

# **Corporate Communication: Strategic Adaptation for Global Practice**

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## **WHEN AND WHERE**

The course is part of the AU Summer University, which will take place at Aarhus University from July 2<sup>nd</sup> to July 20<sup>th</sup> 2012. Applications must be submitted by 1 April 2012 and must be made online at [www.asb.dk/summeruniversity](http://www.asb.dk/summeruniversity). For more information on the programme please have a look at the web site.

## **AIM OF THE COURSE**

The chief communication officer at a Fortune 500, multi-national corporation today faces the challenges of a rapidly changing global economy, a revolution in communication channels fueled by the Internet, and a substantially transformed understanding of what a 21<sup>st</sup> century corporation stands for. This course investigates these forces and the specific communication challenges that they have thrown at the global corporation. Examining these forces and how they are interwoven should offer insights and strategies for students of the corporate communication discipline and business leaders to help them deploy effective communication as a strategic business asset in the contemporary global economy.

This course focuses on the process of communication in a corporate context; and explores, analyzes, integrates, and applies the theory, practice, and functions of corporate communication. The combination of a theoretical framework for understanding how these forces influence corporate communication with practical guidelines for effective communication within this framework will also be of value to students of the communication discipline.

Designed for the professional whose position requires the creation and management of an organization's communications, this intensive seminar focuses on strategic approaches to written and oral communication, and includes a particular emphasis on problem solving and analytical techniques appropriate to global corporate environments. Essential to effective communication in corporate and organizational environments is the ability to understand and apply the concepts of corporate communication as strategic management functions.

Each participant, as part of the discussion, selects a discussion topic and presents an introduction to it. Participants submit several types of professional communications, including proposals and reports. They also present the results of their term project orally.

## **LEARNING OUTCOME**

By the end of this seminar participants should be able to:

- demonstrate an understanding of corporate communication theory and practice

- understand relevant literature
- understand the impact of communication technologies on corporate communication practice
- form a research plan
- analyze corporate communication issues
- propose effective solutions to corporate communication problems
- demonstrate the ability to integrate corporate communication theory and practice
- demonstrate mastery of professional written and oral presentation styles
- analyze and evaluate the nature of the global corporation and its relationship with its stakeholders
- implement the strategies and methods corporations use in their relations with critical communities and constituencies
- analyze the issues facing corporate communication professionals in a global environment
- create a Strategic Corporate Communication Plan

## BACKGROUND FOR THE COURSE

This course arises from the confluence of three forces:

- **Globalization** -- a quantitative shift in the globalization of the world economy that has created a qualitative change in how businesses need to communicate;
- **Web 2.0 (3.0)** -- a transformation in the adoption, use and consumption of information technology;
- **Corporate Business Model – The Networked Enterprise** -- an evolution in the nature and purpose of the public corporation that is both influenced by, and at the same time, influences the other two forces at work.

Corporate communication is essential to meeting the challenges of these contemporary issues.

## MAIN TOPICS

Thinking about Corporate Communication

- Adapting to Radical Changes in Business and Media: A Corporate Communication Vision for the Future
- Leadership Capabilities: The Core Competencies for Corporations and Executives

Understanding the Forces that Shift the Context of Corporate Communication

- Corporate Communication and Web 2.0 (Web 3.0?)
- Strategic Ethical Relationships – Trust and Integrity.
- Corporate Culture’s Increased Significance
- Economic Factors

Managing Public Issues: Models for Corporate Communication Practice.

- Precedent -- The History of Communication in Corporations
- Philosophy -- The Engineering of Consent & Process: Strategic & Tactical Models
- Performance -- The Measures that Determine the Success of Communication

Strategic Adaptation for Global Practice

- Corporate Communication: The Way Forward

Guidelines

- Guideline A. Corporate Communication Strategy and Policy
- Guideline B. Crisis Communication

- Guideline C. Media Relations
- Guideline D. Employee Relations
- Guideline E. Global Relations
- Guideline F. Corporate Citizenship & Table of Organizations
- Guideline G. Core Competencies for Corporate Communication
- Guideline H. Investor Relations and Sustainability
- Guideline I. Transparency and Disclosure
- Guideline J. Reputation Management
- Guideline K. Transaction Communication
- Guideline L. Affiliate Relations
- Guideline M. Thought Leadership & Executive Relationship Management

## LITERATURE

### Required Texts

1. Goodman, Michael B. & Peter Hirsch, *Corporate Communication: Strategic Adaptation for Global Practice*. NY: Peter Lang Publishers, 2010.
2. Goodman, Michael B. *Work with Anyone Anywhere: A Guide to Global Business*. San Francisco: Professional Publications, 2006.
3. Selected cases & handout materials for class discussion. .

