



Curriculum for the
Bachelor of Science in
Strategic Communication
2016-2018 Catalogue

THE DEPARTMENT OF STRATEGIC COMMUNICATION

Chairperson of the Department: PROFESSOR DAVID MARSHALL

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The Bachelor of Science in Strategic Communication combines public relations, advertising and other communication disciplines. To be successful in the 21st Century requires that students still learn how to identify key stakeholder publics and determine how to reach them. But the integration of media platforms and the proliferation of new media technologies have made that a more complex process requiring much more strategically focused approaches. In addition to learning how to write and develop materials for the traditional media, students will learn how to use social media and other emerging technologies to ensure that all appropriate publics are reached.

As important as classroom instruction is, students need practical, hands-on experiences in as real world a setting as possible. They will get those experiences through The Strategy Shop, a School of Global Journalism and Communication in-house strategic communications operation. Students will create real communications campaigns for real clients in a faculty-supervised setting.

Finally, because the world is interconnected in ways never dreamed possible in earlier decades and because so many businesses and organizations operate across national boundaries, the major in Strategic Communication has an important global focus. That focus has two directions. First, students will learn about creating and executing communications campaigns for targeted audiences in different parts of the world in ways that recognize the diversity of those audiences. Second, students will learn how the strategic communications process is viewed in other nations and how that affects how the process is done.

GOALS

The following are the broad educational goals for the major in Strategic Communication:

- to increase the numbers of highly trained strategic communication professionals, especially from among minorities and urban citizens;
- to provide students with a understanding of strategic communication and the role it plays in identifying stakeholder publics and in designing and creating ethical messages to inform, to persuade, to manage crises and more;
- to provide students with a global perspective about strategic communication and how it is perceived and accomplished in nations other than the United States;
- to provide students with an understanding of strategic communication ethics and with basic media law, and
- to provide students with hands-on experiences with strategic communications processes.

LEARNING OUTCOMES

The following are the learning outcomes expected for students in the Strategic Communication major.

- Students will be able, under deadline, to craft compelling, accurate and ethical messages that adhere to styles appropriate to the media for which they are writing and are appropriate to the stakeholder publics for which they are intended.
- Students will be able to communicate messages in multiple formats, including through mobile devices, social media and other new technologies.
- Students will be able to demonstrate proficiency in research and information gathering techniques, including the wide range of digital sources that are available.
- Students will be able to demonstrate proficiency in the various techniques of presenting messages including, but not limited to audio/video recording and editing, print media and digital media.

- Students will be able to demonstrate proficiency in identifying stakeholder publics, developing campaigns to reach those publics and in creating messages that use the appropriate means of reaching those publics by their participation in The Strategy Shop strategic communications agency that is part of the SGJC.

Requirements for the Major in Strategic Communication

The Bachelor of Science degree in Strategic Communication requires students to complete 48 credits in the major. These include 24 credits of core courses required of all students in the SGJC along with 12 credits of required courses in the major and 12 credits of major elective courses. In addition, students must complete all University and General Education Requirements. To ensure that all Strategic Communication students have the opportunity to gain a genuine global perspective, six credits of the same foreign language or courses focused on a global culture are required. Finally, students must also complete 24 credits of free electives from *outside* the School of Global Journalism and Communication. This is a requirement for accreditation by the Accrediting Council for Education in Journalism and Mass Communication. It is strongly recommended, but not required, that those free electives be concentrated in a single discipline.

