***Masks are Strongly Encouraged although Optional***

***EXAMPLE SYLLABUS--*REPUTATIONAL RISK AND CRISIS MANAGEMENT**

**MKT 372.27 Unique # Fall, 2022**

**Tuesday and Thursday 9:30-10:45a in TBA**

**Dr. Linda L. Golden**

**Professor of Marketing and Joseph Blades Professor in Risk Management**

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**Office Hours: 9:00am outside the classroom and by appointment**

**TA: TBA**

***When you email Dr. Golden, always copy the TA and when you email the TA, always copy Dr. Golden. We will act as back-up for each other to make sure your emails are answered timely. Dr. Golden will be your primary contact person for questions. Due to technological limitations regarding electronic copies please use the utexas emails above instead of emailing Dr. Golden and Ms. Shah via Canvas unless absolutely necessary on your part.***

**Course Delivery**

**All classes will be offered in person in the assigned classroom (as known on August 18, 2021). In addition, classes will be on Zoom live beginning the second class day to reduce classroom density. Classes will be recorded and uploaded for your further review. All tests will be delivered via Canvas and can be taken either remotely or in the classroom.**

**Course Mission**

Reputational risks and crises of all types are inevitable. Failures due to these risks and crises are not inevitable. In today’s world, crises and risks are all around us and often (if not always) carry a reputational risk that has business, social and/or marketing implications. *The mission of this course is to help equip you to develop your decision-making tools to identify and effectively address risks and crises in our increasingly risk-laden dynamic and uncertain world. Crises are of many types and being prepared personally and professionally will help mitigate the damage.* Unanticipated reputational crises can destroy a brand, enterprise, firm or person and their reputation. Properly anticipated, the damage, reputational or otherwise, from a crisis may be mitigated or, possibly, avoided totally. Marketing and communications play a substantial role in both risk assessment and crisis management processes. This course seeks to increase your awareness of dimensions of reputational risks so you can manage them more effectively while giving you more perspective on the complex inter-relationships of elements and disciplines at work in business development and management. Building and preserving your reputation is critical and impacts all image aspects.

**“It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you’ll do things differently.” Warren Buffett** <https://www.cnbc.com/2017/05/01/7-insights-from-legendary-investor-warren-buffett.html> (accessed August 21, 2019)

 **Learning Goals**

The student exiting this course should be able to:

* Develop a plan to identify potential risks and crises on the horizon (including those of social media and viral communications),
* Think constructively about how to plan for and manage the impact of a crisis,
* Better represent a brand or enterprise experiencing the crisis to target markets,
* Create scenario planning and training to be prepared for crises,
* Have a perspective on leadership and organizational behavior in a crisis,
* Appreciate the importance of unified, constructive crisis communication plan,
* Apply the basics of a reputational crisis risk management plan,
* Understand the importance of reputation and basic marketing tools, and
* Further develop your problem identification and critical thinking skills and learn from others’ actions to avoid or reduce your crisis risks.

An important goal of this course is to provide you with perspectives and tools to be able to manage more effectively in the ever-changing environment of the future that is increasingly uncontrollable. No one can predict the future, yet, with effective planning you can be prepared for the surprises.

**Student Class Preparation and Required Readings**

This is not a lecture course, *per se*. We will rely heavily on your input and contributions to class discussions. For a successful learning environment, you are expected to come to class prepared, having read the material assigned for a given day. Your colleagues and I are depending on your preparation and oral contributions.

Two books are required for this course. We will read *Rethinking Reputational Risk* first*.*

• Anthony Fitzsimmons and Derek Atkins (2017), *Rethinking Reputational Risk.* Great Britain: Kogan Page, LTD.

• John Kotter and Holger Rathgeber (2017), *Our Iceberg Is Melting, Changing and Succeeding Under Any Conditions*. New York: St. Martin’s Press.

Articles on special topics will be provided via Canvas postings. You are responsible for keeping on top of Canvas postings whether you receive an email push about an uploaded addition.

**Transdisciplinary and Integrative Format and Course Content Context:**

**Marketing, Risk and Reputation Management**

This course will combine student presentations and student-led discussion with lectures and in-class activities led by the professor and occasional guest speakers. Hence, there is an emphasis on your coming to class prepared—your contributions are an important part of the skills and learning we will gain in this class. There will be both group and individual work, as well as tests over basic material, connections and application skills. Current “pop-up cases” will be used when helpful.

