Dr. Michael W. Kramer   Office Hours: 8:30-10:30 A.M. T-Th or by arrangement
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Purposes:

1) To introduce students to many of the primary theories and areas of research in organizational communication. The focus will be on communication within organizations rather than between organizations. The course will include a survey of various theoretical perspectives, as well as practical or real-life understanding of communication in organizations.

2) To allow students to pursue an area of interest in depth. Since the course is a survey course, students will pursue topics of interest in more depth for the various class assignments. This should give students some breadth and depth in their understanding of organizational communication.

3) To enable all participants of the class to increase their understanding of organizations through interaction with people of various organizational and academic backgrounds.

Course Readings:

The readings are listed below and available through the library or D2L. The articles have been numbered for your convenience in keeping track of the days. That goal is to provide a mixture of readings from seminal articles and current research. On a number of topics, students will be given an option to read either of two articles or be asked to find their own reading on the topic and come prepared to share and discuss the article they found.

Evaluation:

Participation, Attendance, etc.		10%
Topic Preparation		15%
Research Proposal		35%
Rational:	5%	
RQ/H	5%	
Final	25%	
In Class Writing (4 x 10% each)		40%

Plagiarism and Cheating:

Graduate students are expected to provide appropriate citations for ideas or information from sources other than common knowledge or personal experience. Failure to provide citations is a form of plagiarism. Significant amounts of plagiarism will result in grade reductions on assignments. Cheating is an extreme form of plagiarism. Copying the majority or entirety of someone else's work and presenting it as your own is cheating. If discovered, this will result in the individual being turned in for academic dishonesty and will result in failure in the course. Major assignments will be uploaded to D2L where they will be processed by Turnitin.com.

Assignment Descriptions:

Participation

In addition to insightful comments that each student contributes to the discussion, there will be opportunities to volunteer to critique some articles. While everyone should be prepared to do so for every article, one student will volunteer to do so formally. If you never volunteer, this would have a negative impact on your participation grade.

When you do critique an article, you should briefly do the following: 1) point out what you think are the major points of the article (brief summary since we've all read it); 2) point out the significance or contribution of the article; 3) point out strengths of the article; 4) point out weaknesses in the article. I would expect this to take about 5 minutes or so.

Also as part of participation, you will be assigned to one or more in-class "debates." While these are not formal debates, you and others assigned to a viewpoint will attempt to persuade others that a certain viewpoint is better, more logical, etc., than alternative positions. You will generally know which side of the debate you will be on prior to the class period.

Topic Preparation

Each student will volunteer or be assigned a particular topic for the weeks ahead. For the particular topic, the student is to become a more informed expert by doing additional outside reading on the topic. To do this, consult recent (2006 or newer) journal articles on the assigned topic. Suggested journals include: *Communication Monographs, Human Communication Research, Journal of Applied Psychology, Academy of Management Journal, Administrative Science Quarterly, Management Communication Quarterly*, regional communication journals, etc. Find a minimum of 5 articles on the topic. Write a 1 page (single-spaced with normal margins) summary/critique including the items mentioned above under participation.

For class, be prepared to present a summary of the type of research/reviews that you found currently being done on the topic. Rather than making a long presentation of the five articles, you may find it better to intersperse your presentation of the articles throughout the period at appropriate times. Time will vary depending on the topic and other students' participation. Hand in 5 summary/critiques at the end of the period.

I encourage you to use this assignment to assist you on the research proposal if possible.

Research Proposal

1. Choose an organizational communication topic that is interesting to you. It need not be one from the syllabus. You will need to narrow down the topic. For example, "leadership" is too broad.

2. Review much of the relevant literature on the topic. Focus on journal articles, but include books, book chapters, etc. as appropriate. There are a variety of ways to go about this search. A topic search of a data base is only one option. Begin doing this early in the semester for the rationale and RQ/H assignments.

3. Once you have done your review of literature, you should have a sense of what has been done in

the area, and what has not been done. First, develop a rationale for exploring **one** area that has not been studied thoroughly. Then, develop specific research questions or hypotheses for that area. Do not try to cover everything that has not been done. Avoid being too complex.

4. Develop a research method for exploring your questions/hypotheses. Consider a variety of possible techniques (qualitative and quantitative, survey and experimental design, critical analysis, or a combination). What you read should give you an idea of how the topic has been researched; you may continue the past approach or explore the topic through a new method. While you want to keep this somewhat simple, since you will not actually collect the data, you can consider what you would do under optimal circumstances. Be as detailed as possible and necessary.

