

Victoria Management School

MGMT 308 Organisational Communication

Trimester 1 2006

COURSE OUTLINE

Contact Details

Course Coordinator

Sashi Meanger
Victoria Management School
RH 902
Ph: 463 - 5731
E-mail: sashi.meanger@vuw.ac.nz

Tutorial Coordinator

TBC
Victoria Management School
Office: RH120
Ph: 463-6968

Administration Assistant

Tricia Lapham
Office RH 919
Ph 463 - 5381
Email: Tricia.Lapham@vuw.ac.nz

Tutors should only be contacted about tutorials. For any other advice or information on assignments, course details, etc., contact Sashi Meanger.

Class Times and Room Numbers

Format: The lecture (2 hours), 1 workshop (1 hour) & 1 session of tutorial (1 hour) per week.

Lecture: 9:30am–11:20am on Fridays in **GB LT4**.

Workshop: 9:30am–10:20am. on Wednesdays in **GB LT4**.

Tutorials: Times vary. All students must attend one 1 hour tutorial per week. Tutorial times will be allocated during the first lecture. Tutorials will commence in Week 3 of the course.

Lectures and Workshops Commence: Wednesday, 1 March 2006.

Tutorials

Tutorials will begin in Week 3 and finish in Week 11. To pass the course you must go to **seven of the nine** scheduled tutorial sessions. Once times are finalised you must go to your **assigned tutorial time** – students will not be accepted into other tutorials for any reason. In week 7 the Tuesday is a public holiday (ANZAC day) and students from Tuesday tutorials will go to another tutorial time that week (choose any one).

Please contact the tutorial coordinator with all queries about tutorials. Students requesting a change will have to provide documentary evidence of reasons for the change.

Course Objectives

This course explores a range of contemporary topics and perspectives in organisational communication. Modes of communication covered range from mass media to group to interpersonal communication. The course will provide tools to examine the ways in which communication in organisations operate. Communication processes set up the contexts in which we make sense of organisational life. Through learning to analyse these processes, it is possible to critically question the identities, relationships, and ethics that are created and maintained in organisational communication.

Students will critically explore a range of contemporary topics and perspectives in organisational communication. They will demonstrate independent and critical thinking about how 'organisational communication' works, and they will show that they understand and can use communication perspectives to observe situations and analyse issues in organisational life.

Readings

The *required* textbook is:

Cheney G., Christensen L. T., Zorn T. E., Ganesh, S. (2004). *Organizational Communication in an Age of Globalization: Issues, Reflections, Practices*. Prospect Heights, Ill.: Waveland Press. (VUW Book Centre)

Recommended further reading (for assignments): On 3-day loan at Pipitea library.

Adler, R. (1992). *Communicating at work*. 4th ed. New York: McGraw-Hill.

Bordow, A., & More, E. (1991). *Managing organisational communication*. Melbourne: Longman Cheshire.

Daniels, Tom D., Barry K. Spiker, Michael J. Papa (1997). *Perspectives on organizational communication*. Boston, Mass. : McGraw-Hill.

Eisenberg, E. M., & Goodall, H. L. (1997). *Organizational communication: Balancing creativity and constraint*. 2nd ed. New York: St Martin's Press.

Griffin, E. A. (2003). *A first look at communication theory*. (5th ed.) Boston: McGraw-Hill.

Jones, J. & Grant, B. (1991). *Writing, setting and marking essays: A guide for students and staff*. 2nd ed. Auckland : Higher Education Research Office, University of Auckland.

Littlejohn, S. W. (2002). *Theories of human communication*. 7th ed. Belmont, CA: Wadsworth/Thomson Learning.

Miller, K. (2003). *Organizational communication: Approaches and processes*. Belmont, CA: Wadsworth.

Pearce, W. Barnett. (1994). *Interpersonal communication: Making social worlds*. New York, NY : HarperCollins.

Shockley-Zalabak, P. (1999). *Fundamentals of organizational communication*. 4th ed. New York: Longman.

Verderber, K. S. & R. F. Verderber (2001). *Inter-act: Using interpersonal communication skills*. 6th ed. Australia; Belmont, CA: Wadsworth.
 Westwood, R. I., and Linstead, S. (Eds.) (2001). *The language of organization*. London: Sage.
 Wood, J. (1997). *Communication theories in action: An introduction*. Belmont, CA.: Wadsworth.

