

M.P.S. in Strategic Public Relations

PSPR 6224

Global Public Relations & Public Affairs – Strategy & Practice

3 Credits

College of Professional Studies

THE GEORGE WASHINGTON UNIVERSITY

Instructor Information

Instructor: Marie L. Lerch

Prof. Lerch has 40 years of experience in strategic marketing and communications, including more than 20 years leading the function for a *Fortune 500* global consulting firm. She developed the curriculum and has taught Global Public Relations & Public Affairs since 2017.

As President of Executive Scribe, she creates speeches, executive communications, and financial communications for global business leaders in industries ranging from banking to publishing and academia. Prof. Lerch has published work in *Vital Speeches of the Day* and McGraw Hill's *50 High-Impact Speeches and Remarks* and has received awards for excellence in communications programs from the Public Relations Society of America, the International Association of Business Communicators, and other professional organizations.

Before starting Executive Scribe, she was vice president of marketing and communications for Booz Allen Hamilton, the *Fortune 500* global consulting firm with more than 25,000 employees. Her responsibilities spanned: corporate identity and brand; marketing strategy and programs; press relations and executive communications; digital communications; employee communications; community relations; and investor relations communications. She served as the chief communications officer for two CEOs – handling all executive communications and speechwriting; managing communications for major corporate transitions including an LBO, IPO, and acquisitions and divestitures; and leading crisis communications for situations ranging from employee deaths on 9/11 to cyber incidents and insider threat revelations.

Prof. Lerch holds a B.A. degree from Loyola University Maryland majoring in English with a minor in chemistry, an M.S. in public relations from American University, and a graduate certificate in investor relations from the University of California, Irvine.

Contact Information

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The best way to connect is by email. You can expect a response within 24 hours, and we can make an appointment to meet by phone or Webex.

Course Details

Course Description and Overview

This course will build on students' prior academic and/or on-the-job experience to develop a global understanding and practical tools for using public relations and public affairs to promote and defend companies, government entities, non-profit organizations, and individual candidates on the world stage.

Global Public Relations & Public Affairs – Strategy and Practice will survey how global public relations and public affairs strategies are developed and implemented, emphasizing successful case studies and failures. Students will examine communications theories and practice, and from that study, gain insights into beliefs and behaviors that cross continents, as well as the unique challenges arising from differences in language, culture, politics, and economics worldwide. An approach that may succeed in Europe, for example, may fail in Asian countries.

The course will study global media and social networks and examine how digital and social media are revolutionizing the way public relations executives work with global and local stakeholders who have gained tremendous power once limited to those who had the capital to own communications enterprises.

Course Learning Objectives

As result of completing this course, students will be able to:

1. Demonstrate an understanding of the complexities of language, culture, politics, and economics involved in promoting and defending companies, countries, causes, or candidates in different regions of the world
2. Explain – and incorporate into their analysis and planning -- the benefits and risks posed by the global reach and nearly instantaneous impact of today's traditional and social media
3. Demonstrate idea-generation and problem-solving abilities as well as effective writing and presentation skills with emphasis on the application to global clients and audiences
4. Develop a comprehensive global public relations or public affairs strategic plan and execute one or more tactical component(s) of the plan.

Program Learning Objectives

Upon completion of this Master's program, students will have obtained an enhanced understanding and skills in:

1. Understanding the fundamentals of effective, strategic communications;
2. Applying best practices for writing, media relations and strategic communications planning and implementation;
3. Developing leadership in communications on a sound ethical and financial basis;
4. Leading the implementation of strategic communications strategies.

Required Text and Learning Materials

Alaimo, K. (2021). *Pitch, Tweet, or Engage on the Street: How to Practice Global Public Relations and Strategic Communication* (2nd Edition). New York: Routledge.

ISBN: 978-0-367-18852-8

You will be required to purchase one Harvard Business Review case study PDF for approximately \$9.00 mid-way through the course from [this website](#). **Please wait until your case is assigned before purchasing.**

Students can access [free online newspaper subscriptions](#) with GW credentials. Access to these publications may be required for certain readings in this course.

