COURSE OUTLINE

Course Number **CMN122**	**Course Title** **Organizational Communication**	**Credits** **3**

Hours: 3 Lecture   **Pre-requisite: ENG101 and CMN111 or 112**   **Implementation Semester & Year**

Spring 2022

Catalog description: Study and application of the theoretical fundamentals associated with the central role of communication in organizational settings. Students will explore strategic oral, written and visual message design within these systems, as well as the challenges presented by the impact of technology, emotion, leadership, climate, diversity, and a variety of related influences.

General Education Category: **Not GenEd**	**Course coordinator:** Dylan Wolfe, x3332, wolfedy@mccc.edu

Required texts & Other materials:
Organizational Communication; 7th Edition, 2014 by Katherine Miller; Wadsworth/Cengage Learning, Boston, MA. 978-1285164205

Course Student Learning Outcomes (SLO):

Upon successful completion of this course the student will be able to:

I. Identify various founding perspectives and approaches that have influenced the study of communication operation within organizations. (ILG 5; PLO 1 & 4)

II. Discuss the emerging and complex organizational communication challenges in recent decades (technology, economy, temporary workers, service vs. industrial industries, Generation Y, etc.), and the various shifts within the structure which can hinder success. (ILG 1, 4, 8, 9; PLO 1, 4, & 5)

III. Research and analyze an organization's communicative choices/strategies and draw conclusions on the cumulative impact on structure, function and success through various theoretical lenses. (ILG 5; PLO 1, 4, & 5)

IV. Identify and apply effective group decision-making & conflict-management skills within organizations.(ILG 9; PLO 1, 4, & 5)

V. Understand the role of communication with regard to emotion in organizational life. (ILG 1, 5; PLO 1 & 5)

VI.   Be able to identify the changing nature of communication in a global/multicultural organization and explain various approaches to increase system effectiveness. (ILG 1, 8, 9; PLO 1 & 5)

Course-specific Institutional Learning Goals (ILG):

Institutional Learning Goal 1. Written and Oral Communication in English. Students will communicate effectively in both speech and writing.
Institutional Learning Goal 4. Technology. Students will use computer systems or other appropriate forms of technology to achieve educational and personal goals.
Institutional Learning Goal 5. Social Science. Students will use social science theories and concepts to analyze human behavior and social and political institutions and to act as responsible citizens.
Institutional Learning Goal 8. Diversity and Global Perspective: Students will understand the importance of a global perspective and culturally diverse peoples
Institutional Learning Goal 9. Ethical Reasoning and Action. Students will understand ethical frameworks, issues, and situations.

Program Learning Outcomes for Communication (PLO)

PLO 1 - Analyze, evaluate, and critique the organizational design and delivery of all forms of communication;
PLO 4 - Identify the nature and unique characteristics of intrapersonal, interpersonal, intercultural, group, organizational, and mass communication;
PLO 5 - Analyze, evaluate, and discuss the issues and ethical situations created by mediated messages.

Units of study in detail – Unit Student Learning Outcomes:

Unit I - Introduction and Challenges of Organizational Communication (SLO 1, 2, 5)
Learning Objectives
The student will be able to…
- Identify the challenges of organizational communication including globalization, terrorism, climate change and changing demographics.
- Verbalize the concepts and approaches associated with "complex thinking" in organizational communication.

Unit II - Organizational Communication Approaches (SLO 1, 2, 3, 5, 6)
Learning Objectives
The student will be able to…
- Identify the Classical, Human Relations, System, Cultural and Critical Approaches to Organizational Communication.
- Describe key aspects of early twentieth century thinking regarding communication process as they related to management, structure, reward, and related components.
- Detect typical communication patterns consistent with various approaches to organizational thinking.
- Recognize the differences between "machine metaphor" and a "systems metaphor" in organizational structuring.
- Illustrate an understanding of various approaches to organizational communication using real-life examples and ground floor design.
- Utilize models to analyze cultural factors in organizational communication

- Describe the importance of the feminist approaches and "concertive control" theory to organizational communication.

