

# 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
Open Entry/Open Exit	No
Grading Policy	Standard Letter (S)
Associate Arts Local General Education (GE)	<ul style="list-style-type: none"> <li>Area 4 Social and Behavioral Sciences 4B Social and Economic Institutions (OD2)</li> </ul>
Associate Science Local General Education (GE)	<ul style="list-style-type: none"> <li>Area 4 Social and Behavioral Sciences (OSD)</li> </ul>

## 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 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 nb sp; From Empire to Hierarchy From Resistance to Domination The Industrial Revolution Scientific Management Fayol s 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 Relation s The Human Resources Approach Maslow s Hierarchy of Needs McGregor s Theory Y Management Likert s 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 s Learning Organization Karl Weick s 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 nbsp; 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  
 nb sp; 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 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 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 Leaders hip  
 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 nb sp; 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): Master's degree in speech, speech broadcasting, telecommunications, rhetoric, communication, communication studies, speech communication, or organizational communication OR bachelor's degree in any of the above AND master's degree in drama/ theater arts, mass communication, or English OR the equivalent. Master's 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. Martin's , 2017

## Other Resources

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