Course Description

Examines the communication process as it pertains to modern organizations from the perspectives of various organizational members. Topics include elements of the communication process, responsibilities of communicators at various levels, methods of verbal and nonverbal communication in organizations, factors that affect intercultural communication, role of organizational culture, and strategies to manage conflict.

Course Textbook

No physical textbook is required; resources are integrated within the course.

Course Learning Outcomes

Upon completion of this course, students should be able to:

1. Determine communication processes that guide organizational behavior.
2. Employ communication techniques for effective strategic planning.
3. Explain communication techniques that improve employee trust and engagement.
4. Relate effective communication techniques to public relations and marketing.
5. Recommend communication techniques that are effective in managing conflict.
7. Summarize the differences in communication styles of managers vs. leaders.
8. Create a communication strategy that fosters change and innovation.

Credits

Upon completion of this course, the students will earn three (3) hours of college credit.

Course Structure

1. **Study Guide**: Each unit contains a Study Guide that provides students with the learning outcomes, unit lesson, required reading assignments, and supplemental resources.
2. **Learning Outcomes**: Each unit contains Learning Outcomes that specify the measurable skills and knowledge students should gain upon completion of the unit.
3. **Unit Lesson**: Each unit contains a Unit Lesson, which discusses lesson material.
4. **Reading Assignments**: Each unit contains Reading Assignments from outside resources. Presentations are provided in each unit’s study guide.
5. **Suggested Reading**: Suggested Readings are listed in the study guides for Units I-III and V-VII. Students are encouraged to read the resources listed if the opportunity arises, but they will not be tested on their knowledge of the Suggested Readings.
6. **Learning Activities (Non-Graded)**: These non-graded Learning Activities are provided to aid students in their course of study.
7. **Unit Assessment**: This course contains one Unit Assessment, one to be completed at the end of Unit I. Assessments are composed of written-response questions.
8. **Unit Assignments**: Students are required to submit for grading Unit Assignments in Units II-VIII. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with each assignment. Specific information about accessing these rubrics is provided below.
9. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.

10. **Student Break Room:** This communication forum allows for casual conversation with your classmates.

## CSU Online Library

The CSU Online Library is available to support your courses and programs. The online library includes databases, journals, e-books, and research guides. These resources are always accessible and can be reached through the library webpage. To access the library, log into the myCSU Student Portal, and click on “CSU Online Library.” You can also access the CSU Online Library from the “My Library” button on the course menu for each course in Blackboard.

The CSU Online Library offers several reference services. E-mail (library@columbiasouthern.edu) and telephone (1.877.268.8046) assistance is available Monday – Thursday from 8 am to 5 pm and Friday from 8 am to 3 pm. The library’s chat reference service, *Ask a Librarian*, is available 24/7; look for the chat box on the online library page.

Librarians can help you develop your research plan or assist you in finding relevant, appropriate, and timely information. Reference requests can include customized keyword search strategies, links to articles, database help, and other services.

## LibGuides

Click [here](#) for the LibGuide for this course.

Think of a LibGuide (a Library Guide) as a mini-website to help you with your assignments. It has relevant information such as databases, ebooks, and websites specific to your courses. If you have any questions, please reach out to your friendly library staff.

## Unit Assignments

### Unit II Article Review

Critically review the article below:

To access the article below, you must first log into the myCSU Student Portal and access the ABI/INFORM Collection database found in the CSU Online Library.


In the review, be sure to include an analysis of the article. Provide details and evidence to back up your analysis from the article. What are some of the significant points used in the article to support the premise? Why are these points significant to the way communication affects strategic planning?

Use the standard five-paragraph format (introduction/body/conclusion). APA format should be used. The article review should be a minimum of two pages in length. Content, organization, and grammar/mechanics will be evaluated.

Information about accessing the grading rubric for this assignment is provided below.

### Unit III Article Review

Locate an article in the CSU Online Library that focuses on managing conflict in an organization through communication. The article must be clearly related to the course content and have the potential to contribute significant analysis and substantial engagement with the course topic.
For this assignment, you will need to accurately identify the article’s premise, significant points in support of the premise, and the significance of those points to the course and/or the field. You need to present an insightful and thorough analysis of the article with strong arguments and evidence. Your interpretation will need to be both reasonable and compelling. You will need to apply course concepts in your analysis.

