

August 23–December 10 | Monday 6–9 p.m. | Gaylord Hall, 2025

Office Location: 3510B Gaylord Hall

Office Hours: Tu, W, Th., 2–3 p.m., and by appt.

E-mail: MKent@OU.Edu

Telephone: (405) 325-7346

WWW: <http://faculty-staff.ou.edu/K/Michael.L.Kent-1/>

Course Description

Applied Strategic Communication Theory is a special topics course intended to make you skilled strategic communicators. The course covers both theory and practice and involves efforts to craft theory based strategic communication messages.

Effective persuasion, for example, draws upon interpersonal issues, group dynamics, language and rhetoric, etc. By understanding various issues like dialogue, narrative, and framing, will be able to construct more compelling messages.

The overarching issue tying together all strategic communication is audience analysis and structure, hence, the focus on MBO will make you more aware of how to create effective messages.

Objectives

- To become competent at using the MBO rubric.
- To become more aware of how persuasion is enacted in strategic communication.
- To become more aware of the issues associated with new technology and social media.
- To become more aware of the role of dialogic principles (risk, trust, etc.).
- To learn how to avoid Group Think errors.
- To become more aware of the role of Culture.
- To become more aware of the role of Decision Making
- To make students more aware of the role of Framing.

Miscellaneous

- ***Come up with a method to help me remember your name (start with a sign).***
- *Spell-check your work! Having even one spelling error will result in a zero on the assignment.*
- All readings, assignments, questions, etc. are due by the date indicated.
- Missed quizzes or exams cannot be made up for *any* reason.
- Exams may only be taken early with prior permission.
- Late assignments will be discounted 10% per *calendar day*.
- *Assignments are due at the start of class. Bring assignments to class printed and ready to go; do not attempt to print your work off before class begins.* If you do not have an assignment ready, do not skip class! Come to class anyway and turn the assignment in later that day or the next day. The grade reduction will be the same. No need to miss any class.
- *No assignment will be accepted via e-mail.* In an emergency, or in the case of a late assignment, an e-mail version may be submitted to prove that your assignment was completed and in on time, however, a printed copy must be provided the next class day or the assignment will not be graded, and will begin losing points for being late. I also compare the copies to ensure that you are submitting the final draft.
- Come see me in office hours with questions or for feedback *before* assignments are due. Office hours are there for you; you pay for them so use them.
- Familiarize yourself with Associated Press (AP) style and follow it for all written assignments.
- ***NB:*** *Having even one spelling error will result in a zero for that assignment.*

Required Texts

All course readings are located on the Learn Web site.

Articles by Kent (as author or co-author) can be obtained from my home page: <<http://faculty-staff.ou.edu/K/Michael.L.Kent-1/>>.

Class Policies

Attendance Policy

Oklahoma University's attendance policy reads as follows: "A student is responsible for the content of any course in which he or she is officially enrolled. The establishment of a specific policy concerning class attendance requirements, as well as announced and unannounced examinations, is the responsibility of the individual instructor." *In other words, having an attendance policy is the prerogative of an instructor.* The Strategic Communication faculty endorse a strict attendance policy in order to provide continuity in classes and maximize the learning opportunities for all students.

In the business world, attendance is an important aspect of professionalism. Indeed, "just showing up" is sometimes the most important aspect of job performance and can mean the difference between a promotion or a layoff. Additionally, attribution theory tells us that even the best employees, professors, or students in the world will be perceived as slackers if they do not come to class or work. Getting good grades on tests and assignments is necessary but not sufficient.

Currently, the taxpayers of Oklahoma fund 50-75% of the actual costs of college. Your tuition and fees only pay for about ¼ of the costs—less if you are a funded graduate student. Because of this, attendance is a required aspect of class just like doing the reading and taking notes. The citizens of Oklahoma do not pay their taxes (and your tuition) so that you can skip class or sleep late.

Class Policy: You may miss one week of classes without penalty. If you miss a third class (on a two day a week schedule), your final grade will be reduced by 5%. If you miss a fourth class, your final grade will be reduced by 10%. *Missing a fifth class will result in a failing grade for the course. There are no excused absences.* Being sick, getting in an automobile accident, having your car break down, going on a job interview, attending an extracurricular event or conference, going to a funeral, getting arrested, etc., will not be excused. *Coming late or leaving early 2 times equals an absence.*

The only other activities that I will excuse, besides religious holidays, are *academic* conferences (PRSSA, IABC, NCA, ICA, etc.) in our area, and jury duty (and only if you are on a jury—some notice from the court will be required).

