J4250/7250 Management of Strategic Communication Spring Semester 2015
Main Lecture Tuesdays 2:00-3:15 Lee Hills 101A
Lab 1A Thursdays 2:00-3:15 Lee Hills 101A
Lab 1B Wednesdays 12:30-1:45 Neff Hall 202

Professor: Jamie Flink, 131B Neff Annex, flinkjb@missouri.edu
Office hours: I’m very flexible and around most days but do not hold set office hours. Please email me for an appointment.

Required Texts
The Art of Client Service (ACS) by Richard Solomon (updated edition)
Truth, Lies and Advertising (TLA) by Jon Steele
The FIVE Dysfunctions of a TEAM, A Leadership Fable by Patrick Lencioni
Advertising Account Planning (AAP), Third Edition by Larry D. Kelley and Donald W. Jugenheimer

On Eres
Juicing the Orange by Pat Fallon and Fred Senn (Chapters 1, 2, 4)

Go to eres.missouri.edu. Click on the link labeled “Course Reserves and Reserve Pages.” You can search by my name or the course name/number. When you find it your password is “stratcom.” Two copies of JO book are also on reserve in the Library. There will be additional reading on Blackboard.

Other Suggested Reading
Ad Age – adage.com
Ad Week – adweek.com
Brand Week – brandweek.com
4A’s Smart Brief – aaaa.org

Course Description
This course is about overseeing and contributing to the development of effective communication – whether you work on the agency (traditional, digital, public relations or experiential firm) or client side of the business. To fulfill a leadership position, you must learn to think strategically. You must understand the process and disciplines for developing effective marketing communication campaigns. We will cover advanced material with a focus on the specific role of an account/brand manager. Lecture, discussion, and group assignments are designed to advance your knowledge and develop the skills you need to be an outstanding leader.

Goals of the course
• Increase your ability to recognize and inspire strategically sound, highly creative and effectively integrated communication
• Develop your ability to gather, critically analyze information, then apply it to creative problem-solving and decision-making
• Grow your ability to provide strategic direction for communication in the forms of a creative brief and POV
• Hone important skills you will need in this field – critical thinking, teamwork, leadership, and written and oral communication skills (including delivering presentations)
• Introduce you to a potential career path you may not have considered (directly relevant careers include account service, account planning and brand management)

Office Hours/Recommendations
I do not hold formal office hours, but I am happy to meet with students. In fact, I encourage it. Just email me or see me after class to set up a time. This allows both of us flexibility in scheduling meetings. I am also happy to provide recommendations for students I know and can speak about with some knowledge. Please only ask for a recommendation if you have made an effort to develop a relationship with me in and out of class so that I can speak intelligently about your qualifications.
Overview of Assignments

Brand Communication Project

This assignment is the guts of this course. As a class, we will study a brand and your assignment will be to research and observe the brand throughout the semester and analyze the brand’s communication activities, as well as industry/product trends likely to affect the communication environment of the brand. In essence, you will be evaluating the strategic decisions that appear to guide the creation of messages as well as make recommendations of your own. As the semester progresses, each team will present a professionally prepared report on their section. There will also be a written point of view as part of this project. Assignment details will be provided in class in the form of a “handbook” to guide you throughout the semester.

Creative Briefs (2 total)
Account managers must develop the ability to guide the research and writing of creative briefs used to guide creative development. The creative briefs are written by the account executive and account planner – and in small agencies by the account executive. Because the creative brief is a key strategic tool in the communication process (requiring research and strategic choices along the way), we will spend a great deal of time writing them. There will be three creative brief assignments that require research, interpretation, digging for insights and writing of a cohesive, logical and inspiring brief.

Practice Exercises/Assignments/Quizzes/In-Class Mini-Presentations
You will be expected to complete a series of in-class exercises and mini-presentations over the course of the semester. Most are structured as practice to help you become more confident in applying the material covered in lecture and/or to facilitate class learning/discussion. Occasionally I may ask you to document your understanding of assigned reading via a brief explanation of a topic introduced in assigned reading. For each, your work must be client ready and an accurate interpretation of the applied concept to receive full credit.

Teamwork/Peer Evaluations
Most of your work in this class will be done in teams – reflecting the real management of the strategic communication process. How you lead a team and work as a team member will be an important part of your grade. Your points will be based on peer evaluations.

