching the course to be allowed to enroll a third time.

² Academic Integrity, <http://vpaa.unt.edu/academic-integrity.htm>.

Disability Accommodation:

The Mayborn School of Journalism cooperates with the Office of Disability Accommodations to make reasonable accommodations for qualified students. If you have not registered with ODA, please do so and present your written accommodation request to me by the 12th day of school.

SETE:

The Student Evaluation of Teaching Effectiveness (SETE) is a university-wide online evaluation and a requirement for all UNT classes. The Mayborn School of Journalism needs your input to improve our teaching and curriculum. This short survey will be available at the end of the semester, providing you a chance to comment on how this class is taught. Prompt completion of the SETE will mean earlier access to final semester grades. You are a critical part of our growth and success. We look forward to your input through SETE.

Statement of Student Learning Outcomes, UNT Journalism

Since 1969, the UNT department of journalism, which is now the Frank W. and Sue Mayborn School of Journalism (effective Sept. 1, 2009), has been accredited by the Accrediting Council on Education in Journalism and Mass Communication. This national accreditation also extends to the Frank W. Mayborn Graduate Institute of Journalism, the only accredited professional master's program in Texas. About one-fourth of all journalism and mass communication programs in the United States are accredited by ACEJMC. National accreditation enhances your education here because it certifies that the school and the graduate institute adhere to many standards established by the council. Among these standards are student learning outcomes, covered by journalism courses in all sequences.

This combined course, JOUR 4440 / 5100, will help to meet the student learning outcomes that have been checked by your professor, Dr. Koji Fuse.

Each graduate must:

- Understand and apply First Amendment principles and the law appropriate to professional practices.
- Demonstrate an understanding of the history and role of professionals and institutions in shaping communications.
- Demonstrate an understanding of the diversity of groups in a global society in relationship to communications.
- Understand concepts and apply theories in the use and presentation of images and information.
- Work ethically in pursuit of truth, accuracy, fairness and diversity.
- Think critically, creatively and independently.
- Conduct research and evaluate information by methods appropriate to the communications professions in which they work.
- Write correctly and clearly in forms and styles appropriate for the communications professions, audiences and purposes they serve.
- Critically evaluate their own work and that of others for accuracy and fairness, clarity, appropriate style and grammatical correctness.
- Apply basic numerical and statistical concepts.
- Apply tools and technologies appropriate for the communications professions in which they work.

Jan. 29, 2011