If you plan to miss a day because of a religious holiday, you should tell me early in the semester what day(s) you will miss. Prepare a one-page memo indicating the religious holidays and dates that you will miss. Notifying me the day *before*, or the day of, a religious holiday is unacceptable. All religions know the dates of religious holidays several months in advance.

Note: if you have a long-term or chronic illness (Mononucleosis, Pneumonia, Lyme disease, etc.) which prevents your from coming to class for more than seven to ten days, you are advised to drop the course. The registrar's office has a procedure for compensating students who experience serious illnesses, deaths in the family, etc. There is no reason to sacrifice your education if you have to miss class.

You do not have to ask permission to miss class, nor do you need an excuse—although providing one is a professional courtesy. You have two absences without penalty and two more with a grade penalty. Use them wisely.

Plagiarism Policy

Plagiarism is the unauthorized or inappropriate use of the words or ideas of others. Plagiarism occurs when written or spoken material is borrowed (even from oneself), in whole or in part, and passed off as original by a writer or speaker. Plagiarism includes, but is not limited to, presenting someone else's ideas, speech, presentation, essay, book review, or news release as original. Plagiarism also includes failing to document or cite the source of word-for-word or paraphrased material in oral presentations or written assignments. *It is my policy to pursue plagiarism vigorously, to fail students who plagiarize for the entire class, and to report cases of plagiarism to the university administration.*

The University is an academic community of scholars. Academic dishonesty is a very serious offense against the integrity of this community and will not be tolerated. All academic work submitted by you is assumed to be your own *original work* and to contain your own thought, research, and self-

expression. Work that borrows the ideas, organization, or wording, from others must be properly acknowledged. Similarly, work that was conducted for another class should not be passed off as original.

Additionally, anytime a student or professional attempts to deceive another by pretending to do work, or take credit for work that s/he did not actually complete, including changing the font size or style, triple spacing, claiming to have submitted an assignment on time that the professor must have “lost” etc., s/he is engaging in academic dishonesty or “cheating.” What you are attempting to do is no different than copying from someone else’s test. The consequences of this will be just as serious as plagiarism.

NB: Many students are caught each semester and failed for plagiarism. If even one student in one hundred cheats, the number is too high. As you all know, the number is much higher than that. For students planning to graduate, plagiarizing an assignment is quite possibly the stupidest thing they could do. Do not engage in plagiarism in any form. If you are ever unsure of what constitutes plagiarism, ask me or someone else in the department. At the very least, send an e-mail out to me at two in the morning with your question to CYA and explain what you will do to try to be accurate with your citations. When you enter the business world, plagiarism will not only get you fired, but also may ruin your career and get you sued, depending upon what ideas/content you steal.

There is a very simple rule to follow in order to avoid plagiarism and never get in trouble. **Cite everything that is not your own words or idea.** If you know that someone else said it, wrote it, or thought it, anywhere, even someone at a party, cite the source. Do this and you will never get in trouble for plagiarism.

OU's ACADEMIC DISHONESTY STATEMENT

All work submitted for this course must be your work. All sources used for information must be properly cited. Students should adhere to the *A Student's Guide to Academic Integrity* as defined by the office of the Senior Vice President and Provost at www.ou.edu/provost/pronew/content/integritymenu.html:

“Academic misconduct includes, but is not limited to, cheating, plagiarism, fabrication and fraud. *Cheating* is “the use of unauthorized materials, methods, or information in any academic exercise, including improper collaboration.” *Plagiarism* is “the representation of the words and ideas of another as one’s own.” Examples include: excluding others or claiming the work of others as one’s own; presentation of the same material as original in more than one publication; inclusion of individuals as authors who have not made a definite contribution to the work published, and submission of multi-authored publications without the concurrence of all authors.” *Fabrication* includes “the falsification or invention of any information or citation in an academic exercise.” *Fraud* includes “the falsification, forgery, or misrepresentation of academic work, including the resubmission of work performed in one class for credit in another class” (OU Faculty Handbook, 2005).

School Closings, Swine Flu, School Crises, etc.