To help you better understand expectations – here are some guidelines for effective teamwork:

- Your team members are depending on you – don’t let them down
- Make yourself available for team meetings
- Meet your deadlines and responsibilities
- Contribute to the thinking and writing of all assignments
- Don’t expect your team members to carry you – do your fair share
- Solve problems, don’t let them fester
- Learn the art of persuasion. If you disagree with the direction your team is taking, lead your team members in a new direction through solid thinking and respectful communication of your ideas

Grading & Expectations
All work will be graded on a true A, B, C, D, and F, scale where “C” is satisfactory, “B” is good, and “A” is excellent. To clarify, meeting the minimal basic requirements of an assignment will warrant a “C.” You will have to demonstrate insight, intelligence, and professionalism beyond the basics to earn a “B” or an “A” on any given assignment.

Attendance is mandatory and critical to your success in this class. You may be excused for religious holidays and health or family emergencies. Let me know in advance if you will be missing class. Obtaining an excused absence will require that you contact me with an explanation for your absence within 24 hours of the absence. Note, this does not automatically mean the absence will be excused. If you miss class it is your responsibility to find out what you missed. I expect you to come to class prepared to engage in discussion and ask questions. **YOU WILL BE DOCKED 5 POINTS FOR AN UNEXCUSED ABSENCE AND WILL NOT RECEIVE CLASS PARTICIPATION CREDIT FOR THAT DAY.**

You are expected to conduct yourself as a professional (i.e., as someone who is ready to enter the industry). Come to class having read any assigned material and ready to engage in discussion. You are preparing to enter a deadline driven field. **LATE ASSIGNMENTS WILL BE PENALIZED AND YOUR GRADE WILL BE LOWERED A FULL LETTER GRADE (A- to B-).** Unless you are told otherwise, all assignments will be submitted electronically on Blackboard. If for any reason you have trouble submitting your work in BB, simply email me the assignment BEFORE the deadline.
**Important Note: Computers, Cell Phones & Professionalism:** Use of computers for taking notes in class is fine but it is unprofessional and inappropriate to do email, browse the Internet or social media in class. This also applies to texting or other activities on your phone. **If at any time during the semester I notice unprofessional behavior I will give you a warning. If the behavior continues within the same class or in subsequent classes I will lower your final grade by 10%.**

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**TEAM GRADING**

<table>
<thead>
<tr>
<th>Brand Project Part 1</th>
<th>220 points</th>
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<tr>
<td>Completed in 6-Person Brand Project Teams</td>
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<tr>
<td>120 points – Content</td>
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<td>100 points – Presentation</td>
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<tr>
<th>PR/Not-for-Profit Creative Brief &amp; Briefing (CB-1)</th>
<th>100 points</th>
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<tr>
<td>Completed in 3-Person Creative Brief Teams</td>
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<tr>
<th>Brand Project Part 2</th>
<th>300 points</th>
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<td>Completed in 3-Person Creative Brief Teams</td>
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<tr>
<td>100 points – Brand Strategy Elements</td>
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<td>100 points -- Point of View</td>
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<td>100 points – Creative Brief to Launch the Campaign (CB-2)</td>
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**INDIVIDUAL GRADING**

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<tr>
<th>Class Participation</th>
<th>120 points</th>
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<td>Includes attendance, discussion, quizzes, in-class exercises and presentations</td>
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<tr>
<th>Individual Contributions to Your Team (Peer Evaluations)</th>
<th>150 points</th>
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<td>75 points mid-term, 75 points final</td>
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<th>Individual Assignments</th>
<th>110 points</th>
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<td>30 points -- Consumer Insight and/or Tension</td>
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<td>30 points -- Observation Diary</td>
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<td>30 points -- Consumer Insight Driven Ad</td>
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<td>20 points -- Feedback on Peer Brand Projects (10 pts. each)</td>
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**Total Points Possible**

| 1,000 points |

**Grade Scale:**

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<tr>
<th>97-100: A+</th>
<th>87-89.9: B+</th>
<th>77-79.9: C+</th>
<th>67-69.9: D+</th>
<th>0-59.9: F</th>
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<tr>
<td>94-96.9: A</td>
<td>84-86.9: B</td>
<td>74-76.9: C</td>
<td>64-66.9: D</td>
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<tr>
<td>90-93.9: A-</td>
<td>80-83.9: B-</td>
<td>70-73.9: C-</td>
<td>60-63.9: D-</td>
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**Graduate Students**

Students enrolled in J7250 will develop a graduate level assignment that is mutually agreed upon with the instructor. The assignment will be based on student interests and goals that are relevant to material covered by the course. Examples of graduate level assignments could include additional, graduate level analysis conducted as an expansion of a regular class assignment or a professional document reviewing research and/or industry trends. Qualitative research is required. **The graduate component will be worth an additional 100 points for a total of 1,100 points for the semester.**
TENTATIVE Course Schedule
Assigned reading should be done before class.

