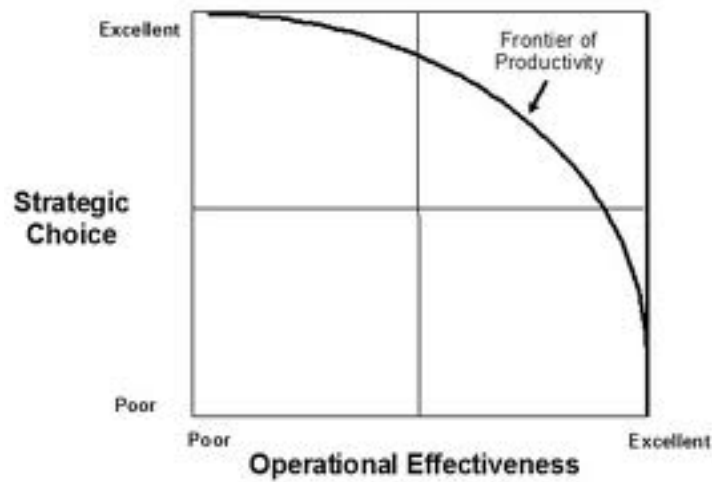




School of the Arts and Media

MDIA2006

Communication Strategies



Source: Porter, M. 1996, What is strategy?
Harvard Business Review, November – December 1996, 99.61-78

Session 1, 2016

UNSW Course Outline

1. Location of the Course

Lecture	Tue 10:00 - 11:30	Science Theatre
Tutorial	Fri 10:00 - 11:30	Quadrangle G052
Tutorial	Fri 11:30 - 13:00	Quadrangle G052
Tutorial	Thu 09:00 - 10:30	UNSW Business School 219
Tutorial	Thu 10:30 - 12:00	UNSW Business School 219
Tutorial	Thu 12:00 - 13:30	Squarehouse 109
Tutorial	Thu 13:30 - 15:00	Squarehouse 109
Tutorial	Tue 11:30 - 13:00	Webster 251
Tutorial	Tue 13:00 - 14:30	UNSW Business School 107
Tutorial	Tue 14:30 - 16:00	UNSW Business School 107
Tutorial	Tue 16:00 - 17:30	UNSW Business School 207
Tutorial	Wed 09:00 - 10:30	Quadrangle G055
Tutorial	Wed 10:30 - 12:00	Quadrangle G055
Tutorial	Wed 12:00 - 13:30	Squarehouse 109
Tutorial	Wed 13:30 - 15:00	Squarehouse 109
Tutorial	Wed 15:00 - 16:30	Squarehouse 109

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3. Staff Contact Details

Position	Name	Email	Availability	Location	Phone
Course Authority and Lecturer	Dr Jing Zhao	jing.zhao@unsw.edu.au	Tuesday 16:00-17:00 Please email your request in advance.	231D, Robert Webster Building	9385 8066
Tutor	Bree Hutchinson	bree@peopleattheirbest.com.au	Available for consultation by request.		
Tutor	Nidia Raya Martinez	n.rayamartinez@unsw.edu.au	Available for consultation by request.		
Tutor	Dr Paul Ryder	paul@ryderconsulting.com.au	Available for consultation by request.		
Tutor	Peter Roberts	p.j.roberts@unsw.edu.au	Available for consultation by request.		

4. School of the Arts and Media Contact Information

Room 312, level 3 Robert Webster Building
Phone: 9385 4856
Email: sam@unsw.edu.au
Website: <https://sam.arts.unsw.edu.au>

5. Attendance Requirements

- A student is expected to attend all class contact hours for a face-to-face (F2F) or blended course and complete all activities for a blended or fully online course.
- Timetable clash - If a student is unable to attend all classes for a course due to timetable clashes, the student must complete the UNSW Arts & Social Sciences Permissible Timetable Clash Application form: <https://www.arts.unsw.edu.au/ttclash/index.php>
- Where practical, a student's attendance will be recorded. The procedure for recording attendance will be set out on the course Learning Management System (Moodle).
- A student who attends less than 80% of the classes/activities and has not submitted appropriate supporting documentation to the Course Authority to explain their absence may be awarded a final grade of UF (Unsatisfactory Fail).
- A student who has submitted the appropriate documentation but attends less than 66% of

the classes/activities will be asked by the Course Authority to apply to discontinue the course without failure rather than be awarded a final grade of UF. The final decision as to whether a student can be withdrawn without failure is made by Student Administration and Records.

