

## PAPER OUTLINE

**NOTE: This Outline is not yet Published on MyWeb™ for Students.**

Paper Title: **Managing Organisational Communication**  
 Paper Code: **MCOM392-03B (HAM)**  
 School: **Waikato Management School**  
 Department: **Management Communication**  
 Location: **HAMILTON**  
**Mary Simpson**  
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### OTHER STAFF

### TIMETABLE DETAILS:

<b>Lectures</b>	<b>Wednesday</b>	<b>2pm – 4pm</b>	<b>K.G.07</b>
<b>Tutorials</b>			

### PURPOSE STATEMENT

*It is sad that the most important things to know about a group of people are the things they themselves take for granted. Yet, it is precisely those things that people find most difficult to discuss.* William Foote Whyte, Men At Work

Kaupapa: In today's world, organisations are pervasive in our lives. People not only work in organisations but depend on organisations for more and more essential functions. We attain needed goods and services from organisations. We attend to spiritual, community, political, relational, physical, social needs through organisations. It is increasingly difficult to imagine societies or individuals accomplishing much without organisations. We increasingly rely on organisations to create our lives. They provide personal identity, the structuring of our personal time and experience, education, ways of thinking, the information we perceive, and entertainment. Increasingly business organisations are becoming more and more central to modern society, often shaping other organisations such as the family, church, government, and community. At the same time, the organisational nature of our lives has become increasingly taken for granted and often goes unnoticed and undiscussed.

The purpose of this course is to provide you with tools to examine the often taken-for-

granted ways in which organisations operate. Through a variety of communication processes, organisations create and maintain naturalised ways of life. While we often assume that "this is the way things are," in fact, it is through organisational communication processes that "the way things are" is maintained. In order to gain the fullest understanding possible, it is important to understand a variety of perspectives. Taking a topic approach, this course will focus on several prominent perspectives on organisations and organisational communication. Through understanding different perspectives, you should be better prepared to make conscious choices about your own communication as well as the kinds of organisations with which you interact.

The course relies on student engagement with, and exploratory reflections on course material.

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## LEARNING OUTCOMES

- 1 : Students will learn to critically think about contemporary work and organisational life.
- 2 : Students will become familiar with key theories and apply these theories in their analysis of organisational communication.
- 3 : Students will learn and apply strategies for analysing and critiquing organisational communication.
- 4 : Students will learn practical skills for working effectively in organisations.

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## ACTIVITIES

### Class Formats

#### ***Managing Organisational Communication uses three communication forums:***

- "Lecture" periods
- Tutorials
- Web based forums

#### **"Lecture" periods**

These are in the timetable as "lectures" and are between 1 hour 40 min and 2 hours long. Every student enrolled in the course attends and participates.

The 2 hours may be used for whole course activities that provide a foundation reference point for you to examine organisational communication theory and concepts.

Attendance is highly recommended

#### **Tutorials**

These are in the timetable as "tutorials."

They are between 1 hr 40 and 2 hours long, and the group numbers are up to a

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maximum of 20 students (give or take a few, depending on the number of enrolments).

This small group environment is ideal for learning practical skills by working with each other. For this reason the numbers are capped.

In Managing Organisational Communication, tutorials focus on coaching for the assignments and each week will address three areas: Requirements/mechanics of the assignments, skill building to undertake the assignments, and team time to enable groups to work on the assignments.

Attendance is compulsory.

### **Web based forums**

These include My Web, email, and Class Forum.

How you use these electronic forums is up to you.

Class Forum provides the chance to participate in student initiated discussions about the course.

You may choose to use Class Forum for planning and preparing your group facilitated conversations. We can set up discussion sites just for your group.

All administrative issues are addressed through Class Forum, class email, and/or announcements.

Please check your student email account and MCOM392 class forum regularly.

### **Learning and teaching ethos**

To work in an organisation means to work with other people. Even if you are working on an individual project for an organisation you will rely on others to support you.

This course works on the premise that in order to get "good at" something we need to do it frequently and in-depth. In Managing Organisational Communication you will develop your skills in group work and managing group projects. We take the view that working together effectively enables a group to meet its output milestones, and end goals.

