

CMGT 505: Communication in Work Settings (21708D)
5:30 – 8:20 p.m. Wednesday
Fall 2017, ASC 231

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Office Hours: 2:00 – 3:00, 6:00 – 6:30 Monday and 3:30 – 5:20 Wednesday; and by appointment.

Course Description

Communication in Work Settings is a master's level course focusing on internal communication topics (e, g., manager-employee and peer communication). Equal emphasis is placed on theoretical understanding and practical applications. A strong theoretical foundation is required to ensure that decisions about communication practices are based on sound research rather than popularized myths. That is, how is a concept studied by academicians and why do we want to build/test theories about the concept? Concomitantly, how is the concept treated by practitioners and consultants? Your current and future employers are counting on you to be able to collect and evaluate the most recent research about topics that they are concerned about.

Module 1: Overview of Organizational Communication

- The Foundations of Organizational Communication

Module 2: Organizational Culture and Socialization

- Organizational Culture Perspectives
- More than Description, the Analysis of Organizational Culture
- Socialization, Organizational Entry & Exit

Module 3: Information Exchange, Leadership and Delegation

- Task Feedback and Delegation
- Communication to, and from, leaders

Module 4: Destructive Workplace Communication: Incivility and Bullying

- When Bad Things Happen to Good People I: Destructive Organizational Relationships
- When Bad Things Happen to Good People II: Workplace Bullying

Learning Objectives

Topics have been selected because of their importance in shaping how people communicate with each other in organizations and how that impacts organizational outcomes such as productivity, satisfaction, innovation, and competitiveness. That is, the topics will help you understand how your performance is positively or negatively affected by your communication encounters.

- Identify the behaviors and artifacts of distinct organizational cultures/subcultures.
- Review and assess the value of applied materials for your potential audiences.
- Delegate (or receive delegation) in a manner that enables the production of high quality, cost effective products.
- Provide information to newcomers to facilitate their organizational entry.
- Identify destructive workplace behaviors and know the intervention options available in one's organization.
- Learn how to be agile with your communication skills so that you are comfortable moving between theoretical and applied material.

Textbooks and Materials

- **Books:**
 - Kramer, M. W. (2010). *Organizational socialization: Joining and leaving organizations*. Malden, MA: Polity.
- **Articles:** For a complete list of articles, please refer to the reading list at the end of this syllabus.

Course Assignments

Component	Percentage of Final Grade
1. What a Freebie!	10%
2. Pay It Forward	20%
3. Research Project	35%
4. Final Examination	25%
5. Participation	10%
Total Percentage	100%

What a Freebie! Assignment (10%)

For this assignment, you will discover and share with the class one high-quality, applied, research-based report available online for free. Along with the link to this document, you will write a brief, (two to three pages) executive summary highlighting the “Freebie’s” major contributions, as well as any caveats to consider when reading or using the Freebie. **Due by September 6.** See assignment sheet for more details and grading rubric.

Pay It Forward Assignment (20%)

The Pay It Forward assignment requires you to research and select an article that you find to be highly valuable for your professional career. The article must be from an approved academic **communication** journals. Articles not fitting this description will have to be redone. You will make a 5-7 minute presentation and submit a short paper. See assignment sheet for more details and grading rubric.

Research Paper (35%)

For your research project, you will write a 15 page paper. You may select from two options.

- **Option A: Theory and Practice**

For this option, you will select an aspect of organizational communication that is relevant to your career interests and research 10-12 academic sources about this topic. Based upon this research, you will compile interview questions and interview an individual in your career area about his/her perspectives on this topic. Finally, you will analyze the interviewee’s answers in light of the academic literature

- **Option B: Organizational Culture/Socialization Analysis**

For this option, you will analyze the culture or socialization process of an organization in which you are an active participant. Use course readings and additional outside research to inform your analysis.

Research Project is due by **October 25.** See assignment sheet for more details and grading rubric.