Since school closing because of illness or weather are essentially unpredictable, my grading policy is as follows: *If school is cancelled or delayed beyond the end of the normal semester for whatever reason, weather, crisis, disease outbreak, terrorism, etc., your final grade will be based on whatever work you had submitted up to the time of the closure announcement. Any late work that is not in by the closure date will not be factored into your grade. However, work due on the day of the closure may be submitted electronically until midnight. In other words, be sure to do your best on every assignment. You may not get an opportunity to bring up your grade with a future exam or assignment.*

Diversity and Ethics Policy

The University of Oklahoma and the Gaylord College respect diversity in all of its forms: race, sex, gender, age, religion, political orientation, country of origin, economic status, etc. Everyone in the United States has a right to their opinion and should feel comfortable expressing their opinion. As citizens, we are under no obligation to agree with what others believe, however, we must, as a civil society, support people’s right to worship, act, look, and think, as they want. In this classroom we will not tolerate any mistreatment of others because of how they look, what they believe, where they come from, or because of a lack of knowledge or skills. The only thing that should not be tolerant of is a lack of ethical and moral fiber. As Donald M. Erb wrote:

“Do not be tolerant of misrepresentation, of superficiality, of the parading of false issues as though they were real issues. Tolerance does not extend to intellectual dishonesty or ineptitude.”

Plaque in the Erb Memorial Union, Univ. of Oregon, 1990

Technology Policy

I taught a professional Master’s course in Prague a few years ago in which I had the Iranian “Charge D’Affaires,” Hossein Rezvani, essentially the Ambassador to the Czech Republic, in my class. At the beginning of class, Rezvani would turn off his cell phone, as would every other student. More recently, while lecturing in Virginia to the U.S. Defense Information School (DINFOS), every officer in the class (Captains, Majors, Colonials, etc.) turned off his/her cellular telephone before class started. When I attend professional meetings and conferences with other important leaders in business and communication, professionals also turn off their telephones. I mention this because ambassadors, military officers, and professional communicators are much more important than you and I are, and yet, they respectfully turn off their cellular telephones during classes and professional gatherings. Since you all want to be professionals some day, we expect you to behave as one now. If you want to know the time, buy a watch, but do not use your cellular telephone as a clock, do not check your messages during class, and be sure that your telephone is turned *off* before class.

Cellular telephones, laptop computers, electronic games, and all other electronic devices are not allowed in my classroom. Please turn off computers and cell phones when you arrive—this includes turning telephones to *vibrate*. **TURN THEM OFF.** I will normally remind you at the beginning of class but even if I forget, I expect you to remember.

A cellular telephone going off in class (including on vibrate) will result in a 5% reduction on your final grade.

E-mail and Communication Policy

I check e-mail regularly each weekday and once each weekend day (sometimes more frequently). You should treat any e-mail to me as a professional correspondence. All communication should include your name, your class, and a clear, professionally worded, message.

Do not attempt to discuss grades via e-mail or complain about how hard you worked on an assignment, how much time you spent, how everyone in the class thinks something is unfair, or how shocked and disappointed you are with your grade. Such issues should be raised during office hours in a face-to-face setting.

Grade Questions

If you have concerns about a grade, I expect you to explain your question in writing (memo form). Please outline your concern and provide evidence to support your claim (e.g., “On p. 65 of the textbook it says...” or “On the assignment sheet you said we should...”). I do not discuss grades on the tests or assignments in our classroom before, during, or after lecture. Please come to my office hours to discuss your grade.

Assignments: Journalism and Mass Comm. 3433: 004: Public Relations Publications

Assignment *	Points
Exam I	20%
Exam II	20%
MBO † (10-20 pp., 10+ sources †, 5+ additional non-scholarly sources) (5% draft, 10% Final Paper)	15%
Organizational Analysis (3% draft, 7% final draft)	10%
Activity: Dialogue	5%
Activity: Decision Making	5%
Final Paper (Pub. Rel. Mgmt. topic, 10 + pp., 10+ sources †) (1% topic, 9% draft, 15% Final Paper)	25%
Participation ‡	5%
Total	105/100%

* All written assignments must be submitted to the www.Learn.OU.edu class drop box.

† For this assignment you may use no magazines, no general reference books (except scholarly ones like the *Handbook of Public Relations*), and no Web sources or any kind. You may of course obtain articles and scholarly sources *via* the Internet, but do not bother to search Google, Wikipedia, or other such sources for ideas or support. These are to be scholarly essays not editorials, your opinion, or collections of other people’s work strung together.