In the context of the teaching and learning, students and teaching staff are responsible for ensuring that they individually contribute to the creation of a learning environment that helps everyone achieve their goals. In this way, students and teaching staff are participants and therefore co-creators of the course, and together can make this course a rewarding and memorable experience

### **Teaching Staff responsibilities:**

Provide students with information, preparation, guidance and support to complete class and assessment activities

Attend class sessions fully prepared with the material corresponding to the date on the course outline

Provide opportunities and forums for students to ask, and teaching staff to listen

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to questions about the course

Provide engaging class activities and opportunities for discussions for students and teaching staff

Return all assigned work on time, in a professional form, with feedback comments and marking aligned with the assessment criteria, and demonstrating use of creative intelligence

Explore areas of interest to you and enjoy the process

### **Students' responsibilities:**

Read the information, guidelines and support material for class and assignment activities

Attend class sessions fully prepared to discuss the material corresponding to the date on the course outline

Ask questions relevant to course including materials, class activities, assignments

Engage in class activities and discussion about the material with other students, and teaching staff

Hand in all assigned work on time and in a professional form, and demonstrating use of creative intelligence

Explore areas that interest you and enjoy the process

## **TOPICS**

- **Organisational Structure & Processes**
- **Metaphors & Organisational Communication**
- **Rationality, decision making & (Ab)uses of information**
- **Cultures, Subcultures & Organisation Socialization**
- **Communicating Identity: Individually & Collectively**
- **Connecting through Social Relationships & Networks**
- **Leadership Old & New: Direction, Coordination, Facilitation, and Inspiration**
- **Participation, Teams, and Democracy at Work**
- **Power and Control in Organisational Life**
- **Organisational Change & Change Related Communication**
- **The Meanings & Uses of Organisational Communication Technologies**
- **Communicating in Global and Multicultural Contexts**
- **Metaphors, communication and us**

## **ASSESSMENT**

### **Course Assessment: The Organisational Analysis**







This course works on the premise that organisations are constituted in communication - that is created through, and manifested in language, interaction, and practice. Therefore, communication is not simply a tool that managers use to make organisations work better. Moreover the act of organising is nothing but communication. So, when we talk about organising we are talking about communication phenomena ... that is,


organisational communication. So following on from the above, how organisational members perceive their jobs, work, roles, and the organisation, and the communication practices, and the language, metaphors and stories they use to talk about these things both influence and respond to the organisation (noun) and organisation (verb). That is, the achievements, relationships, ways of working, climate, goals, etc - and by association may be the bottom line! Therefore, finding out about perceptions of organisational members, and analysing language, metaphors and stories may help organisations and their members.

### **In the light of the above:**

1. ALL of the assignments are part of the Organisational Analysis. Assignments build on each other and directly contribute to the subsequent assignments, which culminate in the final Group Report.
2. Tutorials are dedicated to developing your skills and knowledge so that you are better equipped to carry out your group assignments.
3. See the Assignment Section of your Course Reader Booklet and course Files on your "My Web" for full details of each assignment.

### **Internal Assessment/Final Examination 1:0**

<b>Internally Assessed Components</b>				
Component Details			Submission Details	
Component	Due Date	Weighting	Where	How
 <b>Group Project Plan &amp; Contract</b>	In tutorials Week 2 or 3	5%	at Group	Printed
 <b>Individual Assignment - Review Abstracts - Practice</b>	8/08/2003 12 noon Week 4	5%	MSC	Web Submit Printed
 <b>Individual Assignment - Interview Schedule</b>	In Tutorials Week 6	10%	at Group	Printed
 <b>Individual Assignment - Review Abstracts - Final</b>	8/09/2003 12 noon Week 9	20%	MSC	Web Submit Printed
 <b>Individual Assignment - Interview Essay</b>	29/09/2003 12 noon Week 12	25%	MSC	Web Submit Printed
 <b>Group Presentation on</b>	Scheduled in	15%	at	Other

<b>Organisational Analysis</b>	tutorials Weeks 12, 13, 14		Group	
 <b>Group Organisational Analysis Report</b>	3/11/2003 12 noon Week 17	20%	MSC	Web Submit Printed
<b>Note</b> The above Internally assessed components make up <b>100.00%</b> of the total assessment				

### Assignment Details

**Group Project Plan & Contract** (Due Date: In tutorials Week 2 or 3)  
See the Assignment Section of your Course Reader Booklet and course Files on your "My Web" for full details of this assignment.