Other readings as assigned will be available on Blackboard.

Optional Supplemental Text and Learning Materials

The Financial Times newspaper
The Economist weekly magazine
BBC World News
[The CIA World Factbook](#)
[The World Economic Forum](#)

Evaluation and Grading

This course will include the following types of assessment. Descriptions of assignments and discussion posts can be found on Blackboard.

Assessments will contribute toward the student's grade based on the following chart:

Assignment Category	Weight
Discussion Posts	25%
Written Assignments	40%
Final Project – Strategic Plan, Oral Presentation, and Work Product	35%
<i>Total</i>	<i>100%</i>

Assignments

Weekly assessments will be in the form of online, asynchronous discussions and written assignments.

Initial responses to discussion posts are due each Thursday; responses to at least two peers' posts are due each Saturday. Written assignments are due Sundays by 11:59pm ET on Blackboard. All assignments must be turned in during the week they are due. Note: all papers are subject to review by SafeAssign to determine proper sourcing and assure original work by students.

Assignments will be graded according to the quality of research and critical thinking; writing and presentation quality; creativity and idea generation; and relevance to global public relations. A detailed rubric for the written assignments can be found on Blackboard.

Formatting: Please use APA style for written assignments and citations (12pt, Times New Roman/Arial, Double-spaced font; include in-text citations and a references list). Graduate school level spelling, grammar, and composition are expected.

Late Submission Policy

Late submissions are not encouraged in this class, as it moves quickly within a ten-week timeframe. If you anticipate an absolutely unavoidable delay in meeting the deadline for a discussion forum post or the responses or for submitting an assignment, you must notify your professor in advance of the deadline with an explanation for consideration. In most cases, late submissions will be marked down 10% (out of 100%) per each day late. Only under extenuating circumstances with documentation may you be granted any exception to this policy.

See Course Schedule below for a timeline of discussions and assignments due each week of the course.

Tentative Course Schedule

The instructor reserves the right to alter course content and/or adjust the pace to accommodate class progress. Students are responsible for keeping up with all adjustments to the course calendar. Final dates and details will be found on the Blackboard course site.

- Asterisks indicate optional readings

Week	Learning Objectives	Topic(s)	Textbook Readings	Assignments
1	<p>Gain an understanding of foundational theories for global PR, and of globalization in the 21st century -- the backdrop for practice.</p> <p>Develop a perspective about timeless beliefs, behaviors, and forms of artistic expression that cross continents</p>	<p>Global PR Theory</p> <p>Globalization</p> <p>Cross-cultural beliefs and behaviors</p>	<p>Alaimo (2021) Chapter 1</p> <p><i>The Economist</i> (2020, May 16). Goodbye globalization.</p> <p>Schlesinger, J.M. (2020, June 20). Coronavirus reshapes world trade. <i>The Wall Street Journal.</i></p> <p>Sapolsky, R. (2017). Our need to make music from the cacophony of it all. <i>The Wall Street Journal.</i></p> <p>CASE STUDY: Paletta, D. (2018, Feb 10). In rose beds, money blooms: How the rose trade lifted Colombia – and nearly erased an American industry. <i>The Washington Post.</i></p>	<p>Discussion 1.1: Self-Introductions</p> <p>Discussion 1.2: Analysis of a global corporation's winter holiday websites</p>
2	<p>Explore cultural aspects of global PR, and understand cultural differences</p>	<p>Cultural Differences</p> <p>Working with a Global Team</p> <p>Trust</p>	<p>Alaimo (2021) Chapters 2 and 3</p> <p>2021 Edelman Trust Barometer (Read summary on landing page)</p>	<p>Discussion 2.1: Personal experiences with cultural differences</p>