### SUGGESTED READINGS:

- Alsop, Ronald J. *The 18 Immutable Laws of Corporate Reputation: Creating, Protecting, and Repairing Your Most Valuable Asset*. New York: Wall Street Journal Books, 2004.
- Argenti, Paul. *Corporate Communication*. 4<sup>th</sup> Ed. Irwin, 2005.
- Bakan, Joel. *The Corporation: The Pathological Pursuit of Profit and Power*. New York: Free Press, 2004.
- Belasen, Alan. *The Theory and Practice of Corporate Communication*. LA & London: Sage 2008.
- Cole, Benjamin Mark. Editor. *The New Investor Relations: Expert Perspectives on the State of the Art*. NY: Bloomberg Press, 2004.
- Collins, Jim. *Good to Great*. New York: HarperCollins, 2001.
- Connor, Daryl R. *Managing at the Speed of Change: How Resilient Managers Succeed and Prosper Where Others Fail*. NY: Villard Books, 1994.
- Cornelissen, Joep. *Corporate Communications: Theory and Practice*. London: Sage, 2004.
- Corporate Communication: Theory and Practice with Essays from the Conference on Corporate Communication*. Michael B. Goodman, Editor. Albany, NY: SUNY Press, 1994.
- Corporate Communication: A Strategic Approach to Building Reputation*. 2<sup>nd</sup> Ed. Eds. Peggy Bronn and Roberta Berg. Oslo: Gyldendal, 2005.
- DiPiazza & Eccles. *Building Public Trust: The Future of Corporate Reporting*. NY Wiley, 2002.
- Doorley, John and Helio Fred Garcia, *Reputation Management: The Key to Successful Public Relations and Corporate Communication*. NY:Routledge, 2007.
- Drucker, Peter F. *Managing in a Time of Great Change*. NY: T.T. Dutton, 1995.
- Frankel, Tamar. *Trust and Honesty: America's Business Culture at a Cross Road*. NY: Oxford, 2006.
- Friedman, Thomas L. *Hot, Flat and Crowded: Why We Need a Green Revolution – and How it can Renew America*. NY: Farrar Straus Giroux, 2008.

- Friedman, Thomas L. *The Lexus and the Olive Tree: Understanding Globalization*. New York: Anchor, 2000.
- Friedman, Thomas L. *The World is Flat: A Brief History of the 21<sup>st</sup> Century*. NY: Farrar Straus Giroux, 2005.
- Gladwell, Malcolm. *Outliers: The Story of Success*. NY: Little, Brown, 2008.
- Gladwell, Malcolm. *The Tipping Point: How Little Things Can make a Big Difference*. NY: Little, Brown, 2000, 2002.
- Goodman, Michael B. "Today's Corporate Communication Function," In *Handbook of Corporate Communication and Public Relations: Pure and Applied*, Edited by Sandra Oliver. London: Routledge, 2004: pp. 200-226. )
- Goodman, Michael B. *Corporate Communication for Executives*. Albany, NY: SUNY Press, 1998.
- Goodman, Michael B. *Work with Anyone Anywhere: A Guide to Global Business*. San Francisco: Professional Publications, 2006.
- Goodman, Michael B. *Write to the Point: Effective Communication in the Workplace*. Englewood Cliffs, NJ: Prentice-Hall, 1984.
- Gottlieb, Marvin R. & Lori Conkling. *Managing the Workplace Survivors: Organizational Downsizing & the Commitment Gap*. Westport: Quorum Books, 1995.
- Handy, Charles. *The Hungry Spirit: Beyond Capitalism – A Quest for Purpose in the Modern World*. London: Arrow Books, 1998.
- Handy, Charles. *Understanding Organizations*. Fourth edition. London: Penguin, 1993.
- Heath, Chip & San Heath. *Made to Stick: Why Some Ideas Survive and Some Die*. NY Random House, 2007.
- Hurst, David K. *Crisis & Renewal: Meeting the Challenge of Organizational Change*. Boston: Harvard Business School Press, 1995.
- Keller, Ed and Jon Berry. *The Influentials*. NY: Free Press, 2003.
- Kotter, John P. *The Heart of Change: Real-Life Stories of how People Change Their Organizations*. Boston: HBS Press, 2002.
- Krugman, Paul. *The Return of Depression Economics and the Crisis of 2008*. New York: Norton, 2009, 1999.
- Lebow, Rob & William Simon. *Lasting Change: The Shared Values Process*. NY: Van Nostrand Reinhold, 1997.
- Levitt, Arthur. *Take on the Street*. NY: Pantheon Books, 2002.
- Lewis, Michael. *Liar's Poker: Rising Through the Wreckage on Wall Street*, NY: Penguin, 1989, 1990.
- Lessig, Lawrence. *Remix: Making Art and Commerce Thrive in the Hybrid Economy*. NY: Penguin, 2008.
- Little, Jeffrey B. *Understanding Wall Street*, 2004.
- Low & Kalafut. *Invisible Advantage: How Intangibles are Driving Business Performance*. Cambridge, MA: Perseus Publishing, 2002.
- Mamet, David. *Glengarry Glen Ross*. NY: Grove, 1983.
- Martin, Dick. *Rebuilding Brand America: What We Must Do to Restore Our Reputation and Safeguard the Future of American Business*. NY: AMACOM, 2007.
- Martin, Dick. *Tough Calls: AT&T and the Hard Lessons Learned from the Telecom Wars*. NY: AMACOM, 2005.
- McRae, Hamish. *The World in 2020: Power, Culture and Prosperity*. Boston: Harvard Business School Press, 1994.
- Micklethwait, John and Adrian Wooldridge. *The Company: A Short History of a Revolutionary Idea*. NY: The Modern Library, 2003.

