

COMMUNICATION 333: ORGANIZATIONAL COMMUNICATION

M,W,F 10 – 10:50

Lab W 2-3:50

Fall 2015

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Office Hours: Daily from 1:00 – 2:00 pm

REQUIRED TEXT: Eisenberg, Goodall, & Trethewey (2013) Organizational Communication: Balancing Creativity and Constraint" 7th edition. Published by Bedford/St. Martin's. ISBN-10: 1-4576-0192-3 ISBN-13: 978-1-4576-0192-7

* The course has a required lab that meets for 2 hours once a week. The schedule at the end of this document describes the structure and assignments associated with our regular class. Labs will focus on application of the material, largely through case study analysis, we cover throughout the course.

What is organizational communication? Organizational communication is the study of communication processes and practices that coordinate the behaviors of individuals in order to achieve a common goal. An organization is NOT always a business, but a business is always an organization. Community theater you participate in (see Kramer 2006, 2005, and 2004), fraternities or sororities, charity and nonprofit groups, the religious group, social/environmental activist groups, and even intramural sports are all organizations and none of these seek to earn a profit. The communication processes that enable these groups to form and function are what we study in organizational communication.

Communication 343 casts a broad net around the fundamental concepts of organizational communication. It seeks breadth rather than depth and thus offers a survey of all the basic organizational communication concepts. The focus of the course centers on communication processes, not business practices.

CENTRAL QUESTION: How do we participate in organizing in a way that balances the tension between meeting individual needs while also effectively meeting organizational goals (i.e. the fundamental paradox of organizing)? This question will structure the entire semester so expect to hear it asked frequently.

GOALS:

(1) Develop a broad understanding of classical, traditional, cultural and contemporary approaches to organizing and studying organizational communication.

(2) Develop an appreciation of the role of theory in analyzing and understanding organizational communication behavior.

(3) Introduce the processes, concepts, issues and approaches to the study of organizational communication.

OBJECTIVES:

- Discriminate between the tenets of major organizational communication theories.
- Demonstrate an understanding of the critical role of diversity in organizing in a global era.
- Demonstrate an understanding of the critical role organizational culture plays in organizational life.
- Demonstrate an understanding of participative management practices and the central role of communication in creating and maintaining ethical organizations.

Class Policies:

Late Assignments: An assignment will not be accepted late unless you provide documentation that proves that the tardiness is due to an emergency situation. Printer problems, computer problems, lost thumb drives are not emergency situations.

Communication: Email is an official means of communication at Monmouth College. You are responsible for checking your MC email regularly. I may need to get information to you by way of email so it is important that you check your email on a daily basis. Email is also the best way to communicate with me!

Attendance: Your participation in this course is essential; as a result, so is attendance. Attendance is taken at the start of each class period. Late arrivals will be recorded (2 late arrivals = 1 absence). For each absence over the 2nd you will lose 50 points from your semester total. You are allowed to miss 2 class periods without penalty. I do not distinguish between “excused” and “unexcused” absences—it is assumed that when you miss class, you have a good reason for doing so. Your three absences are to be used for the inevitable doctor’s visits, illnesses, sport events, court appointments, and funerals that may come up during the semester. An absence is an absence; use them with care. Extraordinary circumstances will be dealt with on a one-to-one basis as needed. Documentation may need to be provided in such cases.

Attendance means that you are physically and mentally present in class. You are not mentally present and cannot be engaged in the class if you are, for example, texting, preparing for another class, resting/sleeping, or checking your email. This inattentive behavior will be noted (2 such notes = 1 absence).

According to the 2014-15 college catalog, “When a student’s absences become excessive in the judgment of an instructor, the instructor may require that the student explain or receive permission for any further absences. This requirement is called “no-cut status.” The instructor notifies the student, the student’s advisor and the associate dean of academic affairs of the decision. Students who miss further classes without valid explanation or permission may be dismissed from the course with an F” (p. 10).

No matter the reason, when you are not present in class, you must contact a peer in the class or me to learn what was covered during the class and to learn what is due for the next class.

