COMMUNICATION IN ORGANIZATIONS
Department of Communication and Journalism
University of New Mexico
Course Syllabus: 2ⁿᵈ Summer Session 2010

Instructor Contact Information:
Dr. Pam Lutgen-Sandvik

Office hours: Mon – Fri, 12:00 – 4:00 p.m. LIKELY UNAVAILABLE OTHER TIMES.

Try one of these and if you don't reach me try another. If I leave my office, I will take the cell phone with me.

* Videoconferencing via Skype: pamela.lutgen.sandvik

* Telephone conferencing: (TBA when class starts)

* Email: plutgen@unm.edu

Course Description: The course examines current theories of organizational behavior with an emphasis on communication patterns and practices, giving attention to topics such as superior-subordinate communication, formal and informal communication networks, authority, and power.

Course Goals: To provide students with a closer examination of the taken-for-granted, communicative nature of organizational life. To challenge students to think critically about the diverse perspectives people bring into organizations as they perform tasks and make sense out of their work experiences. To explore the role that communication plays in shaping both relationships and structures of organizing. To develop critical thinking and writing skills about organizational communication.

Course Objectives:

⊠ Understand the vital role of communication in the organization by examining its forms, processes and functions.
⊠ Develop communication skills that are valued in organizations.
⊠ Learn traditional and contemporary perspectives on organizations and organizational communication.
⊠ Come to see organizational communication as:
   (a) tool or a "skill" used in interactions with coworkers or customers,
   (b) a linkage creating information or relational networks between organizational actors,
   (c) a symbolic process or performance constructing organizational reality, and
   (d) a "voice" often silenced or needing to be heard in the organization.

TEXT: Miller, K. (2009) Organizational communication: Approaches and processes. 5ᵗʰ Edition. Wadsworth Cengage Learning: Boston, MA.

GRADES: Final grades are based on the *percentage* of points earned. ***Grade Posting*** Grades will be posted on the WebCT course supplemental site as soon as possible after assignment grading. ***Test grades*** will be posted after testing time has elapsed. ***Discussion Board Grading*** Discussion board posts and replies will be graded within two days of posting.

Grade Percentages

A: 90.0-100   B: 80.0-89.9   C: 70.0-79.9   D: 60.0-69.9   F: 59.9 & <

Grade Descriptions:

A = significantly exceeded basic criteria / distinguished for superior performance (free of errors, strong organization & use of evidence)

B = exceeded basic criteria in some way / above average (few simplistic errors, organization & evidence could be more clearly linked)

C = met basic criteria / average (frequent errors in spelling / grammar, unclear organization & evidence use)

D = failed to meet basic expectations (poor quality work, readability inhibited by the writing quality, use of theory & evidence not clear)

F = incomplete work (disregard for assignment format / content, fraught with errors)

Student Requirements for Online Class

- Discipline. An Internet class requires the highest level of student responsibility and discipline.

- Ask questions when materials are not clearly understood. However, the student is expected to have done the readings and checked with the syllabus prior.

- Be prepared. Do assignments including readings on time and prior to participation in discussion boards. (See late work policy below)

- Read the online discussions prior to contributing to an established thread or starting a new thread.

- Participate in the online discussion and emails with respect and consideration for contributors.

- Honor all other cultural backgrounds; without prejudices, biases, or preconceived beliefs ideas. Language that demonstrates a lack of common courtesy or respect for another human being, regardless of whether that person is in our class, will not be tolerated.

- Keep an open mind with a positive, pro-active, constructive attitude.

- Students are expected to adhere to all UNM & C&J policies, many of which are included in the syllabus. Failure to adhere to these policies could result in failing of the class, removal from the class, and/or removal from the university.

COURSE FORMAT:

Online Course Sequence: This four-week summer course is a whirlwind so be prepared to hit the ground running from the beginning of the course to the end. The structure is repetitive and predominantly built around Discussion Questions (DQs):

1. Reading

2. DQ post #1 by 12:00 p.m.

3. DQ post #2 by 3:00 p.m. (reply to one of the DQ threads)

This cycle will repeat 10 times (10 discussion questions) and starts the first day of class.

✸　　　In addition, there will be:

4. Mid-term (a little less than half-way through)

5. End-term, non-cumulative (day after last scheduled class day)

6. Final paper (due one week after last day of scheduled class)

Email: Students can email me directly at plutgen@unm.edu. Students can email each other and/or the instructor through the WebCT system, should they wish. Logon to https://vista.unm.edu/webct, click on "Communication Tools" icon, and then "Email." To reply or respond to emails sent through WebCT, you will have to do so in the WebCT course site. I will check email a number of times a day during office hours (12-4). Please email again or call me if you do not receive a response within one (1) day of sending me an email message; there is always the possibility of problems with electronic messaging. **I probably will not check email over the weekend.** I will not send grades or otherwise private student information via email. Assignments will not be accepted via email.