- A student who arrives more than 15 minutes late may be penalised for non-attendance. If such a penalty is imposed, the student must be informed verbally at the end of class and advised in writing within 24 hours.
- If a student experiences illness, misadventure or other occurrence that makes absence from a class/activity unavoidable, or expects to be absent from a forthcoming class/activity, they should seek permission from the Course Authority, and where applicable, their request should be accompanied by an original or certified copy of a medical certificate or other form of appropriate evidence.
- A Course Authority may excuse a student from classes or activities for up to one month. However, they may assign additional and/or alternative tasks to ensure compliance. A Course Authority considering the granting of absence must be satisfied a student will still be able to meet the course's learning outcomes and/or volume of learning. A student seeking approval to be absent for more than one month must apply in writing to the Dean and provide all original or certified supporting documentation.
- For more information about the SAM attendance protocols, see the SAM policies and guidelines webpage: <https://sam.arts.unsw.edu.au/students/resources/policies-guidelines/>

6. Essential Information For SAM Students

For essential student information relating to: attendance requirements; requests for extension; review of marks; occupational health and safety; examination procedures; special consideration in the event of illness or misadventure; student equity and disability; and other essential matters, see the SAM Policies and Guidelines webpage:

<https://sam.arts.unsw.edu.au/students/resources/policies-guidelines/>

7. Course details

Credit Points:

6

Summary of the Course:

This course equips you with key theories and practical skills in strategic communications. It enables you to develop a specific set of skills that are intrinsic to the strategic communication process. These include conducting research to identify key communication objectives, developing appropriate sets of strategies and tactics to achieve those objectives, and designing methods to evaluate their success. It develops your capacity to both strategically design and critically analyse communication plans, and to work collaboratively and effectively within budgetary and time constraints.

Student learning outcomes:

At the conclusion of this course the student will be able to:

1. Demonstrate an understanding of key concepts, processes and theories in strategic communication.
2. Design a communication plan that reflects strategic thinking and industry best practices to address opportunities and challenges faced by organisations.
3. Critically analyse strategic communication campaigns by drawing on key concepts and theories.
4. Work collaboratively and communicate effectively in the context of strategic communication.

8. Teaching Strategies & Rationale

The 1.5-hour lectures will give students an understanding of the theory and practice of strategic communication. The 1.5-hour tutorials will be based on experiential learning in small groups, including case studies, tool exercises and strategic planning. Students will also work collaboratively in teams on a project. Critical and reflective learning will underpin the major assignment.

9. Assessment

Assessment	Weighting	Length	Learning Outcomes	Due date	Feedback
1. Research Plan (Individual)	30%	800-1000words	1, 2	11:59pm, Sunday, 3 April, Week 4	Written feedback
2. Quiz (individual)	20%	20 multiple choice questions	1	In Wk 7 tutorials	Week 7 discussion of answers in tutorials

3. Communication Plan (Groupwork)	30%	1800-2000words	1, 2, 4	11:59pm, Sunday, 15 th May, Week10	Written feedback
4. Critical Analysis (Individual) (Select a plan at wk11 presentation. see more below)	20%	600-800words	1, 3	11:59pm, Friday, 3 June, Week13	Written feedback

Assessment 1: Research Plan

The aim of this assignment is to draw up a research plan to address a real client's communication problem.

Classes will be divided into working groups, which will identify a real client to work for. Individual group members will each prepare a plan, with reference to the following:

1. Formulate your research questions (What is already known? What is to be (further) researched?)
2. Specify your research methods (Be specific; For example, interview themes; sample survey questions; focus group guidelines; who would be research participants in primary research? How would you identify and approach them? What are the secondary sources available?)
3. Draw up a schedule describing when and how you will conduct your research

Assessment criteria are:

- (1) articulation of research objectives and questions
- (2) appropriateness of research methods
- (3) feasibility of the research plan
- (4) writing style, style and grammar and referencing.