		<p>Develop sensitive and effective oral and written communications</p> <p>Understand how to work effectively with a global team</p> <p>Explore trust across sectors and geography</p>		<p>Lynch, C. (2016, October 20). How and why to adapt your writing to global culture. Ragan.com.</p> <p>Meyer, E. (2016, November 2). Getting to Si, Ja, Oui, Hai, and Da. <i>Harvard Business Review</i>.</p> <p>Nisbett, R. E. (2011). The Geography of Thought: How Asians and Westerners Think Differently-- and Why. London: Nicholas Brealey. (pp. 79-110). *</p> <p>Axtell, P., Gallo, A., Schwarz, R., & Saunders, E. G. (2016, November 11). What everyone should know about running virtual meetings. <i>Harvard Business Review</i>. *</p>	
<p>3</p>	<p>Understand theory and practice of PR for for-profit companies, and the role of the Chief Communications Officer (CCO)</p> <p>Explore dimensions of brand identity; corporate social responsibility; diversity, equity, and inclusion; and crisis communications</p>	<p>Global PR for Corporations</p>	<p>Alaimo (2021) Chapters 4 and 5</p> <p>Cheng, J. and Groysberg B. (2020, January 8). How Corporate Cultures Differ Around the World. <i>Harvard Business Review</i>.</p> <p>Kellaway, L. (2016 February 21). My job is not to change the world. <i>Financial Times</i>.</p> <p>Pearlstein, S. (2020, October 5). The right formula for managing a socially responsible company? <i>The Washington Post</i>.</p> <p>CASE STUDY: Carmichael, B. & Moriarty, B. (2018, May 31). How Coca-Cola came to terms with its own water crisis. <i>The Washington Post</i>.</p> <p>The New CCO: Transforming Enterprises in a Changing World, Arthur W. Page Society.</p> <p>Rajamannar, R. (2017, July 10). Here's how cause marketing</p>	<p>Discussion 3.1: Global for-profit corporation</p> <p>Assignment 3.1: Concise analysis of a current international PR situation</p>	

				can make a difference. Forbes.*	
4	<p>Understand the difference between public affairs and public diplomacy</p> <p>Explore implications of nation branding, and the electorate</p> <p>Understand theory and practice of nonprofit PR, including framing, coalitions, and accountability</p>	<p>Global Public Affairs for Governments</p> <p>Global PR for nonprofit organizations</p>	<p>Alaimo (2021) Chapters 6 and 7</p> <p>(2017, Feb 4). Young people and democracy: Not turning out. The Economist.</p> <p>Heller, K. S., & Persson, L. M. (2008). The Distinction Between Public Affairs and Public Diplomacy. In <i>Routledge Handbook of Public Diplomacy</i> (pp. 245-252). Routledge.</p> <p>Molleda, J. (2015, June 19). Global Public Relations. Sections: Governments & Publics through US Foreign Agents Registration Act.</p> <p>CASE STUDY: University of Cambridge. (2017, February 13). Viral charity campaigns have a psychological 'recipe' and all-too-brief lifespan.</p> <p>Benartzi, S., & Olivola, C. (2016, December 12). The mistakes we make when giving to charity. The Wall Street Journal.*</p> <p>Williams, J. (2017, May 11). The despair of the working class. Financial Times.*</p>	<p>Discussion 4.1: Nation branding</p>	
5	<p>Explore traditional and social media channels across the globe</p> <p>Gain an understanding of story pitching, influencers, pitfalls</p>	<p>Global Media and Social Networks</p>	<p>Alaimo (2021) Chapter 8</p> <p>Levick, R. (2017, July 25). The weaponization of social and digital media. Forbes.com.</p> <p>McCoy, J. (2019, September 17). Millennials and Gen Z are using social media less: Here's how to earn their attention and loyalty now. MarketingProfs.</p> <p>Stoeckle, T. (2017, March 13). The difference between earned influence and paid media. IPR.</p>	<p>Discussion 5.1: Social media channel profile</p> <p>Assignment 5.1: PR PA Pitch/Proposal: Identification of an opportunity and creation of a pitch for a proposed international PR-PA campaign and how it can make a positive difference</p>	

