

CMGT 500: MANAGING COMMUNICATION

Mondays 6:30pm-9:20pm
ASCJ G34

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Office Hours: Monday by Appt.

Course website available at: <http://blackboard.usc.edu>

COURSE DESCRIPTION

Communication is involved in all facets of management and organization. Surveys of managers consistently point to the same concern: Most managerial problems can be traced to problems in communication. Sociologist William Whyte observed that the key to control in organizations is to control the communication process itself.

A central theme of this course is that communication systems serve as control infrastructures, and that communication networks are control technologies. Control through communication involves managing people, processes, technologies and structures. Each of these systems are part of the overarching process of organizational design and need to be considered collectively when working to achieve strategic organizational goals. The course is presented in the context of an organizational design framework. The material is organized to address each of the organizational design components in turn.

Introduction

- Early Theory
- Organizational Design

Structure

- Organizational Structures
- Organizational Partnerships

Strategy

- Strategic Communication
- Financial Communication

People

- Intra-Organizational Networks
- Teams
- Organizational Culture

Rewards

- Rewards and Motivations

- **REQUIRED READINGS**

There is no required textbook. Instead, we will rely on **several** different sources for readings.

1. Harvard materials online:

a. **Regular readings and cases.** All of the readings from Harvard Business School Press are available for purchase at special academic prices at **HBS Online**. These are marked [HBS] on the topic schedule. You will go to the class site at Harvard online and purchase and download readings. The link and detailed instructions required to register is available on blackboard.

b. **Harvard multimedia case on DVD.** After you purchase it online at Harvard, the multimedia case **Columbia's Final Mission on DVD will be mailed to you directly, after you give your address when you check out at HBS Online.** You will need a password to access the material on the multimedia case DVD. You will be given the password in class.

2. Readings posted to class Blackboard site: The remaining readings are available free of charge via USC library's electronic resources. You can access them through Blackboard.

EVALUATION

Component	Percentage of Final Grade
1. Midterm Project	25
2. Team Project	30
3. Application Assignments	25
4. Seminar Participation	20
Total Percentage	100

Course Assignments

1. Midterm Project

You are asked to write a practical article on a theory that is related to the content we discuss in this class. The article will be short, accessible and should draw on primary sources. The audience for the article is the practitioner. In other words, how would this theory be relevant to someone working in an organization?

You will also present your work to the class in the form of a short professional brief. A list of theories will be provided, but additional relevant theories not on the list will also be considered on a case-by-case basis.

2. Final Project

Each class member will recruit and select 2 to 3 other class members to work on an organizational case study. Your self-organized team will work to select an organization, gain access to the organization and conduct extensive research (inside the organization and in academic and popular press) an organizational area of interest to the whole team.

The final project will be graded based on the following:

1. Project plan with literature review (due week 10)

2. Final product and presentation
3. Group peer evaluations

3. Application Assignments

The ideas that we discuss in this class are central in organizations today. In this way, everything you read in this class has very real applications. As a way of engaging the course readings each week, you will be required to complete an application assignment. These are not meant to be an extra burden, but are a way for you to assess what you have read and to help you be aware of the relevance of the topics we cover in class to living organizations. After reading the week's assignments, you will need to find an example that you think demonstrates the ideas about which you've read. Your example could take one of three general forms:

1. Academic article: Locate, read and summarize an academic article that presents a related theory, case example, etc. Draw connections between the ideas in the article and those you read for class.
2. Interview: Talk to someone in an organization about what you read about. Ask them whether their experiences are consistent with the ideas presented in the readings, how the ideas might be useful in their work, etc.
3. Popular press/personal example: Read the newspaper, Business Week, etc or think through your own experiences and find a story that relates to the week's readings.

You will need to complete at least **three of each** type of assignment over the course of the semester and submit a total of **10 assignments** (you can choose one week as a "freebie"). You are responsible for tracking how many of which type of assignment you have submitted. Assignments should be submitted to the course blog at <http://cmgt500fa13.blogspot.com/>

A good application assignment includes the following:

1. An example/theory/idea that you can use to teach your classmates about the weekly topic
2. Direct, thoughtful and explicit connections between your article/interview and assigned readings
3. One or more questions that can be used for class discussion

You are required to post one thoughtful comment on another classmate's post per week.

You should be prepared each week to present your idea to the class. I will select a few individuals each week to do this upon arrival in class, so everyone must be prepared. This is an opportunity for you to engage the material and be creative, it will also make our class discussions more interesting as well, so please take advantage.

4. Seminar participation

Class discussion is a critical part of the effectiveness of this course. This is a seminar course, where we collectively grapple with issues and challenges to communication management today. Each individual is expected to be actively involved in class discussion during each class period. The primary assessment will be the quality of those contributions to the group effort.