5. Warning: Two common mistakes on this assignment are forgetting to study communication or forgetting to study organizations in the proposal. An analysis of gender roles in the media is not a study of organizations unless there is a focus on organizational roles. An analysis of people's reasons for identifying with their jobs is not a study of communication until it exams how communication is involved in creating identification. See me for help throughout the process from narrowing the topic, to picking a research method, and so forth.

6. Deadlines:

       a. Rationale for paper   February 16
       b. RQ/Hypotheses   March 15
       c. Complete paper   May 3

The final paper should include the following:

       a. a revised rationale for studying the area
       b. a review of the relevant literature
       c. revised research questions or hypotheses with specific rationale for each one
       d. proposed methodology for completing the research
       e. correct format (APA) and citations

7. The presentation you make on May 3 should give a brief summary of your paper to be followed by some insightful questions and discussion from the rest of us. The total time per presentation will be determined by the enrollment size, most likely about 10-15 minutes per person.

<div align="center">In Class Writing</div>

In lieu of whole-period examinations, there will be four different times during the semester (indicated below) when you will be asked to write concerning the readings and discussions up to that point in the semester including those assigned for that particular day. During the last 45-60 minutes, you will be given either a question or choice of questions on which to write. While this will be "open book (or articles)" and "open note," it will be limited by time so that you will only be able to consult these sources. The questions will ask you to critique, analyze, apply, or offer alternatives to the topics from the readings and discussion. You should cite sources in-text in your answers when appropriate but do not need a reference page. Each of these will be worth 10% of your final grade. You may bring laptops to write these and will turn them into D2L. We will adapt as necessary for those with technology issues.

Schedule of Readings

*Book chapters available through D2L

Week 1 January 19: Introduction and Research Perspectives (1-3)

1. Putnam, L.L. (1982). Paradigms for organizational communication research: An overview and synthesis. *Western Journal of Speech Communication*, *46*, 192-206.

*2. Deetz, S. (2001). Conceptual foundations. In F.M. Jablin & L.L. Putnam (Eds.), *The new handbook of organizational communication* (pp. 3-46). Thousand Oaks, CA: Sage.

3. Mumby, D.K., & Stohl, C. (1996). Disciplining organizational communication studies. *Management Communication Quarterly*, *10*, 50-72.

Week 2 January 26: Some Issues Defining Communication in Organizations (4-7)

4. Eisenberg, E.M. (1984). Ambiguity as strategy in organizational communication. *Communication Monographs, 51*, 227-242.

*5a. Andersen, P.A., & Bowman, L.L. (1985). Positions of power: Nonverbal influence in organizational communication. In K.L. Hutchinson (Ed.), *Readings in organizational communication* (pp. 342-358). Dubuque, IA: Wm. C. Brown Publishers.

*5b. Riggio, R.E. (2003). Business application of nonverbal communication. In R.E. Riggio & R.S. Feldman (Eds.), *Applications of nonverbal communication* (pp. 119-138). Mahwah, NY: Lawrence Erlbaum.

6. Mennecke, B.E., Valacich, J.S., & Wheeler, B.C. (2000). The effects of media and task on user performance: A test of the task-media fit hypothesis. *Group decision and negotiation*, *9*, 507-529.

7. McPhee, R.D., & Zaug, P. (2000). The communicative constitution of organizations: A framework for explanation. *Electronic Journal of Communication*, *10*.

Week 3 February 2: Communication and Anticipatory Socialization: Prior to joining

8. Gibson, M.K., & Papa, M.J. (2000). The mud, the blood, and the beer guys: Organizational osmosis in blue-collar work groups. *Journal of Applied Communication Research*, *28*, 68-88.

9. Clair, R.C. (1996). The political nature of the colloquialism, "a real job": Implication for organizational socialization. *Communication Monographs*, *63*, 249-267.

10. Judge, T.A., Higgins, C.A., & Cable, D.M. (2000). The employment interview: A review of recent research and recommendations for future research. *Human Resource Management Review*, *10*, 383-406.

11. Find a current article on anticipatory socialization, employment interviews, or resume writing as

part of the process of joining organization.

Week 4 February 9: Communication during Organizational Entry

12. Van Maanen, J., & Schein, E.G. (1979). Toward a theory of organizational socialization. In
    B.M. Staw (Ed.), *Research in organizational behavior* (pp. 209-264). Greenwich, CT: JAI.