				<p>CASE STUDY: Yang, Y. (2021, June 25). Social media influencers help Chinese brands outfox foreign rivals. Financial Times.</p> <p>Jacques, A. (2016, April 1). The Social PR Virtuoso: Shonali Burke on digital strategy and engaging audiences. PRSA. *</p>	
6	Explore the world and implications for global PR – Part 1: Asia, Africa, Middle East	PR Around the World	<p>Alaimo (2021) Chapters 9-13 <i>(focus on region of your country of choice related to in-class assignment)</i></p> <p>Jeong, E. (2020, November). Why BTS Runs the World. WSJ Magazine.</p> <p>Yeo, T. (2017, April 17). Communicating with Chinese co-workers: The importance of Guanxi (relationships) and Mianzi (face). IPR.</p> <p>Fifield, A. (2018, January 24). Cleaning up after the dead: As family dynamics change in Japan, more people are living by themselves - and dying alone. The Washington Post.*</p> <p>Kudzodzi, W. (2017, January-February). Postcard from Ghana. PRWeek.com.*</p>	Discussion 6.1: Country Profile	
7	Explore the world and implications for global PR – Part 2: Europe, the Americas, Australia/NZ	PR Around the World	<p>Alaimo (2021) Chapters 9-13 <i>(focus on region of your country of choice related to in-class assignment)</i></p> <p>Dennison, S., & Puglierin, J. (2021, June 9). Crisis of Confidence: How Europeans see their place in the world. European Council on Foreign Relations.</p> <p><i>The Economist</i> (2020, November 7). It's hard to do good: Latin America has too little philanthropy. The Economist.</p>	Discussion 7.1: Do's and Taboo's	

				Seddon, M. (2017, February 6). Hacker exposes dark arts of Russian blackmail and spies. <i>Financial Times</i> .	
8	Analyze historic case studies of global PR	Global PR Case Study	Your assigned HBR case study McNulty, E. (2019, October 2). How leaders can bridge the empathy gap in a crisis, strategy+business.	Discussion 8.1: Key lessons learned Assignment 8.1: Case Study analysis	
9	Explore trends in the workplace, tips for career success, and the expat life	Careers in Global PR	Berger, B., & Meng, J. (2017, July 17). Millennial Communication Professionals in the workplace. <i>IPR</i> . Cowles, C (2020, November 1). Tap LinkedIn for career opportunities. <i>The New York Times</i> . Engaging the Workforce Across Generations (Workday) (Read pp. 4-5 on generational differences and fears) First Round Review (2017, April 25). A venture capitalist explains how to become insanely well-connected. <i>Quartz</i> * Global Mobility Trends Study 2021. <i>Impact Group.</i> * Lublin, J., (2017, September 6). Sent abroad? Plan your return now, <i>The Wall Street Journal</i> *	Discussion 9.1: Enhanced LinkedIn profile	
10	Create and present your global PR strategic plan Discern lessons learned from fellow students	Final Project Presentations	No readings due	Assignment 10.1: Final Project: Strategic Plan, Oral Presentation, Sample Work Product	

Expectations and Responsibilities

Blackboard Site

A Blackboard course site has been set up for this course. Each student is expected to check the site regularly throughout the semester to review weekly course content, view announcements, and submit assignments. Students can access the course site through [GWU Blackboard](#).

Support for Blackboard is available at 202-994-4948 or the [IT Blackboard web page](#).

Please note that your access to this course on Blackboard will continue for one month after the course ends. If you wish to keep any work or materials, you must download or save them before the course closes.

Technology Requirements

It is your responsibility to ensure that you have the required technology to fully participate in this course. The minimum technology requirements for learning online at GW are outlined on the [Technical Requirements and Support](#) web page.

If you have any problems with the technology in this course, you can seek technological support from GW in a variety of ways, outlined on the [IT Support](#) website.

GW is committed to providing an inclusive and welcoming environment that is accessible for everyone, including people with disabilities.

