

**HUMAN COMMUNICATION STUDIES  
ORGANIZATIONAL COMMUNICATION DYNAMICS  
HCOM 326/Fall 2022  
Tuesday 2:30-3:45 p.m.**

**Instructor:** S. Irene Matz, Ph.D.

**Office Hours:**

Tuesday/Thursday 7:30 a.m. – 8:30 a.m.

Tuesday 3:00 – 4:00 p.m.

Or by appointment

**Office:** CP 420-11

**Mail:** CP 420

**Phone:** 657-278-4418

E-mail: [imatz@fullerton.edu](mailto:imatz@fullerton.edu)

Website:

<http://commfaculty.fullerton.edu/imatz>

**Class Meeting Time & Place**

**HCOM 326-01**

**Schedule No. 12934**

**Classroom CP 122**

**Course**

Required Texts: Eisenberg, E.M., Trethewey, A., LeGreco, M. & Goodall, Jr. H.L. (2017). *Organizational Communication* (8<sup>th</sup> ed.). Boston: Bedford/St. Martin's Press.

Other Readings: To be announced

Course Description:

Prerequisites: Speech Comm 100, 200 or consent of the instructor. The inter-relationships between management and communication theories. The microsystems and macrosystems within an organization are emphasized in terms of intra-personal, interpersonal, small group and organizational communication theories.

## Learning Goals & Assessments

- Further your understanding of systems, organizational theories and ethnographies
  - Assessment:
    - Identify organizational theories, ethnographies and systems and its influence on organizations.
    - How do organizations implement various theories and systems.
- Critical analysis of state of organizations from a communication's perspective
  - Assessment:
    - Identify and discuss these organizational states and compare to present and past histories
- Explore ethical considerations and standards for decision-making
  - Assessment:
    - Discuss ethics used and abused in organizations and its implications of the organizations. Able to identify ethical concerns and how these are implemented throughout organizations.
- Examine actual case studies and integrate theoretical applications
  - Assessment:
    - Review present-day events, scenarios, cases and discuss theoretical implications in relationship to these actual examples.
- Critically analyze approaches to leadership and organizational communication and relationships
  - Assessment:
    - Identify and discuss how leadership influences organizations today. To able to identify paradigms of leadership and how they influence their constituents; courage to make ethical decisions; and consistency in these decisions that affect the organization's identity.
- Encourage professional and personal intellectual growth
  - Assessment:
    - You should self-analyze your professional and personal growth and development as you navigate through the course and learn behaviors that define you – your integrity, character, and reliability.

### Assignment & Assessment Percentage

Mid-term Assessment	100
Final Assessment	100
Chapter Cases/Readings	20
Individual Paper	100
Attendance	30
Individual critique for group members	10
Final Group Assignment	
Written	90
Oral	50
Total points	500 points

### GRADING SYSTEM PLUS/MINUS GRADING Definition of Grades and

#### Their Corresponding Grade Points

<b>A</b>	<b>500 - 465</b>
<b>A-</b>	<b>464 - 450</b>
<b>B+</b>	<b>449 - 440</b>
<b>B</b>	<b>439 - 415</b>
<b>B-</b>	<b>414 - 400</b>
<b>C+</b>	<b>399 - 390</b>
<b>C</b>	<b>389 - 365</b>
<b>C-</b>	<b>364 - 350</b>
<b>D+</b>	<b>349 - 340</b>
<b>D</b>	<b>339 - 315</b>
<b>D-</b>	<b>314 - 300</b>
<b>F</b>	<b>299 - below</b>

## Course Policies

University regulations require that you are provided with a statement about plagiarism in the course syllabus.

**Plagiarism:** Plagiarism is defined as the act of taking the specific substance of another and offering it as one's own without giving credit to the source. Sources must be cited accurately and appropriately. When sources are used, acknowledgment of the original author or source must be made following standard scholarly practice. Cases of plagiarism will constitute dismissal from the course with a failing grade.