University General Education Requirements		40 credits	
University Requirements		2 credits	42 credits
Foreign Language/Global Culture Requirement		6 credits	48 credits
Out of Unit Free Electives		24 credits	72 credits
School Required Core Courses		24 credits	96 credits
<ul style="list-style-type: none"> ➤ COMM 201 – Fundamentals of Multiplatform Writing ➤ COMM 202 – Introduction to Multiplatform Production ➤ COMM 203 – Media Literacy in a Diverse World ➤ COMM 204 – Information Gathering and Research ➤ COMM 240 – Digital Media ➤ COMM 370 – Mass Communication Law and Ethics ➤ COMM 490 – Internship I ➤ COMM 497 – Senior Capstone Project 			
Individual Department Required Courses		12 credits	108 credits
<ul style="list-style-type: none"> ➤ SCOM 200 Introduction to Strategic Communication ➤ SCOM 220 Strategic Communication Writing ➤ SCOM 325 Strategic Communication Campaigns ➤ SCOM 351 Strategic Communication Practicum 			
Individual Department Electives		12 credits	120 credits
(Students will choose 12 credits from among the 3-credit courses listed below.)			
<ul style="list-style-type: none"> ➤ SCOM 225 Strategic Communication Theory and Practice ➤ SCOM 230 Copywriting and Visualization ➤ SCOM 312 Organizational Communication ➤ SCOM 313 Event Planning and Management ➤ SCOM 350 Evaluating Strategic Communications Campaigns ➤ SCOM 353 Strategic Communication and the Not-for-Profit Organization ➤ SCOM 355 Strategic Communication and Social Media ➤ SCOM 365 Strategic Communication and Reputation Management ➤ SCOM 402 Persuasion and Persuasive Writing ➤ SCOM 413 Strategic Communication for Leadership and Team Development ➤ SCOM 414 Strategic Communication and Conflict ➤ SCOM 420 Case Studies ➤ SCOM 425 Issues Management 			

- SCOM 430 Media Planning
- SCOM 450 Strategic Communication and Government
- SCOM 451 Strategic Communication and Politics
- SCOM 453 Propaganda as Strategic Communication
- SCOM 480 Global Strategic Communication
- SCOM 498 Special Topics

- COMM 300 Communication and the Black Diaspora
- COMM 314 Global Communication

- Students may also choose up to six (6) credits from the departments of Multimedia Journalism (MMJN) and Multiplatform Production (MPPD).

COURSE DESCRIPTIONS FOR REQUIRED CORE COURSES

ORSJ 101- Freshman Orientation for School of Global Journalism & Communication Majors – *One hour; one credit* – This course introduces students to the expectations and demands of higher education, to the legacy and tradition of Morgan State University, to college survival strategies, to the academic requirements for the programs in the School of Global Journalism & Communication and to the array of career opportunities in the journalism, production and strategic communication fields. Students enrolled in this class are required to attend all University convocations and other prescribed extra-curricular activities. They are also required to hold conferences with their academic advisors in order to pass the course. Students transferring 24 or more credits to the University when admitted are exempted from this requirement. (FALL)

COMM 201 – Fundamentals of Multiplatform Writing – *Three hours; 3 credits* – This course introduces students to writing in a professional environment and to the styles of writing for various mass media platforms. As a result, assignments will introduce the fundamentals of reporting and newsgathering and serve as an overview of basic journalistic writing and visual storytelling. This course should be taken in the same semester with COMM 202 – Introduction to Multiplatform Production. [Formerly COMM 102] **Prerequisites:** ENGL 101 and ENGL 102 passed with a grade of “C” or better. (FALL/SPRING)

COMM 202 – Introduction to Multiplatform Production – *Three hours; 3 credits* – This course will introduce students to the skills they will need to produce multimedia, multiplatform packages for use in reporting stories and conducting communications campaigns. Students will learn the basics of camerawork, audio recording and editing for the various media. This course should be taken in the same semester with COMM 201 – Fundamentals of Multiplatform Writing. **Prerequisites:** ENGL 101 and ENGL 102 passed with a grade of “C” or better. (FALL/SPRING)

COMM 203 – Media Literacy in a Diverse World – *Three hours; 3 credits* - This course examines mass media and the social, economic and psychological roles and impact that they have in different societies. Emphasis will be placed on how media shape perceptions about race, religion, gender, ability, sexual orientation, etc. Students will learn how media shape our perceptions about other nations and shape other nations’ perceptions about us. Students will also learn the roles media play in helping to shape and reflect culture and the important roles that media consumers play in the mass communication process. [Formerly BROA 200/TELC 202] (FALL/SPRING)

COMM 204 –Information Gathering and Research – *Three hours; 3 credits* – This course focuses on information gathering and research for media professionals. Areas of focus include critical thinking, computer search tools, writing, editing, information use, language use, interviewing, research tools, library use, government documents (including Freedom of Information Requests), business documents, human sources, etc. The course prepares students to conduct research and to assess and use information in media-related decision making. Emphasis will also be given to the ethical collection, analysis and reporting of information discovered during the research process. [Formerly COMM 200] **Prerequisites:** COMM 201 and COMM 202 with a grade of “C” or better. (FALL/SPRING)

