



**LOYOLA**  
UNIVERSITY CHICAGO

*Preparing people to lead extraordinary lives*

**SCHOOL OF COMMUNICATION**

**COM422 – Global & Multinational Audiences and Stakeholders\***  
**Syllabus\* - Spring 2022, Blended (Online & Synchronous)**

\*If a syllabus update is necessary, changes will be communicated via an announcement in Sakai.

**Instructor:** Mary M. Hills, ABC, Six Sigma, IABC Fellow  
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219.613.8591 (text enabled)  
Student Hours: Email to set a Zoom meeting. Please send all emails to both [mhills@luc.com](mailto:mhills@luc.com) and [mary@heimannhillsgroup.com](mailto:mary@heimannhillsgroup.com). My luc email forwards to the heimannhills email, but it's good to copy to both 😊. If you do not receive a response in 24 hours, please follow up with a text/call at 219.613.8591.

**Class Time frame**

The class begins the week of January 18, 2022, and finishes the week of April 24, 2022. The class week follows the standard Sunday through Saturday week. Example: Week 2 starts on Sunday, January 23, and finishes on Saturday, January 29, 2022, unless otherwise noted.

**Course Description:** COMM422 enables students to investigate diverse audiences/stakeholders in today's globalized communities and marketplace that organizations must consider to fulfill their mission and remain relevant. The course explores the concept of globalization, the general/specific global strategy approach, where/when to employ a global or local approach and a taste of the diversity in global regions. This course equips students with an understanding of global and local audiences and stakeholders and those influenced by multiple cultures to inform the strategic communication plans they build.

*(no prerequisite)*

**Course Learning Outcomes (CLO)**

Students will be required to comprehend, apply and demonstrate through class discussions, assignments and discussion their grasp of the following:

- A. Explain the challenges organizations and strategic communication face with globalization.
- B. Use of intercultural comparative research in strategic communication planning.
- C. Examine theories, frameworks & models used in stakeholder analysis.
- D. Explore differences among global regions, the impact on achieving the organization's mission and strategic communication.
- E. Develop an intercultural stakeholder analysis to inform strategic communication planning.
- F. Develop an intercultural strategic communication plan.

G. Demonstrate strategic communication management decision-making informed by research.

### **Required Course Texts and Resources**

- Alaimo, Kara. (2021). Pitch, Tweet, or Engage on the Street. Second Edition, Routledge, Taylor & Francis Group, New York, NY. ISBN:978-0-367-18852-8.
- Additional Learning Materials & Activities in Sakai.

### **Teaching Philosophy**

Class learning occurs through self-directed activities, group work, reading, lectures, guest speakers, online resources and class discussion. Weekly sessions consist of discussions of the course materials and weekly topics.

### **Course Expectations**

Students are expected to

- Obtain the course text/book(s).
- Review Sakai for each week's learning and assessment activities.
  - Learning activities may include announcements, readings, websites and audio/video.
  - Assessment activities may include quizzes, discussion topics, individual papers, group projects, group project drafts, peer review, tests and individual/group presentations.
- Engage in all learning and assessment activities. Engagement tools may include:
  - Discussion Posts
  - [Voice Thread](#)
  - Zoom (team, speaker and course project presentation meetings)
- Submit assignments into Sakai assignments when due.
- Stay informed via course updates in the course announcements in Sakai.

### **Course Schedule**

Subject to change if necessary. Students will be notified of changes in advance. Assignments are due at the close of each week, midnight on Saturday unless otherwise specified. **Note: No work is accepted after the due date.**

The course has three units:

- Unit 1 – Globalization's Impact on Organizational Strategy, Weeks 1-4
- Unit 2 – Cases and Insights, Weeks 5- Global Strategy Approach, Weeks 5-9
- Unit 3 – A Taste of The World by Region – Local Strategy Approach, Weeks 10-13

Please review the Syllabus Orientation video in Sakai, week 1.

