

COMM 320: Organizational Communication, Fall 2002
MWF, 12.10 p.m. to 1.00 p.m., JOUR 304

Instructor/TA	Office No.	Office hours	E-mail	Phone
Shiv Ganesh	LA 345	MWF 9 to 10 a.m.; F 3 to 4 p.m. by appointment	ganesh@selway.umt.edu	243 4499
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I Course Objectives

1. To introduce you to the field of Organizational Communication.
2. To provide you with an overview of major topics in Organizational Communication.
3. To develop your ability to analyze organizational communication issues as you encounter them in your everyday life.

II Course Description

This class is meant to provide you with an introduction to the field of Organizational Communication as it exists within the broader discipline of Communication Studies. The course examines a range of topics studied in Organizational Communication, including productivity, rationality, power, culture, conflict, crisis communication, change, technology and globalization. Throughout, we will use examples and case studies from a range of organizations including corporate and government organizations, educational institutions, persuasive campaigns, non-profit organizations, families, peer groups, the media, and virtual organizations.

III Methods and Requirements

Your success in this course is directly related to your ability to read and understand articles assigned in class, as well as your attendance and participation in the classroom. Your performance will be evaluated on the basis of two exams, ten quizzes and ten homework assignments. While the course is lecture-intensive, the format follows a combination of lecture and discussion.

IV Readings

1. Please do not read material until I request you to do so.
2. Two FacPacs (A and B) are available at the University Bookstore. Make sure you purchase both of them, as you will need them throughout the semester. FacPac B is a draft version of a textbook on organizational communication by George Cheney, Lars Christensen, Ted Zorn and Shiv Ganesh, to be published by Waveland in January 2003.
3. Handouts and assignments will be made available on electronic reserve. To access e-res, go to <http://eres.lib.umt.edu>, (do not type 'www' in the url) look for COMM 320, and use 'ORGCMM' as your password (no quotes, in caps).

V Assignments

1. Homework assignments will be handed out eleven times during the semester. They will therefore be frequent. Refer your course schedule for submission dates.
2. There are 100 Homework points available. Homework assignments will typically be worth ten points, unless stipulated otherwise.
3. Of the eleven assignments, we will use your ten best scores to compute your grade.
4. You can access assignments on e-res, in the folder titled 'Assignments' after they have been announced in class. Do not complete a homework assignment until I give you the go-ahead in class.
5. The content of assignments will vary: some will ask you reading-specific questions, some will call for reflective writing, and some will require you to apply course concepts to specific examples.
6. The format of each assignment will vary but typically, all homework assignments are required to be at least 300 words in length.
7. Assignments must be typed. If you are unable to type your work, you must inform us as such before you begin writing the assignment, otherwise you stand to lose points.
8. You must maintain your assignments in a folder and hand in the folder to us on the required date.

9. Barring exceptional circumstances, homework assignments must be handed in during class hours on the dates mentioned in your course schedule. If you submit assignments outside of class hours without checking with us, you will automatically lose 50% of the grade for that assignment.

10. You may consult your classmates informally if you have difficulties understanding an assignment. Better yet, consult a TA. You may not work through assignments in groups or copy answers off your classmates work. Both these circumstances count as plagiarism, and will result in your failing the class. If you offer your written answers to a classmate for their use, you too are culpable of plagiarism.

VI Folders

1. A folder system will benefit you in at least two ways: (i) you will be less likely to lose your graded assignments and (ii) you will be able to use your folder as a study file for the exams.

2. The folder you maintain will not be evaluated per se, but points will be taken off individual assignments for shoddy folder work.

3. Make sure that your folders have clips (technically referred to as 'brads'), do not have a spine, and are made from cardboard, not hard plastic.

4. Every time you complete an assignment, make two copies. Place one in the folder, and do not remove it subsequently. Keep the other copy. In the extremely unlikely event that your homework is misplaced, we will ask you for the second copy. If you do not have a second copy, your homework will not be evaluated.