COMM 240 – Digital Media – *Three hours; 3 credits* – This course introduces the many ways digital media affect communication in a modern world. Students gain an understanding of the unique possibilities and limitations of digital media by learning the theories, techniques, technologies and methods of storytelling on traditional and multimedia

platforms. The course will examine how storytellers adapt their stories, methods and technologies for communicating their experiences to the rest of the global society. **Prerequisites:** COMM 201 and COMM 202 with a grade of “C” or better. (FALL/SPRING)

COMM 370 – Mass Communication Law and Ethics – *Three hours; 3 credits* – This course covers principles and case studies in communication law, constitutional guarantees, libel, privacy, contempt, privilege, copyright and government regulatory agencies in the United States and in other nations around the world. Attention will focus on how law and the regulatory environments are similar to and different from those in the U.S. The course will also introduce students to concepts that will help them make the ethical decisions involved while working as journalism, strategic communication and media production professionals. **Prerequisites:** COMM 201, COMM 202, COMM 203 and COMM 204 with a grade of “C” or better. (FALL/SPRING)

COMM 490 – Internship – *Nine hours; 3 credits* – This course provides opportunities for students to obtain supervised practical work experiences in their respective majors at an off-campus site approved by the instructor and the Department Chairperson. **Prerequisites:** Completion of MMJN 350, MPPD 350 or SCOM 351 with a grade of “C” or better. (FALL/SPRING)

COMM 497 – Senior Capstone Project – *Nine hours; 36 credits* – In this course, students will apply the skills they have learned in their practically-based courses and the theory and knowledge that have learned in their classroom-based courses to a major project which demonstrates their mastery of those skills. Students must choose the option that matches their major area. **Prerequisites:** Senior Status, Completion of all SGJC Core and Required Courses in the Major with a grade of “C” or better and Approval of Advisor. (FALL/SPRING)

COURSE DESCRIPTIONS FOR COURSES IN THE DEPARTMENT OF STRATEGIC COMMUNICATION

SCOM 200 – Introduction to Strategic Communication – *Three hours; 3 credits*. This course emphasizes theory and practice associated with the advancement of an organization’s mission, vision, product and/or service. Specifically, the course focuses on the persuasive use of messaging in an organizational context. Students will be introduced to the concepts, skills and issues associated with different types of strategic communications campaigns and the different styles and formats in the development of messages to reach various audiences, both internal and external, to the organization. The goal of the course is to create strategic communicators who are able to understand messaging so that it can facilitate an organization achieving its goals. [Formerly PRAA 200] **Prerequisites:** COMM 201 and COMM 202 with a grade of “C” or better. (FALL/SPRING)

SCOM 220 – Strategic Communication Writing – *Three hours; 3 credits*. This course covers both the basic and foundational principles of message design in traditional business and professional communication, as well as the emerging principles of message design in the digital age. Topics range from message design for traditional print materials and mass media messages to Internet-based materials and social media messages within and outside an organization. [Formerly PRAA 320] **Prerequisites:** COMM 201, COMM 202 and SCOM 200 with a grade of “C” or better. (FALL/SPRING)

SCOM 225 – Strategic Communication Theory and Practice – *Three hours; 3 credits*. Application of communication theory and social science methods to the research, planning, communication, and evaluation aspects of the public relations process in business, government, associations, and other organizations will be studied. Also addressed will be the evolution of SCOM principles and practice directed from the theoretical perspective through its influences on in-house SCOM function and agency SCOM. Focus is on the theoretical context of different types of SCOM activity, supplemented by intense practical assignments to encourage a 'learning-by-doing' approach. [Formerly PRAA 220] **Prerequisites:** COMM 201, COMM 202 and SCOM 200 with a grade of “C” or better. (FALL/SPRING)

SCOM 230 – Copywriting and Visualization – *Three hours; 3 credits*. The course provides practical instruction and experience in basic copywriting for various strategic communication media, including print and broadcast media, various collateral media, billboards and other forms. It will focus on developing and applying creative strategies for print and electronic media. [Formerly PRAA 230] **Prerequisites:** COMM 201, COMM 202, SCOM 200 and SCOM 220 with a grade of “C” or better or Permission of the Instructor. (OFFERED AS NEEDED)