<b>Week of</b>	<b>Focus</b>	<b>Reading &amp; Assignments</b>
<b>Jan. 18-22</b> <b>Week 1</b> <b>CLO A C G</b>	<b>Intro to Course</b> <b>Globalization: Is the world flat?</b>	<ul style="list-style-type: none"><li>• Intro to Course</li><li>• Sakai Week 1 – Learning Materials &amp; Activities</li></ul>
<b>Jan. 23-29</b> <b>Week 2</b> <b>CLO A C E G</b>	<b>The Rise of Stakeholder Theory</b>	<ul style="list-style-type: none"><li>• Alaimo Text: Chapter 1 – Global and Local Approaches to Int'l Public Relations</li><li>• Sakai Week 2 – Learning Materials &amp; Activities</li></ul>

January 30 –February 5 Week 3 CLO B C F	Culture	<ul style="list-style-type: none"> <li>Alaimo Text: Chapter 2 – Culture is the Key</li> <li>Sakai Week 3– Learning Materials &amp; Activities</li> <li>Discuss Course Project Proposal due in Week 4</li> </ul>
Feb. 6-12 Week 4 CLO A C G	Cultural Nuances in International Working Groups	<ul style="list-style-type: none"> <li>Alaimo Text: Chapter 3 – Building, Managing, and Evaluating Your Global Public Relations Team</li> <li>Sakai Week 4– Learning Materials &amp; Activities</li> <li>Course Project Proposal Due in Sakai</li> </ul>
Feb. 13-19 Week 5 CLO A B G	Global Crisis Communication	<ul style="list-style-type: none"> <li>Alaimo Text: Chapter 4 – Global Crisis Communication</li> <li>Sakai Week 5– Learning Materials &amp; Activities</li> <li>Discuss Framework Paper Due in week 6</li> </ul>
Feb. 20-26 Week 6 CLO A B G	Corporates	<ul style="list-style-type: none"> <li>Alaimo Text: Chapter 5 – Global Public Relation for Corporation</li> <li>Sakai Week 6– Learning Materials &amp; Activities</li> <li>Framework Paper Due in Sakai</li> </ul>
Feb. 27- Mar. 5 Week 7 CLO A B G	Global Issues	<ul style="list-style-type: none"> <li>Alaimo Text: Chapter 6 – Public Relations on Global Issues</li> <li>Sakai Week 7 - Learning Materials &amp; Activities</li> <li>Discuss Intercultural Stakeholder Analysis Assignment – DRAFT Due week 9, FINAL Due week 10</li> </ul>
March 6-12	Spring Break	Have fun!
Mar.13 -19 Week 8 CLO B D E G	Government	<ul style="list-style-type: none"> <li>Alaimo Text: Chapter 7 – Global Public Relations for Government</li> <li>Sakai Week 8– Learning Materials &amp; Activities</li> </ul>
Mar. 20-26 Week 9 CLO B D E G	Media & Social Networks	<ul style="list-style-type: none"> <li>Alaimo Text: Chapter 8 – The Global Media &amp; Social Networks</li> <li>Sakai Week 9– Learning Materials &amp; Activities</li> <li>DRAFT Intercultural Stakeholder Analysis Due in Sakai 3/22</li> <li>1/1 with MK to discuss intercultural stakeholder analysis 3/23-25</li> </ul>
Mar. 27- Apr. 2 Week 10 CLO B D E G	Asia & Pacific	<ul style="list-style-type: none"> <li>Alaimo Text: Chapter 9 – Public Relations in Asia and the Pacific</li> <li>Sakai Week 10– Learning Materials &amp; Activities</li> <li>Intercultural Stakeholder Analysis Due in Sakai</li> </ul>
Apr. 3-9 Week 11 CLO B D E G	Europe	<ul style="list-style-type: none"> <li>Alaimo Text: Chapter 10 – Public Relations in Europe</li> <li>Sakai Week 11– Learning Materials &amp; Activities</li> <li>Discuss Week 14 Deliverables</li> </ul>
Apr. 10-13		<ul style="list-style-type: none"> <li>Self-directed course project work</li> </ul>
Apr.14-18	Easter Holiday	<ul style="list-style-type: none"> <li>No classes after 4 p.m. on Apr.14.</li> </ul>
Apr. 19-23 Week 12 CLO B D F G	The Middle East & North Africa	<ul style="list-style-type: none"> <li>Alaimo Text – Chapter 11 - Public Relations in the Middle Eats and North Africa</li> <li>Sakai Week 12– Learning Materials &amp; Activities</li> </ul>