Syllabus Key  Blue = Assignment Due,  Green = Guest Lecture,  Red = Presentation,  Underlined Entries = Assignments
ACS = The Art of Client Service, AAP = Advertising Account Planning, HSS = Hitting the Sweet Spot (chapters on eres),
JO = Juicing the Orange (chapters on eres), TLA = Truth, Lies & Advertising

WEEK 1
Jan 20:  Introduction to Course – Review Syllabus and Brand Project Handbook
         Reveal Brand Project Brand & Challenge

Jan 21/22:  Introduction to Account Management & Account Planning
            Discuss ACS Before You Start, Introduction, Chapters 1-5, 11, Afterword, TLA Chapter 2,
            AAP 1 and 2
            Bio & Team Preference Assigned – Due Before 5 p.m., Jan. 23rd

Submit Bio & Team Preference in Assignments Tab in Blackboard Before 5:00 p.m. Friday, Jan. 23rd

WEEK 2
Jan 27:  Brand Project Briefing – Video Conference with Client
         Announce Team Assignments
         Discuss JO Chapters 1 and 2 (on eres)

Jan 28/29:  The Strategic Communication Process -- Where to Start
            Discuss AAP Chapters 3-5
            Homework – Conduct First Team Meeting Before Midnight, Feb. 8
            Observation Diary Assigned – Due Before Lab Feb. 4/5

WEEK 3
Feb 3:  Situation Analysis In Action – Guest Presentation
         Guest Appearance Brand Project Coaches

Observation Diary Due Before Lab Feb. 4/5

Feb 4/5:  Primary Research Primer – When, Why and How
         Segmentation and Developing a Target Profile
         TLA Chapter 4, AAP 6-7, 9

Team Leaders Submit First Team Meeting Assignment Before Midnight, Feb. 8th

WEEK 4
Feb 10:  Advanced Qualitative Techniques – Guest Lecture Katiy Wollard Flamingo, NYC

Feb 11/12:  NO LAB – Attend Career Fair
             Feb. 11 – Meet & Greet 7:30-9:00 pm RJI 100A (Palmer Room)
             Feb. 12 – Career Fair 9:00 am-4:00 pm Reynolds Alumni Center
             Review Writing for Business PPT Document and Samples

WEEK 5
Feb 17:  Writing a Creative Brief – Part 1
         Discuss ACS Chapters 6-10, TLA Chapter 5, AAP Chapter 14
         Homework for Next Lab – Review Sample Creative Briefs in the Assignments Tab on Blackboard Along with Briefing
         a Team in the Course Documents Section
         Consumer Insight Driven Ad to Class Assigned -- Due Before Midnight Feb. 23
Feb 18/19:  Writing a Creative Brief – Part 2
Discuss Sample Creative Briefs
Discuss 7LA Chapter 7, Sample Creative Briefs & Document on Briefing A Team
Creative Brief 1 Assigned – Due Before Midnight, March 15

Consumer Insight Driven Ad Due Before Midnight Feb. 23

WEEK 6
Feb 24:  Deep Dive on Insights & Tensions
Discuss JO Chapter 4, HSS pages on Eres
Homework – Practice Insight & Tension Due Before Midnight, March 1

Feb 25/26:  Bring a Consumer Insight Driven Ad to Class Presentations/Discussion

Practice Insight & Tension Due Before Midnight, March 1

Mojo Ad and Management of Strategic Communication Applications Open March 1. Please consider applying for a position within Mojo Ad and letting fellow students know about this course. Application Deadline March 12.