SCOM 312 – Organizational Communication – *Three hours; 3 credits.* This course explores communication theory as applied to a variety of organizational contexts and situations. Students will experience the opportunity to increase effectiveness in organizational settings and develop the ability to make a special contribution to any organization with which they are associated. [Formerly SPCH 312] (OFFERED AS NEEDED)

SCOM 313 – Event Planning and Management – *Three hours; 3 credits.* The course examines the communication processes involved in preparing for, executing and following up on large and small scale briefings, meetings, conferences, conventions, special events and other gatherings. Areas of focus include proposal making, agendas, logistics and other arrangements. Important emphasis is placed on practical, hands-on experience. [Formerly SPCH 313] (OFFERED AS NEEDED)

SCOM 325 – Strategic Communications Campaigns – *Three hours; 3 credits.* This course emphasizes best practices in strategic communication for internal and external publics, as socially responsible citizens and professional practitioners. The course involves planning for diverse populations, including global stakeholders. [Formerly PRAA 325] **Prerequisites:** COMM 201, COMM 202, COMM 204, SCOM 200 and SCOM 220 with a grade of “C” or better. (FALL/SPRING)

SCOM 350 – Evaluating Strategic Communications Campaigns – *Three hours; 3 credits.* This course focuses on review, creation and testing of both qualitative and quantitative methods of evaluating the effectiveness of strategic communications campaigns. Skills are developed in application of techniques as well as in interpretation and criticism of studies in strategic communication. The course will focus on the methods used to identify, describe and evaluate stakeholders, determine message effectiveness and improve strategies and communications. [Formerly PRAA 350] **Prerequisites:** COMM 201, COMM 202, COMM 204, SCOM 200, SCOM 220 and SCOM 325 with a grade of “C” or better, or Permission of the Instructor. (OFFERED AS NEEDED)

SCOM 351 – Strategic Communication Practicum – *Nine hours; 3 credits.* This course allows students to apply strategic communication theory to practical problems in supervised, on-campus work experiences. Students will work in The Strategy Shop or with approved on-campus offices or organizations. It is intended to prepare students for professional internships. This course must be taken before enrolling in COMM 490 – Internship I. **Prerequisites:** COMM 201, COMM 202, SCOM 200 and SCOM 220 with a grade of “C” or better. (FALL/SPRING)

SCOM 353 – Strategic Communication and the Not-for-Profit Organization – *Three hours; 3 credits.* This course is a study of the unique challenges of strategic communications for the not-for-profit sector. Topics will include fundraising, lobbying, working with volunteers, media relations and the overall strategic communication program. Students will gain practical experiences through contacts with community not-for-profit groups. [Formerly PRAA 353] (OFFERED AS NEEDED)

SCOM 355 – Strategic Communication and Social Media – *Three hours; 3 credits.* This course is designed to provide students with an understanding of how social tools relate to the practice of strategic communications, including marketing, advertising, public relations and not-for-profits, as well as the impact of the social media on societies and marketplaces. The course will balance academic considerations and practical applications, incorporating the use of social media and other relevant tools. Students will participate in virtual community discourse, create content and interact with other professionals in the field and reflect critically on their experiences. This course will help foster the skill in applying the core principles and practices of strategic communications to social media in productive, creative, intelligent and ethical ways. **Prerequisites:** COMM 201, COMM 202, COMM 240 and SCOM 200 with a grade of “C” or better. (OFFERED AS NEEDED)

SCOM 365 – Crisis Communication and Reputation Management – *Three hours; 3 credits.* This course explores the communicative dynamics that both prevent and cause organizational crises. Through case studies, the class examines how people plan, communicate and make good decisions in high risk situations, as well as how to manage crises effectively. Students will apply concepts, theories and frameworks to research, design and deliver crisis communication plans as well as gain practice in issues management, crisis communication and social advocacy in the management of an organization’s reputation and image. (OFFERED AS NEEDED)

SCOM 402 – Persuasion and Persuasive Writing – *Three hours; 3 credits.* The course explores theories and techniques of persuasion in social and mass contexts as they are applied to contemporary society. Areas of concern include government, politics, strategic communication and more. Emphasis will also be placed on writing persuasive messages. Commercials, public service announcements and public statements are examples. [Formerly SPCH 402] **Prerequisites:** COMM 201, COMM 202 and SCOM 220 with a grade of “C” or better. (OFFERED AS NEEDED)