<b>Apr. 24-30 Week 13 CLO G</b>	<b>North &amp; Latin America; Sub-Saharan Africa</b>	<ul style="list-style-type: none"> <li>Alaimo Text: Chapter 12 – Public Relations in North &amp; Latin America; Sub-Saharan Africa</li> <li>Sakai Week 13– Learning Materials &amp; Activities</li> <li>Guest Speaker - <a href="#">Paulo Henrique Soares</a>, Brazil</li> <li>Guest Interview – <a href="#">Dr. Amanda Hamilton-Atwell</a>, South Africa</li> </ul>
<b>May 1 – 7 Week 14 CLO A_G</b>	<b>Course Project &amp; Presentation</b>	<ul style="list-style-type: none"> <li>Intercultural Strategic Communication Plan &amp; Deck Due in Sakai May 1.</li> <li>In-class Presentations – May 5.</li> </ul>

### **Grading**

All course requirements will be graded on point values. The total point value for the course is 1,000 points. The points/weight of each requirement is:

<b>Assignments/Due Date</b>	<b>Points</b>	<b>Weighting</b>
<b>Discussion and Reflection (Some individual and some group), (25 pts. week/13 weeks)</b>	<b>325</b>	<b>32.5%</b>
<b>Course Project: Proposal (Week 3)</b>	<b>100</b>	<b>10%</b>
<b>Framework Paper Week (Week 6)</b>	<b>100</b>	<b>10%</b>
<b>1/1 Meeting with MK – Intercultural Stakeholder Analysis DRAFT (Week 9)</b>	<b>75</b>	<b>7.5%</b>
<b>Intercultural Stakeholder Analysis FINAL (Week 10)</b>	<b>100</b>	<b>10%</b>
<b>Team Course Project</b>		
<b>Course Project – Intercultural Strategic Communication Plan (Week 14)</b>	<b>200</b>	<b>20%</b>
<b>Course Project - Presentation (Week 14)</b>	<b>100</b>	<b>10%</b>
<b>Total</b>	<b>1000</b>	<b>100%</b>

A letter grade will be assigned at the end of the course based on the total points gained using the table below.

<b>Letter Grade</b>	<b>Points</b>	<b>Percentage</b>
<b>A</b>	940 - 1000	94% - 100%
<b>A-</b>	900 - 939	90% - 93%
<b>B+</b>	870 - 899	87% - 89%
<b>B</b>	840 - 869	84% - 86%
<b>B-</b>	800 - 839	80% - 83%
<b>C+</b>	770 - 799	77% - 79%
<b>C</b>	740 - 769	74% - 76%
<b>C-</b>	700 - 739	70% - 73%
<b>D</b>	650 - 699	65% - 69%
<b>F</b>	640 or below	64% and below

### **Written Assignments**

Students receive an assignment description and requirements for each assignment at least one week before its due date. Students submit written assignments via Sakai. Written assignments are due on Saturday at midnight unless noted. Written assignments due dates are firm and outlined above. The course project will be introduced in week 1 and more fully detailed in week 3.

***The student's responsibility is to notify me at least 24 hours in advance if they expect their work to be late. Late work is accepted at my discretion and may be graded down one or more grades based on submission.***

### **Voice Threads**

1. Select the VoiceThread tool from the tool menu.
2. Select **Add your own** in the upper right-hand corner of the window.
3. Follow the directions at [Creating a new VoiceThread](#) to create your VoiceThread and share it with the class.

### **Discussion and Reflections Posts**

Weekly activities may include discussion or reflection posts or both. Each week's assignment section describes the requirements for that week. Posts will be reviewed and graded weekly. Posts may include

- Providing additional information to the topic under discussion
- Sharing a personal experience on the topic under discussion
- Enhancing comments made by other students on the topic under discussion
- Clarifying/paraphrasing the subject under discussion to support understanding, or
- Presenting a brief critical assessment of the issue under discussion.
- Use of [hyperlinks](#), [tags](#) and [hashtags](#) to support a post.

Review the *How to "Forum" in Sakai* video to learn more. Note that Sakai now calls Forums, Discussions. Otherwise, the steps are the same 😊

[How do I post to a Forum topic?](#)

[How do I reply to a Forum Post?](#)

**Netiquette** (Note: Yes, you're in the right spot if you landed on Marquette's site 😊)

Netiquette refers to the guidelines for socially acceptable exchanges in a virtual environment. As many online courses require students to interact with one another, often over controversial issues, awareness of "how we sound" in a text-based discussion is essential. As the course progresses and you would like to suggest an addition to our community netiquette, please let me know and we can discuss it in a Forum.