Note: Submit marked up hard copies of all articles cited and copies of books (title pages and pages quoted/-cited).

‡ “Participation” involves more than just being in class and talking. Participation requires “preparation.” That is, you clearly demonstrate a familiarity with the reading and conduct “environmental scanning” (paying attention to the world around you and what you read and see outside of class and bringing those insights to the classroom). Make the classroom experience better and I will award you points. If I feel that your participation was only “average” or “adequate” I will give you nothing. Note: the total points add up to 105%, thus, this is an extra credit score reserved for exceptional performance. Do not wait until after the first exam to decide to take an active role in the class.

Tentative Course Calendar

Date	Day	Activity/Reading	Assignment Due
Aug. 23	1	MBO Kent (2009), MBO_ExecutiveSummary.PDF. See the Learn Site	Write Pitch Letter & mail this week
Aug. 30	2	MBO McElreath, M. P. (1996). <i>Managing Systematic and Ethical Public Relations Campaigns (Second Edition)</i> . Madison WI: Brown & Benchmark. Tucker, K., Derelian, D., & Rouner, D. (1999). <i>Public relations writing: An issue-driven behavioral approach</i> . Upper Saddle River, NJ: Prentice Hall.	Guests (Klyueva/Sommerfeldt/Yang)
Sep. 6	3	No Class: Labor Day	
Sep. 13	4	Dialogue Kent, M. L. (2011). <i>Public Relations Writing: A Rhetorical Approach</i> . Boston: Pearson. Chapter 10: Dialogic Communication: An Ethical and Moral Approach to Public Relations. Kent, M. L. (2005). <i>Dialogue</i> (encyclopedia entry). In R. L. Heath [Ed.], <i>Encyclopedia of public relations: Volume I</i> (pp. 250–251). Thousand Oaks, CA: Sage. Kent, M. L., & Taylor, M. (1998). <i>Building dialogic relationships through the World Wide Web</i> . <i>Public Relations Review</i> 24(3), 321–334.	Activity
Sep. 20	5	Social Media Kent, M. L. (2001). Managerial rhetoric and the metaphor of the World Wide Web. <i>Critical Studies in Media Communication</i> 18(3), 359–375. Kent, M. L., Harrison, T. R., & Taylor, M. (2006). A critique of Internet polls as symbolic representation and pseudo-events. <i>Communication Studies</i> 57(3), 299–315. Kent, M. L., & Taylor, M. (2010). The death of Second Life: A case study of a (old) “new technology.” In R. A. Oglesby, H. P. Leblanc, III, & M. G. Adams (Eds.), <i>Business Research Yearbook: Global Business Perspectives</i> , 17(2), (pp. 603–610). International Academy of Business Disciplines. Kent, M. L. (in press, 2010). Chapter 45: Directions in social media for professionals and scholars. In, R. Heath (Ed.), <i>Handbook of Public Relations (2nd Edition)</i> pp. 643–656. Thousand Oaks, CA: Sage.	
Sep. 27	6	Analytics..... Kent (ND). <i>Web Analytics</i> . See the learn site.	MBO Proposal Draft Due (75%+)
Oct. 4	7	Persuasion Kent, M. L. (2011). <i>Public Relations Writing: A Rhetorical Approach</i> . Boston: Pearson. Chapter 6: Creating Persuasive Messages. Burke, K. (1966). <i>Language as symbolic action: Essays in life, literature, and method</i> . Berkeley, CA: University of California Press. Definition of Man.	
Oct. 11	8	Persuasion..... Bormann, E. G. (1972). Fantasy and rhetorical vision: The rhetorical criticism of social reality. <i>Quarterly Journal of Speech</i> , 58(4), 396–407. McGee (1980). The “Ideograph”: A link between rhetoric and ideology. <i>The Quarterly Journal of Speech</i> , 66, 1–16.	Paper Topics Due