**Integrity:** Academic honesty is a core value at Cal State Fullerton (please see <http://www.fullerton.edu/senate/PDF/300/UPS300-021.pdf>.) It is cheating if you develop your answers from sources other than those permitted by your professor or represent the work of others as your own. A few specific examples are:

- Using the notes of others
- Using the work of other students
- Handing in work that isn't yours
- Taking a test for someone else
- Sharing your answers to examination questions or class assignments with others

**Attendance:** You will earn one point for each class session for a total of 15 points.

**Disability:** Students with documented special needs are supported through the Disabled Student Service Office, UH 101, 657-278-3117 and as documented at [www.fullerton.edu/disabledservices/](http://www.fullerton.edu/disabledservices/).

**Emergency:** <http://emergencypreparedness.fullerton.edu>. Make certain that the University has your updated and current contact numbers.

**Electronics:** Please make certain that all cell phones and other technical equipment are turned off during class meetings. Laptops are for class notes only and need professor's approval before using in class. Other use in class is not appropriate or tolerated.

**Class Expectations:** Please demonstrate respect for all students while they are speaking and profession while lecturing. No food in class; beverages are allowed.

**Flexibility:**

Please allow for flexibility with our schedule due to class enrollment, class speakers, or other events.

**Assignments:**

All assignments are accepted on or before the due date.

**Assignments should be “professional” quality and must be completed and handed in for a final grade. Please type all assignments. If assignment is late, it could be graded down.**

No extra credit is available.

**Grading:**

Use this as a guide for your written assignments:

**CLARITY** – structural pattern clear, sentences and paragraphs well developed, transitions and report development.

**CONCISENESS** – strive for brevity, avoid redundancies, and include well-developed ideas.

**COMPLETENESS** – introduction, body, and conclusion with support and good development.

**GRAMMAR** – capitalization, punctuation, references, grammatical correctness, proofreading, professional appearance.

APA guide:

<https://owl.english.purdue.edu/owl/resource>

<b>Week of:</b>	<b>SCHEDULE</b>	
	<b>Tuesday</b>	
<b>Date</b>	<b>ASSIGNMENT</b>	<b>CHAPTER</b>
8/23-8/25	Introduction to course; Toast for the semester 🍷🍷	Chapter 1
8/30-9/1	Communication and the changing world of work	
9/6-9/8	Defining organizational communication	Chapter 2
9/13-9/15	Early perspectives on organizations and communication	Chapter 3
9/20-9/22	Ethics	
9/27-9/29	Systems perspective (organizations)	Chapter 4
<b>10/4-10/6</b>	<b>The Insider Film</b>	
<b>10/11</b>	<b>Mid-term Assessment Chapters 1,2,3,4; film, lectures</b>	
<b>10/13</b>	Cultural studies	
10/18-10/20	Cultural studies of organizations and communication ; Critical Approaches; <b>Outline draft of final presentation</b>	Chapter 5, 6
10/25-10/27	Identity and difference in organizational life	Chapter 7
11/1-11/3	<b>Individual papers due &amp; discussed in class</b>	
11/8-11/10	Teams and networks	Chapter 8
11/15-11/17	Leadership & Organizational Alignment	Chapters 9/10
11/22-11/24	<b>Semester Break – no class</b>	
<b>11/29-12/1</b>	<b>Team presentations</b> <b>Team paper &amp; PowerPoint due (all groups)</b>	
<b>12/6-12/8</b>	<b>Team presentations (Individual critiques due)</b>	
	<b>Finals Week</b>	
<b>12/15</b>	<b>Final Exam 1:00 p.m. (Chapters 5,6,7 8, 9, 10)</b>	.