5. When an assignment is due, hand it in to us in the folder containing all graded assignments.

VII Exams and Quizzes

1. There will be two exams in this course, worth 100 points each.

2. The exams will consist of close-ended questions, such as multiple-choice, T/F, matching and analogies.

3. Study guides for each exam will be put on e-res a few days before each exam.

4. Out-of-class study sessions will be held for both exams.

5. Exams will be based solely on concepts referenced in the study guide.

6. Eleven quizzes will be offered during the semester in class, at random, usually once a week.

7. Quizzes will be worth five points each.

8. Your lowest quiz score will not be used to compute your course grade.

VIII Grades

1. Points in this class are yours to earn, not ours to give out. There are 350 points available for you to earn.

2. Grades in this class will not be curved. The following table will be used to assign letter grades:

315 and above: A

280 to 314 points: B

245 to 279 points: C

210 to 244 points: D

209 points and below: F

3. If you are one point away from the next letter grade, you may request us to 'bump' you up to the next letter grade. If you are three points or more away from the next letter grade, please note that we will not entertain requests for grade changes.

4. Substitution credit will be offered in this class: you will complete eleven assignments and quizzes, and your lowest quiz and assignment scores will be dropped. Extra credit is not available in this class.

5. As per our departmental policy, you may not drop or change your grading option after the thirtieth instructional day except in the following situations: a) documentable accident or illness, b) no evaluation record for the course, c) documentable family/personal emergency, and d) documentable change in employment schedule that prevents completion of course (ref. relevant university documentation).

IX Attendance:

1. Formal attendance will not be taken during class hours. If I have to arbitrate your attendance, I will use university policy.

2. If you miss class on a day that a quiz is administered or when homework is collected, then you need a documentable reason for the absence.

3. A documentable absence is one that is either a) university authorized b) authorized by an organization you work for c) a family or medical emergency.
4. If you miss class due to a documentable absence, meet the TAs during their office hours in order to make up the quiz , collect relevant handouts, or turn in a relevant assignment.

X Plagiarism: While we are willing to be flexible on a range of issues, honesty is not one of them. Plagiarism of any sort will result, at the very minimum, in your failing the course. Refer university documentation for definitions of plagiarism.

XI Classroom etiquette: We appreciate class participation: the more the better. We would like to create a respectful classroom climate that values and accommodates differences in ideas, thoughts and opinions. If you're feeling overwhelmed by the course, or if you have any questions or concerns that you feel unable to share with us in class, please get in touch with us. We will be happy to hear them.

List of Readings (FacPac A)

1. Joseph Gies. "Automating the Worker." In Steve Corman, et al, eds. Foundations of Organizational Communication, 2nd Ed. (White Plains, NY: Longman, 1990): 69-75.
2. Barbara Garson. "McDonald's: We Do It All For You," and "With Reservations." In The Electronic Sweatshop: How Computers Are Transforming the Office of the Future (New York: Simon and Schuster, 1988):17-70.
3. Donald Roy. "Banana Time: Job Satisfaction and Informal Interaction." Human Organization 18 (1959):158-168.
4. Amy S. Wharton. "The Psychosocial Consequences of Emotional Labor." Annals of the American Academy for Political and Social Science 56.1(1999):158-174.
5. David Collinson. " 'Engineering Humour': Masculinity, Joking and Conflict in Shop-floor Relations." Organization Studies 9.2 (1988): 181-199.
6. Patrick McGovern, and Veronica Hope-Hailey. "Inside Hewlett-Packard: Corporate Culture and Bureaucratic Control." In Sonja Sackmann, ed. Cultural Complexity in Organizations (Thousand Oaks, CA: Sage, 1997) 187-206.
7. Ruth Smith and Eric Eisenberg. "Conflict at Disneyland: A Root-Metaphor Analysis." Communication Monographs 54 (1997): 367-380.
8. Robert Ulmer and Timothy L. Sellnow. "Strategic Ambiguity and the Ethic of Significant Choice in the Tobacco Industry's Crisis Communication." Communication Studies 48 (1997) 215-233.
9. Theodore E. Zorn, Deborah J. Page, and George Cheney. Nuts about Change: Multiple Perspectives on Change-Oriented Communication in a Public Sector Organization" Management Communication Quarterly 13.4(2000): 515-566.
10. Anthony Giddens. Runaway World: How Globalization is Reshaping Our Lives (London: Routledge, 2000) 19-68.