Oct. 18	9	Exam I
Oct. 25	10	Framing Systems Theory (and paradoxes)	MBO Proposal Due Bibliography Due
		Hallahan, K. (1999). Seven models of framing: Implications for public relations. <i>Journal Of Public Relations Research</i> 11(3), 205–242.	
		Watzlawick, P., Beavin, J. H. & Jackson, D. D. (1967). <i>Pragmatics of human communication: A study of interactional patterns, pathologies, and paradoxes</i> . New York: W.W. Norton.	
Nov. 1	11	Group Think	Draft of Web Analysis Due
		Janis, I. L. (1982). <i>Groupthink: Psychological studies of policy decisions and fiascoes</i> . Boston: Houghton Mifflin.	
		Kent, M. L. (2010, In press). Public relations rhetoric and the Long Now. <i>Management Communication Quarterly</i> , (x)y, x–y.	
Nov. 8	12	Culture Face	Draft of Paper (75%+)
		Samovar, & R. E. Porter (Eds.) (2000). <i>Intercultural communication: A reader (9th edition)</i> . Belmont, CA: Wadsworth. Pages to be assigned.	
		Kent, M. L. & Taylor, M. (in press, 2010). How intercultural communication theory informs global public relations practice. In, N. Bardhan & K. Weaver (Eds.), <i>Public Relations in Global Public Relations Contexts: Multiparadigmatic Perspectives</i> . New York: Routledge.	
Nov. 15	13	No Class. NCA (Nat. Communication Assoc.) Conference, You should be there too!	Web Analysis Due
Nov. 22	14	Culture Interpersonal Influence	
		Hall, E. T. (2000a). Context and meaning. In L. A. Samovar, & R. E. Porter (Eds.), <i>Intercultural communication: A reader (9th edition)</i> (pp. 34–42). Belmont, CA: Wadsworth.	
		Hall, E. T. (2000b). Monochronic and polychronic time. In L. A. Samovar, & R. E. Porter (Eds.), <i>Intercultural communication: A reader (9th edition)</i> (pp. 380–386). Belmont, CA: Wadsworth.	
		Hofstede, G. (1997). <i>Cultures and organizations: Software of the mind</i> . New York: McGraw-Hill.	
Nov. 29	15	Decision Making	Distribute Exam II Activity
		Brams, S. J., & Taylor, A. D. (1996). <i>Fair Division: From cake-cutting to dispute resolution</i> . Cambridge England: Cambridge University Press.	
		Murphy, P. (1991). How ‘bad’ pr decisions get made: A roster of faulty judgment heuristics. <i>Public Relations Review</i> 17(2), 117–129.	
		Dawes, R. M., Faust, D., & Meehl, P. E. (1989). Clinical versus actuarial judgment. <i>Science</i> , 243, 1668-1674	
Dec. 6	16	Decision Making	Exam II (Take home)
		Riker, W. H. (1986) <i>The art of political manipulation</i> . London: Yale University Press. The Flying Club, pp. 18–33.	
		Saini, A., (2009, October 24–30). Justice you can count on: A poor grasp of mathematics may be compromising our legal system. <i>New Scientist</i> , 43–45.	
Dec. 12	ø	Not a class	Final Paper Due.



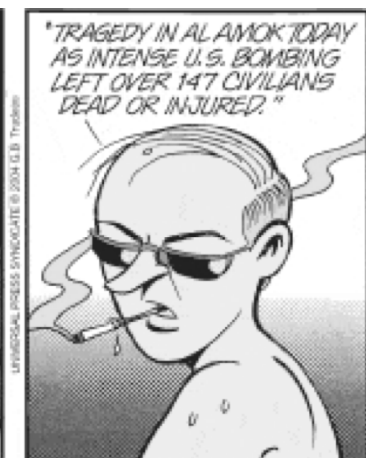
Copyright © 2002 United Feature Syndicate, Inc.



© Darby Conley/Dist. by UFS, Inc.



© Darby Conley/Dist. by UFS, Inc.



Get Out of Jail Free

This coupon entitles the bearer to one of the following (check box):

- Eliminate or reduce a late penalty on one written assignment (depending upon the severity of the infraction).
- Eliminate or reduce a time penalty on one speech/presentation (depending upon the severity of the infraction).
- Rewrite one assignment (not already a 90% or above) within one week of it being returned.
- Make one "deal" with the instructor.



Request (be Specific)

This card *may not* be used to:

- Change the date or time of an exam.
- Obtain a makeup exam.
- Obtain additional absences.
- Eliminate an attendance penalty.
- Eliminate a late-to/early-from class penalty.
- Receive credit for work done in another class.

This offer is subject to change without notice. Coupons must be redeemed at the time of use. This offer is non-transferable and carries no cash value. This offer does not apply to class penalties not listed in this document. The professor reserves the right to revoke this coupon at any time. Void where prohibited by law.

Name (print)

Signature

Date