

COMM 329- ORGANIZATIONAL COMMUNICATION (MWF 2:00-2:50)

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Office Hours: MWF 12:00-1:00
MW 10:00-11:00
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Text [Required]:

Miller, K. (2015). *Organizational communication: Approaches and processes* (7th ed.). Stamford, CT: Cengage Learning.

Other Course Materials:

Supplemental readings may be assigned. They will be provided in class or via Blackboard.

Statement of Social Justice/ Non-Discrimination Policy: The College fully subscribes to the development of individuals as worthy persons who should be nurtured to their fullest potential regardless of race, color, creed, religion, age, gender, marital status, sexual orientation, veteran status, genetic predisposition, national or ethnic origin, or physical or mental disability.

The College's Policy Regarding Students with Disabilities: West Virginia Wesleyan College ensures that no qualified person shall, by reason of a disability, be denied access to, excluded from participation in, or denied the benefits of any program or activity operated by the College or be subjected to discrimination under any of its programs or activities. The College shall make reasonable accommodations to the known limitations of an otherwise qualified student with a disability to enable the qualified student with the disability to have equal access to educational opportunities, programs and activities. Section 504 of the Rehabilitation Act of 1973 [29 U.S.C. 794(a)] and Americans with Disabilities Act of 1990 (ADA) [42 U.S.C. § 12101, et seq.].

Catalog Description: A survey of organizational structure and process and the impact of organizational design on communication. Exploration of organizational communication theory and research with emphasis on preparing students to function effectively in formal organizations' dynamic communication systems and to solve problems involving the interactions of people and messages in organizations.

Learning Outcomes:

Course:

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

1. accurately describe key elements of the following theories: classical management, human relations, human resources, and critical
2. accurately describe key elements of the following processes: assimilation, organizational decision making, conflict management, change and leadership, emotion, organizational diversity, and technological
3. identify communication problems in a specific organizational setting
4. create a solution to an organizational communication problem

Department:

1. Students will demonstrate an ability to integrate self-knowledge and communication principles in order to evaluate the effectiveness and appropriateness of communication.
2. Students will demonstrate an understanding of communication theories, principles, and research methods.

COMM 329- ORGANIZATIONAL COMMUNICATION (MWF 2:00-2:50)

School:

1. Demonstrate competency in written and oral communication, and information literacy.
2. Illustrate competencies needed to function in an entry-level social science-related career and/or graduate education.

Policies:

Attendance: You should attend all class sessions. I expect you to be on time for class. If you miss a class session, you are responsible for all content, announcements, etc. that occurred in class that day. **You should attempt to find out what you missed in class from several classmates before you ask me what you missed.**

Should you have cause to miss a class in which an assignment is due, it is still your responsibility to make sure that the assignment gets to the instructor—one way or another—prior to the start of class.

If you become ill or have an emergency that will prevent you from attending class, you should contact me immediately. In worst case, send word with another student and contact me as soon as you can. If you wait to talk to me after an absence, then I must assume your absence was not legitimate.

If you miss three (3) or less classes, one test grade can be dropped. Three late arrivals to class will count as an absence.

Late Policy: Papers must be turned in at the start of the class period in which they are due. As all assignment due dates are in the syllabus calendar, be sure to allocate enough time during the semester to complete assignments of the appropriate quality by their due date. Late points will be deducted if the paper is not turned in at the beginning of class time. You will receive no credit for assignments turned in after the assignment has already been graded for the rest of the class.

Technology Policy

All non-class related technological devices should be off when class begins and should remain off until class ends. Your grade may be reduced if technology is being used during class.

Academic Integrity: Academic integrity violations (including cheating, plagiarism, and facilitating either) are serious matters and will not be tolerated. See the West Virginia Wesleyan College Student Handbook for further discussion. Any violations of academic integrity in will result in, at minimum, failure of the assignment and likely failure in the course. All incidents are reported to the Dean of the College.

Citation of Outside Sources/APA Format: The Department of Communication at WVWC utilizes the American Psychological Association style guide (APA). Citations in APA format are required when you paraphrase or directly quote from someone other than yourself. In text citations for direct quotations require quotation marks, name of author, year, and page number. Paraphrases (ideas or concepts discussed by an author expressed in your own words) require name of the author and year. A reference page is required anytime you are required to do an in-text citation in your paper. Grade reductions will occur for in-text and reference page citation errors for all assignments.