Academic Integrity: You will be expected to maintain the highest standard of academic integrity. Violations include, but are not limited to, cheating, fabrication, tampering, plagiarism or facilitating such activities. These actions are grounds for immediate failure. The University reserves the right to take disciplinary action, up to and including dismissal, against any student who is found guilty of academic dishonesty or otherwise fails to meet these standards. In this graduate course, you are expected to know APA style for citing outside sources. Plagiarism is one of the most serious ethical missteps a scholar can make, so it is imperative to give credit where credit is due. See for UNM academic dishonesty policy and statement at http://pathfinder.unm.edu/policies.htm#academicdishonesty. Students who have questions concerning scholastic regulations and procedures at the University should refer to the "General Academic Regulations" section of the University Catalog.

Written Work Guidelines:
1. Word-processed work (12 font, left-hand justified, double-spaced, 1" margins, APA format)
2. Accurate written form (structure, punctuation, spelling, etc.)
3. Late assignments subject to Late Work policy below.

Late Work Grading Policy:
1. If students miss either post #1 or post #2 they will simply lose those points. The condensed summer session has no flexibility in this regard. I will allow each student to miss one of post over the course without penalty (this means missing *either* post # 1 *or* post # 2 *for one DQ*).

2. Final paper: - 10% of possible points for each day late (which includes -10% if paper submitted anytime after 11:00 p.m.)
3. Maximum late deduction 50%
4. If final paper not submitted by

Make-up:

1. All late work is subject to *Late Work* policy stated above.
2. No course work can be accepted after the August 7th deadline, since UNM designates specific dates for me to upload final grades.

Grade Appeals: The timeframe for grade appeals is limited, especially if students submit work on August 7th, which is already a week after the last day of class. Given this shortened time-frame, students should follow these guidelines for appealing a grade:

1. Wait at least twenty-four hours
2. Complete appeal *within 1 day* of receiving disputed grade
3. Review work, reread the grade descriptions on syllabus, reread assignment details, and reflect on instructor's comments/earned grade
4. With this in mind, submit appeal in writing
5. Two key areas: (1st *most* important):
    a. substantive areas, reasons, points, and arguments that substantiate a different grade based on assignment details
    b. earned grade the assignment should have received
6. Submit in writing via email

Diversity: This course encourages different perspectives related to such factors as gender, race, nationality, ethnicity, sexual orientation, religion, and other relevant cultural identities. This course seeks to foster understanding and inclusiveness related to such diverse perspectives and ways of communicating.

Ethics: The course emphasizes ethical practices and perspectives. Above all, students and instructors should strive to communicate and act, both in class interactions and in assigned coursework, in a manner directed by personal integrity, honesty, and respect for self and others. Included in this focus is the need for academic honesty by students as stated by the UNM Pathfinder. Students need to do original work and properly cite sources. For example, be aware of plagiarism—directly copying more than 3 or 4 words from another author without quoting (not just citing) the author is plagiarism. Further, course content will encourage the ethical practices and analysis of professional communication.

ASSIGNMENTS AND POINTS (Total Course Points Possible: 335)

Discussion Questions: For list of all questions, what is required in posts, and grading rubric see Assignment Details on course homepage.

1. **Discussion Questions** 160 points (10 DQs, 8 points post #1, 8 points post #2,)
    a. **Post #1:** Initial post due at 12:00 p.m. (noon)
    b. **Post #2:** Response post due by 3:00 p.m.

Discussion Groups: Students will participate in groups for the discussion questions. WebCT automatically assigns students to groups so your group makeup is complete random. Students

will initially respond (post 1) to the DQ within their group and will reply (post 2) to one of their group members' posts.

Grading Range: For each DQ, each student is required to start a new thread as well as contribute to an existing thread within that specific Discussion. Remember to choose your words thoughtfully and with respect to other people whether they are in our class or not. Write briefly and to the point; bulleted points are also quick to read. Contributions that are disrespectful will be removed by the instructor, resulting in no points awarded. There are no right or wrong comments or answers, only opportunities to share and gain some insights. **For a full description of DQs, what is required, and how they will be graded see Assignment Details** on course homepage.

Tests: For more information on tests see Assignment Details on course homepage.

2. **Mid term** (50 points; T/F, MC, matching—based on first half of course readings [Chapters 1-6] and discussion threads)
3. **End-term exam** (50 points; T/F, MC, matching—based on second half of course readings [Chapters 7-14] and discussion threads)

Test study guides (review sheets) are online. Click here to access Study Guide #1 in Mid-term Test Module and Study Guide #2 in End-term Test Module. All tests are online via the WebCT link. Both exams will be available for 24 hours on their due date (see Schedule or Critical Dates on course homepage). From the time you log on, and you have 60 minute to complete the test. That is a little over a minute per question. Students will only be allowed to access the test once. No re-entry is allowed. **For more information on tests see Assignment Details on course homepage.**

Final Paper: For full assignment description and requirements see Assignment Details on course homepage.

4. **Final Paper:** (75 points).

One of the attractive features of the text for this class is its attention to real life organizational situations and attention to case studies in each chapter. The final paper involves student choosing any three of the chapter-end cases in the text and responding to the questions posed.