- Miller, Arthur. *Death of a Salesman*. NY: Penguin, 1949.
- Newman, Paul and A.E. Hotchner. *Shameless Exploitation: In Pursuit of the Common Good*. NY: Doubleday, 2003.
- Nolan, Richard L. and David Croson. *Creative Destruction: A Six-Stage Process for Transforming the Organization*. Boston: Harvard Business School Press, 1995.
- Peters, Glen. *Waltzing with the Raptors: A Practical Roadmap to Protecting Your Company's Reputation*. NY: Wiley, 1999.
- Pocket Pal*. 19<sup>th</sup> Edition. International Paper, 2003.
- Quirke, Bill. *Communicating Corporate Change: A Practical Guide to Communicating Corporate Strategy*. NY McGraw-Hill, 1996.
- Raising the Bar: Creating Value with the United Nations Global Compact*, Eds. Claude Fussler, Aron Cramer & Sebastian van der Vegt. UK: Greenleaf, 2004.
- Ries, Al and Laura Ries. *The Fall of Advertising & the Rise of PR*. NY: HarperBusiness, 2002.
- Seidman, Dov. *How: Why HOW We Do Anything Means Everything. .. in Business (and in Life)*. NY: Wiley, 2007.
- Soros, George. *The New Paradigm for Financial Markets*, NY: Public Affairs, 2008.
- Stine, Harry. *The Corporate Survivors*, NY AMACOM, 1986.
- Surowiecki, James. *The Wisdom of Crowds: Why the Many Are Smarter than the Few and How Collective Wisdom Shapes Business, Economies, Societies, and Nations*. NY: Doubleday, 2004.
- Tomasco, Robert. M. *Rethinking the Corporation: The Architecture of Change*. NY: AMACOM, 1993.
- Wheatley, Margaret J. *Leadership and the New Science: Discovering Order in a Chaotic World*. San Francisco: Berrett-Koehler, 1999.
- Zakaria, Fareed. *The Post-American World*. NY: Norton, 2008.
- Zittrain, Jonathan. *The Future of the Internet and How to Stop It*. New Haven: Yale University Press, 2008.

## COURSE REQUIREMENTS

Graded Coursework: (40%)

- Participate in discussion
- Lead a seminar discussion
- Write a proposal for a project
- Deliver an oral presentation based on your project proposal
- Write two White Papers.

Exam: (60%)

- Exam Form -- Written exam
- Exam Duration -- Three hours
- Exam Aid -- Open book exam
- Marking Scale -- 12 = 100%; 02 = minimum acceptable performance
- Exam Evaluation -- Teacher

One final grade

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## COURSE OUTLINE (SCHEDULE)

### SESSION #1 – 3 July 2012 – 9:30 – 12:00; 13:00 – 13:45

#### LECTURE & DISCUSSION

- Introduction
- Corporate Communication 1
- Adapting to Radical Changes in Business and Media: A Corporate Communication Vision for the Future
- Understanding Global Business Cultures 1 – 2
- Discuss Term Project Proposal

#### READINGS

- Goodman, *Corporate Communication*, Ch. 1 & Guideline A. Corporate Communication Strategy and Policy
- Goodman, *Work with Anyone Anywhere*, Ch.1-2