Final Examination (25%)

Take home final examination due during Official Final Examination period per University Schedule of Final Examinations – Wednesday, December 6, 2017 at 6:30 p.m.

Participation (10%)

Active discussion requires that you read ahead of time and that you are engaged in the evening's session. Your participation grade is based on quality as well as quantity of comments. If there are Discussion Boards in Blackboard your participation on those boards is graded as well as in-class participation. If you are absent, for any reason, you will not be able to earn participation points. Your participation points will be reduced if you are using social media during class session. Computers are to be used for note taking purposes and the occasional opportunity to look something up relevant to class discussion.

COURSE POLICIES

- 1: Students are expected to attend all classes. Grades will be lowered for students with more than 2 absences.
- 2: Late assignments may receive lower grades. With the exception of the final exam, I can typically allow up to a 48 hour extension – but after that a grade penalty should be expected. The final exam cannot have any extension.
3. Students using electronic devices for non-class purposes will receive SIGNIFICANT deductions in class participation grade and may incur absences (even if you are physically in class).

Annenberg Academic Integrity Statement

"The Annenberg School for Communication is committed to upholding the University's Academic Integrity code as detailed in the SCampus Guide. It is the policy of the School of Communication to report all violations of the code. Any serious violation or pattern of violations of the Academic Integrity Code will result in the student's expulsion from the Communication major or minor."

USC Statement on Academic Conduct and Support Systems

Academic Conduct

Plagiarism - presenting someone else's ideas as your own, either verbatim or recast in your own words - is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in *SCampus* in Section 11, *Behavior Violating University Standards* <https://scampus.usc.edu/1100-behavior-violating-university-standards-and-appropriate-sanctions>. Other forms of academic dishonesty are equally unacceptable. See additional information in *SCampus* and university policies on scientific misconduct, <http://policy.usc.edu/scientific-misconduct>.

Discrimination, sexual assault, and harassment are not tolerated by the university. You are encouraged to report any incidents to the *Office of Equity and Diversity* <http://equity.usc.edu/> or to the *Department of Public Safety* <http://capsnet.usc.edu/department/department-public-safety/online-forms/contact-us>. This is important for the safety of the whole USC community. Another member of the university community - such as a friend, classmate, advisor, or faculty member - can help initiate the report, or can initiate the report on behalf of another person. *The Center for Women and Men* <http://www.usc.edu/student-affairs/cwm> provides 24/7 confidential support, and the sexual assault resource center webpage <http://sarc.usc.edu/> describes reporting options and other resources.

Support Systems

A number of USC's schools provide support for students who need help with scholarly writing. Check with your advisor or program staff to find out more. Students whose primary language is not English should check with the *American Language Institute* <http://dornsife.usc.edu/ali>, which sponsors courses and workshops specifically for international graduate students. *The*

Office of Disability Services and Programs

http://sait.usc.edu/academicsupport/centerprograms/dsp/home_index.html provides certification for students with disabilities and helps arrange the relevant accommodations. If an officially declared emergency makes travel to campus infeasible, *USC Emergency Information* <http://emergency.usc.edu> will provide safety and other updates, including ways in which instruction will be continued by means of blackboard, teleconferencing, and other technology.

About Your Instructor

Colleen M. Keough, Ph.D., teaches courses in conflict management, communication evaluation, management-employee communication, group and team communication, and presentational skills.

Her academic research interests include communication in alternative dispute resolution and negotiation, organizational culture, and organizational development. Dr. Keough is interested in engaged scholarship that integrates theoretical research and practical application and draws on her past industry experience as she works with academics to identify practitioner-oriented research projects. She is a past winner of the W. Charles Redding Dissertation Award from the International Communication Association's Organizational Communication Division. (W. Charles Redding is also a USC alumnus.)

Dr. Keough has extensive organizational development and training experience in a variety of for-profit and non-profit organizations. She has spent many years working with managers and senior executives in the areas of conflict management skills, presentation effectiveness, relationship management, and all aspects of management training. Internationally, she has conducted strategic planning and financial management workshops in Central and Eastern Europe and negotiation workshops for Chinese and Japanese clients.