To examine in further detail particular cases, apply what you've learned in class to actual communication scenarios from organizations, and provide usable and perhaps creative suggestions for the case based on relevant ideas outlined in your textbook, class activities, or lectures. **For full assignment description and requirements see Assignment Details on course homepage.**

WebCT Assignment Submission Instructions: Final Paper

I. Save all word-processed work into a rtf—rich text file (or Word). I cannot download or open other word-processed formats.
II. Save paper with your last name and a brief assignment title: i.e., "Smith 340 Final Paper"

III. Then follow these instructions:
1. Login at https://vista.unm.edu/webct
2. Type in your username and password
3. The courses for which you're registered, that instructors have WebCT course sites, will appear on left hand side as underlined links
4. Click on the course title link
5. The course site has an index that will come up on the left hand side and icons in the main page. Either will get you to these areas.
6. To submit assignments,
   a. Put mouse cursor on "Assignments" in left-hand margin index or on the icon with the file box, underneath which is the word "Assignments"
   b. Then left-hand *single* mouse click
   c. Choose the assignment you're submitting
      i. For example, if you're submitting "Choice Cluster Assignment 1," place cursor on Choice Cluster Assignment 1, underline will appear, single mouse click to choose
      ii. Click "Add Attachments" button
      iii. A new window opens with a "My computer" icon on the left-hand side
      iv. Click "my computer"
      v. Go to where you saved your assignment on your computer (A drive, C drive, etc.)
      vi. Double-click your assignment file (in Word or rtf)
      vii. The file will then appear above the "Add Attachments" button
      viii. Click "Submit"
      ix. You will be asked if this is "okay"
      x. Click "Okay"
      xi. The site should display your assignment as a link.
      xii. You're finished.
      xiii. There are separate assignment submission links for all assignments due in the class.

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Course Day-to-Day Schedule

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Date	Class	Topic	Readings	Assignments Due
7/6/10	1	Introductions		D1: OurSpace Introductions Post #1 due noon Post #2 due 3:00 p.m.
Module 1: July 7- 8 Early approaches				
7/7	2	Reading day Early approaches	Chapter 1: Challenge of Organizational Communication Chapter 2. Classical Approaches.	
7/8	3	Early approaches	Chapter 3. Human Relations & Human Resources Approaches.	DQ2: Early approaches Post #1 due noon Post #2 due 3:00 p.m.
Module 2: July 9 – 12 Contemporary approaches				
7/9	4	Reading day Contemporary approaches	Chapter 4. Systems Approaches. Chapter 5. Cultural Approaches	
7/12	5	Contemporary approaches	Chapter 6. Critical Approaches.	DQ3: Current approaches Post #1 due noon Post #2 due 3:00 p.m.
Mid-term Test				
7/13	6	Study day midterm		
7/14	7	Midterm		Mid-term test
Module 3: July 15-16 Assimilation				
7/15	8	Reading day Enduring Processes	Chapter 7. Assimilation Processes.	
7/16	9	Enduring Processes		DQ4: Assimilation Post #1 due noon Post #2 due 3:00 p.m.
Module 4: July 17-19 Decision-making				
7/19	10	Enduring Processes	Chapter 8. Decision Making Processes.	DQ5: Decision-making Post #1 due noon Post #2 due 3:00 p.m.

Module 5: July 20-21 Management

Date	Class	Topic	Readings	Assignments Due
7/20	11	Reading day Enduring Processes	Chapter 9. Conflict Management Processes.	
7/21	12	Enduring Processes	Chapter 10. Change and Leadership Processes.	DQ6: Management Post #1 due noon Post #2 due 3:00 p.m.

Module 6: July 22 -23 Emotions

Date	Class	Topic	Readings	Assignments Due
7/22	13	Reading day Emerging Processes	Emerging Processes	
7/23	14	Emerging Processes	Chapter 11. Processes of Emotion in the Workplace.	DQ7: Emotions Post #1 due noon Post #2 due 3:00 p.m.

Module 7: July 24 - 26 Diversity

Date	Class	Topic	Readings	Assignments Due
7/26	15	Emerging Processes	Chapter 12. Organizational Diversity Processes.	DQ8: Diversity Post #1 due noon Post #2 due 3:00 p.m.

Module 8: July 27 – 28 Technology

Date	Class	Topic	Readings	Assignments Due
7/27	16	Reading day	Emerging Processes	
7/28	17	Emerging Processes IDEA FORMS	Chapter 13. Technological Processes.	DQ9: Technology Post #1 due noon Post #2 due 3:00 p.m.

Module 9: July 29-30 The future

Date	Class	Topic	Readings	Assignments Due
7/29	18	Reading day	Emerging Processes	
7/30	19	Emerging Processes	Chapter 14. The Changing Landscape of Organizations.	DQ10: The future Post #1 due noon Post #2 due 3:00 p.m.

End-term test

7/31	20	Study day end-term test		
8/1/10	21	End-term test		End-term test

Final paper

8/6/10		FINAL PAPER DUE 11:00 P.M. VIA WEBCT	