

**COMM 122: Organizational Communication**  
**Fall 2014**  
**Professor Dave Seibold**  
**University of California, Santa Barbara**

**Textbook:**

Miller, K. (2015). *Organizational communication: Approaches and processes* (7<sup>th</sup> ed.). Boston, MA: Wadsworth, Cengage Learning. **(listed on course schedule as “KM”)**

Readings, available at UCSB GauchoSpace website, w/syllabus, case, exercises, ppts (listed on schedule as “GS”) as noted on course schedule

**Course Description & Objectives:**

This course is designed to guide class members through the issues and research literature related to communication *within and from* organizations. We focus on approaches, theories, and research findings concerning conceptions of organizations, various traditions in the study of organizations, metaphors for organizational communication, culture and climate within organizations, group processes, leadership, socialization/assimilation/membership negotiation, power, motivation/performance, organizational innovation and change, team-based structures and alternative forms of organizing, and strategic organizational communication. The unit of analysis undergirding the course is the *actions of individuals or groups within organizations*, especially actors' messages and symbolic interactions, as well as the *behavior of entire organizations or sets of organizations*. Although organizations are such an ever-present, taken-for-granted aspect of our lives, you may not have developed a full understanding of them. For this reason, this course includes activities and assignments designed to enhance appreciation and analysis of organizations and organizational communication. The course also addresses competencies needed to be communicatively effective in organizations and those skills useful for aiding others in organizations to attain personal and organizational goals.

Class members successfully completing this course will be able to:

- Distinguish the major schools of thought in the study of organizations.
- Describe the major conceptions of communication in organizations and organizing.
- Identify the functions and processes of groups in organizations.
- Discuss principal perspectives on leadership in organizations.
- Evaluate research on power, socialization/assimilation, motivation/performance, feedback, technology, innovation and organizational change, new organizational forms, and strategic communication in organizations.
- Complete an analysis of a case study of an organization.
- Apply course concepts to current events in the news and in society.
- Consider career options related to organizational communication.

## Course Requirements:

Case Analysis Paper: Each class member will write an individual 6-page analysis of an organizational case to be assigned during the second week of class. The case assignment description and the case reading are included on the course website on UCSB GauchoSpace, as noted during the first class. This assignment will be blind-graded. (100 points)

Application Paper: Please select an organizational problem or issue that has appeared in a newspaper about a California-based issue. The article must have been published within the last six months. Write about how you believe it relates to a construct, theory, or perspective talked about in the class (or covered in class readings). Define and describe the perspective, theory or construct. Next, talk about how that perspective, theory or construct could guide the individual(s) in the situation to a potential solution, or at least to another way of viewing the issue that was not discussed in the article. Your paper should be 2-3-pages (double spaced). Please include an APA style title page and a copy of the newspaper article. This assignment will be blind-graded. (100 points)

Exams: There will be two major examinations during the term; the second exam will only test material covered after the midterm. Both exams will consist of multiple choice and true/false questions. Each exam will consist of approximately 50 items that test material from lectures and readings. Details about each exam will be discussed in class, a study guide will be distributed at least one class before the exam, and review sessions may be offered by the teaching assistant before each exam. Dates for exams are listed below. You must bring your own ParScore form and pencils. (100 points each)

## Tentative Schedule:

<u>WEEK</u>	<u>LECTURE/DISCUSSION TOPIC</u>	<u>ASSIGNMENT</u>
1	Conceptualizing "Organization"  Overview of 'Traditions' in Organizational Studies  Classical (Bureaucratic) Tradition	<b>Review Syllabus</b>  KM: Ch. 1 GS: Bunderson & Baumgarden (2010) OS GS: Meijaard et al (2005) <i>SBE</i>
2	Classical (Sci Mngt) Tradition (con't)  Human Relations Tradition  Human Resource Tradition	KM: Ch. 2  KM: Ch. 3 GS: Bakar et al (2010) <i>CM</i> GS: Black (2005) <i>WJC</i>  GS: Leuchars et al (2003) <i>JoE</i>

<b>Assign Case Analysis</b>		
3	<p>Systems Tradition</p> <p>Organizational Environment</p> <p>Structure, Communication Load</p>	<p>KM: Ch. 4 GS: Gittel (2002) <i>MS</i></p> <p>GS: Ch. 13 (KM 2<sup>nd</sup> ed.)</p> <p>GS: Ballard &amp; Seibold(2006) <i>CS</i> GS: Klein (2006) <i>ASQ</i></p>
4	<p>Culture Tradition</p> <p>Critical Tradition</p>	<p>KM: Ch. 5, 6 GS: Kabacoff (2008) <i>IJT</i> GS: Renz (2006) <i>JACR</i> GS: Canary&amp; McPhee (2009) <i>MCQ</i> GS: Ellingson (2003) <i>JACR</i></p> <p>KM: Ch. 6 GS: Wieland (2011) <i>CM</i> <b>GS: Study Guide 1</b> <b>Review Session Set</b></p>
5	<b>EXAM #1</b>	
	<p>Organizational Assimilation/Socialization</p> <p>Organizational Leadership Emotion in the Workplace</p>	<p>KM: Ch. 7 GS: Myers (2005) <i>MCQ</i> GS: Bourassa &amp; Ashforth (1998) GS: Fay &amp; Kline (2012) <i>SCJ</i> CS: Kramer (2011) <i>CM</i></p> <p>KM: Pp. 188-196 KM: Ch. 11</p>
6	<p>Organizational Power</p> <p><b>CASE ANALYSIS PAPER DUE</b></p> <p>Feedback and Motivation/Performance</p>	<p>KM: Pp. 105-106 GS: Salancik &amp; Pfeffer (1977) <i>OD</i> GS: Townsend (2003) <i>JIR</i> <b>PAPER DUE</b></p> <p>GS: Pp. 212-21 (KM 3<sup>rd</sup> ed.) GS: Feedback Exercise DESBO GS: Feys et al (2011) <i>AMLE</i> GS: Van der Vegt et al (10) <i>OS</i></p>
7	Organizational Change	KM: Pp. 179-187

		GS: Bae et al (2011) <i>AMJ</i> GS: Lee & Monge (2011) <i>JoC</i>
8	Communication and Innovation	GS: Garcia-Morales et al (2011) <i>JoC</i> GS: Stoltzfus, Stohl, Seibold (2011) <i>JoCM</i> GS: Van de Ven & Sun (2011) <i>AMP</i>
9	New Forms of Organizing/Teams	KM: Ch. 8 GS: Hoegel & Genuendsen (2001) <i>OS</i> GS: Kay et al (2001) <i>AMJ</i>
	<b>APPLICATION PAPER DUE</b>	<b>PAPER DUE</b>
	Technology and Organization	KM: Ch. 13 GS: Leonardi (2009) <i>HCR</i> GS: Orlikowski (2000) <i>OS</i> <b>GS: Study Guide 2</b>
10	Strategic Planning	KM: Ch. 12 GS: Gay et al (2005) <i>ABC</i>
	Strategic Organizational Communication Career Issues <b>Course/Instructor/T.A. Evaluations</b>	KM: Ch. 14 <b>Review Session Set</b>
11	<b>EXAM #2 (12:00-3:00 PM)</b>	