- **Class Conduct:** Every person in a class plays a role in shaping the classroom climate. I aim to help us collectively shape a classroom that has a healthy climate. The healthy classroom is one where people communicate with respect, share meaningful information, and collaborate with the understanding that everyone in the classroom is interdependent. A healthy classroom is one where intellectual curiosity, hard work, and academic excellence are valued. In order to create a positive classroom environment, please:
 - Do not use texting devices in class. Doing so will be noted.
 - Do not disrupt classroom activities by chatting when others are speaking, arriving late or leaving early
 - Do not sleep or rest with your head down in class. Doing so will be noted.
 - Participate meaningfully in classroom discussions and activities
 - Come to class prepared and ready to apply or discuss material you were assigned to read
 - Share your concerns about the course with me
 - Respect each other by honoring each person’s unique voices and, when you do disagree, communicate that disagreement in a mature and civil manner.
 - **AVOID RACIST, SEXIST, HOMOPHOBIC, OR OTHER EXCLUSIONARY LANGUAGE THAT ALIENATES MEMBERS OF OUR CAMPUS AND CLASSROOM COMMUNITIES.**

Academic Honesty:

In order for an academic community to thrive, members of that community must be able to trust the sincerity of its members. The very integrity of a college is grounded in academic honesty. One form of academic dishonesty that can undermine this integrity is *plagiarism*, intentionally or unintentionally copying the words or ideas from another source without giving that source credit. Plagiarism is claiming as your own work done by another person. Turning in work written partially or wholly by someone else—whether a friend, roommate, web-site “expert” or the author of a book—is plagiarism. Instances of plagiarism include submitting a text:

- written by someone else as your own;
- written by means of inappropriate collaboration
- written by you for another course, submitted without the permission of both instructors;
- purchased, downloaded, or cut and pasted from the Internet;
- that fails to properly acknowledge its sources through standard citations.

Refer to the current *Scots Guide* for a detailed explanation of Monmouth College’s academic honesty philosophy and procedures for handling cases of academic dishonesty. Do not hesitate to consult with me if you have questions about academic honesty.

ASSIGNMENTS FOR THIS CLASS INCLUDE:

Midterm and Final Exam @ 100 pts each	200 pts
Focus questions (10 @ 5 pts each)	50 pts
Lab Journal	75 pts
Organizations in Pop Culture Paper	75 pts

Total points 400

Any class activities, homework, participation & preparedness will contribute to your lab grade. These will depend on what activities we do in class. You should anticipate that participation points will range somewhere between 20 - 50 points.

*Students often have some of the most innovative ideas for assignments and I love incorporating these ideas into the class. However if we incorporate ideas it will likely impact other assignments (we may have to drop something to make room for the new idea) so it may also impact the total points possible for the course. I will always work WITH you in making these decisions and will keep you informed of any adjustments we make along the way.

Grading Scale

A= 100 – 90; B=89-80; C=79-70; D=69-60; F= > 60%

FOCUS QUESTIONS

I have created focus questions for each of the textbook chapters. These are intended to focus your reading and prepare you to engage in the classroom discussions. You must complete the discussion questions on Moodle PRIOR to the class period the reading is scheduled to be discussed. When I grade these I will be looking to see you are processing information in your own words rather than right or wrong answers. You are expected to keep up with these readings and questions even if we get behind in the classroom discussion. (5 points each)

LAB ASSIGNMENTS: Our lab will focus on the application of organizational communication concepts by analyzing organizations in popular culture. These are the assignments associated with the lab.

Journal: We will watch a series of case studies and / or movies depicting different aspects of organizing. You will keep a journal of your responses to each case. Each journal entry should include your reflections on the day's concepts and how they related to the video. (75 pts)

- You need a journal entry for each lab period.
- Each entry should be labeled with the week, date, title of the video or case & the organizational themes associated with that week.
- As you notice examples of the week's themes in your daily experience, other may add to this entry throughout the week.
- You should have a total of 15 entries @ 5 points each by the end of the semester.
- You must keep up on your journal entries. I will leave time for discussion and reflect at the end of lab whenever possible.
- You must bring your journal to each lab (not regular class). I will randomly check your journals and assign points throughout the semester.

Organizational Analysis Paper: You will work with a small group or team to compile and synthesize all of your journal entries. Collectively you will complete a 7-10 page paper reflecting on the various concepts discussed throughout the semester. The journal entries should provide the information and examples necessary to complete the paper. (75 pts.)

- The paper must be a collaborative effort, which will require you to use all of the effective organizational strategies we discuss throughout the semester. If your group is struggling, you should take a close look at your leadership, motivation, and decision-making strategies.
- The paper must be organized around 4-6 organizational concepts, not movies.
- You may address various other concepts within each topical category, but you should not try to develop all of the concepts you mention. I want depth of understanding here.
- You must use examples from each of your journal entries.