### **Technology Help Desk**

The ITS Help Desk is your single point of contact for technology support. Please contact the ITS Help Desk to help with your password self-service setup or schedule technical support, including hardware and software questions, consulting, installations, and network connection requests.

- Find the Help Desk Hours at: [https://www.luc.edu/its/service/support\\_hours.shtml](https://www.luc.edu/its/service/support_hours.shtml).
- **Call the Help Desk via telephone at 773/508-4ITS (773/508-4487)**
- Email the Help Desk at [ITSServicedesk@luc.edu](mailto:ITSServicedesk@luc.edu) or [HelpDesk@luc.edu](mailto:HelpDesk@luc.edu).
- For general orientation to technology at Loyola, check out the Technology Roadmaps at: <http://www.luc.edu/its/resources/technologymap/>.

### **Student and Digital Media Resources**

Digital Media Services provides access to an array of equipment and software support in Loyola's digital and multimedia lab spaces. Visit its website at <http://www.luc.edu/digitalmedia>.

**[University Information Security Office](#)** The University Information Security Office (UIISO) manages and advises on technology risks, policies, compliance, technology related laws, and regulations. UIISO provides incident handling services if a system or information breach occurs. The office works to keep the campus technology environment safe and productive. An information security incident is an attempted, suspected, or successful unauthorized access or misuse of University information.

### **[Managing Life Crises and Finding Support](#)**

Should you encounter an unexpected crisis during the semester (e.g., securing food or housing, addressing mental health concerns, managing a financial crisis, and/or dealing with a family emergency, etc.), I strongly encourage you to contact the Office of the Dean of Students by submitting a CARE referral (LUC.edu/csaa) for yourself or a peer in need of support. To learn more about the Office of the Dean of Students, please find their websites here: LUC.edu/dos or LUC.edu/csaa.  
Contact: 773-508-8840 or deanofstudents@luc.edu.

**[School of Communication Statement on Academic Integrity](#)** (Please follow the link to review the complete statement.)

A university's fundamental mission is to search for and communicate truth as it is honestly perceived. A genuine learning community cannot exist unless this demanding standard is a basic tenet of the community's intellectual life. Students of Loyola University Chicago are expected to know, respect, and practice this standard of personal honesty.

Plagiarism or any other act of academic dishonesty will result minimally in the instructor's assigning the grade of "F" for the assignment or examination. The instructor may impose a more severe sanction, including a grade of "F" in the course. All instances of academic dishonesty must be reported by the instructor to the Associate and Assistant Deans of the School of Communication. Instructors must provide the appropriate information and documentation when they suspect an instance of academic misconduct has occurred. The instructor must also notify the student of their findings and sanction.

### **[Student Accessibility Center](#)**

Any student who needs special accommodation during exams or class periods should provide documentation from the Student Accessibility Center confidentially to the instructor. The instructor will accommodate that student's needs in the best way possible, given the constraints of course content and processes. It is the student's responsibility to plan in advance in order to meet their own needs and assignment due dates.

### **[Privacy Statement](#)**

Assuring privacy among faculty and students engaged in online and face-to-face instructional activities helps promote open and robust conversations and mitigates concerns that comments made within the context of the class will be shared beyond the classroom. As such, recordings of instructional activities occurring in online or face-to-face classes may be used solely for internal class purposes by the faculty member and students registered for the course, and only during the period in which the course is offered. Instructors who wish to make subsequent use of recordings that include student activity may do so only with informed written consent of the students involved or if all student activity is removed from the recording.

### **[School of Communication Student Diversity, Equity and Inclusion](#)**

As Loyola's mission statement holds, "We are Chicago's Jesuit, Catholic University-a diverse community seeking God in all things." Together, as a community rich in diversity, we are called to "expand knowledge in the service of humanity through learning, justice and faith."

Recognizing and appreciating the diverse collection of identities, experiences, perspectives, and abilities of the students, faculty, staff, and community partners with whom we collaborate, the School of Communication commits itself to enriching academic experiences through the advancement of diversity, equity, inclusion, anti-racist, and anti-oppressive practices.