

# CMST A260: ORGANIZATIONAL COMMUNICATION

Item	Value
Curriculum Committee Approval Date	03/24/2021
Top Code	060100 - Media and Communications, General
Units	3 Total Units
Hours	54 Total Hours (Lecture Hours 54)
Total Outside of Class Hours	0
Course Credit Status	Credit: Degree Applicable (D)
Material Fee	No
Basic Skills	Not Basic Skills (N)
Repeatable	No
Grading Policy	Standard Letter (S)
Associate Arts Local General Education (GE)	• OC Social/Economic Institutions - AA (OD2)
Associate Science Local General Education (GE)	• OCC Social/Behavioral Sci - AS (OSD)

## Course Description

This course examines contemporary philosophies, methods and theories for studying the communication systems within different types of organizations. This course focuses on identifying the methods available for improving communication in organizations. Through lecture, discussion, and activities, the course will focus on communication as a process and skill that can help individuals and their organizations to mediate conflicts and challenges among organizational members. Transfer Credit: CSU; UC.

## Course Level Student Learning Outcome(s)

1. Explore the role of communication in an organization.
2. Explain the major theories of organizational communication.
3. Identify strategies for improving organizational culture.

## Course Objectives

- 1. Evaluate the historical evolution of organizations and organizational systems.
- 2. Evaluate group dynamics of an organization and how they are influenced by human communication, including interpersonal and intercultural communication.
- 3. Analyze various theories of organizational communication and evaluate their application in workplace organizations and real-world situations.
- 4. Recognize the communication challenges of globalized and intercultural organizations.
- 5. Explain the impact of organizational systems on organizational communication (e.g., virtual/remote work, globalization/outsourcing, hierarchical power dynamics, etc.)
- 6. Discuss the role of technology on changing organizational structures and practices.

- 7. Identify various leadership styles and methods of communication that encourage and discourage motivation in individuals and organizations.
- 8. Analyze the role of identity in creating methods and strategies of communication for individuals and organizations.
- 9. Evaluate critical and postmodern views of organizations and their methods.
- 10. Identify methods and strategies that encourage positive organizational and group dynamics.
- 11. Evaluate organizational culture and its impact on the roles and behaviors of individuals within an organization.

## Lecture Content

Approaching Organizational Communication Communication and the Changing World of Work The inevitability of Change The Impact of Globalization on Organizing Outsourcing The Rise of the Global Company Challenges of Managing a Multicultural Workforce Global Economic Concerns Potential Abuses of Power in the Global Marketplace Communication Technology Transcending Space and Time Contemplating Security Concerns Understanding Urgent Organizations ; Relying on Communication Networks Changes in the Meaning of Work The New Social Contract Ethical Concerns Quality-of-Life Issues Defining Organizational Communication The Importance of Communication Definitions and Approaches Approaches to Organizational Communication Communication as Information Transfer Communication as Transactional Process Communication as Strategic Control Communication as a Balance of Creativity and Constraint Organizations as Dialogues s p; Dialogue and the Situated Individual Definitions of Dialogue Dialogue as Mindful Communication Dialogue as Equitable Transaction Dialogue as Empathic Conversation Dialogue as Real Meeting Integrity and Ethics in Organizational Communication Theories of Organizational Communication Three Early Perspectives on Organizations and Communication Why Theory Theories are Partial Theories are Partisan Theories are Problematic Classical Management Approaches From Empire to Hierarchy From Resistance to Domination The Industrial Revolution Scientific Management Fayols Classical Management Bureaucracy Implications for Organizational Communication The Human Relations Approach Historical and Cultural Background What is Human Relations. The Hawthorne Studies Reflections on Human Relations The Human Resources Approach Maslows Hierarchy of Needs McGregors Theory Y Management Likerts Principle of Supportive Relationships The Systems Perspective on Organizations and Communication The Systems Perspective The Origins of Systems Theory in the Natural Sciences Biology and General Systems Theory From Biology to Organizational Communication What is a System. Environment and Open Systems Interdependence ; Goals Processes and Feedback Openness, Order, and Contingency The Appeal of Systems Theory for Organizational Communication Peter Senge Learning Organization