## Chapter Readings

Case studies are included at the end of each chapter. You are responsible for reading, analyzing and discussing these at each class meeting. You should be prepared to incorporate definitions, perspectives and concepts related to the topic. Your goal is to illustrate your expertise through chapter readings and your experiences. These cases will be discussed on the **assigned date of the chapters.** You **could also choose to discuss** part of the chapter, concept, theory or one of the case studies. Come prepared to share your insights. Hand in a two page (typed, double-spaced) discussion that includes any outside research and references at the start of the class. You should be prepared to discuss your findings during our class discussions/lectures. Chapters are not accepted after the scheduled date or the final discussion of the topic that may span over a second week. You will earn two points for each chapter discussion for a total of 20 points for the semester.

## **Individual Paper (The Insider)**

### **Characters:**

Jeffrey Wigand – played by Russell Crowe

Lowell Bergman – played by Al Pacino

Mike Wallace – played by Christopher Plummer

### **Other characters and organizations to discuss:**

Wigand's wife

Bergman's wife

CBS

Brown & Williams

Tobacco industry and the 7 dwarfs

District attorney

60 minutes

*Wall Street Journal*

*New York Times*

Write a **five-page (minimum; could be more)** response that discusses the ethics and responsibilities that were apparent in the film. Take one or more characters or an organization (Brown & Williams; tobacco industry; CBS, etc.) and discuss their actions and ethical responsibilities as it relates to our class discussion on ethics and substantiate it with examples. You could take any of the following – challenging assumptions about the role of corporations in society; responsibility and authority as a leader; laws, social norms and values, ethical standards, ethical dilemmas that apply in the situation or whatever direction you want to take your discussion. Include a reference page. Please add to your discussion a correlation to a present day issue that is reflective of your example. **Support your findings with our discussion on ethics and cite with APA style. Include at least ten references.**

Please have a dedication page included in your report that is in honor of someone in your life. You can include the person's name only or add a reason for your dedication to that person.

Questions for discussion (just a guide; do not need to answer all of these):

1. The ethical dilemma for Wigand – if testimony in Mississippi that violated Kentucky law, put him in harms' way, did he make the right decision? He could be jailed, and his family would have no income, and his ill daughter in need of medical attention, would be at grave risk.
2. Is Wigand's loyalty to the greater number of people or his own family?
3. What is the role of corporations in society – to employees, stockholder, stakeholders, society?
4. What is the responsibility and authority as a leader in an organization? Did Brown and Williamson's leader violate this?
5. What obligation did Bergman have to Wigand?
6. What were the obligations and ethical responsibilities of CBS in view of their upcoming sale to Westinghouse Electric Corporation?
7. Leaders, good leaders, are loyal to their constituents. Analyze and describe examples of the leaders in this case study and the outcomes. Did the leaders become toxic?
8. This case is peppered with miscommunication between Wigand and Brown & Williamson; Wigand and Lowell Bergman; Wigand and his wife; CBS Corporate vs. CBS

news; and others. Analyze these communication interactions and evaluate the outcomes.  
What communication theories – trust, honesty, clarity – were apparent?

## **Final Group Presentation**

### **Case Study**

- A business case study is, essentially, a story.
- It's a narrative about a problem, challenge, or opportunity faced by a manager or executive that has a few possible solutions or outcomes.
- The story is told as accurately, fairly, and completely as possible, incorporating as many viewpoints as the author can reasonably accommodate.
- Such cases are never written for the purpose of identifying heroes and villains, but for the purpose of beginning a discussion about business problems.

A case study is different from a case history in that it does not provide definitive answers, outcomes, or alternatives. You could provide an opportunity for discussion of possible solutions and ways to implement a plan through communication and public relations.

Your task is to identify a business problem, challenge or opportunity for a particular organization. Scan through the newspapers, annual reports, journals and business magazines/journals to collect ideas of possible cases. This should be within the realm of an organizational focus and not a social problem.

### **Research**

Conduct preliminary research:

Interviews, newspaper files, online databases, or other sources

#### **Include at least 20 sources – primary or secondary**

You have the option of submitting a paper (APA style) or an outline of your report that would include paragraphs with citations that support each main point/subpoint/subpoint.