Additional Assistance: Students are encouraged to submit drafts of assignments for instructor comments. Each student is limited to one draft per assignment and drafts may be submitted in electronic or paper form, but in either form, the paper must be marked "DRAFT" in type at the top of the page in font size 20 or larger. The purpose of the draft option is to provide feedback on content and idea development, not for proofreading. Therefore, the student is responsible for all mechanical,

COMM 329- ORGANIZATIONAL COMMUNICATION (MWF 2:00-2:50)

grammar, etc. errors whether or not marked on a draft document. Drafts are due no later than 48 hours before the assignment is due and students are strongly encouraged to schedule an appointment with the instructor to discuss the draft.

Grading Philosophy: You have the opportunity to earn up to 500 points in this course. Below are the details of the allocation of those points. At the conclusion of the semester, your earned point total will be totaled and divided by the number of points possible. The resulting percentage will determine your final course letter grade, based on the scale below. Students are responsible for keeping track of their own grades.

Final grades will be assigned on the following basis:

93% and above = A	90-92.99% = A-	87 – 89.99% = B+
83 – 86.99% = B	80-82.99% = B-	77 – 79.99% = C+
73 – 76.99% = C	70 – 72.99% = C-	67 – 69.99% = D+
63 – 66.99% = D	60 – 62.99% = D-	59.99% and below = F

Assignment Overview and Descriptions (Assignment descriptions & points are subject to change):

Leadership Oral Report	50
Cultural Comparison Storyboard	50
Case Study- Written	100
Case Study Discussion Leaders	40
Case Study Participation	120
Organizational Application Project	100
Exams	240
TOTAL	700

Leadership Oral Report [LOR] (50 points): You and your teammates will select an individual in an organizational leadership position and conduct an interview. You will then prepare a presentation to the class in which you will address issues of leadership theory, this person's perspective on the communication skills required of leadership, and more. This will align with Chapter 10.

Cultural Comparison Storyboard [CCSB] (50 points): You and a partner will select two competing organizations (e.g., Coffee Bean and Starbucks; Target and Walmart) and collect data from /about each organization. Data may include interviews and observations, advertisements, general environmental scans, Internet materials, pictures. (Note: It is wise to obtain permission before conducting interviews or taking pictures). Once the data have been collected, compare and contrast the two organizations. Using the concepts from Chapter 4 (reading ahead to Chapter 10 might be helpful, too), analyze how each organization develops and supports its culture through various messages and how it strategically positions and differentiates itself from the competition. This project does NOT ask you to report your findings in a paper; instead, you will create a PowerPoint storyboard that compares and contrasts the two organizations and tells their story visually and in text.

COMM 329- ORGANIZATIONAL COMMUNICATION (MWF 2:00-2:50)

Case Studies (20 points x 5- 100 points): Students will write a case analysis using concepts from the unit. See below for a more complete explanation of what is included in a case analysis and the rubric that will be used to evaluate each analysis. All students will do the case study for chapter 2 (the first case study). You must select four of the remaining 12 cases to do. Even if you do not write a case study, you should be prepared to discuss each case study in class.

Case Study Discussion Leader (40 points): Each student will be required to sign up for one case study, and act as the discussion leader for that case study. The leader will be responsible for providing a handout including a brief overview of the case study, key terms/concepts related to the case study, and 3-4 discussion questions. Just as it sounds, the discussion leader should be prepared to lead a discussion about the case study. Use your handout as a guide. You should incorporate videos or articles relevant to what you are discussing. This will be informal though. You are not required to create a visual aid or stand in front of the class to present the information. You must be the leader for the discussion you signed up for. You will **not** be allowed to make up this up.

Case Study Discussion Participation (120 points— 10 points each): Students are expected to participate in the discussions regarding the case studies, or the leader has nothing to lead. Even if you did not complete a case study write-up, you are expected to have read the material. If you are not comfortable participating in the discussion, send me questions or comments about the case study prior to class. I will keep track of the number of responses you make, the type of response that you make, and their appraisal of the quality of your response. Final points for each discussion will be determined by Fabbriatore using the data provided in terms of number and quality of participation.