Good contributions are:

- thoughtful
- analytical
- constructive to the group effort
- topically relevant
- linked to the readings assigned for that day

Poor contributions:

- simply restate what someone else has already said
- take the discussion on a tangent
- refer to issues we have already left behind as the discussion moves forward
- do not respect the other participants
- show that the individual has not done the assigned readings

Your grade will be based on **overall contributions throughout the semester based on the instructor's judgment of overall frequency and quality**. If you skip class, do not contribute beneficially to discussion or spend class on Facebook, texting or shopping, don't expect a high participation grade. If you want to know how you are doing on class participation, don't hesitate to ask me.

Late Policy

The standard policy for late works is 10% penalty per day. If you are having trouble with an assignment, please contact me as soon as possible to work through a plan for completing your work.

ACADEMIC INTEGRITY POLICY

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.

It is particularly important that you are aware of and avoid plagiarism, cheating on exams, fabricating data for a project, submitting a paper to more than one professor, or submitting a paper authored by anyone other than yourself. If you have doubts about any of these practices, confer with a faculty member.

Resources on academic honesty can be found on the Student Judicial Affairs Web site (<http://www.usc.edu/student-affairs/SJACS>):

1. "Guide to Avoiding Plagiarism" addresses issues of paraphrasing,

quotations and citations in written assignments, drawing heavily upon materials used in the university's Writing Program;

2. "Understanding and Avoiding Academic Dishonesty" addresses more general issues of academic integrity, including guidelines for adhering to standards concerning examinations and unauthorized collaboration.

The "SCampus" (<http://www.usc.edu/scampus>) contains the university's Student Conduct Code and other student-related policies.

DISABILITIES POLICY

Students requesting academic accommodations based on a disability are required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP when adequate documentation is filed. Please be sure the letter is delivered to me as early in the semester as possible. DSP is open Monday-Friday, 8:30-5:00.

TOPIC SCHEDULE

Subject to change: please consult class website for updates

Date	Topic	Readings	Assignment
Wk 1 8/26	Introduction	Overview of the Class, no readings	
Wk 2 9/2	LABOR DAY	Spend the day contemplating management communication and the history of labor. Just kidding - go to the beach.	
Wk 3 9/9	Early Theory	Excerpts from The Evolution of Management Thought [BB]	Application assignment Midterm topic due
Wk 4 9/16	Organizational Design	Designing Organizations that are Built to Change [HBS] Galbraith Star Model [BB] Galbraith 2002, Chapter 6 [BB]	Application assignment
Wk 5 9/23	Organizational Structure	Note on organizational structure [HBS] (optional) Do you have a well designed organization? [HBS] W.L. Gore & Associates Case [HBS] Daft Chapter 3, Organizational Structure [BB]	Application assignment Midterm theory description due
Wk 6 9/30	Organizational Partnerships	Managing International Alliances: A conceptual framework [HBS] Walmart and Bharti: Transforming Retail in India [HBS] Collaborative Advantage: The Art of Alliances [HBS]	Application assignment

Wk 7 10/7	Strategic Communication	The strategic communication imperative [BB] When social issues become strategic [BB] Strategic ambiguity, communication and public diplomacy in an uncertain world [BB] Ambiguity As Strategy In Organizational Communication [BB] (optional)	Application assignment
Wk 8 10/14	Midterm Presentations		Full midterm paper due
Wk 9 10/21	Corporate Social Responsibility Financial/ Investor Relations	Building mountains in a flat landscape: Investor relations in a post-Enron era [BB] A road map to financial report [BB] Just good business: A special report on corporate social responsibility [BB] Strategy and Society [HBS]	Application assignment
Wk 10 10/28	Organizational Networks	Introduction to Social Network Methods –Ch. 1 [BB] Informal networks: The company behind the chart [HBS] Making the invisible visible: Using social network analysis to support strategic collaboration [HBS] How leaders create and use networks [HBS]	Application assignment Final project plan and lit review due
Wk 11 11/4	Teams	Managing your team [HBS] When good teams go wrong: The Nut Island effect [HBS] Coordinating expertise among emergent groups responding to disasters [BB]	Application assignment
Wk 12 11/11	Organizational Culture	Note on organizational culture [HBS] Dimensionalizing cultures: The Hofstede model in context [BB] Columbia's Final Mission [HBS]	Application assignment Prepare role play for case
Wk 13 11/18	Rewards & Motivation	Engaging employees in the company's profits and their own [HBS] Intrinsic and Extrinsic Motivations: Classical Definitions and New Directions [BB] Employee motivation [HBS] How to keep your top talent [HBS] Mentoring Millennials [HBS] The Leaders We Need Now [HBS]	Application assignment
Wk 14 11/25	Ethics	Is Enron Overpriced? [BB] Introduction to Ethics [HBS]	Application assignment
Wk 15 12/2	Final Team Presentations		

Final 12/9 6:30pm	Final Team products due		
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