Course Agenda and Schedule

Week	Dates	TOPIC	CHAPTER
1	Mar 1 Mar 3	<i>Workshop: Introductions, Tutorial Allocations</i> Lecture: What is Organisational Communication? <i>No Tutorials</i>	1
2	Mar 8 Mar 10	<i>Workshop: Briefings on Group Presentations and Assignments, Group Exercises</i> Lecture: Organisational and Communication Theory <i>No Tutorials</i>	2
3	Mar 15 Mar 17	<i>Workshop: Guest Lecturer, Presentation Skills</i> Lecture: Rationality and Decision Making <i>Tutorial: Introductions, Groups for Projects</i>	3
4	Mar 22 Mar 24	<i>Workshop: Interpersonal Communication</i> Lecture : Participation in Groups and Teams <i>Tutorial: Discussion exercise and Group Project</i>	8
5	Mar 29 Mar 31	<i>Workshop: Group Presentations</i> Lecture: Social Relationships and Networks <i>Tutorial: Discussion exercise and Group Project</i>	5 6
6	Apr 5 Apr 7	<i>Workshop: Group Presentations</i> Lecture: Global and Multicultural Communication <i>Tutorial: Discussion exercise and Group Project</i>	4 13
Mid Semester Break			
7	Apr 26 Apr 28	<i>Workshop: Group Presentations</i> Lecture: Public Communication <i>Tutorial: Discussion exercise and Group Project</i>	12
8	May 3 May 5	<i>Workshop: Group Presentations</i> Lecture: Ethics and Values in Communication <i>Tutorial: Discussion exercise and Group Project</i>	14
9	May 10 May 12	<i>Workshop: Group Presentations</i> Lecture: Leadership and Communication <i>Tutorial: Discussion exercise and Group Project</i>	7
10	May 17 May 19	<i>Workshop: Group Presentations</i> Lecture: Power and Control in Organisational Life <i>Tutorial: Discussion exercise and Group Project</i>	9 10
11	May 24 May 26	<i>Workshop: Group Presentations</i> Lecture: Change Related Communication <i>Tutorial: Overview and Preparation for Test</i>	11
12	May 31 Jun 2	<i>Workshop: Analysis of OC and Career Paths</i> Lecture: Test <i>No Tutorial</i>	15

Finding extra material on organisational communication:

- There is a wide range of **books** on organisational communication in the university library, and these are **scattered** around many parts of the collection – most can be tracked by searching for communication as a key word. Books can be requested and sent down from Kelburn via the Intersite service.
- You can also use the university catalogue and electronic databases to find **journal articles** or current material from **New Zealand print media**. See ‘external links’ folder on Blackboard for suggestions in using these databases. Many journals are available online - these can be found via the catalogue or the databases.
See <http://www.vuw.ac.nz/library/liaison/management/articleindexes.shtml> for management-oriented databases.

Apart from specific database material via the library, and for bibliographic searching, the internet is usually NOT a good source to use for essays. If you use internet material it should be at the level of a third-year (or above) textbook or journal article, and you should have a good reason for using it.

Assessment Requirements

ASSESSMENT SUMMARY		
1. Short Essay: Communication Word count 1500 words, excluding references	10% of final grade	Due 3 pm Fri 24 March
2. Long Essay: Movie Case Study Word count 3000 words, excluding references	30% of final grade	Due 3 pm Fri 5 May
3. Group Project Group Presentation (10%) Group Report (20%) Word count 2500 words, excluding references	30% of final grade	In Assigned Workshops Due 3 pm Fri 26 May
4. Final Test	30% of final grade	Fri 2 June 9:30am – 11:20am

ASSIGNMENTS IN DETAIL

- There will be opportunities to ask about assignments in class.
- Please check out the notes on ‘handling assignments’ below, including the cover sheet outline.
- See course readings on Blackboard on essay writing, referencing, and critical reading skills.
- All assignments will be assessed for clear and correct writing style, correct formatting and referencing.

1. Short Essay: 10% of final grade

Word Count: 1500 words, excluding references.