Throughout this content, marketing techniques and strategy will play an important role in addressing reputational risk. “Know Your Target Market” has never been more important than it is with managing risk, including reputational risk and managing a crisis. Marketers spend a great deal of time and money building a brand image, and one market action, for example a tweet, can quickly erase or change all that was built. Effectively managing risk requires a solid foundation in marketing basics. We will refresh those in this course as per the below.

*Marketing is that set of functions and activities responsible for facilitating exchange*. The goal is for that exchange to be a positive event for both the product/service source and the “customer” and can be an exchange of money, time, ideas and beyond. The basic marketing functions (price, place, product, promotion) are foundational to the success of any firm. And, marketing and risk management are necessities for all disciplines and areas of expertise. Without “sales” (exchange) the enterprise cannot sustain viably. In today’s world, responsible leadership is also a necessary part of sustainability (i.e., survival), as is total enterprise risk management (ERM).

**Grading**

The components of your grade are:

• Content and Application Presentation (group) -- 10 points

• Tests -- 80 points (four tests at 20 points each, three over *Rethinking Reputational Risk*

• Final Reputational Risk Application– 10 points

Your final letter grade is based on 100 total points using the following cut-offs:

A = 100-94 points, A- = 93-90 points

B = 89-90 points\*

 C = 79-70 points\*

D = 69-60 points (below 60 = F)\*

\*The top two points in the B, C and D categories determine B+, C+ and D+ (89-88, 79-78, 69-68). Likewise, the bottom two points in the B, C and D categories will fall into the “minus” range for that letter grade, respectively.

*The Day-by-Day Assignment Syllabus is separate and will be provided after group formation and presentation dates are determined. Please read the first two chapters of Rethinking Reputational Risk for the second week of class.*

**Instructions and Basic Information for Content Presentation**

Early in the semester you will self-select three person groups for class presentation responsibility. Each group will be responsible for:

 1) Presenting selected basic *content* information (*not a book review*),

 2) Discussing *applications* and/or examples for the content, and

 3) Involving the class in a discussion of the material. *Expect comments during your*

 *presentation from both the professor and classmates.*

Thus, your presentation will cover your *selected* basic concepts from a given day’s reading assignment (your “concept aspect”), as well as provide application ideas. You will be leading a discussion that engages your colleagues (“discussion aspect”). You and your team will submit several rank ordered date presentation day preferences and one will be assigned.

Some basic guidelines are:

* Your presentation should be in a PowerPoint or other digital format and may contain other visuals (videos, graphics, etc.).
* Your presentation is to contain active, involved discussions with the class.
* You are to prepare for a 40-minute presentation with the remaining time available for professor-led discussion. The time limit will be strictly enforced and the group is to remain active for further discussion.
* Each group member is to be actively involved in the real time presentation in some way.
* Draw explicit linkages between the concepts and examples, as well as respond meaningfully to your colleagues’ contributions.

Each group *MUST* email their PowerPoint/presentation slides (with any embedded videos) to Dr. Golden and your TA by noon the day before your presentation. If you have any special needs for your presentation, please let us know the week before. Your presentation will account for 10 percent of your final grade (the whole group will receive the same grade), so it is important to be a *cohesive* *group that practiced* and demonstrates your ability to work together. Specific grading criteria will include your content, your team cohesiveness, preparation, quality of meeting assignment requirements (concept, application, engaging class discussion), communication clarity, as well as content and presentation quality.

**Final Reputational Risk Application**

This is an integrative application of concepts and tools you will have been exposed to using *Our Iceberg Is Melting*. The general goal is to interactively apply these to the Iceberg crisis situation. Additional information and discussion of this short paper (5 pages, double-spaced) forthcoming.

**Canvas and E-mail**

You can access course information easily and monitor your grades, through Canvas (canvas.utexas.edu) using your UTeid. All course materials will be posted to that site (e.g., syllabus, assignments, grades, day-to-day schedule, non-text readings, etc.). You are responsible to stay informed and read all postings and materials on Canvas related to this class. Please make sure you keep your email current with UT.

Use of E-mail for Official Correspondence to Students: All students should be familiar with the University’s official e-mail and student notification policy. It is the student’s responsibility to keep the University informed as to changes in his or her e-mail address. Students are expected to check their e-mail on a frequent and regular basis in order to stay current with University-related communications, recognizing that certain communications may be time-critical. The complete text for this policy and instructions for email address updating are available on UT’s main websites.