Karl Weicks Sense-Making Model A New  
 Look at Systems Theories Cultural Studies of Organizations and  
 Communication The Cultural Approach Cultures as  
 Symbolic Constructions Cultural Elements Historical  
 and Cultural Background Competitive Pressures  
 nb Interpretive Methodology Social Trends  
 Three Views of Organizational Culture The Practical  
 View The Interpretive View Critical and  
 Postmodern Views Socialization: Integrating New Members  
 into Organizational Cultures Anticipatory Socialization  
 Organizational Assimilation New Directions  
 in Organizational Socialization A Communication Perspective  
 on Organizational Culture Critical Approaches to Organizations  
 and Communication Critical Theory Historical and  
 Cultural Background The Rise of Critical Theorizing in the  
 United States The Centrality of Power Power and  
 Ideology The Hidden Power of Culture: Myths, Stories,  
 and Metaphors The Hidden Power of Legitimization:  
 Manufactured Consent and Concertive Control Discourse and  
 Discipline The Hidden Power of Knowledge: Surveillance,  
 the Panopticon, and Disciplinary Power The Technological  
 Panopticon Resistance: Challenging Organizational Power and  
 Control The Role of the Critical Theorist Contexts  
 for Organizational Communication s p; Identity and Difference  
 in Organizational Life The History of Identity in Organizational  
 Communication Identity and Difference as Organizational  
 Practices and Performances Identity Regulation  
 Identity Work Identity and Difference as Fixed  
 Aspects of the Self Identity and Difference as Organizational  
 Features that Influence Members Identity and Difference as  
 Popular Culture Narratives Communicating Identity and Difference  
 Teams and Networks: Communication and Collaborative Work  
 Democracy in The Workplace Communicating in Teams  
 Basic Types of Teams s p; Advanced Types  
 of Teams Communicative Dimensions of Teamwork  
 A Retreat from Teams. Communicating in Networks  
 Basic Types of Networks Analyses of  
 Communication Networks Teams, Networks, and New Forms  
 of Organizing Technological Resources for Teams and  
 Networks Creativity and Constraint in Teams and Networks  
 Communicating Leadership Laying the Foundation: Useful  
 Insights from Prior Leadership Theories Trait Leadership  
 Leadership Style Situational Leadership  
 Transformational Leadership Discursive  
 Leadership Leadership Reconsidered: Effective Leadership  
 Habits Habits of Mind Habits of Character  
 Habits of Authentic Communicative Performance  
 Leading the Organization: Communicating with Employees  
 Openness Supportiveness Motivation  
 Empowerment The Dark Side of Leadership: Bullying  
 and Harassment Bullying in the Workplace  
 Harassment and Sexual Harassment Organizational  
 Alignment: Managing the Total Enterprise Positioning the  
 Organization Competitive Strategy Types of  
 Business Strategy Strategy and the Business Life Cycle  
 Strategic Alignment Aligning Strategies with Resources  
 Human Resources Technological Resources  
 Ongoing Integration Organizational Learning  
 Organizational Policymaking

## Method(s) of Instruction

- Lecture (02)
- DE Live Online Lecture (02S)
- DE Online Lecture (02X)

## Instructional Techniques

Instructors may make use of lectures, class discussion of assigned textbook readings, group work, guest speakers, video presentations, role-play exercises, quizzes, exams, classroom activities, writing assignments, out of class assignments.

## Reading Assignments

Students will have regular reading assignments from textbook and other sources as assigned by instructor. (3 hours per week).

## Writing Assignments

A. Workplace Analysis Paper B. Organizational Systems Analysis Paper  
 C. Media Analysis Response Paper D. Career Objectives Analysis E.  
 Team Case Study Paper/Presentation (3 hours per week).

## Out-of-class Assignments

Out-of-class assignments may include resume development, career interview and analysis and social media inventory. Students will analyze media that describes various organizational systems and workplaces. (3 hours per week).

## Demonstration of Critical Thinking

Students will analyze Organizational Communication theories and how they are applied in various workplace situations. Students will evaluate their efficacy and generate solutions to various challenges of organizational communication.

## Required Writing, Problem Solving, Skills Demonstration

1. Participation and attendance: engaging in classroom role-play and discussion. 2. Term paper: several options will be available depending upon the instructor. 3. Exams: two exams based on text material and classroom discussions. 4. Homework: various assignments will be given to make sure students understand the material as the semester progresses.

## Eligible Disciplines

Communication studies (speech communication): Masters degree in speech, speech broadcasting, telecommunications, rhetoric, communication, communication studies, speech communication, or organizational communication OR bachelors degree in any of the above AND masters degree in drama/ theater arts, mass communication, or English OR the equivalent. Masters degree required.

## Textbooks Resources

1. Required Eisenberg, E. M. , Goodall Jr., H. L., Trethewey, A., LeGreco, M. . Organizational Communication: Balancing Creativity and Constraint, 8th ed. Boston, New York: Bedford/St. Martins , 2017

## Other Resources

1. 1. Selected materials will be provided and distributed by the instructor.