WEEK 7
Mar 3:  Brand Purpose, Internal Alignment and the Power of a Big Idea
Discuss AAP chapters 10-13

Mar 4/5:  Team #1 Brand Project Presentation (Situation Analysis)
Evaluations of Team #1 Due Before Midnight, March 13

WEEK 8
Mar 10:  IMC Case – Guest Lecture Kim Long (The Richards Group)

Mar 11/12:  Integrated Marketing Communication & The Consumer Journey
Discuss AAP Chapters 15-16

Evaluations of Team #1 Due Before Midnight, March 13

Creative Brief 1 Due Before Midnight, March 15

WEEK 9
Mar 17:  Context Planning – Guest Lecture Kathy Kline (Starcom)
Consumer Journey article on Blackboard – Branding in the Digital Age
Mid-Term Peer Evaluations Assigned – Due Before 5:00 p.m., March 19

Mar 18/19:  Creative Brief 1 Presented and Discussed in Class/Brief a Team

Mid Semester Peer Evaluations Due Before 5:00 p.m., March 19

Spring Break -- No Classes This Week
If you haven't already, begin reading The Five Dysfunctions of a Team (185 pages). We will discuss in Lab the week after break.

WEEK 10
Mar 31:  More than Creative -- New Product Development / Lessons from Sonic

Apr 1/2:  Leadership & Working in Teams
Discuss The Five Dysfunctions of a Team
Teams Conduct 360 Degree Feedback Exercise

WEEK 11
Apr 7: How to Write a POV/Brand Project Part 2 Assignment, Q&A
Read POV Examples in Blackboard
Brand Project Part 2 Assigned – Due Before Midnight, May 3rd

Apr 8/9: Team 2 Presentation – Qualitative & Consumer Insights
Evaluation of Team #2 Due Before Midnight, April 17

WEEK 12
Apr 14: Insights & Digital Campaigns – Guest Lecture Katrina Steffensen & Laura Brand, VML

Apr 15/16: Team 3 Presentation – Qualitative & Consumer Journey
Evaluations of Team #3 Due Before Midnight, April 24

Evaluation of Team #2 Due Before Midnight, April 17

WEEK 13
Apr 21: Pitching New Business – Jason Parks & Stephanie Parker Barkley

Apr 22/23: Time Out Day -- Q&A for Part 2 of the Brand Project. How are you doing?

Evaluations of Team #3 Due Before Midnight, April 24

WEEK 14
Apr 28: Team Time – Lecture Time Devoted to Brand Project Part 2 Work Session

Apr 29/30: Team Time – Lab Devoted to Brand Project Part 2 Work Session

Brand Project Part 2 Due Midnight, May 3rd. Final Peer Evaluations Posted – Due Before Midnight, May 10

WEEK 15
May 5: Relationships & Evaluating Creative
ACS, Chapters 12-19, Part 2
Course Feedback/Evaluations

May 6/7: Brand Project Part 2 Presentations & Discussion

Final Peer Evaluations – Due Before Midnight, May 10
Academic Honesty
Academic honesty is fundamental to the activities and principles of a university. All members of the academic community must be confident that each person’s work has been responsibly and honorably acquired, developed and presented. Any effort to gain an advantage not given to all students is dishonest whether or not the effort is successful.

Academic misconduct includes but is not limited to the following:

- Use of materials from another author without citation or attribution.
- Use of verbatim materials from another author without citation or attribution.
- Extensive use of materials from past assignments without permission of your instructor.
- Extensive use of materials from assignments in other classes without permission of your instructor.
- Extensive use of materials from work in a University media organization or external media organization without permission of your instructor.
- Fabricating information in news or feature stories, whether for publication or not.
- Fabricating sources in news or feature stories, whether for publication or not.
- Fabricating quotes in news or feature stories, whether for publication or not.
- Lack of full disclosure or permission from editors when controversial reportorial techniques, such as going undercover to get news, are used.

When in doubt about plagiarism, paraphrasing, quoting or collaboration, consult with your instructor. For closed-book exams and exercises, academic misconduct includes conferring with other class members, copying or reading someone else’s test and using notes and materials without prior permission of the instructor. For open-book exams and exercises, academic misconduct includes copying or reading someone else’s work.

Classroom Misconduct
Classroom misconduct includes forgery of class attendance; obstruction or disruption of teaching, including late arrival or early departure; failure to turn off cellular telephones leading to disruption of teaching; playing games or surfing the Internet on laptop computers unless instructed to do so; physical abuse or safety threats; theft; property damage; disruptive, lewd or obscene conduct; abuse of computer time; repeated failure to attend class when attendance is required; and repeated failure to participate or respond in class when class participation is required.

IMPORTANT: Entering a classroom late or leaving a classroom before the end of the period can be extremely disruptive behavior. Students are asked to arrive for class on time and to avoid early departures. This is particularly true of large lectures, where late arrivals and early departures can be most disruptive. Instructors have the right to deny students access to the classroom if they arrive late and have the right to dismiss a student from the class for early departures that result in disruptions.