Organizational Application Project [OAP] (100 points total): The organizational application project will consist of two parts. Descriptions for each follows--

Literature Review (50 points): For this paper, you are to write an integrative literature review that focuses on a specific organizational communication process and leads to research questions or hypotheses. You should choose a specific area within one of the general organizational communication processes considered in your textbook and conduct a literature search to identify all relevant theory and research within that area. After reading relevant literature, you should consider how this literature fits together (i.e., *integrate* it) and consider what issues still need to be considered in this area (i.e., develop research questions or hypotheses). Your final product will then be a paper that reviews the literature in an integrative fashion by making an argument about what has been done in a particular area and what needs to be done in the future. In terms of mechanics, your paper should:

1. Be 6-10 pages long (typed, double-spaced).
2. Follow APA format guidelines.
3. Include at least 8 references.
4. Include lots of subheadings to aid your reader in following your argument.

Organizational Application (50 points): For this assignment, you are to design a program for applying an issue within your area of expertise to a specific organizational setting. This assignment is much more flexible than the literature review and research plan and allows you to

COMM 329- ORGANIZATIONAL COMMUNICATION (MWF 2:00-2:50)

exercise a fair amount of creativity in your application. Try to find a way to use your expertise in organizational communication in a way that would appeal to people in the real world and would really help them in their organizational lives. As you do this, though, you need to be sure that the way in which you "apply" your expertise remains true to the research and theory within organizational communication. Some possibilities for organizational applications might include:

- Management training programs
- Organizational web pages
- Employee handbooks
- Information videos for organizations
- Interviewing guidelines
- Plans for organizational restructuring

There is no single format for this assignment. Speak with your instructor about your plans before you get too far into this paper to be sure you're on a good track. Again, the major guidelines for this assignment are:

- Provide a pragmatic application for knowledge in your expertise area that:
 - (1) Remains true to research and theory in the area and
 - (2) Would be appealing and useful to organizational practitioners

Exams (240 points): There will be three (3) exams, each worth 80 points. They will consist of multiple choice, true/false, short answer, and essay questions related to material from the text book.

Tentative Course Schedule—This schedule is very much subject to change. The student should make sure they are in class and checking announcements on Blackboard to see if there are any changes. Anything from the “Read” column should be read by the date it’s in line with.

Week	Date	Topic	Read	Assignments
1	1/11	Introduction to course Sign-up for discussion leader		
	1/13	Challenge of Organizational Communication	Ch. 1	
2	1/16	Classical Approaches	Ch. 2	
	1/18	Classical Approaches		
	1/20	Case Study #1 Discussion (Ch. 2)		DUE: Case Study #1
3	1/23	HR & HR Approaches	Ch. 3	
	1/25	HR & HR Approaches		
	1/27	Case Study #2 Discussion (Ch. 3)		DUE: Case Study #2 ASSIGN: CCBS
4	1/30	Systems & Cultural Approaches	Ch. 4	
	2/1	Systems & Cultural Approaches		
	2/3	Case Study #3 Discussion (Ch. 4) Study Guide		DUE: Case Study #3 ASSIGN: OAP Lit Review
5	2/6	Cultural Comparison Storyboard Presentations		DUE: Presentation Aid (PowerPoint, Prezi, etc.)
	2/8	Constitutive Approaches	Ch. 5	
	2/10	Case Study #4 Discussion (Ch. 5)		DUE: Case Study #4

COMM 329- ORGANIZATIONAL COMMUNICATION (MWF 2:00-2:50)

