

COMM 362 – FALL 2020 – COURSE OUTLINE

Week One (August 24—August 30)

- ☐ **COMPLETE:** PRE-TEST (Ungraded but counts for completion, no studying required) by **Wednesday, August 26**
 - ☐ **READ:** Introduction to Organizational Communication Chapter 1
 - ☐ **LISTEN:** Lecture and PowerPoint Slides
 - ☐ **VIEW:** Video Clips on our Changing Economy
 - ☐ **REVIEW:**
 - What are the major ways organizations have changed over the past several decades? How have these changes affected organizational communication?
 - What is your reaction to watching/listening to the clips on our changing economy? How do these issues impact employees and organizations in the U.S.? What are the implications for organizational communication?
 - ☐ **POST:** Two Minute Response to Flipgrid by **Friday, August 28**
 - ❖ Prompt: Introduce yourself to your group mates. Since this is your first official meeting tell everyone who you are (name, hometown, year in school, major, etc), special interests, facts, hobbies, etc. and then describe either your best organizational work experience OR your worst. What made them good or bad and what was the role of communication?
 - ☐ **ASSESS:** Take Chapter 1 Test by **Sunday, August 30**
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Weeks Two – Three (August 31 – September 13)

- ☐ **READ:** Classical/Traditional Approaches to Organizational Communication Chapter 2
- ☐ **LISTEN:** Lecture and PowerPoint Slides
- ☐ **VIEW:** Videos on Ford Motor Company
- ☐ **REVIEW:**
 - What are the primary distinctions between Taylor's Scientific Management, Fayol's Administrative Theory, and Weber's Theory of Bureaucracy?
 - Be able to define each of the following terms and provide an organizational example of each: Specialization, Standardization, Replaceability, Predictability, Division of Labor, Unity of Command, Span of Control, Centralization, Systematic Soldiering, Scalar Chain
 - Describe the Machine Metaphor. What are the major emphases of the traditional approaches to management?
- ☐ **POST:** Two minute response to Flipgrid by **Friday, September 4**

- ❖ Prompt: How is scientific management alive and well in today's organizations? Apply concepts of the traditional approach to an organization you are familiar with and provide specific examples. Be sure to include key terms including: specialization, standardization, replaceability, & predictability.

☐ **ASSESS:** Take Chapter 2 Test by Sunday, **September 13**

Weeks Four – Five (September 14 – September 27)

☐ **READ:** Human Relations and Human Resources Approaches **Chapter 3**

☐ **LISTEN:** Lecture and PowerPoint Slides on Human Relations and Human Resources

☐ **REVIEW:**

- What is the significance of the Hawthorne studies, Maslow's hierarchy, and McGregor's Theory Y on the human relations approach?
- Based on the human resources approach, what is the best way to manage people? Incorporate concepts of Blake and Mouton's managerial grid (team management) and Likert's System IV.

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☐ **POST:** Two minute response to Flipgrid by **Friday, September 18**

- ❖ Prompt: What was missing from the human relations approach that fueled the human resources approach? Based on the human resources approach, what is the best way to manage people? Incorporate concepts of Blake and Mouton's managerial grid (team management) and Likert's System IV. Is team management the best approach? Why or why not?

☐ **ASSESS:** Take Chapter 3 Test by Sunday, **September 27**

Week Six (September 28 – October 4)

☐ **READ:** Systems Theory **Chapter 4 (Pages 60-71)**

☐ **LISTEN:** Lecture and PowerPoint Slides

☐ **REVIEW:**

- Define each of the following terms and provide an organizational example of each: Equifinality, Equivocality, Input-Throughput-Output Process, Negative Entropy, Corrective Feedback, Organismic Metaphor, Permeable Boundaries, Requisite Variety, Sense-Making, Holism
- Read the Case Study: Sensemaking after the acquisition and describe how you would use Weick's model of sensemaking to describe Helen's experiences since Sales Informatics was acquired by Marketron.

☐ **COMPLETE:** The fill-in-the-blank handout providing a definition and example of each systems term. Upload the assignment to Blackboard by **Friday, October 2**

☐ **ASSESS:** Take Chapter 4 Test by **Sunday, October 4**

Weeks Seven and Eight (October 5 – October 18)

- ☐ **READ:** Cultural Approaches Chapter 4 (Pages 71-78)
 - ☐ **LISTEN:** Lecture and PowerPoint Slides
 - ☐ **VIEW:** Videos of Organizational Culture at Google
 - ☐ **REVIEW:**
 - What are the key differences between prescriptive and descriptive approaches to culture? Which approach to culture do you prefer and why?
 - Based on the videos about Google, how would you describe their culture? What do you see as the pros and cons of the culture Google is trying to build? Which perspective of culture does it embody, the prescriptive or the descriptive approach?
 - ☐ **POST:** Two Minute Response to Flipgrid by **Friday, October 9**
 - ❖ Prompt: Can organizational culture be created or engineered? Describe an organization with an "Excellent" culture and discuss whether its leaders created the culture or whether it emerged from the employees. Provide examples of different cultural markers such as rites, rituals, elements of the physical environment, values, etc.
 - ☐ **ASSESS:** Take Chapter 5 Test by **Sunday, October 18**
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Weeks Nine -- Ten (October 19 – November 1)