13. Miller, V.D., & Jablin, F.M. (1991). Information seeking during organization entry:
    Influences, tactics, and a model of the process. *Academy of Management Review,16,* 92-
    120.

14. Myers, K.K. (2005). A burning desire: Assimilation into a fire department. *Management
    Communication Quarterly*, *18*, 344-384.

15. Find a current article on communication and newcomers.

In Class Writing #1: Organizational Issues and Entry

Week 5 February 16: Traditional Organization/Management Theories (debate) (16-19)

*16. Taylor, F.W. (1916). The principles of scientific management. In S.R. Corman, S.P. Banks,
    C.R. Bantz, & M.E. Mayer. (1995). *Foundations of organizational communication: A
    Reader* (pp. 59-69). White Plains, NY: Longman Publishers.

*17. Weber, M. (2003). Bureaucracy and legitimate authority (1924).

*18. Roethlisberger, F.J. (1941). Chapter II: The road back to sanity (The Hawthorne Studies) from
    Management and Morale. Cambridge, Mass: Harvard University Press.

*19. McGregor, D.M. (1957). The Human Side of Enterprise. *The Management Review*, *46*, 22-28.

20. Ouchi, W.G., & Price, R.L. (1978). Hierarchies, clans, and theory Z: A new perspective on
    organization development. *Organizational Dynamics*, *7*, 25-44.

21. Papa, M.J., Auwal, M.A., & Singhal, A. (1997). Organizing for social change within concertive
    control systems: Member identification, empowerment, and the masking of discipline.
    Communication Monograph, *64*, 219-249.

Week 6 February 23: Organizational Culture (20-23)

22. Pacanowsky, M.E., & O'Donnell-Trujillo, N. (1983). Organizational communication as cultural
    performance. *Communication Monographs*, *50*, 126-147.

23. Meyerson, D., & Martin, J. (1987). Cultural change: An integration of three different views.
    Journal of Management Studies, *24*, 623-647.

24. Weick, K.E. (1993). The collapse of sensemaking in organizations: The Mann Gulch disaster.
    Administrative Science Quarterly, *38*, 628-652.

25. Find a current study examining organizational culture.

Week 7 March 1: Organizational Climate

26. Denison, D.R. (1996). What is the difference between organizational culture and organizational climate? A native's point of view on a decade of paradigm wars. *Academy of Management Review*, *21*, 619-654.

27. Patterson, M., Warr, P., & West, M. (2004). Organizational climate and company productivity: The role of employee affect and employee level. *Journal of Occupational and Organizational Psychology*, *4*, 193-216.

28. Guzley, R.M. (1992). Organizational climate and communication climate: Predictors of commitment to organizations. *Management Communication Quarterly*, *5*, 379-402.

29. Bartels, J. Pruyn, A., De Jong, M., & Joustra, I. (2007). Multiple identification levels and the impact of perceived external prestige and communication climate. *Journal of Organizational Behavior*, *28*, 173-190.

Week 8 March 8: Communication Networks

*30. Tichy, N.M. (1981). Networks in organizations. In P. Nystrom & W. Starbuck (Eds.), *Handbook of organizational design* (pp. 225-249). Oxford: Oxford University Press.

31a. Bullis, C., & Bach, B.W. (1991). An explication and test of communication network content and multiplexity as predictors of organizational identification. *Western Journal of Speech Communication*, *55*, 180-197.

31b. Eisenberg, E.M., Monge, P.R., & Miller, K.I. (1983). Involvement in communication networks as a predictor of organizational communication. *Human Communication Research*, *10*, 179-201.

32. Feeley, T.H., Hwang, J., & Barnett, G.A. (2008). Predicting employee turnover from friendship networks. *Journal of Applied Communication Research*, *36*, 56-73.

33. Find a current article using network analysis to examine an organizational issue. The topic of social networks may be applicable, but only if the article focuses on network analysis and not just on the phenomenon of social networks.

In Class Writing #2: Management Theory, Culture, Climate, and Networks

Week 9 March 15: Power and Sexual Harassment in Organizations

34. Mumby, D.K. (1987). The political function of narrative in organizations. *Communication Monographs*, *54*, 113-127.

35. Pierce, T., & Dougherty, D.S. (2002). The construction, enactment, and maintenance of power-

as-domination through an acquisition: The case of TWA and Ozark Airlines. *Management Communication Quarterly*, *16*, 129-164.

36. Dougherty, D.S. (2006). Gendered constructions of power during discourse about sexual harassment: Negotiating competing meanings. *Sex Roles*, *54*, 495-507.

