

Lecturer's Guide to Corporate Reputation and Competitiveness by Gary Davies, with Rosa Chun, Rui da Silva and Stuart Roper

The guide includes the following:

- 1) A course outline for a 30 hour course
- 2) Powerpoint slides for 9 lectures
- 3) A reading list
- 4) Website links

Course Outline

At MBS we teach Corporate Reputation as a 30 hour option on our full time and executive MBA programmes and as a 20 hour option on a modular course for executives. It is also taught as a core course on a specialist Masters in our sister University UMIST on their MSc in Corporate Communications. Shorter versions of as little as 3 to 8 hours are given on fulltime executive courses. What follows is the 30 hour programme, 9 lectures of about 1.5-2 hours each, and an indication of the type of case material we use in the second half of each teaching slot. We use the final session for an exam and project presentations. We position the material within the strategy field, although it can also be positioned within marketing. However we do emphasize in the book and the lectures that we see Reputation Management as a strategic framework, particularly for service businesses in both the public and private sectors.

Aims:

The aims of the typical course are:

1. To introduce key concepts of reputation management
2. To examine the basis of corporate reputation and factors which are important in building and maintaining reputation
3. To examine how corporate reputation can be a framework for the management of business strategy.

Learning Objectives:

By the end of the course, students should be able to:

1. Define and illustrate the key components of corporate reputation
2. Critically evaluate the effectiveness of alternative approaches to promoting and protecting corporate reputations

Outline the main elements of a reputation-based approach to business strategy

Lecture 1 A Brief History of Strategic Thought

In this lecture we position reputation within the changing thinking about strategic management. We manage expectations about the course and introduce the assessments.

Key reading: Chapter 1

Lecture 2 The Traditional Approach to Managing Corporate Reputation

Here we cover what is Public Relations, Corporate Communications and what is different about Reputation Management, focusing on the longer term, strategic nature of the latter, contrasting this with the more reactive issues based approach that is PR. We use a case study on Nike's problems over its use of third world labour and ask students to debate how this should be handled. We ask the question whether Nike's values are behind their market actions and whether these are generally accepted or whether the issues are irrelevant to Nike's core customer.

Key reading Chapter 2

Lecture 3 The Reputation Paradigm

Here we identify the main tenets of the reputation paradigm, what those working in and researching reputation share in their beliefs. We use a business game written around the rankings of business school MBA programmes to illustrate the issues surrounding the use of rankings.

Key reading Chapter 3

Lecture 4 The Company as a Brand

Here we explore what messages and models there are in the branding literature that might be useful in understanding reputation management. Often corporate brand management and reputation management are seen as synonymous. While we do not agree with this, we recognize that there is much to learn from the branding perspective. Where we differ is on the role of advertising. We use a case study on Levi Jeans to illustrate corporate versus product branding.

Key reading Chapter 4

Lecture 5 Defending Reputation: Crisis Management

We spend two lectures on this topic, mainly because of the number of case studies we use to illustrate both dealing with crises and with pressure groups. Some of the cases we use are in the book.

Key reading Chapter 5

Lecture 6 Harmonizing Image and Identity

This is where we have probably added most to the subject matter. We introduce our approach to measuring reputation and discuss some of our findings.

Key reading Chapters 6 and 7

Lecture 7 Visual Identity

This tends to be a short lecture but can be enhanced depending upon the audience. We tend to focus on the introduction of a new corporate visual identity here at MBS as part of our own 'reputation management'.

Key reading the second half of Chapter 10

Lecture 8 Reputation and Financial Performance

This topic has been an underlying theme throughout the course but here we try to nail it down and answer the question what reputation and its management are worth in financial terms?

Key reading Chapter 9

Lecture 9 The Personality of the Organization

Here we discuss what it is like to be a customer or employee of the different types of organization that can be identified using our approach to reputation management.

Key reading Chapter 11

Useful Website links

Our own web-pages list many of our publications www.mbs.ac.uk/corporate/cri/index.cfm

One of the more useful web sites is that of the Reputation Institute who organize the main annual conference on reputation www.reputationinstitute.com .

Reading list: Corporate Reputation and Competitiveness

Main Text Book:

Davies, G., Rosa. Chun, Rui daSilva, Stuart Roper (2003) *Corporate Reputation and Competitiveness*, London: Routledge

Recommended Readings

Aaker, David A. and Joachimsthaler, Erich (2000) *Brand leadership*, New York: The Free Press.

Davies, Gary and Louella Miles (1998) "Reputation Management: Theory versus Practice", *Corporate Reputation Review*, 2 (1), pp. 16-27.

Fombrun, Charles J. (1996) *Reputation: Realizing Value from the corporate image*, Boston, MA: Harvard Business School Press.

Fombrun, Charles J. and Cees B. M. van Riel (1997) "The Reputational Landscape", *Corporate Reputation Review*, 1 (1/2), pp. 6-13.

Hatch, Mary Jo and Majken Schultz (2001) "Are the Strategic Stars Aligned for Your Corporate Brand?", *Harvard Business Review*, (February), pp. 128-134.

Majken Schultz, Mary Jo Hatch and Mogens Holten Larsen (eds.), *The Expressive Organization: Linking Identity, Reputation and the Corporate Brand*, New York: Oxford University Press.

Supplementary Readings

A. Schlesinger (1994) "Putting the Service Profit Chain to Work", *Harvard Business Review*, 72 (March-April), pp. 164-174.

Albert, Stuart and David Whetten (1985) "Organizational Identity", In *Research in Organizational Behavior*, L.C. Cumming and B.M. Staw (eds.), Greenwich, CT: JAI Press, pp. 263-295.

Brown, B. and S. Perry (1994) "Removing the Financial Performance Halo From Fortune's Most Admired Companies", *Academy of Management Journal*, 37, pp. 1347-1359

Elsbach, Kimberly D. and Roderick M. Kramer (1996) "Members' responses to Organizational identity treats: Encountering and countering the Business Week Rankings", *Administrative Science Quarterly*, 41, pp. 442-476.

Financial Times "FT Survey: World's Most Respected Companies".

Fombrun, Charles J. and Mark Shanley (1990) "What's in a Name? Reputation Building and Corporate Strategy", *Academy of Management Journal*, 33, pp. 233-258.

Fombrun, Charles J., Naomi A. Gardberg and Joy M. Sever (2000) "The Reputation Quotient: A Multiple Stakeholder Measure of Corporate Reputation", *The Journal of Brand Management*, 7 (4), pp. 241-255.

Fortune "America's Most Admired Companies".

Heskett, James, Thomas O. Jones, Gary W. Loveman, W. Earl Sasser, Jr. and Leonard A. Schlesinger (1994) "Putting the Service Profit Chain to Work", *Harvard Business Review*, 72 (March-April), pp. 164-174.

McEwan, Tom (2001) *Managing values and beliefs in organizations*, Essex: Prentice Hall, Chapter 15.

Olins, Wally (1978) *The Corporate Personality: An Inquiry into the Nature of Corporate Identity*, London: Design Council.

Weigelt, Keith and Colin Camerer (1988) "Reputation and Corporate Strategy: A Review of Recent Theory and Applications", *Strategic Management Journal*, 9, pp. 443-