

GRADING

GRADE	PERCENTAGE
A	92-100
A-	90-91
B+	88-89
B	82-87
B-	80-81
C+	78-79
C	72-77
C-	70-71
D+	68-69
D	62-67
D-	60-61
F	59 and below

ASSIGNMENTS

- 2 Tests

Midterm _____(20)
Final _____(20)

- 4 Fragments

Fragment 1 _____(5)
Fragment 2 _____(5)
Fragment 3 _____(5)
Fragment 4 _____(5)

- Organizational Consultation/Analysis Paper

Paper _____(30)

- Class Participation & In-class activities

Activities _____(10)

- Extra Credit

_____ (X)

TOTAL _____

- You should monitor your own grades. It is very helpful to know your standing in the course at any time during the quarter. Since the passing of the Buckley Amendment by Congress, I am not allowed to give grades over the phone or Internet. However, you may inquire about your grades at anytime in person. Additionally, you may inquire in person about your final exam grade after you have received your quarter grade reports through the mail from the university.

Course Procedures

Attendance

Punctual attendance is expected at all class sessions, *especially* on test days. If you participate in University sponsored activities (e.g., intercollegiate sports), you must inform your instructor ***before*** you are absent. Ohio University - Eastern policy regarding attendance will be followed. Students are responsible for all missed work.

Learning Activities

In-class learning activities must be submitted on time and **cannot** be made up at all.

Makeup Tests

If you miss a test, you must provide documentation to explain the absence in order to be considered for permission to make up the assignment. If you do not provide documentation for a missed test, you **cannot** make it up. If you know that you will be forced to miss a day, please tell your instructor as far in advance as possible. Makeup examinations will be individual scheduled between the instructor and the student on an as needed basis.

Extra Credit is not guaranteed in this course, but if opportunities arise they will be announced in class.

ACADEMIC INTEGRITY

Honesty and originality are expected in all the work you present in this class. Proper citation and documentation of others' work is required on all oral and written assignments. Plagiarism, cheating, or unethical behavior of any kind will not be tolerated.

AMERICAN WITH DISABILITIES ACT

Any student, who, because of a disability, may require some special arrangements as prescribed by Ohio University Eastern in order to meet course requirements should contact me as soon as possible to make necessary accommodations. Accommodations will be made, but I must be aware of your needs in order to make proper accommodations.

COURSE SCHEDULE

Please note the schedule given on the first day of class is a tentative schedule and changes can be made at the instructor's/course administrator's discretion. To keep on top of any possible changes in the course schedule, regular attendance in class is necessary.

Tentative Schedule of Course Events

Date	Content to be Covered	Readings
1/7	Introduction to Organizational Communication and Organizational Constructs	Modaff & DeWine – Chapter 1
1/14	Classical and Humanistic Organization Theories	Modaff & DeWine – Chapters 2 & 3
1/21	Systems, Cultural, and Critical Organization Theories	Modaff & DeWine – Chapters 4 & 5
1/28	Communication Organizations & Organizational Research And Analysis	Modaff & DeWine – Chapter 6 Course Readings 1 & 2
2/4	Realistic Recruitment & Organizational Socialization	Modaff & DeWine – Chapters 7 & 8 Course Reading 3
2/11	Test #1 Personality and Organizational Orientations	Course Readings 4 & 5
2/18	Supervisor-Subordinate Communication and Peer/Co-worker Communication	Modaff & DeWine – Chapters 10 & 11 Course Reading 6 & 7
2/25	Organizational Teams & Workplace Diversity	Modaff & DeWine – Chapter 12 Course Reading 8
3/3	When Things Go Wrong – Organizational Conflicts and Crisis Communication	Modaff & DeWine – Chapter 9 Course Readings 9, 10, 11, 12, & 13 (these aren't long, so don't fret)
3/10	Communication and Technology Final Review	Modaff & DeWine – Chapter 13 Course Readings 14
3/17	Final Examination	

Course Assignments

Two In-Class Tests

There is a midterm examination and a final in this course. Your midterm will occur halfway through the course and the final will occur during the final period. The Final will only cover material since the midterm examination. These tests will be a combination of multiple choice, true/false, and short answer/essay tests.

Fragments

The purpose of this assignment is for you to use theoretical concepts and ideas from course materials to understand your lived experiences and to use your experiences and insights to critically evaluate course material.

Four times during the term you will be required to write a fragment. A fragment is an essay of no more than 2 pages in length (not including title page or references) and takes one fragment from the reading for the week (i.e., a sentence or two) and argues with it, agree with it, illustrates it, or extends it. The hope is that you can integrate some data into these papers to support your arguments. "Data" is loosely defined here as a real-life-example lived by or observed by you (e.g., an organizational experience, a newspaper article, a movie clip, etc.). At the beginning of your essay, reproduce the quote you chose and cite the source in your references. Get to the point quickly!

Fragments are to be turned in during the class period on the day we discuss the readings. If you are absent, your reaction paper will not be accepted at a later point unless you provide a documented reason for your absence. We will sign up for fragments on the first day of class, so do not sign up for a day that you know you will have to miss.

Organizational Consultation/Analysis Paper

The objectives of this project are: (1) to provide you the opportunity to understand how formal and informal networks arise in an organization, (2) to decipher their impact, and (3) to suggest theoretically-sound ways to address them. This paper should be **7-9 pages, error-free** in terms of grammar, spelling, and punctuation, and follow the **APA guidelines (5th edition)** for citing sources in text and in the references page. Writing must be well argued, critical, and demonstrate knowledge of the course content.