EXAMS You will complete a mid-term and final exam. Both are take-home, short answer exams. You will have a week to complete each on and must turn them in during class on the due date. Exam questions will come equally from the textbook, class discussion, and lab. 2 @ 100 pts each. (200 pts).

DAILY CLASS SCHEDULE
EXPECT UPDATES THROUGHOUT THE SEMESTER

Week	Topic	
Week 1 Aug 24	Introductions Ch 1 The contemporary context of organizing: globalization & technology	<i>Quiz 1 due Friday</i>
Week 2 Aug 31	Chapter 2 Defining organizational communication	<i>Ch 2 quiz due Wednesday</i>
Week 3 Sept 7	Ch 10: Organizational alignment pg 300-318 Chapter 3: Three early perspectives	Read pg 300-318 <i>Ch 3 quiz due Wednesday</i>
Week 4 Sept 14	Ch 3 cont	
Week 5 Sept 21	Chapter 4: Systems perspective	<i>Ch 4 quiz due Monday</i>
Week 6 Sept 28	Ch 5 cultural studies of organizations	<i>Ch 5 quiz due Wednesday</i>
Week 7 Oct 12	Ch 5 cont. Fall Break Begins – No class Friday	Midterm EXAM Due Wednesday
Week 8 Oct 19	Ch 6 Critical approaches to organizing	<i>Ch 6 quiz due Monday</i>
Week 9 Oct 26	Chapter 7 Identity and Difference	<i>Ch 7 quiz due Monday</i>
Week 10 Nov 2	Cultural differences in Organizations	
Week 11 Nov 9	Ch 8 Teams and Networks	<i>Ch 8 quiz due Monday</i>
Week 12 Nov 16	Teams cont. Ch 9: Leadership	<i>Ch 9 Quiz Due Monday</i>
Week 13 Nov 23	THANKSGIVING BREAK - NO CLASS Wed & Fri	
Week 14 Nov 30	Ch 10 Learning new technology pg. 318 -328	<i>Ch 10 Quiz Due Monday</i>
Week 15 Dec 7	Final Exam Due	
Week 16 Dec 16		

Organizational Communication in Pop Culture
Lab Schedule

Week	Topic	Assignments
Week 1 Aug 24	The changing world of work Show: <i>The Corporation</i>	Chapter 1 Journal entry 1
Week 2 Aug 31	Defining organizational communication & Dialogue Show: <i>Chopped or iconoclasts</i>	Chapter 2 Journal entry 2
Week 3 Sept 7	Classical, Human relations, and human resources approaches	Chapter 3 Journal entry 3
Week 4 Sept 14	Classical, Human relations, and human resources approaches <i>Office Space</i>	Journal entry 4
Week 5 Sept 21	The systems perspective <i>Is Walmart Good For America?</i>	Chapter 4 Journal entry 5
Week 6 Sept 28	Organizational cultural socialization <i>Scrubs: My first Day</i> & <i>Band of Brothers eps. 1</i>	Chapter 5 Journal entry 6
Week 7 Oct 12	Strong Culture <i>Coyote Ugly</i>	Journal entry 7
Week 8 Oct 19	Strong culture: <i>Enron: The Smartest Guys in the Room</i> <i>Devil Wears Prada</i>	Journal entry 8
Week 9 Oct 26	Critical theory, power, and ideology <i>Inequality for All</i>	Chapter 6 Journal entry 9
Week 10 Nov 2	Identity and consumption <i>People Like Us</i>	Chapter 7 Journal entry 10
Week 11 Nov 9	Difference <i>Outsourced</i>	Journal entry 11
Week 12 Nov 16	Pressure to conform & Bureaucracy <i>The Man Who Knew</i>	Chapter 8 Journal entry 12
Week 13 Nov 23	Leadership <i>Band of Brothers 1&2</i>	Chapter 9 Journal entry 13
Week 14	The dark side of organizational communication <i>Devil Wears</i>	

Nov 30	<i>Prada "Swimming with Sharks" about workplace bullying and abuse.</i>	Journal entry 14
Week 15 Dec 7	Technology and alignment <i>The Social Network</i>	Chapter 10 Journal entry 15
Week 16 Dec 16	Organizations in Pop Culture paper due	

* Each journal entry is due at the end of the class period listed in the schedule.