**Individual Assignment - Review Abstracts Practice** (Due Date: Friday, 8 August 2003 12 noon)  
You get the whole 5% when you hand this in.

See the Assignment Section of your Course Reader Booklet and course Files on your "My Web" for full details of this assignment

**Individual Assignment - Interview Schedule** (Due Date: In Tutorials Week 6)  
See the Assignment Section of your Course Reader Booklet and course Files on your "My Web" for full details of this assignment

**Individual Assignment - Review Abstracts Final** (Due Date: Friday, 8 September 2003 12 noon)  
See the Assignment Section of your Course Reader Booklet and course Files on your "My Web" for full details of this assignment

**Individual Assignment - Interview Essay** (Due Date: Monday, 29 September 2003 12 noon)  
See the Assignment Section of your Course Reader Booklet and course Files on your "My Web" for full details of this assignment

**Group Presentation on Organisational Analysis** (Due Date: Scheduled in tutorials Weeks 12, 13, 14)  
See the Assignment Section of your Course Reader Booklet and course Files on your "My Web" for full details of this assignment

**Group Organisational Analysis Report** (Due Date: Monday, 3 November 2003 12 noon)  
See the Assignment Section of your Course Reader Booklet and course Files on your "My Web" for full details of this assignment

## RESOURCES

### Required Texts

**Cheney, G., Christensen, L. T., Zorn T. E., & Ganesh, S. (2004). Organisational communication in the age of globalisation: Issues, reflections, practices. Waveland Press.**

**All texts, required and recommended readings are on desk copy at the Library.**

## SCHEDULE

### Week 1 beginning 14/07/2003

No tutorials this week.

#### Wednesday: 2pm–4pm

Lecturer: Simpson-Mary

#### Organisational Structure & Processes

In Lecture: The focus will be introduction to the Course and first assignments

Reading: Cheney et al Chap 1 & 2

### Week 2 beginning 21/07/2003

**Tutorials:** *Assignments, Skill building and Team Time for Groups*

#### Wednesday: 2pm–4pm

Lecturer: Simpson-Mary

#### Rationality, decision making & (Ab)uses of information

In Tutorials: We review ideas for your topic/focus for your group project, and spend more time working on the Review Abstracts assignment.

In Lecture: In addition to the topic we will examine the role of metaphors in organisational communication. Each week we will apply different metaphors in relation to the topic.

Reading: Cheney et al Chap 3

**Group Project Plan & Contract** Due Date: In tutorials Week 2 or 3

### Week 3 beginning 28/07/2003

**Tutorials:** *Assignments, Skill building and Team Time for Groups*

#### Wednesday: 2pm–4pm

Lecturer: Simpson-Mary

#### Cultures, Subcultures & Organisation Socialization

Reading: Cheney et al Chap 4

**Group Project Plan & Contract** Due Date: In tutorials Week 2 or 3

### Week 4 beginning 4/08/2003

**Tutorials:** *Assignments, Skill building and Team Time for Groups*

#### Wednesday: 2pm–4pm

Lecturer: Simpson-Mary

#### Communicating Identity: Individually & Collectively

In tutorials: You design your interview schedule and examine do's and don't's of interviewing.

Reading: Cheney et al Chap 5

**Individual Assignment - Review Abstracts** Practice Due Date: Friday, 8 August 2003 12 noon

**Week 5** beginning 11/08/2003

**Tutorials:** *Assignments, Skill building and Team Time for Groups*

**Wednesday: 2pm–4pm**

Lecturer: Simpson-Mary

**Connecting through Social Relationships & Networks**

In Tutorials: Your Group Project Plan & Contract will be returned. And you will test & time your interview questions.

Reading: Cheney et al Chap 6

**Week 6** beginning 18/08/2003

**Tutorials:** *Assignments, Skill building and Team Time for Groups*

**Wednesday: 2pm–4pm**

Lecturer: Simpson-Mary

**Leadership Old & New: Direction, Coordination, Facilitation, and Inspiration**

In Tutorials: We examine methods for data-gathering, and practical issues for interviews: from equipment to clothes, timing to taping.