The following links provide more information about the accessibility of technologies that may be used in this course:

- [Blackboard accessibility](#)
- [Microsoft Office accessibility](#)
- [Adobe accessibility](#)
- [Vimeo accessibility](#)
- [YouTube accessibility](#)
- [VoiceThread accessibility](#)
- [Webex accessibility](#)

If you have any issues regarding the accessibility of the technology used in this course, please contact your instructor. You may also explore the [Disability Support Services](#) website.

Technology Expectations

Regarding technology skills, you should be able to:

- Create documents and presentation slides
- Use a webcam and microphone
- Use a digital camera or scanner
- Upload files, including recordings and images
- Be open to learning and registering for new technologies
- Be flexible when technological glitches happen (which is a given)
- Seek technological help when necessary by contacting the Division of Information Technology

If you have any problems with the technology expectations in this course, please contact your instructor.

Getting Started

Everything you need to get started in the course is contained within the Blackboard course site. You can use the menu links on the left side panel to view different components. The content for each learning unit is divided into folders—one for each week. More unit folders will unlock as weeks in the course progress.

Participation Policy

All students are expected to learn and contribute by being a positive participant in discussions, activities, presentations, and assignments. If you have an unavoidable conflict or become ill, in a way that will affect your participation in a given week, please notify your instructor immediately.

Communication & Feedback

Important announcements will be posted periodically via Blackboard's announcement feature throughout the course. The instructor will strive to reply to student questions within 24 hours and provide feedback for assignments within a week after the due date.

Grading Scale

Following is the grade scale for all CPS classes:

Grade	Range	Grade Standard
A	94-100	Your work is outstanding and ready for submission in a professional environment. Your material, effort, research, and writing demonstrate superior work.
A-	90-93	Represents solid work with minor errors. Overall, excellent work.
B+	87-89	Very good. Represents well-written material, research, and presentation, but needs some minor work.
B	83-86	Good work, but needs reworking and more effort.
B-	80-82	You've completed the assignment, but you are not meeting all of the requirements.
C+	77-79	Needs improvement in content and in effort. Shows some motivation and concern.
C	73-76	Needs reworking, improved effort, and additional research. Shows minimal motivation and concern.
C-	70-72 (lowest grade to pass)	Poor performance. Major errors, too many misspellings, problems with accuracy, etc.
F	Below 70	Unacceptable performance, or inability to submit the assignment.

Netiquette

Please observe the following rules of netiquette for communicating online:

- Remain professional, respectful, and courteous at all times.

- Remember that a real human being wrote each post and will read what you write in response. It is easy to misinterpret discussion posts. Let's give the benefit of the doubt.
- If you have a strong opinion on a topic, it is acceptable to express it as long as it is not phrased as an attack. Please be gracious with differing opinions.
- When upset, wait a day or two prior to posting. Messages posted (or emailed) in anger are often regretted later.
- Proofread and use the spell check tool when you type a post. It makes the post easier to read and helps your readers understand what you are saying.

Your instructor reserves the right to delete any post that is deemed inappropriate for the discussion forum, blog, or wiki without prior notification to the student. This includes any post containing language that is offensive, rude, profane, racist, or hateful. Posts that are seriously off-topic or serve no purpose other than to vent frustration will also be removed.

Credit Hour Policy

For this **10-week, 3-credit course** there will be an average of **9-10 hours** of combined direct instruction and independent learning per week. More information about GWU's credit hour policy can be found at [the Office of the Provost's Policies](#) web page (Under: Assignment of Credit Hour Policy).

University Policies & Services

Academic Integrity

Academic Integrity is an integral part of the educational process, and GW takes these matters very seriously. Violations of academic integrity occur when students fail to cite research sources properly, engage in unauthorized collaboration, falsify data, and in other ways outlined in the Code of Academic Integrity. Students accused of academic integrity violations should contact the Office of Student Rights and Responsibilities (SRR) to learn more about their rights and options in the process. Outcomes can range from failure of assignment to expulsion from the university, including a transcript notation. For more information, please refer to the [Office of Academic Integrity website](#), email (rights@gwu.edu), or call (202-994-6757).