6	2/13	Exam #1 (Chapters 1-4)		
	2/15	Critical & Feminist Approaches	Ch. 6	
	2/17	Critical & Feminist Approaches		
7	2/20	Case Study #5 Discussion (Ch. 6)		DUE: Case Study #5
	2/22	Socialization Processes	Ch. 7	
	2/24	Socialization Processes		
8	2/27	Case Study #6 Discussion (Ch. 7)		DUE: Case Study #6
	3/1	Decision-Making Processes	Ch. 8	DUE: OAP Lit Review
	3/3	Decision-Making Processes		
9	3/6	SPRING BREAK ☺ No class.		
	3/8			
	3/10			
10	3/13	Case Study #7 Discussion (Ch. 8) Study Guide		DUE: Case Study #7 ASSIGN: LOR
	3/15	Conflict Management Processes	Ch. 9	
	3/17	Conflict Management Processes		
11	3/20	Case Study #8 Discussion (Ch. 9)		DUE: Case Study #8 ASSIGN: OAP Final
	3/22	Organizational Change & Leadership Processes	Ch. 10	
	3/24	Organizational Change & Leadership Processes		DUE: Exam 2 (Chapters 5-9)
12	3/27	Case Study #9 Discussion (Ch. 10)		DUE: Case Study #9
	3/29	ECA- No class.		
	3/31	ECA- No class.		
13	4/3	Leadership Oral Report Presentations		
	4/5	Processes of Emotion in the Workplace	Ch. 11	
	4/7	Processes of Emotion in the Workplace		
14	4/10	Case Study #10 (Ch. 11)		DUE: Case Study #10
	4/12	Organizational Diversity Processes	Ch. 12	
	4/14	EASTER RECESS- No class.		
15	4/17	Organizational Diversity Processes		DUE: OAP Final
	4/19	Case Study #11 Discussion (Ch. 12)		DUE: Case Study #11
	4/21	Technological Processes	Ch. 13	
16	4/24	Technological Processes		
	4/26	Case Study #12 Discussion (Ch. 13) Study Guide		DUE: Case Study #12
Final Exam—Friday, April 28th @ 8:00am				

COMM 329- ORGANIZATIONAL COMMUNICATION (MWF 2:00-2:50)

Tips for Case Studies

Five Step Process

I. Problem Statement

What is the overall problem that this organization and these individuals face? What are some of the ways that the problem manifests itself?

II. Problem Analysis

What are the causes of the problem? What are the effects of the problem? How does organizational communication theory and research help us understand these causes and effects?

III. Possible Solutions

What are the options in addressing this situation? What possible solutions are available?

IV. Criteria and selection of best solution

What criteria will you use to decide on the best solution? Of the options available, which is the best? Why does this option best address these criteria?

V. Implementation of Solution

What action steps need to be taken to implement the best option? Who should do each step? When should these be done? How will the effectiveness of the solution be monitored and evaluated?

Written analysis

The written analysis is essentially a paper with five parts. The questions above are not to be answered per se, but the response should be integrated into your discussion of each of the five steps. The written analysis will be evaluated using the rubric. The written analysis is due on the day of discussion and will not be accepted after that day.

Discussion

Shapiro (1984) argues that students must be committed to the "4 Ps" of case analysis.¹ These are:

- *Preparation.* The student must read and think about the case before coming to class. Given the length of the cases in this textbook, this is not a difficult task.
 - *Presence.* Obviously, if a student is not present, he or she cannot benefit from the insights of others. Some instructors give class participation points for case analysis days to motivate student attendance.
 - *Promptness.* It is important for students to be in on case analysis from the beginning. It is tough to "catch up" once analysis has begun, and late students disrupt the learning process for others.
 - *Participation.* Students should feel comfortable in sharing their knowledge and insights regarding case analysis -- this will facilitate learning for all involved. Thus, instructors should work especially hard on case analysis days to encourage participation by reticent students and discourage too much participation by "front-rowers" who always have something to say.
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COMM 329- ORGANIZATIONAL COMMUNICATION (MWF 2:00-2:50)

COMM 329: ORGANIZATIONAL COMMUNICATION- WRITTEN CASE STUDY

Name _____ Case # _____

I. Problem statement

Problem is clear. Who the decision-maker is, what decision must be made and what constraints are in place?
Problem is described using language appropriate to the field.
Ramifications of the problem are definite.

5 points _____

II. Problem analysis

Clear, coherent reasons/causes of the problem are stated.
Explanation of reasons/causes using:
Class discussion, lectures, visits and videos are included
Assigned readings are integrated.
Previous class material is integrated.

3 points _____

10 points _____

10 points _____

2 points _____

III. Possible Solutions

Several options for addressing the problem are described.

6 points _____

IV. Criteria and Solution Selection

Criteria for selecting a solution are articulated.
Criteria are applied to the selection of the best solution.

5 points _____

V. Solution Implementation

Who is responsible for overseeing the solution?
What is the time line for implementation?
How will success be evaluated?

5 points _____

VI. Writing

Freedom from mechanical errors
Reference page

2 points _____

2 points _____

VII. Supplemental comments

50 points _____