Before the second class meeting during the quarter, you should choose a specific organization with which you are familiar. You do not need to be current or past member of the organization, but you should have first hand knowledge about the organization. The organization does not have to be very large or a profit-based organization, but it should have **at least 10 members**. This should be an organization to which you have access. Also, please **do not use a university-based organization**

For the first 1 or 2 weeks, gather general information about the organization:

- Location(s), type of organization, and products or services engaged in
- Organizational mission
- Number of employees
- Organizational structure (hierarchy, departments, interaction patterns)

For the next 3 to 4 weeks, concentrate on gathering incidents and stories of *communication networks* as we have broadly characterized them in class. You can gather information about formal and informal communication networks through observation of daily life in the organization, through your own participation in them, through media stories, or through interviews with members of the organization. Remember that communication networks are often hard to clearly detect within an organization, so you will have to pay close attention to see how communication actually occurs. Make sure you keep careful notes and document what is occurring within the organization.

Toward the end of this time period, start to understand the communication networks you have uncovered to concepts covered in this class. Don't just focus on the idea that two people talk every morning at the water cooler, figure out why and what kind of information is generally spread there. Getting people to open up about informal communication is tricky, so make sure you build trust with the members of your organization.

Writing Structure

Following an introductory paragraph that includes a preview of the paper, you should present a brief (1 page maximum) description of the organization, including:

- Name of the organization (pseudonym if necessary)
- Location(s), type of organization, and products or services engaged in
- Organizational mission
- Number of employees
- Organizational structure (hierarchy, departments, interaction patterns)
- Your role in the organization

Organize the body of your paper (4-6 pages) around an analysis of the communication networks you uncovered (each major communication network should take about 1 page for description and analysis). Briefly describe the communication network providing enough context for a non-organizational member to understand, and then analyze how that communication network fits within the larger organizational system. Make sure that you have a clear integration of course content within your analysis section.

The last section of your paper is the consultant part of your analysis (2 pages). If you had been hired to evaluate this organization's communication networks, what would surmise? What pitfalls do you see within the organization's communication networks that managers may be unaware of? What recommendations do you have for how communication could flow more effectively within the organization?

COMS 245 Course Readings List

Reading # 1

DeWine, S. (2001). Identifying communication problems. In S. DeWine's *The Consultant's Craft: Improving Organizational Communication* (pp. 49-81). Boston: Bedford/St. Martins.

Reading # 2

Plax, T. G. (1991). Understanding applied communication inquiry: Researcher as organizational consultant. *Journal of Applied Communication Research*, 19, 55-70.

Reading # 3

Hess, J. A. (1993). Assimilating newcomers into an organization: A cultural perspective. *Journal of Applied Communication Research*, 21, 189-210.

Reading # 4

McCroskey, J. C., & Richmond, V. P. (2000). Applying reciprocity and accommodation - theories to supervisor/subordinate communication. *Journal of Applied Communication Research*, 28, 189-289.

Reading # 5

McCroskey, J. C., Richmond, V. P., Johnson, A. D., & Smith, H. T. (2003, May). *Organizational orientations theory and measurement: Development of measures and preliminary investigations*. Paper presented at the International Communication Association's Convention. San Diego, CA.

Reading # 6

Richmond, V. P., McCroskey, J. C., Davis, L. M. (1986). The relationship of supervisor use of power and affinity-seeking strategies with subordinate satisfaction. *Communication Quarterly*, 34, 178-193.

Reading # 7

Richmond, V. P., & McCroskey, J. C. (2000). The impact of supervisor and subordinate immediacy on relational and organizational outcomes. *Communication Monographs*, 67, 85-95.

Reading # 8

Allen, B. J. (1995). "Diversity" and organizational communication. *Journal of Applied Communication Research*, 23, 143-155.

Reading # 9

Ogrizek, M., & Guillery, J. M. (1997). What is crisis communication. In M. Ogrizek & J. L. Guillery's *Communicating in Crisis: A Theoretical and Practical Guide to Crisis Management* (pp. xi-xvi). New York: Aldine De Gruyter.

Reading # 10

Henry, R. (2000). Crisis: It can strike anytime, anyplace, anywhere. In R. Henry's *You'd Better Have a Hose if You Want to Put Out the Fire* (pp. 7-21). Windsor, CA: Gollywobbler.

Reading # 11

Fearn-Banks, K. (2002). Case: Texas A&M University and the bonfire tragedy. In K. Fearn-Banks' *Crisis Communications: A Casebook Approach* (2nd Ed.) (pp. 174-189). Mahwah, NJ: Lawrence Erlbaum Associates.

Reading # 12

Williams, D. E., & Olaniran, B. A. (2002). Crisis communication in racial issues. *Journal of Applied Communication Research*, 302, 293-313.

Reading # 13

Fearn-Banks, K. (2002). Crisis communications plan for a nonprofit organization: Big Brothers/Big Sisters of America. In K. Fearn-Banks' *Crisis Communications: A Casebook Approach* (2nd Ed.) (pp. 308-326). Mahwah, NJ: Lawrence Erlbaum Associates.

Reading # 14

Mumby, D. K. (1993). Critical organizational communication studies: The next 10 years. *Communication Monographs*, 60, 18-25.

- Did we do it?