Unit III - Communication Socialization Processes (SLO 1, 3, 5)
    Learning Objectives
    The student will be able to…
- Describe the key phases of socialization and exit processes in organizational communication.
- Develop skill in the information seeking phase of the socialization process.
- Identify and employ successful strategies on both sides of an employment interview.
- Understand the implications of demographics and cultural change for exit processes.

Unit IV - The Decision-Making Process (SLO 2, 3, 4)
    Learning Objectives
    The student will be able to…
- Categorize traditional and alternative communication models and methods to group decision-making.
- Understand the concept of groupthink as well as organizational communication strategies to reduce its negative impact.
- Recognize the challenges of organizational democracy and various ways organizations institute participative decision-making.

Unit V - Conflict and Communication in Organizations (SLO 1, 4, 5)
    Learning Objectives
    The student will be able to…
- Define organizational conflict, explain its stages and the levels at which it may occur.
- Identify how personal, relational and culture factors influence the conflict process.
- Demonstrate and understanding of strategies in mediation and third party negotiation.
- Describe and employ various conflict resolution approaches.

Unit VI - Organizational Communication and Leadership (SLO 1, 2, 3, 4, 5)
    Learning Objectives
    The student will be able to…
- Identify/predict the common problems associated with change in organizational structure and leadership and prescribe appropriate resolution communication strategies.
- Differentiate between the patterns or stages of planned and unplanned leadership changes.
- Describe successful theories and employ tools for delivering a wide variety of complex leadership messages within an organization.
- Categorize leadership style approaches and apply these concepts to specific communication events.

Unit VII - Emotion and Communication in the Workplace (SLO 1, 2, 4, 5)
    Learning Objectives
    The student will be able to…
- Demonstrate and understanding of the impact of emotion in organizational communication.

- Identify and practice communication strategies designed to reduce employee stress and burnout in the workplace.

Unit VIII - Communication and Diversity (SLO 5, 6)
Learning Objectives
The student will be able to…
- Increase an awareness of how diversity in the workplace brings opportunities such as problem solving, creativity, marketing insight, system fluidity and more.
- Develop an understanding of cultural diversity beyond the representation of women and minorities.
- Practice multicultural approaches to communicative messages within an organization.
- Demonstrate an awareness of current organizational challenges in a diverse environment such as sexual harassment and balancing family life.

Unit IX - Communication Technologies (SLO 1, 2, 3, 5)
Learning Objectives
The student will be able to…
- Describe the impact of new communication technologies employed by organizations.
- Identify how new technologies, such as virtual teams and video conferencing can change organizational structure.
- Investigate Media Richness, Social Information Processing and other media usage models and their effects on overall organizational communication.

Evaluation of student learning:

As part of their study, students will complete a strategic combination of the following activities:

- Review case studies and interpret organizational communication strategies from various approaches: classical, human relation, cultural etc.
- Collect and critically analyze sample public communications from current organizations.
- Strategically perform in live decision-making processes and/or conflict management exercises utilizing specific models/applications, and summarize results in a group/team format.
- Design a presentation/s on assigned communication related topics which may include but are not limited to: Power and Politics, Climate and Culture, Effects of Change, Communication in Teams, Managing Conflict, Socialization and Coping Strategies, etc.
- Design a fantasy organization, in both written and/or visual form, which employs strategic organizational communication functions/structures and may include systems, marketing materials, mission and vision statements, logo, cultural reinforcers, etc.
- Conduct interviews with members of organizations which can include for-profit and non- profit corporations, community organizations, and government agencies.
- Successfully complete exams/tests covering content (key concepts, terminology)
- Participation in related exercises, and activities.

Grade Percentage Breakdown	
Quizzes and Tests	40%
Oral Presentations Live Communication Activities/Projects	20%
Research & Analysis Papers. Other written assignments which may include Interviews, Journals, Models, Reactions, Outlines, Visual Presentations etc.	30%
Attendance and Active Class Participation	10%