Following Assessment 1, students in a working group are expected to consolidate individual research plans and work collaboratively in the research process for the purpose of Assessment 3.

Assessment 2: Quiz

The aim of this assessment is to review the key materials discussed in the course. The questions will be focused on the concepts, processes, and theories that are essential to the effective development of strategic communication. The quiz is composed of 20 multiple-choice questions.

Assessment 3: Communication Plan

The aim of this assignment is to develop collaborative work by designing a strategic communication plan for the client identified in Assignment 1. Groups will be expected to draw on insights obtained from research, adopt strategic thinking and reference industry best practices to address the opportunities and challenges faced by the client.

To facilitate effective group work:

- identify a group coordinator to organise meetings, and liaise between the team and client,

and the team and the tutor.

- keep a group journal. You are expected to take meeting minutes, generate and update an action list where each task is allocated to specific team member(s).
- divide work so that all members of the team take a share of action points and contribute to the group work.

Assessment criteria are:

- (1) research and evaluation: evidence-based, research methods, analysis rather than description, evaluation measurement;
- (2) alignment of objectives, audiences, strategies and tactics;
- (3) writing style, grammar and referencing;
- (4) useful and complete working journal; and
- (5) demonstrated implementation of formative feedback

See Moodle for more guidance.

Assessment 4: Critical Analysis

The aim of this assignment is to conduct a critical analysis of the communication plan produced by another group. Communication plans will be presented by each group in Week 11 tutorials, and made available so that individual students to choose a plan for critique.

Critiques may include, as appropriate:

- strengths and weaknesses of the plan
- missed opportunities
- possible improvements
- theoretical implications

Assessment criteria are:

- (1) depth of reflection (more than a summary);
- (2) demonstrated ability to link theory to practice (minimum of 5 relevant academic references);
- (3) demonstrated ability to link the critique to industry practices on a wider scope;
- (4) writing style, style and grammar and referencing.

See Moodle for more guidance.

In order to pass this course, you must make a serious attempt at ALL assessment tasks. This is a SAM requirement.

Submission of Assessment Tasks

Students are expected to put their **names** and **student numbers** on **every page** of their assignments. If you encounter a problem when attempting to submit your assignment through Turnitin, please telephone External Support on 9385 3331 or email them on externalteltsupport@unsw.edu.au. Support hours are 8:00am – 10:00pm on weekdays and 9:00am – 5:00pm on weekends (365 days a year). If you are unable to submit your

assignment due to a fault with Turnitin you may apply for an extension, but you must retain your ticket number from External Support (along with any other relevant documents) to include as evidence to support your extension application. If you email External Support you will automatically receive a ticket number, but if you telephone you will need to specifically ask for one. Turnitin also provides updates on their system status on Twitter.

Generally in SAM there will no longer be any hard-copy submission; assessments must be submitted electronically via either Turnitin or a Moodle assignment. In instances where this is not possible it will be stated on your course's moodle site with alternative submission details.

Submission via Moodle: Word doc format, Times News Roman, 1.5 spacing, 12pt fonts, Harvard referencing style

Late Submission

PLEASE NOTE THAT THESE RULES APPLY FOR ALL COURSES IN SAM.

If your assignment is submitted after the due date, a penalty of 3% per day (including Saturday, Sunday and public holidays) will be imposed for up to 2 weeks. For example, if you are given a mark of 72 out of 100 for an essay, and your essay were handed in two days late, it would attract a penalty of 6% and the mark would be reduced to 66%. If the same essay were handed in seven days late (i.e. a penalty of 21%) it would receive a mark of 51%. If your assignment is not submitted within 2 weeks of its due date, it will receive a mark of 0. For more information on submission of late work, consult the SAM assessment protocols at <https://sam.arts.unsw.edu.au/students/resources/policies-guidelines/>

Extension Procedure

- A student seeking an extension should submit a SAM extension application form (found in Forms on SAM website) to the Course Authority before the due date.
- The Course Authority should respond to the request within two working days of the request.
- The Course Authority can only approve an extension of up to five days. A student requesting an extension of more than five days should complete an application for Special Consideration.
- If a student is granted an extension, failure to comply will result in a penalty. The penalty will be invoked one minute past the approved extension time.
- This procedure does not apply to assessment tasks that take place during regular class hours or any task specifically identified by the Course Authority as not subject to extension requests.
- A student who misses an assessed activity held within class contact hours should apply for Special Consideration via myUNSW.
- For more information, see the SAM extension protocols on the SAM policies and guidelines webpage: <https://sam.arts.unsw.edu.au/students/resources/policies-guidelines/>

