

Organizational Communication

For PGP Gen/PGP ABM, 2015-2016

Course Outline

Instructor: Prof. Mukul Vasavada

Wing-13(D) Ext. 4924

Academic Associate:

Mr. Girija Shankar Semuwal

14-A, Wing 14, Old Campus, Ext. 4931

Course Title : Organizational Communication

Slots : PGP - IX (Second year, second term)

No. of Sessions : 20

Course Objectives:

- To enable the students to develop analytical and critical thinking skills for analyzing, interpreting and improving the organizational communication.
- To provide the students an opportunity to examine and assess theories/techniques employed in the study of communication in organizations, by applying them to their own investigation and analysis within a local organization.
- To explore various perspectives of Organizational Communication, as communication is the basis for strategies of controlling, persuading and motivating others, inside the organizations and beyond.
- To apply the learning through project-based activity with a local organization.

Methodology: The methodology adopted will be a combination of the case method, and classroom simulations/exercises, including role plays. There will be individual assignment involving analysis of a case (text or video). The group assignment will involve collecting data on the communication situations faced by managers and presenting analysis of the collected data to generate insights for managerial actions. There will be an interim presentation of the group assignment in the class room (sessions 15 and 16) as well as final submission in the form of a written report.

Evaluation scheme:

| | | |
|----------------------|-----|--|
| Class participation | 20% | (Individual, inclusive of attendance and reflective notes on the learning from the sessions) |
| Assignments | 50% | (Group project 30%; Individual assignment 20%) |
| Mid-term examination | 30% | |

Individual assignment would involve analysis of an organizational communication situation contained in a case (text or video). The group project would involve identifying an organizational communication situation in the field, collecting primary data and presenting analysis of the same.

Active participation during class sessions is critical for learning and so attendance is important. Participants, whose attendance falls below 80 per cent of the total, would be given Grade “I”.

Session-wise planning:

| Sessions | Topic | Readings/Cases/Activities |
|----------|---|--|
| 1-2 | Introduction | Reading: Introducing Organizational Communication (Mumby, Chapter 1, 3-28) Case: How do you get anything done around here? |
| 3-4 | Communication within organizational structure | Reading: Organizational Structure and Process (Cheney et al, Chapter 2, 17-40) Simulation: Structures |
| 5-6 | Organizational Communication And Organizational Culture | Reading: Unpacking Organizational Culture (Keyton, Chapter 2, 35-76) Additional Reading: The Culture toolkit; Methods for exploring Organizational Culture (Keyton, 163 -191) Exercise: Story-telling in Organizations Case: Scrums, sprints, spikes and poker: Agility in a Bulgarian software company |
| 7-8 | Entry-level Role Taking and Role Shaping function of Organizational Communication | Reading: Assimilation Processes (Miller, Chapter 7, 137-157) Activity: Sharing Experiences of Organization Entry Case : The First day at work (Keyton and Zalabak, 258-266) |

| Sessions | Topic | Readings/Cases/Activities |
|----------|---|--|
| 9-10 | Communication in Organizational Meetings | Reading: To be announced Simulation: Meeting Case: TerraCog Global Positioning Systems: Conflict and Communication on Project Aerial |
| 11-12 | Use of Technology in Organizational Communication | Reading: Conceptualizing computer-mediated computer technology and its use in organizations.(Peters, 2006) |
| 13-14 | Power and political processes in organizations | Reading: Communication, Power and Politics in Organizations (Conrad and Poole, Chapter 8, 249-279) Case: Thomas Green: Power, Office Politics, and a Career in Crisis |
| 15-16 | Presentations on the project | Interim presentations of the projects |
| 17 | Diversity in organizations Inter-group communication | Reading: Communication and Diverse workplaces (Conrad and Poole, Chapter 11, 350-388) Role plays: Role briefs to be issued |
| 18 | Inter-organizational communication and communication to external stakeholders | Reading: Stakeholder Management and Communication (Cornelissen, Chapter 3, 37-63) Case: The Chardonnay shortage at Mondavi Winery |
| 19 | Organizational Communication challenges for the top management | Reading: 1. The Decision to Trust 2. The First hundred Days: Forget the Speeches, Focus on the Conversation Case: Will be communicated later |
| 20 | Summing up | |

Sources for the reading material and some of the cases:-

1. Conrad, C and Poole, M.S. (2002). *Strategic Organizational Communication-In a Global Economy*. (5th Edition). Florida: Harcourt College Publishers.
2. Corman, S. R; Banks, S.P; Bantz, C.R. and Mayer, E. (1990). *Foundations of Organizational Communication, A Reader*. New York: Longman.
3. Cornelissen, Joep (2008). *Corporate Communication: A Guide to Theory and Practice*. Los Angeles: Sage.
4. Cheney, G., Christensen, L.T., Theodore Jr. and Ganesh, S. (2004). *Organizational Communication in an Age of Globalization: Issues, Reflections, Practices*. Long Groove: Waveland Press, Inc.
5. Clampitt, Phillip G. (2010). *Communicating for Managerial Effectiveness: Problems, Strategies, Solutions*. (4th Edition). London: Sage Publications.
6. Fisher, D (2003). *Communication in Organizations*. (2nd Edition). Mumbai: Jaico Publishing House.
7. Hurley, Robert F. (2006) The Decision to Trust. *Harvard Business Review*, Vol. 84 Issue 9, p55-62,
8. Keyton, J. (2005). *Communication and Organizational Culture- A key to understanding work experiences..* California: Sage Publications.
9. Keyton, J and Zalabak, P. S. (2005). *Case Studies for Organizational Communication- Understanding Communication Processes*. Mumbai: Jaico Publishing House.
10. Miller, K. (2003). *Organizational Communication*. (3rd Edition.) California: Wadsworth / Thomson Learning.
11. Mumby, Dennis K. (2012). *Organizational Communication: A Critical Approach*. New York: Sage.
12. Pepper, Gerald L. and Larson, Gregory S. (2006). Overcoming Information Communication Technology Problems in a Post-Acquisition Organization. *Organizational Dynamics*, Volume 35, Issue 2, 160-169.
13. Peters, Linda D. (2006) "Conceptualising computer-mediated communication technology and its use in organisations". *International Journal of Information Management*, Vol. 26, Issue 2, p142-152. Available online at www.sciencedirect.com
14. Ramnarayan, S and Rao, Ram Mohan (Eds.) (1996) *Managerial Dilemmas: Cases in Organisational Behavior*. New Delhi: Tata McGraw-Hill
15. Seeger, Matthew. J; Sellnow, Timothy, L. and Ulmer, Robert R. (2003). *Communication and Organizational Crisis*. Westport, Connecticut: Praeger Publishers.
16. Watson, R.C. and Saunders, C. "Managing insight velocity: The design of problem solving meetings". *Business Horizons*, 48, 285-295. Available online at www.sciencedirect.com