Dr. Keough has served as a volunteer facilitator with the Los Angeles City Attorney's Dispute Resolution office working on community issues through the "Days of Dialogue" program. Within her community, Dr. Keough served on the South Pasadena Animal Commission, and when possible she spends the New Year's holiday season working on the South Pasadena Rose Parade float.

Dr. Keough is on the Board of Directors of the American Spaniel Club. She and her cocker spaniels compete in various dog sports and have earned AKC titles/championships in conformation, agility, obedience, rally, and tracking. Not limited to athletic competitions, Dr. Keough's cockers have appeared in a Ralph Lauren ad and on the reality show *America's Next Top Model*.

Weekly Readings

Module 1: Overview of Organizational Communication

Week 1
8/23

- Putnam, L. L., & Krone, K. J. (2006). *Organizational communication*. (Vol. 1, pp. xxiii-xlii). London: Sage.
 - Editor's Introduction

Introductions

Activity: T-game as part of lecture

Assign: What a Freebie

Week 2
8/30

- Virtual class session
- Read/write activity

Module 2: Organizational Culture and Socialization

Weeks 3 - 4
9/6 - 9/13

Assign: Pay It Forward
Assign: Research Project (Due 10/25)
Activity: Reports on What a Freebie

Organizational Culture

- Keyton, K. (2014). Organizational culture. In L. L. Putnam & D. K. Mumby (Eds.) *The SAGE handbook of organizational communication: Advances in theory, research, and methods* (3rd ed., pp. 549 – 568) Thousand Oaks, CA: Sage.
- Kramer, M. W. (2010). *Organizational socialization: Joining and leaving organizations*. Malden, MA: Polity. Chapter 5

- Fun is Good Video (in class)

Assign Analysis v. Description of next week's readings

Week 5
9/20

- Leonardi, P. & Jackson, M. H. (2009). Technological grounding: Enrolling technology as a discursive resource to justify cultural change in organizations. *Science, Technology, & Human Values*, 34(3), 393-418.
- Lynch, O. H. (2009). Kitchen antics: The importance of humor and maintaining professionalism at work. *Journal of Applied Communication Research*, 37, 444-464.
- Pepper, G. L. & Larson, G. S. (2006). Cultural identity tensions in a post-acquisition organization. *Journal of Applied Communication Research*, 34(1), 49 - 71.
- Trujillo, N. (1992). Interpreting (the work and the talk of) baseball: Perspectives on ballpark culture. *Western Journal of Communication*, 56, 350-371.

Optional Readings:

- Meyer, J. (1995). Tell me a story: Eliciting organizational values from narratives. *Communication Quarterly*, 43(2), 210-224.
- Trice, H., & Beyer, J. (1984). Studying organizational cultures through rites and ceremonials. *Academy of Management Review*, 9, 653-667.