Reading: Cheney et al Chap 7

**Individual Assignment - Interview Schedule** Due Date: In Tutorials Week 6

**Week 7** beginning 25/08/2003

Teaching Recess

**Wednesday: 2pm–4pm**

Lecturer: Simpson-Mary

**Week 8** beginning 1/09/2003

Teaching Recess

**Wednesday: 2pm–4pm**

Lecturer: Simpson-Mary

**Week 9** beginning 8/09/2003

**Tutorials:** *Assignments, Skill building and Team Time for Groups*

**Wednesday: 2pm–4pm**

Lecturer: Simpson-Mary

**Participation, Teams, and Democracy at Work**

In Tutorials: We look at methods for analysing Interview Transcripts - bring yours to tutorial if possible.

Reading: Cheney et al Chap 8

**Individual Assignment - Review Abstracts** Final Due Date: Friday, 8 September 2003 12 noon

**Week 10** beginning 15/09/2003

**Tutorials:** *Assignments, Skill building and Team Time for Groups*

**Wednesday: 2pm–4pm**

Lecturer: Simpson-Mary

**Power and Control in Organisational Life**

In Tutorials: We prepare for presentations - how to present your progress to date. Also more methods for analysing transcripts.

Reading: Cheney et al Chap 9

**Week 11** beginning 22/09/2003**Tutorials:** *Assignments, Skill building and Team Time for Groups***Wednesday: 2pm–4pm**

Lecturer: Simpson-Mary

**Organisational Change & Change Related Communication**

In Tutorials: We prepare for presentations - Ways to keep your audience awake & interested  
More methods for analysing transcripts.

Reading: Cheney et al Chap 11

**Week 12** beginning 29/09/2003**Tutorials:** *Two Group Presentations***Wednesday: 2pm–4pm**

Lecturer: Simpson-Mary

**The Meanings & Uses of Organisational Communication Technologies**

Reading: Cheney et al Chap 12

**Group Presentation on Organisational Analysis** Due Date: Scheduled in tutorials  
Weeks 12, 13, 14

**Individual Assignment - Interview Essay** Due Date: Monday, 29 September  
2003 12 noon

**Week 13** beginning 6/10/2003**Tutorials:** *Two Group Presentations***Wednesday: 2pm–4pm**

Lecturer: Simpson-Mary

**Communicating in Global and Multicultural Contexts**

Reading: Cheney et al Chap 13

**Group Presentation on Organisational Analysis** Due Date: Scheduled in tutorials  
Weeks 12, 13, 14

**Week 14** beginning 13/10/2003**Tutorials:** *Two Group Presentations***Wednesday: 2pm–4pm**

Lecturer: Simpson-Mary

**Metaphors, communication and us**

In Lecture: We will conclude the Course with an exercise in metaphors. We will also address the details of writing the Group Report Assignment.

Reading: TBA

<b>Group Presentation on Organisational Analysis</b> Due Date: Scheduled in tutorials Weeks 12, 13, 14
<b>Week 15</b> beginning 20/10/2003 <b>No Classes</b>
<b>Wednesday: 2pm–4pm</b> Lecturer: Simpson-Mary
<b>Week 16</b> beginning 27/10/2003 <b>No Classes</b>
<b>Wednesday: 2pm–4pm</b> Lecturer: Simpson-Mary
<b>Week 17</b> beginning 3/11/2003 <b>No Classes</b>
<b>Wednesday: 2pm–4pm</b> Lecturer: Simpson-Mary
<b>Group Organisational Analysis Report</b> Due Date: Monday, 3 November 2003 12 noon

## LINKAGES TO OTHER PAPERS

**Corresponding :**

**0343.392**

## EXTRA INFORMATION

### Presentation of Written Assignments

All written assignments will:

- Be produced on a PC or word processor.
- Be proofread and spell-checked, and thus free of grammar, spelling and punctuation errors.
- Be 1.5 or double-spaced.
- Have left and right margins set between 2.5cm and 3 cm
- Have page numbers at top RH corner or bottom RH corner.
- Be printed on one side of the page only.
- Include a cover page stating: Assignment Title, your name, course code and title, course convenor's name, tutors name, due date and word count.
- Follow APA guidelines for referencing and style. A copy of the APA style manual is available in MSC, and through My Web Class Resources.
- NOT be in plastic covers and binders.