Objective: to extend students' ideas about 'communication' in organisations.

This is a short essay based on chapter one of the textbook, class sessions in weeks one and two, and readings from other sources on 'organisational communication'. (See the **Recommended Reading** list in this outline).

Task: According to Cheney et al. (p. 6),

'The transmission-oriented view of communication ...does not begin to account for the subtleties and complexities of the larger process by which we make sense of our world, relate to one another, exert influence, maintain cultures, and sometimes affect the course of human events'.

Discuss this proposition, comparing the 'transmission' model of communication with at least one other perspective.

Assessment criteria:

- Demonstrate independent and critical thinking about what 'communication' is.
- Combine independent reading with class work and textbook material.

2. Long Essay: 30% of final grade

Word Count: 2500 words excluding references.

Objective:

The purpose of this assignment is to test your ability to recognise and analyse concepts and ideas from the assigned readings, and show how they work together, by observing a rich and complex case, based on a movie.

The basis of your analysis will be a case study drawn from a feature-length movie set in an organisational context. A list of suggested movies will be provided for you to choose from, and some of these will be available in the university library. You may also choose your own movie, but you will need to get the course coordinator's approval before the break: by the end of **7 April 2006**.

Task: Your instructions for completing this assignment after watching the movie are as follows:

1. Provide no more than a one-page overview of the movie and the main characters to be discussed. Use your own words for this, explaining the organisational context (which kind of organisation; which kind of work; which country; which time period; key organisational relationships shown in the movie) - as well as who the people are and what happens. (Remember, this is a communication case study, not a movie review).
2. Identify and discuss/define two key concepts/ideas from course materials to serve as the focal point of your analysis. Your discussion should provide enough detail and breadth to fit any examples you offer from the movie.
3. Apply the selected concepts/ideas to the movie you have selected; that is, demonstrate how each concept/idea applies to the movie you have selected. Use specific examples or scenes from the movie to support your argument.
4. You should also do some further relevant reading from books or journals on the two key concepts you have chosen to focus on.

Assessment criteria:

- Demonstrate critical thinking in your analysis of organisational life
- Show that you understand and can use communication concepts to make sense of a case study
- Make good use of relevant further reading from both books and journal articles.

3. Group Project 30% of final grade

Presentation (10%) and Report (20%)

Word Count for Report - 2500 words, excluding references.

Objective: To research and explore a contemporary Organisational Communication issue, and to work in a team situation.

Topics for research will be provided in the workshop. Once you have your topic, you are to discuss it with a theoretical perspective and apply your topic to an organisation or to a current event. The Group Project has two components.

Group Presentation: During assigned workshops, each group will give a 15 - 20 minute presentation plus question time to the rest of the student group. The presentation will convey what you have found from your research and will be assessed for both content and the manner in which it was presented. Assessment criteria for group presentation will be provided in the workshop.

Group Report: In 2,500 words your group should write about the concept/topic you researched and presented. The report should reflect your group's understanding and critical analysis of the topic. More details will be provided in the workshops and tutorials. Reports are to be delivered in the MGMT 308 drop-off box number **27 on the mezzanine floor of Rutherford House** by **11:30a.m. 22 May 06.**

Assessment criteria

- Demonstrate your overall understanding of course material and chosen topic.
- Demonstrate a critical perspective
- Be original and show what you have researched and learned.
- Demonstrate effective communication skills.
- Demonstrate effective team management skills

4. FINAL TEST: 30% of final grade

Students must achieve a minimum of 40% of marks in the test to pass the course.

Date: Friday 2 June

Starts: 9:30am – 11: 20am

Duration: 100 minutes

Objective: To assess your overall understanding of course material.

Task: This is an OPEN BOOK test which will include short essay-type questions and a case study. You can bring in any notes you want to, as well as the textbook (but no other books). Dictionaries can also be brought in. Questions will cover a range of topics from the whole course.

Assessment criteria:

- Demonstrate critical thinking about organisational communication.
- Demonstrate independent reading and thinking.
- Demonstrate your overall understanding of ideas and topics covered in the course.

Mandatory Course Requirements

To pass this course, students must:

- Hand in all assignments within the required time-frame and sit the final test; and
- Attend at least 7 out of 9 tutorial sessions; and
- Achieve a minimum of 40% of marks in the test.