Under MU policy, your instructor has the right to ask for your removal from the course for misconduct, disruptive behavior or excessive absences. The instructor then has the right to issue a grade of withdraw, withdraw failing or F. The instructor alone is responsible for assigning the grade in such circumstances.

Dishonesty and Misconduct Reporting Procedures
MU faculty are required to report all instances of academic or classroom misconduct to the appropriate campus officials. Allegations of classroom misconduct will be forwarded immediately to MU’s Vice Chancellor for Student Services. Allegations of academic misconduct will be forwarded immediately to MU’s Office of the Provost. In cases of academic misconduct, the student will receive at least a zero for the assignment in question.

Professional Standards and Ethics
The School of Journalism is committed to the highest standards of academic and professional ethics and expects its students to adhere to those standards. Students should be familiar with the Code of Ethics of the Society of Professional Journalists and adhere to its restrictions. Students are expected to observe strict honesty in academic programs and as representatives of school-related media. Should any student be guilty of plagiarism, falsification, misrepresentation or other forms of dishonesty in any assigned work, that student may be subject to a failing grade from the instructor and such disciplinary action as may be necessary under University regulations.
Intellectual Pluralism

The University community welcomes intellectual diversity and respects student rights. Students who have questions or concerns regarding the atmosphere in this class (including respect for diverse opinions) may contact your Faculty Chair or the Associate Dean for Undergraduate Studies; the Director of the Office of Students Rights and Responsibilities (http://osrr.missouri.edu/); or the MU Equity Office (http://equity.missouri.edu/), or by email at equity@missouri.edu. All students will have the opportunity to submit an anonymous evaluation of the instructor(s) at the end of the course.

Academic Inquiry, Course Discussion and Privacy (with regard to audio and or video recording of class)

Policy on Recording
University of Missouri System Executive Order No. 38 lays out principles regarding the sanctity of classroom discussions at the university. The policy is described fully in Section 200.015 of the Collected Rules and Regulations. In this class, students may not make audio or video recordings of course activity, except students permitted to record as an accommodation under Section 240.040 of the Collected Rules. All other students who record and/or distribute audio or video recordings of class activity are subject to discipline in accordance with provisions of Section 200.020 of the Collected Rules and Regulations of the University of Missouri pertaining to student conduct matters.

Those students who are permitted to record are not permitted to redistribute audio or video recordings of statements or comments from the course to individuals who are not students in the course without the express permission of the faculty member and of any students who are recorded. Students found to have violated this policy are subject to discipline in accordance with provisions of Section 200.020 of the Collected Rules and Regulations of the University of Missouri pertaining to student conduct matters.

University of Missouri-Columbia Notice of Nondiscrimination
The University of Missouri System is an Equal Opportunity/ Affirmative Action institution and is nondiscriminatory relative to race, religion, color, national origin, sex, sexual orientation, age, disability or status as a Vietnam-era veteran. Any person having inquiries concerning the University of Missouri-Columbia’s compliance with implementing Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Americans With Disabilities Act of 1990, or other civil rights laws should contact the Assistant Vice Chancellor, Human Resource Services, University of Missouri-Columbia, 130 Heinkel Building, Columbia, Mo. 65211, (573) 882-4256, or the Assistant Secretary for Civil Rights, U.S. Department of Education.

Accommodations
If you have special needs as addressed by the Americans with Disabilities Act and need assistance, please notify me immediately. The school will make reasonable efforts to accommodate your special needs. Students are excused for recognized religious holidays. Please let me know in advance if you have a conflict.

ADA Compliance
If you have special needs as addressed by the Americans with Disabilities Act (ADA) and need assistance, please notify the Office of Disability Services, SS Memorial Union, 882-4696, or the course instructor immediately. Reasonable efforts will be made to accommodate your special needs.

Religious Holidays
Students are excused for recognized religious holidays. Let your instructor know in advance if you have a conflict with schedule class activities.

Intellectual Pluralism
The University community welcomes intellectual diversity and respects student rights. Students who have questions concerning the quality of instruction in this class may address concerns to either their Faculty Chair, Associate Dean or to the Director of the Office of Students Rights and Responsibilities (http://osrr.missouri.edu/). All students will have the opportunity to submit an anonymous evaluation of the instructor(s) at the end of the course.