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 21st 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
Corporate Communication: Strategic Adaptation – Goodman

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
3. Selected cases & handout materials for class discussion.

SUGGESTED READINGS:


Corporate Communication: Strategic Adaptation for Global Practice

Dr. Michael B. Goodman
Professor
Director, MA in Corporate Communication
Director, CCI -- Corporate Communication International
Baruch College, The City University of New York
New York, NY, USA

COURSE OUTLINE (SCHEDULE)

SESSION #1 – 4 July 2011 – 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 – 5 July 2011 -- 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 – 6 July 2011 -- 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 – 7 July 2011 -- 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 – 8 July 2011 -- 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 – 11 July 2011 -- 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 – 12 July 2011 -- 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 – 13 July 2011 -- 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 – 14 July 2010 -- 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 – 15 July 2010 -- 9:00 – 12:00**

**ASSIGNMENT**

- ORAL PRESENTATIONS
WHITE PAPER: "Transparency and Disclosure"

DUE: Thursday, July 7

LENGTH: 500 – 1,000 words, memo format

Assume that you are a consultant specializing in corporate communication issues. Consider the impact on major corporations the world over of the implosion of the world economy in 2008 - 2009. You have been asked by the corporation’s CEO, a Fortune 500 company, to analyze their current corporate communication practice and provide for them a White Paper outlining a philosophy and top-level action plan for the corporation to meet the new demand for transparency and disclosure by the global business environment.

Consider such areas as:
* Internal and employee communication
* Corporate (Public) relations; Advertising; Marketing
* Investor relations
* Crisis and emergency communication; disaster recovery
* Media relations
* Issues management
* Corporate citizenship initiatives
* Corporate culture
* International and multicultural communication

For this case write-up:

* analyze the situation of a Fortune 500 company you are familiar with
* assume that the philosophy and plan addressed to the organization's leader will receive wide circulation, most likely with few changes.
* consider audiences inside and outside the company
* limit your comments to 500 – 1,000 words
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New York, NY, USA

WHITE PAPER
"Communication in Times of Stress"

DUE: Monday, July 11, 2011
LENGTH: 500 – 1,000 words, memo format

Assume that you are a consultant specializing in corporate communication issues. Consider the impact on major corporations the world over of the world financial crisis and these challenges [listed in Corporate Communication: An International Journal, (Vol13, No 1, 2008, p5)]:
- Greater media democratization
- Greater disparity between the have and the have-nots
- Greater skepticism and distrust of corporations
- Increasing changes in the way people work as a result of digital technologies
- Growing realization that talent no longer owes loyalty to any corporation
- Increased power of NGOs to influence corporate behavior
- New issues created by the spread of global growth

You have been asked by your client, a Fortune 500 company, to analyze their current corporate communication practice and provide for them a White Paper outlining a philosophy and top-level action plan for the corporation to meet the new global business environment.

Consider such areas as:
- Internal and employee communication
- Corporate (Public) relations and Investor relations
- Crisis communication and Issues management
- Media relations
- Communication technologies and infrastructure
- Corporate citizenship initiatives
- Corporate culture
- International and multicultural communication

For this write-up:
- analyze the situation of a Fortune 500 company you are familiar with
- assume that the philosophy and plan addressed to the organization's leader will receive wide circulation, most likely with few changes.
- consider audiences inside and outside the company
- limit your comments to 500 – 1,000 words
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ATTENDANCE  
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PRESENTATION SCHEDULE

FRIDAY, 15 July 2011

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