### Grading Standards for Written Work

Specific criteria for each assignment are included in the instructions for each. However, we will also use these general grading criteria:

- A (75-100%) Excellent work. There is a clear focus on what the assignment should achieve, and it is structured accordingly. Demonstrates integrative and original thinking, and arguments are convincingly articulated and supported. Work is well written and free of errors. Demonstrates thorough understanding of key issues in course readings, and clearly references relevant readings.
- B (60-74%) Competent, informed work well supported from the literature. Well planned, organised, and written. Demonstrates a clear understanding of the key issues in course readings, and clearly references relevant readings.
- C (50-59%) Satisfactory work. The basic requirements have been carried out. Demonstrates a general understanding of the major issues and is written so that it can be clearly understood. Uses relevant material.
- D (40-49%) Below average work. Work does not fulfill the necessary requirements for the assignment. Does not demonstrate clear understanding of the major issues. Ideas are not clearly expressed.
- E (under 40%) Unacceptable work. Shows little understanding of the issues, and ideas are poorly expressed.

## DEPARTMENTAL POLICY

### Binding Policy Statement

It is the sole responsibility of the student to read and understand any policies, laws, rules, or procedures that are not specifically outlined in this course outline. Such policies, laws, rules, or procedures are contained in the University of Waikato calendar and in the general by-laws, procedural guidelines and policy statements of the university.

### Policy on Late Assignments and Extensions

1. All assignments to be submitted to the MSC will be due on the due date at NOON.
2. Work may be handed in up to 48 hours late with the following deductions applying:

Day	Time	Deduction
Due date	After 12 noon – 1pm	5% *
Due date	After 1pm – 5pm	10%
Due date/next working day	After 5pm – 9am	20%
Next working day	After 9am – 5pm	30%
Next working day/2 working days late	After 5pm – 12 noon	40%
2 working days late	After 12 noon	Not accepted

3. In exceptional circumstances, such as a death or serious illness in the family, an extension may be granted without penalty. A request for such an extension must be accompanied by appropriate supporting evidence such as a counsellor's certificate or a medical certificate signed by a general practitioner (not a nurse or administrator at the

Student Medical Centre). Computer breakdowns are not considered "exceptional circumstances".

4. Requests for extensions must be made in writing, either by email or on the appropriate form available from the departmental administrator. If the request is by email, the student must ensure that all the details required on the official form are supplied. Requests for extensions must be made to the course conveners concerned.

5. There may be some assignments for which no extension can be allowed, for example, when the due date corresponds with a class session in which the course work is to be used or marked. Such assignments are clearly noted in the paper outline.

\* Percentages are based on possible marks. For example, if 100 marks are possible on an assignment and a student's work would have earned an 80, but is submitted 30 minutes late, 5% (in this case, 5 marks) would be deducted, resulting in a mark of 75.

### **Policy on Marking MCOM Students' Written Work**

*Context:* Most assignments in MCOM courses should be marked for quality of writing and presentation. That is, a fundamental part of being an effective communicator is clear and competent written expression, and as communication educators, we should provide incentives and feedback for students to continually improve their writing skill.

*Goals:* Our goals with this policy are to (a) encourage competent writing practices as appropriate for the study of communication, and (b) develop students' writing skills over the course of their study.

*Policy:* For some assignments, the quality of writing is the primary criterion for marking. For most other assignments, the quality of writing or presentation is important, but equally or more important is the ability to demonstrate command of the conceptual material. For these assignments, a clearly designated component on a marking schedule should be allocated to writing and presentation (usually between 10-30%). The same standards should be applied to every student, NESB (Non-English Speaking Background) or otherwise, on all criteria. Thus, students who have yet to develop strong writing skills, will be disadvantaged on this one portion of the marking schedule, but not on the rest. Of course, if the quality of writing is so poor that it hinders the instructor from ascertaining whether students meet other criteria, their writing deficiencies may influence those marks as well. Therefore, it is the responsibility of MCOM staff to provide appropriate feedback to build students' writing skills.

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