### **Write**

Construct a *timeline* with key events in chronological order.

Identify *key players* in the story by name and role.

Identify the *critical issues* in the case

Rank order them by importance to the executive decision maker

Discuss the leadership during this period; did it change; if so, what were the changes

### **Divide up the tasks**

Gather financial data

Do historical research

Save videotape or streaming video from the Internet

### **Document**

Have at least one reliable or primary source for everything you say or include in the case

Keep detailed notes



Copy down dates, times, page numbers, editions, and anything else that will direct a reader to your source  
Use APA style

### **Write a Draft Outline**

Company's history  
    industry  
    product or service line  
    revenues  
    employee base  
    market share

#### **Begin with a key moment in time for your story**

Introduce key characters, role players, and decision makers  
Explain what happened, when, and how  
Identify all relevant assumptions  
Cite sources in text  
Use company's annual reports to develop your case  
    SWOT  
Strengths, weaknesses, opportunities and threats

Don't look for conclusions, causal factors, or solutions just yet.

Be specific. Quantify where possible  
Use direct quotes; identify those whom you quote  
Consult multiple sources and document as you write  
Read about or talk to  
    customers  
    suppliers  
    shareholders  
    community officials  
    regulatory agency officials  
    employees  
    competitors

Your outline should include a title page with all members' names and a reference page with APA style references of your sources. The outline should have titles, subtitles with your information in either phrases, sentences with references noted in these sections – APA style. The outline should include an abstract of your report in paragraph format.

**First outline draft due October 18, 2022**

**Final paper outline due November 29, 2022 – all groups**  
**Please include your PowerPoint slides (three slides to a page)**

## **Final presentation**

Make the story flow smoothly

Include charts, graphs, pictures: whatever makes the story readable for a teaching device

Identify the business problem

Explain the purpose of the case

Specify and rank the critical issues

Identify and describe key players

Explain issues students may have trouble understanding

Define specialized terms or unusual processes and procedures

Suggest possible alternative solutions to the problem

Examine advantages, disadvantages for each alternative

## **Design a PowerPoint presentation**

Show the reader what happened

with photos

company logos

products

people

events

images

news clips

videos

You are responsible for a PowerPoint presentation and an outline report that supports your research. Include a Reference page of all your research. Your presentation should last 20-25 minutes with time for discussion after your presentation.

Your team will be assigned a date during the final two weeks of classes.

Make this informative, a learning opportunity, and a growth for you professionally in learning about the industry. Have fun! Make it unforgettable!

*Students, let's make this an unforgettable course! We can make it happen with your interest and dedication to our learning environment. I'm 100% on board to support your educational and professional growth and development. Let's make it happen!*

*Cheers,*

*Dr. Irene Matz*

***“Action is the foundational key to all success.” Goethe***

**Individual Critique**

**15 points**

**Assignment:**

Write a reflection paper of your experience with the group. Discuss the following – does not have to include all of them.

- ✓ Leadership roles
  - Those who assumed the leadership roles
    - The styles, skills, traits (use our readings to support)
- ✓ Member roles
  - Followership
    - Were all members equal participants (identify)
    - Was the leadership successful in getting members motivated
      - If so, how
      - If not, what could have been done differently
- ✓ What worked for the group
  - Why was this a successful experience
- ✓ What lessons did you learn
  - What could have been done differently
  - What did you learn individually
- ✓ How did you deal with conflict, if any
  - Who was responsible for resolving the conflict
  - Was it successful
- ✓ Did you have fun
- ✓ Did you learn from this experience
- ✓ What would you change about the assignment
- ✓ Should all members include the same grade? Just yes or no; do not elaborate.

**DUE DATE: December 6, 2022**

2-3 pages – can be longer

Use research, theories and concepts to support your reflections. Include these citations in your paper.