Special Consideration

In the case of more serious or ongoing illness or misadventure, you will need to apply for Special Consideration. For information on Special Consideration please go to this URL: <https://student.unsw.edu.au/special-consideration>

Students who are prevented from attending a substantial amount of the course may be advised to apply to withdraw without penalty. This will only be approved in the most extreme and properly documented cases.

10. Academic honesty and plagiarism

Plagiarism is using the words or ideas of others and presenting them as your own. It can take many forms, from deliberate cheating to accidentally copying from a source without acknowledgement.

UNSW groups plagiarism into the following categories:

- **Copying:** using the same or very similar words to the original text or idea without acknowledging the source or using quotation marks. This also applies to images, art and design projects, as well as presentations where someone presents another's ideas or words without credit.
- **Inappropriate paraphrasing:** changing a few words and phrases while mostly retaining the original structure and information without acknowledgement. This also applies in presentations where someone paraphrases another's ideas or words without credit. It also applies to piecing together quotes and paraphrases into a new whole, without referencing and a student's own analysis to bring the material together.
- **Collusion:** working with others but passing off the work as a person's individual work. Collusion also includes providing your work to another student before the due date, or for the purpose of them plagiarising at any time, paying another person to perform an academic task, stealing or acquiring another person's academic work and copying it, offering to complete another person's work or seeking payment for completing academic work.
- **Inappropriate citation:** Citing sources which have not been read, without acknowledging the "secondary" source from which knowledge of them has been obtained.
- **Duplication ("self-plagiarism"):** submitting your own work, in whole or in part, where it has previously been prepared or submitted for another assessment or course at UNSW or another university.

Details of what plagiarism is can be found on the Learning Centre's Website Plagiarism & Academic Integrity website (<http://www.lc.unsw.edu.au/academic-integrity-plagiarism>), in the myUNSW student A-Z: Guide <https://student.unsw.edu.au/plagiarism> and in Appendix A of the

Student Misconduct Procedure (pdf-

<https://www.gs.unsw.edu.au/policy/documents/studentmisconductprocedures.pdf>).

It is not permissible to buy essay/writing services from third parties as the use of such services constitutes plagiarism because it involves using the words or ideas of others and passing them off as your own. Further, it is not permissible to sell copies of lecture or tutorial notes as you do not own the rights to this intellectual property.

If you breach the *Student Code* with respect to academic integrity the University may take disciplinary action under the *Student Misconduct Procedure* (see above).

The Learning Centre also provides substantial educational written materials, workshops, and tutorials to aid students, for example:

- Correct referencing practices;
- Paraphrasing, summarising, essay writing and time management
- Appropriate use of and attribution for a range of materials including text, images, formulae and concepts.

Individual assistance is available on request from The Learning Centre. Students are also reminded that careful time management is an important part of study and one of the identified causes of plagiarism is poor time management. Students should allow sufficient time for research, drafting and proper referencing of sources in preparing all assessment items.

11. Course schedule

Date	Lecture	Tutorial	Readings (See below and more on Moodle)
Week One 29 Feb to 4 Mar	Introduction to Strategic Communication	Assessment overview Formation of working groups (for Assessment 1 and 3) Brainstorm on potential client (What makes a good client?) What makes a good agent?	Chapter 1, 2, 3 of the textbook (Wilcox, Cameron, Reber 2015. <i>Public relations: strategies and tactics</i> , Global Edition, 11 th edn, Sydney, Pearson.)
Week Two 7 to 11 Mar	Strategic planning process	Process overview Identifying communication needs Formulating goals and objectives	Chapter 6 of the textbook (Wilcox, Cameron, Reber 2015. <i>Public relations: strategies and tactics</i> , Global Edition, 11 th edn, Sydney, Pearson.)