Students who fail to satisfy ALL the mandatory requirements for passing this course, will not receive a graded result, and their records will show an ungraded fail.

Notice of Failure to meet Mandatory Requirements will be posted on Blackboard or on the Mezzanine Floor Notice-board. Students will be expected to check both places for notification.

HANDLING ASSIGNMENTS

Handing in assignments

Assignments should be handed in, in hard copy form (not by email), TO ASSIGNMENT BOX No. 27 (Mezzanine Floor RH). Any **LATE** assignments will not be collected from this box, and should be handed in to the Tutorial Coordinator Room RH 120. Make sure you hand them to them personally.

Collecting assignments

Graded assignments will be available approximately 2 weeks after the due date, and will be handed out in tutorials or lectures. Exact dates will be notified on Blackboard at the time. Any assignments not collected in class must be collected from the Tutorial Coordinator in Room RH 120.

Format for assignments

- All assignments must be typed or word processed.
- You should also put page numbers on each page, and
- Use in-text referencing and include a list of references at the end (see *How to reference your readings* in this course outline).
- Cover sheet – see below:

Students will prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work.

ASSIGNMENT COVER SHEET

MGMT 308 ORGANISATIONAL COMMUNICATION 2006

STUDENT ID AND NAME

TUTOR'S NAME

TUTORIAL TIME

ASSIGNMENT NAME

ASSIGNMENT DUE DATE AND TIME

WORD COUNT [excluding references]

PENALTIES

Late assignments

In fairness to other students, assignments submitted after the associated deadline will incur a 5% penalty of the original mark for each day (or part of a day) they are late. Assignments handed in more than 10 days after the due date will not be accepted. Extensions may be granted with no penalty to those who meet the University's aegrotat rules (e.g., medical certificate, family bereavement). Please let the Course Coordinator know **as soon as you can** if you think you might be late handing work in. The final deadline for extensions for all assignments is the end of the exam period. After that time aegrotat provisions apply.

Word counts

Sections of assignments that go over word counts will not be marked. If word counts are not provided by students they will be estimated.

HOW TO REFERENCE YOUR READINGS

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/resources/virtualref.shtml#style>).

The purpose of referencing what you have read is:

- to demonstrate that you have read course materials to extend your knowledge (in assignments)
- to give credit for the sources of your knowledge or ideas (and avoid plagiarism)
- to allow readers to follow up and do their own reading (in published work).

The format below is an in-text referencing method, used *instead of* references in footnotes. It is based on the APA (American Psychological Association) standard. It is common in the management and social sciences literature.

For more detailed information, see the latest APA *Publication manual* held in the VUW library, or check out APA Style Resources on the internet:

<http://www.psychwww.com/resource/apacrib.htm> or <http://www.apastyle.org/index.html>

IN THE TEXT

Put the author name and the date of publication:

Littler has argued that Taylor's ideas have not been improved upon by new models (Littler, 1983).

...or, if you are quoting directly - using the same words as the author - also put in the page number/s:

Littler sees claims that Taylor has been superseded as 'a woeful misunderstanding' of Taylor's ideas (Littler, 1983, p. 34).

Where quotes run over more than one page, use: (pp. 34-35). If there is no author name: use the title of the book or article instead of the name as the main reference point in text and in the reference list (see below).

AT THE END OF YOUR ASSIGNMENT

Include a list of references *in alphabetical order of author name* which gives the full information about the texts you have quoted in your assignment, in a standard form. The second and later lines of each reference should be indented. Examples of various kinds of entry:

Typical book (or report) entries

Single Author

Cockburn, C. (1991). *In the way of women: Men's resistance to sex equality in organizations*. London: Macmillan.

The AUTHOR'S NAME is listed first. The author's name is followed by the DATE OF PUBLICATION, in parentheses, ended with a full stop. Next include the BOOK TITLE which should be underlined or in italics. Capitalise only the first word of the title (and the first word of the subtitle, if any) and any proper names. Close with a final full stop.

End with PUBLICATION INFORMATION. Identify the city. Then identify the name of the publisher, clearly and briefly. Close with a full stop.