- ☐ **READ:** Critical Approaches Chapter 6
- ☐ **LISTEN:** Lecture and PowerPoint Slides
- ☐ **VIEW:** Video of Stanley Deetz on the role of Social Construction of Communication in Organizations
- ☐ **REVIEW:**
 - Critical theorists take a **Radical-Critical approach to power** in that they are concerned with how power is a part of the deep structures of an organization from how decisions are made to how products are sold. Marx was concerned with two forms of power, the **modes and means of production**. Define each.
 - A second major form of Control is **Control over Discourse**. From this perspective, management creates the webs or structures for how we communicate, and “employees learn how to navigate the web, but are ultimately caught in it.” Power can be identified in different types of discourse including: **Organizational Narratives, Decision Premises**, or in **Industry terminologies**. Provide an example of each.
 - When organizations control the modes and means of production and organizational discourse, then **ideology** and **hegemony** are formed. Define ideology and hegemony and provide an example of each. In the case “Talking Turkey,” how does the discussion between Brandon and Gabriella illustrate the concepts of power, ideology, and hegemony?
 - Even when employees think they are emancipated, there are still participatory practices which serve to control employee behavior. This is explained by the **Theory of Concertive (or Unobtrusive) Control**. Define this theory and provide an example.
- ☐ **POST:** Two Minute Response to Flipgrid by **Friday, October 23**

- ❖ Prompt: Many "work songs" or songs about work take a critical approach to organizations. Write about your favorite work song that connects to the critical approach or that treats organizations as sites of domination. Explain how the concepts of hegemony, ideology, discursive closure, or concertive control apply.

☐ ❖ **ASSESS:** Take Chapter 6 Test by **Sunday, November 1**

Week Eleven (November 2 – November 8)

☐ **READ:** Assimilation Processes

Chapter 7

☐ **LISTEN:** Lecture and PowerPoint Slides

☐ **VIEW:** The satirical video on how to fit in on your first day and the segment on realistic job previews.

☐ **REVIEW:**

- Relate the satirical video on how to fit in on your first day of work to the assimilation process. What can organizations do to reduce uncertainty and increase identification for new employees?
- Describe the phases of the assimilation process.
- How do new employees go about gathering information and formulating their new roles?

☐ **ASSESS:** Take Chapter 7 Test by **Sunday, November 8**

Week Twelve (November 9 – November 15)

☐ **READ:** Conflict Processes

Chapter 9

☐ **LISTEN:** Lecture and PowerPoint Slides

☐ **VIEW:** The satirical video on conflict management from The Office.

☐ **REVIEW:**

- How is conflict defined? What specific dimensions of conflict impact the process and what are common topics/issues of conflict in organizations?
- How is Blake and Mouton's Leadership Grid used to conceptualize specific conflict strategies?
- Describe the five conflict management styles.
- What is the difference between negotiation, mediation, and arbitration?
- Identify the differences between distributive and integrative approaches to bargaining.
- What specific relational factors influence conflict management strategy selection?

☐ **COMPLETE:** The Conflict Management Assessment and answer the questions below: by **Friday, November 13**

- ❖ What do you think is your primary conflict management style? Does your style help or hinder you in the workplace? Provide an example of a time the strategy you selected had a positive or a negative outcome.

☐ **ASSESS:** Take Chapter 9 Test by **Sunday, November 15**

Week Thirteen (November 16 – November 22)

- ☐ **READ:** Emotion Processes at Work Chapter 11
- ☐ **LISTEN:** Lecture and PowerPoint Slides
- ☐ **VIEW:** The NPR story on Bad Bosses and the Video Clips on Bullying
- ☐ **REVIEW:**
 - After reading about emotion processes in the workplace is your view of basic processes of organizational life (related to conflict, decision-making, socialization, etc.) changed? Is it possible to balance concerns for rationality and emotion? How can this be accomplished?
 - What personality qualities are likely to affect your experience with stress?
 - What role does communication play in assisting employees manage stress and burnout?
 - How can communication be a tool for remedying the problems associated with bullying?
- ☐ **ASSESS:** Take Chapter 11 Test by **Sunday, November 22**

Week Fourteen (Extended Thanksgiving Break--November 23 – November 29)

Week Fifteen (November 30 – December 6)

- ☐ **READ:** Technological Processes Chapter 13
- ☐ **LISTEN:** Lecture and PowerPoint Slides
- ☐ **REVIEW:**
 - Consider the effects of communication technology discussed in this chapter. What do you see as the most positive effects? What effects are indicative of a dark side to communication technology? Given your beliefs about technology, would you consider yourself to be a “utopian” or a “Luddite”? How do you see this distinction impacting your organizational life as an employee?
- ☐ **POST:** Two Minute Response to the Discussion Board 5 by **Wednesday, December 3**
 - ❖ Prompt: Read the Spotlight on Scholarship: Doodling in the Age of Technology (p. 245). How do you feel about electronic multitasking? Is it rude? Do you do it well (if so, how do you know)? What conclusions can be drawn about electronic multitasking based on the Stephens and Davis (2009) article?
- ☐ **ASSESS:** Take Chapter 13 Test by **Sunday, December 6**

Week Sixteen (December 7 – December 11)

- ☐ **COMPLETE:** Final Exam by **Friday, December 11 at 4:30**
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