Copyright Statement

Unless explicitly allowed by the instructor, course materials, class discussions, and examinations are created for and expected to be used by class participants only. The recording and rebroadcasting of such material, by any means, is forbidden.

The Copyright Act (17 U.S.C. § 10) governs the rights attributed to owners of copyrighted work. Under certain circumstances, educational institutions may provide copies of copyrighted works to students. The copies may not be copied nor used for any other purpose besides private study, scholarship, or research. Users should not provide electronic copies of any materials provided on this course's Blackboard site to unauthorized users. If a user fails to comply with Fair Use restrictions, he/she may be held liable for copyright infringement. No further transmission or electronic distribution is permitted.

Use of Electronic Course Materials and Class Recordings

Students are encouraged to use electronic course materials, including recorded class sessions, for private personal use in connection with their academic program of study. Electronic course

materials and recorded class sessions should not be shared or used for non-course related purposes unless express permission has been granted by the instructor. Students who impermissibly share any electronic course materials are subject to discipline under the Student Code of Conduct. Please contact the instructor if you have questions regarding what constitutes permissible or impermissible use of electronic course materials and/or recorded class sessions. Please contact [Disability Support Services](#) if you need additional accommodations for accessing electronic course materials.

University Policy on Observance of Religious Holidays

Students must notify faculty as early as possible, but no later than three weeks prior to the absence, of their intention to be absent from class on their day(s) of religious observance. If the holiday falls in the first three weeks of class, the student must inform the faculty within the first week of the semester that they are enrolled in the course.

To the greatest extent possible, faculty must continue to extend to these students the courtesy of absence without penalty on such occasions, including permission to make up examinations.

Faculty who intend to observe a religious holiday must arrange at the beginning of the semester to reschedule missed classes or to make other provisions for their course-related activities.

For the full text of the policy and calendar of religious holidays, please see [the Office of the Provost's Policies](#) web page (Religious Holidays document).

Disability Support Services (DSS)

Any student who may need an accommodation based on the potential impact of a disability should contact Disability Support Services. They can be contacted by phone at 202-994-8250 or in person at Rome Hall, 801 22nd Street, NW, Suite 102, to establish eligibility and to coordinate reasonable accommodations. For additional information visit the [Disability Support Services](#) website.

Counseling and Psychological Services

GW's Colonial Health Center offers counseling and psychological services, supporting mental health and personal development by collaborating directly with students to overcome challenges and difficulties that may interfere with academic, emotional, and personal success. For additional information call 202-994-5300 or visit the [Counseling and Psychological Services](#) website.

The Writing Center

The Writing Center is located in Gelman Library at 2130 H St NW in Suite 221 and they can be reached at 202-994-3765 or via email at gwriter@gwu.edu. You can [schedule writing center appointments](#), both in-person or by phone, in advance. Daytime and evening hours are available. Check for this semester's hours at the [writing center contact page](#). The Writing Center does offer Summer hours.

GWU Libraries

Off campus students have full access to all of the research resources, services, and assistance that the Library offers. The GW community has access to 500+ online subscription databases and to millions of items, electronic and print, in the library catalog. Off-campus students even have additional privileges because the Library will FedEx print materials to your home. For more information visit the [GW Libraries](#) homepage.

Call the Ask Us desk at 202-994-6048 or [contact someone at the library](#) to answer any questions. For questions beyond “Do you have this book/article?” and “How do I login?” use the website mentioned to make a research consultation appointment with a librarian. Librarians are there to guide students through any aspect of the research process, from selecting and narrowing a topic, crafting a research strategy to citation management.

Safety and Security

- **In an emergency:** call GWPD at 202-994-6111 or call 911
- **For situation-specific actions:** review the [Emergency Response Handbook](#)
- **In an active violence situation:** [Get Out, Hide Out or Take Out](#)
- **Stay informed:** review [notification tools for staying informed during emergency and safety related situations](#)