Multiple Authors

When a work has between two and six authors, cite all authors. When a work has more than six authors cite only the last name of the first author followed by 'et al.'

Boje D., & Dennehy R. (1994). *Managing in the postmodern world*. 2nd ed. Dubuque, IA: Kendall Hunt.

Corporate authorship

Institute of Financial Education. (1982). *Managing personal funds*. Chicago: Midwestern Publishing.

Citing items in an anthology

Burns, J. (1994). A strategic approach to Human Resource Management: A new opportunity for EEO? In J. Sayers and M. Tremaine (Eds.), *The vision and the reality: Equal Employment Opportunities in the New Zealand workplace* (pp. 131-139). Palmerston North: Dunmore Press.

Edited collections

Clegg, S. (Ed.). (1988). *Critical issues in organizations*. London: Routledge and Kegan Paul.

Typical journal (periodical, magazine, newspaper) entries

The journal title is in italics: the title is capitalised just as it appears in the original. The page numbers for the paper or article are always given, but 'pp.' is not entered.

Where there is a volume number then an issue number, the issue number goes in brackets:
Deetz, S. (1996). Describing differences in approaches to organization science: Rethinking Burrell and Morgan and their legacy. *Organization Science*, 7 (20), 191-206.

Citing articles in monthly periodicals

Baird, P. & James, C. (1990, April). Business and biculturalism: Side by side. *Management*, 25-37.

Where no volume number or name is given, the month is included after the year in the reference list (but not in the in-text reference).

Electronic information

Electronic information includes the internet, CD-ROM, etc. Pagination in electronic references is unavailable in most cases, so is left out of the citation (and out of quotes).

Web pages

Author/editor. (Year). Title (edition), [Type of medium]. Producer (optional). Available Protocol (if applicable): Site/Path/File [Date you accessed it, if there is no other date on the site itself].

Dick, B. (1997). *Discussing the undiscussable: a workbook for improving group effectiveness and openness* [On line]. Available at <http://www.scu.edu.au/schools/sawd/arr/dtuwb>.

Write 'No date' in the brackets when the electronic publication date is not available, and use the webpage title as the main reference data when there is no author.

See <http://www.apastyle.org/elecref.html>.

Communication of Additional Information

Blackboard will be available to students from the beginning of the course. Material on Blackboard will include:

- Course outline
- Topic outlines week by week
- Copies of class handouts

- Administrative details.

Any important new information will be given in class, and / or distributed by email to student email addresses.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student Administration Office

The Student Administration Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the office on (04) 463 5376.

Easterfield (EA) - FCA/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce & Administration and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- FCA Student Administration forms (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

Check with the Student Administration Office for opening times (04) 463 5376.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

Student Conduct and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at:

www.vuw.ac.nz/policy/StudentConduct.

The policy on Staff Conduct can be found on the VUW website at:

www.vuw.ac.nz/policy/StaffConduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website:

www.vuw.ac.nz/policy/AcademicGrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.

Plagiarism is not worth the risk.

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct (www.vuw.ac.nz/policy/studentconduct) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at: www.vuw.ac.nz/home/studying/plagiarism.html.

Students with Disabilities

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: disability@vuw.ac.nz. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

Student Support

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find

out more at www.vuw.ac.nz/st_services/ or email student-services@vuw.ac.nz.

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email education@vuwsa.org.nz.

Manaaki Pihipihinga Maori and Pacific Mentoring programme (Faculties of Humanities and Social sciences and Commerce and Administration).

- **What:** Academic Mentoring for Maori and Pacific students studying at all levels in the above faculties. Weekly sessions for an hour with a mentor to go over assignments and any questions from tutorials or lectures. Registered students can use the faculty's study rooms and computer suite at any time at Kelburn and Pipitea.
- Mature student and Post grad network.

If you would like to register as a mentor or mentee please contact the coordinator.

Where:

Melissa Dunlop
Programme Coordinator
Room 109 D
14 Kelburn Parade: back courtyard
Ph: (04) 463 6015
Email: Maori-Pacific-Mentoring@vuw.ac.nz

Please Note: A mentoring room will also be running at Pipitea Campus starting January. Please contact the Programme Coordinator for details.