Week Three 14 to 18 Mar	Research	Research methods Research design	Chapter 5 of the textbook (Wilcox, Cameron, Reber 2015. <i>Public relations: strategies and tactics</i> , Global Edition, 11 th edn, Sydney, Pearson.)
Week Four 21 to 25 Mar (25 Mar Public Holiday)	Evaluation	Evaluation metrics and models	Chapter 8 of the textbook (Wilcox, Cameron, Reber 2015. <i>Public relations: strategies and tactics</i> , Global Edition, 11 th edn, Sydney, Pearson.)
Research Plan due by 11:59pm, Sunday, 3 April, Week 4			Case study: Bullert: The Anti-Nike Global Movement (See Moodle)
Mid-semester break: 28 Mar - 1 Apr			
Week Five 4 Apr to 8 Apr	Public Opinion and Persuasion	Formation of public opinion; What makes persuasive communication?	Chapter 9 of the textbook (Wilcox, Cameron, Reber 2015. <i>Public relations: strategies and tactics</i> , Global Edition, 11 th edn, Sydney, Pearson.)
Week Six 11 to 15 Apr	Reaching Diverse Audiences	Understanding your publics Who are your priority publics and why?	Chapter 11 of the textbook (Wilcox, Cameron, Reber 2015. <i>Public relations: strategies and tactics</i> , Global Edition, 11 th edn, Sydney, Pearson.)
Week Seven 18 to 22 Apr	Message strategies	What are effective messages? How to design effective messages?	Heath & Heath, Made to Stick, Introduction: What sticks? (pp.3-24) (See Moodle)
In-tutorial Quiz			
Week Eight 26 to 29 Apr	Media strategies: Print, broadcast, events	'Traditional' media strategies How is 'traditional' media evolving?	Chapter 14, 15, 16 of the textbook (Wilcox, Cameron, Reber 2015. <i>Public relations: strategies and tactics</i> , Global Edition, 11 th edn, Sydney, Pearson.)
Week Nine 2 to 6 May	Media strategies - The Internet and social media	Influencing the earned, shared and owned media	Chapter 13 of the textbook (Wilcox, Cameron, Reber 2015. <i>Public relations: strategies and tactics</i> , Global Edition, 11 th edn, Sydney, Pearson.)
Week Ten 9 to 13 May	Strategic communication in the global	Re-scaling strategic communication	Chapter 20 of the textbook (Wilcox, Cameron, Reber 2015. <i>Public relations: strategies and</i>

Communication plan due by 11:59pm, Sunday, 15th May, Week10	context		<i>tactics</i> , Global Edition, 11 th edn, Sydney, Pearson.)
Week Eleven 16 to 20 May	Ethics and corporate social responsibility	Group presentation of communication plan Plan selection for critical analysis	Chapter 3 of the textbook (Wilcox, Cameron, Reber 2015. <i>Public relations: strategies and tactics</i> , Global Edition, 11 th edn, Sydney, Pearson.)
Week Twelve 23 to 27 May	Future of strategic communication Submission of individual reflection paper by 4pm, Friday, 29 May	Course Overview; Critical Analysis Q&A;	McDonald, L. M. & Hebbani, A. G. (2011). Back to the future: Is strategic management (re)emerging as public relations' dominant paradigm? <i>PRism</i> , 8 (1), 1-16.
Week Thirteen 30 May to 3 Jun			
Critical Analysis due by 11:59pm, Friday, 3 June, Week13			

12. Resources

Prescribed Resources

Book: Wilcox, Cameron, Reber 2015. *Public relations: strategies and tactics*, Global Edition, 11thedn, Sydney, Pearson.

Recommended Resources

Journal - Journal of Public Relations Research
 Journal - Public Relations Review
 Journal - International Journal of Strategic Communication
 Journal - Public Relations Inquiry
 Journal - Journal of Communication Management
 Journal - Journal of Communication, Culture and Critique
 Journal - Discourse and Society
 Journal - Journal of Public Affairs

See Moodle for additional resources and support materials

13. Course evaluation and development

This course will undergo continual development, via feedback processes such as CATEI and collegial review. We therefore take your feedback very seriously. I will also collect informal feedback in the form of anonymous suggestions and comments throughout the course. Feedback from students is welcome at any time; in person, by email, by letter.