#### ASSIGNMENT

- Term Project Proposal

### SESSION #2 – 4 July 2012 -- 9:00 – 12:00

#### LECTURE & DISCUSSION

- Corporate Communication 2
- Leadership Capabilities: The Core Competencies for Corporations and Executives
- Understanding Global Business Cultures 2 - 3

#### READINGS

- Goodman, *Corporate Communication*, Ch. 2, & Guideline G. Core Competencies for Corporate Communication
- Goodman, *Work with Anyone Anywhere*, Ch.1-2

#### ASSIGNMENT

### SESSION #3 – 5 July 2012 -- 9:00 – 12:00

#### LECTURE & DISCUSSION

- Corporate Communication 3
- Corporate Communication and Web 2.0 (Web 3.0?)
- Understanding Global Business Cultures 2 - 3

#### READINGS

- Goodman, *Corporate Communication*, Ch. 3 & Guideline D. Employee Relations
- Goodman, *Work with Anyone Anywhere*, Ch.. 3 - 4

#### ASSIGNMENT

- White Paper #1 Assigned

**SESSION #4 – 6 July 2012 -- 9:00 – 12:00**

**LECTURE & DISCUSSION**

- Corporate Communication 4
- Strategic Ethical Relationships – Trust and Integrity
- Understanding Global Business Cultures 4 - 6

**READINGS**

- Goodman, *Corporate Communication*, Ch. 3 & Guideline H. Investor Relations and Sustainability, & Guideline I. Transparency and Disclosure
- Goodman, *Work with Anyone Anywhere*, Ch. 4 - 6
- Understanding Global Business Cultures 4 - 6

**ASSIGNMENT**

- White Paper #1 Due
- **PROPOSAL FOR TERM PROJECT DUE**

**SESSION #5 – 9 July 2012 -- 9:00 – 12:00**

**LECTURE & DISCUSSION**

- Corporate Communication 5
- Corporate Culture's Increased Significance
- Understanding Global Business Cultures 7 - 8

**READINGS**

- Goodman, *Corporate Communication*, Ch. 5 & Guideline L. Affiliate Relations & Guideline M. Thought Leadership & Executive Relationship Management
- Goodman, *Work with Anyone Anywhere*, Ch. 7 – 8

**ASSIGNMENT**

White Paper #2 Assigned

**SESSION #6 – 10 July 2012 -- 9:00 – 12:00**

**LECTURE & DISCUSSION**

- Corporate Communication 6
- Economic Factors
- Understanding Global Business Cultures 9 - 10

**READINGS**

- Goodman, *Corporate Communication*, Ch. 6 Guideline F. Corporate Citizenship & Table of Organizations
- Goodman, *Work with Anyone Anywhere*, Ch. 9 - 10

**ASSIGNMENT**

- **PROGRESS REPORT DUE**
- **White Paper #2 Due**

**SESSION #7– 11 July 2012 -- 9:00 – 12:00**

**LECTURE & DISCUSSION**

- Corporate Communication 7
- Precedent -- The History of Communication in Corporations
- Understanding Global Business Cultures 11 - 13

**READINGS**

- Goodman, *Corporate Communication*, Ch. 7

- Goodman, *Work with Anyone Anywhere*, Ch. 11 - 13

ASSIGNMENT

**SESSION #8 – 16 July 2012 -- 9:00 – 12:00**

LECTURE & DISCUSSION

- Corporate Communication 8
- Philosophy -- The Engineering of Consent & Process: Strategic & Tactical Models
- Understanding Global Business Cultures 14 - 16

READINGS

- Goodman, *Corporate Communication*, Ch. 8
- Goodman, *Work with Anyone Anywhere*, Ch. 14 - 16

ASSIGNMENT

**SESSION #9 – 17 July 2012 -- 9:00 – 12:00**

LECTURE & DISCUSSION

- Corporate Communication 9
- Strategic Adaptation for Global Practice: Corporate Communication – The Way Forward
- Performance -- The Measures that Determine the Success of Communication
- Understanding Global Business Cultures 17 - 20

READINGS

- Goodman, *Corporate Communication*, Ch. 9 & 10  
Guideline B. Crisis Communication, Guideline C. Media Relations  
Guideline E. Global Relations, Guideline J. Reputation Management, Guideline K.  
Transaction Communication
- Goodman, *Work with Anyone Anywhere*, Ch. 17 - 20

ASSIGNMENT

**SESSION #10 – 18 July 2012 -- 9:00 – 12:00**

ASSIGNMENT

- ORAL PRESENTATIONS