SCOM 413 – Strategic Communication for Leadership and Team Development – *Three hours; 3 credits.* This course provides theoretical and methodological approaches to emerging forms of leadership and team building, emphasizing the importance of communication to the successful outcomes of both. It explores the dynamics affecting one’s ability to lead and to follow and how to transform personal leadership into strategic organizational outcomes in a rapidly changing environment. Issues of authority, succession, collaboration and competition, information diversity, conflict and intercultural competence are addressed using contemporary research from communication and organizational scholars. [Formerly SPCH 413] (FALL)

SCOM 414 – Strategic Communication and Conflict – *Three hours; 3 credits.* This course analyzes the role of communication in processing, understanding, mediating and negotiating interpersonal, small group, intergroup, national and global conflicts. As governments, corporate and not-for-profit organizations realize the value of diversity for strategic advantage, intellectual, skilled and knowledgeable workers are sought from different parts of the world to work in the “new” multicultural, multiethnic and multiracial organization. With diversity, comes the challenge of creating new communication and organizational structures to facilitate evidential differences. The course is also designed to create awareness of the often latent and covert aspects of differences that influence conflict at the various levels identified, and offers theoretical analysis and practical methodologies which equip students to respond to these challenges. [Formerly SPCH 414] (SPRING)

SCOM 420 – Case Studies in Strategic Communication – *Three hours; 3 credits.* The course will use both successful and unsuccessful strategic communications campaigns to equip students with the skills needed in day-to-day practice. The case studies will help students determine objectives, provide insights into media choice decisions, look at message strategies and develop skills for evaluating the success or failure of particular strategic communications efforts. [Formerly PRAA 420] **Prerequisites:** COMM 201, COMM 202, SCOM 200, SCOM 220 and SCOM 325 with a grade of “C” or better. (OFFERED AS NEEDED)

SCOM 425 – Issues Management – *Three hours; 3 credits.* This course focuses on the study of the impact of public policy and emerging issues on corporate and social responsibility and government relations, including policy research. It emphasizes the evaluation of communications, marketing and advertising strategies as they positively and negatively impact client relations and business practices. The course also provides an understanding of how crises affect an organization’s strategic communications efforts. Students will learn how to recognize, analyze and understand crises and to develop and implement appropriate communication responses and crises management plans. **Prerequisites:** COMM 201, COMM 202, SCOM 200 and SCOM 220 with a grade of “C” or better. (OFFERED AS NEEDED)

SCOM 430 – Media Planning – *Three hours; 3 credits.* This course focuses on selecting, scheduling and buying of advertising media time and space. The course also introduces students to the strategies, techniques and problems of planning and buying media. Students will learn how to buy space and time effectively and economically. There is also focus on the use of computer software for solving media problems. [Formerly PRAA 430] **Prerequisites:** COMM 201, COMM 202, SCOM 200 and SCOM 220 with a grade of “C” or better. (OFFERED AS NEEDED)

SCOM 450 – Strategic Communication and Government – *Three hours; 3 credits.* The course examines the roles and uses of strategic communication by all levels of government. Topics will include working with the media, cross-branch lobbying, legal constraints and ethical issues. Case studies will be used for analysis and review. [Formerly PRAA 450] (OFFERED AS NEEDED)

SCOM 451 – Strategic Communication and Politics – *Three hours; 3 credits.* The course examines the roles and uses of strategic communication in the political arena. Topics will include the roles strategic communication has played in political campaigns, the ethics of damage control and “spin,” the ways public relations and advertising have affected our views of candidates and political officials and topical issues of importance and concern. Case studies will be used for analysis and review. [Formerly PRAA 451] (FALL-EVEN)

SCOM 453 – Propaganda as Strategic Communication – *Three hours; 3 credits.* This course examines the roles of strategic communication in organized campaigns of propaganda. Examples of attempts at thought control are drawn from history and present day and from nations worldwide and range from the relatively harmless to the dangerous. [Formerly PRAA 453] (OFFERED AS NEEDED)

SCOM 480 – Global Strategic Communication – *Three hours; 3 credits.* This course explores comparative analyses of the different strategic communication models and practices worldwide, the implications of convergence of media technologies to the strategic communication industries and understanding the impact of globalization as a technological, economic and cultural phenomenon and its relevance for strategic communications professionals. Consideration is also given to the political, social, economic and historic contexts affecting strategic communication practices across national borders. (OFFERED AS NEEDED)