Activity: Apply Analysis v. Description

	<ul style="list-style-type: none"> • Review the Analysis vs. Description document below, which summarizes the difference between analysis and description. • Consider how the authors of this week's articles went beyond merely describing cultural elements. How do these articles provide guidance for analyzing and not just describing an organizational culture? You may find it useful to use concepts presented in Keyton's review of organizational culture research. • Identify at least TWO take -aways (ie., key learning points) for each required article.
<p>Week 6 9/27</p>	<ul style="list-style-type: none"> • Kramer, M. W. & Miller, V. (2014). Socialization and assimilation: Theories, processes, and outcomes. L. L. Putnam & D. K. Mumby (Eds.) <i>The SAGE handbook of organizational communication: Advances in theory, research, and methods</i> (3rd ed., pp. 525 - 548) Thousand Oaks, CA: Sage. • Kramer, M. W. (2010). <i>Organizational socialization: Joining and leaving organizations</i>. Malden, MA: Polity. Chapters 1 – 4 <p>Case Analysis: Jersey Packers</p> <ul style="list-style-type: none"> • Morgan, G. (1989). Jersey packers. In <i>Creative organization theory: A resourcebook</i>. Newbury Park, CA: Sage. <p>Homework Activity: Find two people (outside of this class) who have been in their positions for one or two years. Ask them each the following questions:</p> <ul style="list-style-type: none"> ○ How realistic was your job interview? ○ What were you told to expect, but didn't take seriously? ○ What were you <i>not</i> told that you now think was important to know?
<p>Week 7 10/4</p>	<ul style="list-style-type: none"> • Kramer, M. W. (2010). <i>Organizational socialization: Joining and leaving organizations</i>. Malden, MA: Polity. Chapters 6 - Epilogue
<p>Week 8 10/11</p>	<ul style="list-style-type: none"> • Miller, K. (2014). Organizational emotions and compassion at work. In L. L. Putnam & D. K. Mumby (Eds.) <i>The SAGE handbook of organizational communication: Advances in theory, research, and methods</i> (3rd ed., pp. 549 – 568). Thousand Oaks, CA: Sage. • Miller, K., & Koesten, J. (2008). Financial feeling: An investigation of emotion and communication in the workplace. <i>Journal of Applied Communication Research</i>, 35, 8-32. • Scott, C., & Myers, K. K. (2005). The socialization of emotion: Learning emotion management at the fire station. <i>Journal of Applied Communication Research</i>, 33, 67-92. • Leadership and behavior: Mastering the mechanics of reason and emotion. (2016). <i>McKinsey Quarterly</i>
	<p>Module 3: Information Exchange, Leadership and Delegation</p>

Week 9 10/18	<ul style="list-style-type: none"> • Moss, S. E., & Sanchez, J. I. (2004). Are your employees avoiding you? Managerial strategies for closing the feedback gap. <i>Academy of Management Executive</i>, 18, 32-44. • Heen, S. & Stone, D. (2014). Find the coaching in criticism: The right ways to receive feedback. <i>Harvard Business Review</i>. 92(1-2), 108 – 111. (Must retrieve directly from USC Library) • Men, L. R. (2014). Strategic internal communication: Transformational leadership, communication channels, and employee satisfaction.
Week 10 10/25	<ul style="list-style-type: none"> • Organization Culture/Socialization Paper or Research Interview Paper (No Pay It Forward Presentations this evening) Managing Up
Week 11 11/1	<ul style="list-style-type: none"> • Rees, D. W. & Porter, C. (2015). Delegation – a crucial but sadly neglected management skill. <i>Industrial and Commercial Training</i>, 47(6), 320 – 325. http://dx.doi.org/10.1108/ICT-04-2015-0030
Module 4: Destructive Workplace Communication: Incivility and Bullying	
Week 12 - 13 11/8 - 15	<ul style="list-style-type: none"> • Bryant, E. M., & Sias, P. M. (2011). Sensemaking and relational consequences of peer co-worker deception. <i>Communication Monographs</i>, 78(1), 115-137. • Porath, C. L. & Gerbasi, A. (2015). Does civility pay? <i>Organizational Dynamics</i>. 44, 281-286. • Porath, C. L. (2016). The hidden toll of workplace incivility. <i>McKinsey Quarterly</i>. • Tracy, S. J., Lutgen-Sandvik, P., & Alberts, J. K. (2006). Nightmares, demons and slaves: Exploring the painful metaphors of workplace bullying. <i>Management Communication Quarterly</i>, 20(2), 148-185. <p>Optional Reading</p> <ul style="list-style-type: none"> • Pearson, C. M., & Porath, C. L. (2005). On the nature, consequences, and remedies of workplace incivility: No time for "nice"? Think again. <i>Academy of Management Executive</i>, 19(1), 7-18.
Week 14 11/22	No class - Thanksgiving
Week 15 11/29	Finish whatever is unfinished
Final Exam	Per University Schedule of Final Examinations, the take home final examination is due by 6:30 pm on Wednesday, December 7, 2017. Submit to Blackboard site.