37. Scarduzion, J.A., & Geist-Martin, P. (2010). Accounting for victimization: Male professors' ideological positioning in stories of sexual harassment. *Management Communication Quarterly*, *24*, 419-445.

Week of March 17-25 Spring Break

Week 10 March 29: Decision Making and Voice

40. Langley, A., Mintzberg, H., Pitcher, P., Posada, E., & Saint-Macary, J. (1995). Opening up decision making: The view from the black stool. *Organizational Science*, *6*, 260-279.

*41. Zey, M. (1992). Criticisms of rational choice models. In M. Zey (Ed.), *Decision making: Alternatives to rational choice models* (pp. 9-31). Newbury Park: Sage.

42. Morrison, E.W. (2011). Employee voice behavior: Integration and directions for future research. *The Academy of Management Annuals*, *5*, 373-412.

43. Kassing, J.W. (2007). Going around the boss: Exploring the consequences of circumvention. *Management Communication Quarterly*, *21*, 55-74.

Week 11 April 5: Leadership (38-40)

44. Yukl, G. (1989). Managerial leadership: A review of theory and research. *Journal of Management*, *15*, 251-289.

45. Fairhurst, G.T. (2007). Reframing *The Art of Framing*: Problems and prospects for leadership. *Leadership*, *1*, 165-185.

46a. Parker, P.S. (2001). African American women executives' leadership communication within dominant-culture organizations: (Re)Conceptualizing notions of collaboration and instrumentality. *Management Communication Quarterly*, *15*, 42-82.

46b. Zoller, H.M. & Fairhurst, G.T. (2007). Resistance leadership: The overlooked potential in critical organization and leadership studies. *Human Relations*, *60*, 1131-1360.

47. Find some current article dealing with leadership and communication.

In Class Writing #3: Power, Harassment, Leadership, Decision Making, Voice

Week 12 April 12: Work-Nonwork Interface (41-43)

48. Greenhaus, J.H. & Beutell, N.J. (1985). Sources of conflict between work and family roles.

Academy of Management Review, *10,* 76-88.

49a. Kirby, E.L., & Krone, K.J. (2002). "The policy exists but you can't really use it": Communication and the structuration of work-family policies. *Journal of Applied Communication Research*, *30*, 50-77.

49b. Miller, V.D., Jablin, F.M., Casey, M.K., Lamphear-Van Horn, M., & Ethington, C. (1996). The maternity leave as a role negotiation process. *Journal of Managerial Issues*, *8*, 286-309.

50. Kreiner, G.E., Hollensbe, E.C., & Sheep, M.L. (2009). Balancing borders and bridges: Negotiating the work-home interface via boundary work tactics. *Academy of Management Journal*, *52*, 704-740.

51. Find a current study addressing work-nonwork issues.

Week 13 April 19: Emotions and Management

52. Domagalski, T.A. (1999). Emotion in organizations: Main currents. *Human Relations*, *52*, 833-852.

53. Miller, K.I., Considine, J., & Garner, J. (2007). "Let me tell you about my job": Exploring the terrain of emotion in the workplace. *Management Communication Quarterly*, *20*, 231-260.

54. Kramer, M.W., & Hess, J.A. (2002). Communication rules for the display of emotions in organizational settings. *Management Communication Quarterly, 16,* 66-80.

55. Shuler, S., & Sypher, B.D. (2000). Seeking emotional labor: When managing the heart enhances the work experience. *Management Communication Quarterly*, *14*, 50-89.

Week 14 April 26: Voluntary and Involuntary Exit (47-49)

56. Holtom, B.C., Mitchell, T.R., Lee, T.W., & Eberly, M.B. (2008). Turnover and retention research: A glance at the past, a closer review of the present, and a venture into the future. *The Academy of Management Annuals*, *2*, 231-274.

57. Scott, C.R., & Stephens, K.K. (2009). It depends on who you're talking to. . .: Predictors and outcomes of situated measures of organizational identification. *Western Journal of Communication*, *73*, 370-394.

58. Green, S.G., Fairhurst, G.T., & Snavely, B.K. (1986). Chains of poor performance and supervisory control. *Organizational Behavior and Human Decision Processes*, *38*, 7-27.

59. Cox, S.A. (1999). Group communication and employee turnover: How coworkers encourage peers to voluntarily exit. *Southern Journal of Communication*, *64*, 181-192.

In Class Writing #4: Work-Nonwork, Emotions, Exit

Week 15 May 3: Final Papers and Presentations