SCOM 498 – Special Topics – *Three hours; 3 credits.* This course provides advanced Strategic Communication majors with an opportunity for in-depth study of a selected specialized area of strategic communication based upon faculty and student interest. [Formerly PRAA 489, 498] **Prerequisite:** Permission of the Instructor (OFFERED AS NEEDED)

COMM 300 – Communication and the Black Diaspora – *Three hours; 3 credits.* The course surveys the history and development of communication in the Black Diaspora. Attention is given to those communication elements of the Black Diaspora that are unique to the United States and those that are shared throughout the world as well as those aspects that distinguish particular African global cultures. [Formerly SPCH 205] (FALL/SPRING)

COMM 314 – Global Communication – *Three hours; 3 credits* - Competent global communication skills lie at the heart of career success. This course provides opportunities for students to develop 21st Century skills of communicating with aptitude and clarity across and between globally connected cultures. Particular emphasis is placed on navigating increasingly interconnected and diverse work contexts that make up our world today. [Formerly SPCH 314] (OFFERED AS NEEDED)

MORGAN STATE UNIVERSITY
DEPARTMENT OF STRATEGIC COMMUNICATION
BACHELOR OF SCIENCE DEGREE IN STRATEGIC COMMUNICATION
SUGGESTED CURRICULUM SEQUENCE

FRESHMAN YEAR (FIRST SEMESTER)

XXXX – EC – General Education Requirement	3
ORIE 101 Freshman Orientation	1
XXXX – SB – General Education Requirement	3
XXXX – MQ – General Education Requirement	3
XXXX – HH – General Education Requirement	3
<u>XXXX – IM – General Education Requirement</u>	<u>3</u>
	16

FRESHMAN YEAR (SECOND SEMESTER)

XXXX – EC – General Education Requirement	3
XXXX – AH – General Education Requirement	3
XXXX – BP – General Education Requirement	4
XXXX – SB – General Education Requirement	3
<u>XXXX – Out-of-Unit Free Elective</u>	<u>3</u>
	16

SOPHOMORE YEAR (FIRST SEMESTER)

COMM 201 Fund. of Multiplatform Writing	3
COMM 202 Intro to Multiplatform Prod.	3
COMM 203 Media Literacy/Diverse World	3
XXXX – BP – General Education Requirement	3
<u>XXXX – AH – General Education Requirement</u>	<u>3</u>
	15

SOPHOMORE YEAR (SECOND SEMESTER)

COMM 204 Info. Gathering & Research	3
COMM 240 Digital Media	3
SCOM 200 Intro to Strategic Comm.	3
XXXX – CI – General Education Requirement	3
XXXX – CT – General Education Requirement	3
<u>PHEC XXX Physical Education Elective</u>	<u>1</u>
	16

JUNIOR YEAR (FIRST SEMESTER)

COMM 370 Mass Comm. Law & Ethics	3
SCOM 220 Strategic Comm. Writing	3
XXXX Foreign Language/ or Global Culture Requirement	3
XXXX Out-of-Unit Free Elective	3
<u>XXXX Out of Unit Free Elective</u>	<u>3</u>
	15

JUNIOR YEAR (SECOND SEMESTER)

SCOM 325 Strategic Comm. Campaigns	3
SCOM 351 Strategic Comm. Practicum	3
SCOM XXX Strategic Comm. Elective	3
XXXX Foreign Language/ or Global Culture Requirement	3
<u>XXXX Out of Unit Free Elective</u>	<u>3</u>
	15

SENIOR YEAR (FIRST SEMESTER)

COMM 490 Internship	3
SCOM XXX Strategic Comm. Elective	3
XXXX Out of Unit Free Elective	3
XXXX Out of Unit Free Elective	3
<u>XXXX Out of Unit Free Elective</u>	<u>3</u>
	15

SENIOR YEAR (SECOND SEMESTER)

COMM 497 Senior Capstone Project	3
SCOM XXX Strategic Comm. Elective	3
SCOM XXX Strategic Comm. Elective	3
<u>XXXX Out of Unit Free Elective</u>	<u>3</u>
	12

TOTAL CREDIT HOURS

120