List of Chapters (FacPac B)

Some tips: a) Pay attention to chapter titles, rather than chapter numbers, and b) Pay attention to the continuous pagination (lower right hand side) rather than discreet chapter pagination

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|-----|----------------------------------------------------------|---------|
| 1. | Introduction | 1-13 |
| 2. | Communicating Identity | 16-71 |
| 3. | Organizational Structure and Process | 74-97 |
| 4. | Rationality, Decision-making and (Ab)uses of Information | 100-132 |
| 5. | Power and Control in Organizational Life | 134-165 |
| 6. | Culture, Subcultures and Organizational Socialization | 168-196 |
| 7. | Organizational Change and Change-related Communication | 199-230 |
| 8. | Intergroup and Interorganizational Conflict | 232-243 |
| 9. | Participation, Teams and Democracy at Work | 245-273 |
| 10. | Talking about Ethics and Values in organizations | 276-296 |

Course Schedule

Date	Topic	Reading due from Facpacs A and B	Assignment handout/hand-in
Sept 4	Introduction		
Sept 6	Overview		
Sept 9	Metaphors for Organization and Communication	B: Introduction, esp. pages 1-10.	Assignment 1 handout
Sept 11	Metaphors for Organization and Communication	B: Structure, esp. pages 74-86. Read ahead, if possible.	
Sept 13	Metaphors for Organization and Communication		
Sept 16	Productivity: Classical Approaches	B: Structure, pages 86-97; A: Gies	Assignment 2 handout
Sept 18	Productivity: Human Relations	A: Roy	Assignment 1 hand-in
Sept 20	Productivity: Human Resources		
Sept 23	Rationality	B: Rationality	Assignment 3 handout
Sept 25	Rationality	A: Wharton	
Sept 27	Rationality		
Sept 30	Power	B: Power	Assignment 4 handout
Oct 2	Power	A: Collinson	Assignments 2 and 3 hand-in
Oct 4	Power		
Oct 7	Culture	B: Culture	Assignment 5 handout
Oct 9	Culture	A: McGovern and Hope-Hailey	
Oct 11	Culture		
Oct 14	Identity	B: Identity	Assignment 6 handout
Oct 16	Identity		
Oct 18	Identity		
Oct 21	Catch-up		Assignments 5 and 6 hand-in
Oct 23		Midterm Exam	Assignments 5 and 6 hand-in
Oct 25	Change		Assignments 5 and 6 hand-in
Oct 28	Change	B: Change	Assignment 7 handout
Oct 30	Change	A: Zorn, Page and Cheney	
Nov 1	Conflict		
Nov 4	Conflict	B: Conflict, pages 1-4	Assignment 8 handout
Nov 6	Conflict	A: Smith and Eisenberg	
Nov 8	Crisis Communication	B: Conflict, pages 5-11	
Nov 11	Veterans Day		
Nov 13	Crisis Communication	A: Ulmer and Sellnow	Assignments 7 and 8 hand-in
Nov 15	Crisis Communication		Assignment 9 handout
Nov 18	Participation	B: Participation	
Nov 20	Participation	B: Ethics	Assignment 10 handout
Nov 22	Participation		
Nov 25	Catch-up		
Nov 27	Thanksgiving		
Nov 29	Thanksgiving		
Dec 2	Technology		Assignment 11 handout
Dec 4	Technology		Assignments 9 and 10 hand-in
Dec 6	Technology		
Dec 9	Globalization	A: Giddens	
Dec 11	Globalization		Assignment 11 hand-in
Dec 13	Globalization		
Dec 18		Final Exam, 10.10 a.m. to 12.00 p.m., JOUR 304	