As you write the review, be certain to analyze the type of conflict discussed in the article. Use the classifications discussed in the Unit III Lesson (Rahim’s functional outcomes and Rahim’s dysfunctional outcomes) in your analysis. Be certain to suggest communication techniques to manage functional conflict or, alternately, communication techniques to resolve dysfunctional conflict.

Along with the article being reviewed, you will need to reference at least two peer-reviewed sources. Use the standard five-paragraph format (introduction/body/conclusion). APA format should be used. The critical review should be a minimum of two pages in length. Content, organization, and grammar/mechanics will be evaluated.

Information about accessing the grading rubric for this assignment is provided below.

Unit IV Essay

For this assignment, compare and contrast two communication techniques that can be used to improve employee trust and engagement. Feel free to use the channels or techniques discussed in “Communication Provides Foundation for Being a Best Place to Work” by Kathleen Skidmore-Williams—an article that is located in the Unit IV Required Reading section—or feel free to research your own.

Your assignment should include the components below:

- Explain why communication is essential in an organization.
- Explain the ways that effective communication improves employee trust and engagement. Focus on comparing/contrasting two types of channels or techniques (e.g., on-site meetings, employee surveys, workshops).
- Explain the types of situations where each channel or technique would be most effective. Provide examples and facts for your audience. Avoid simply offering an opinion; rely on valid, academic research.

APA format should be used. The assignment should be a minimum of three pages in length. Content, organization, and grammar/mechanics will be evaluated.

Information about accessing the grading rubric for this assignment is provided below.

Unit V Assignment

For this assignment, you will investigate a social media public relations (PR) campaign by an organization. Some examples of platforms are LinkedIn, Twitter, Facebook, Google+, Pinterest, and YouTube. The organizations can be national or can be local to your area.

In this assignment, you will need to include the following components:

- Provide information about the social media platform.
- Provide information about the organization and its campaign.
- Discuss the campaign based on the information discussed in the Unit V Lesson. (Is it effective? What, if anything, can the organization do to improve PR through social media?)

You will need to reference at least two academic sources. Webpages provided by a company or organization (e.g., an “About Us” page) will be accepted for this assignment as a valid, academic source.

Use the standard five-paragraph format (introduction/body/conclusion). APA format should be used. The assignment should be a minimum of three pages in length. Content, organization, and grammar/mechanics will be evaluated.

Information about accessing the grading rubric for this assignment is provided below.
Unit VI Case Study

For this assignment, you will write a case study analysis that focuses on the communication strategy of an organization of your choice.

In this assignment, you will need to a) summarize the communication strategy of your chosen organization, b) analyze the communication strategy of your chosen organization, and c) explain how you would integrate the communication strategy into the current organization where you work or into a former organization where you have worked.

A. Summarize the Communication Strategy

Locate an article that discusses the communication strategies used by your chosen organization. After reading your chosen article, you may find the exercise below to be helpful in developing a summary paragraph. Identify the author(s) of your chosen article, and complete the following exercise:

[Insert author’s name here] discusses how innovative communication processes have helped [insert name of the organization here] resolve [insert issue here].

The top reason [insert author’s name here] holds that position is __________.

A second reason [insert author’s name here] holds that position is __________.

A third reason [insert author’s name here] holds that position is __________.

After filling in the blanks, you should have a list of the positions and claims made by the authors about your chosen organization. Shape your notes into a summary paragraph. (Do not simply include the list that you completed in the exercise above.)

Remember that the summary paragraph is where you will present information from the source. You will provide your analysis and interpretation in the following section of the paper.

B. Analyze the Communication Strategy

Be sure to include how the communication strategy impacts the organization on multiple levels. Feel free to use the four levels of sales, services, value chain, and continuous improvement as a model, which was discussed in the case study on the Dell Computer Corporation in the Unit VI Lesson. (Note: Your categories may be different.)

In the analysis portion of the assignment, discuss any problems (or potential problems) with the communications in your chosen organization, and provide potential solutions based on your research. Include ways that effective management could help to provide a solution.

C. Explain Integration Techniques

Finally, explain how this communication strategy could be integrated into your current or former workplace.

You will need to reference at least two academic sources.

Use the standard five-paragraph format (introduction/body/conclusion). APA format should be used. The assignment should be a minimum of three pages in length. Content, organization, and grammar/mechanics will be evaluated.

The link below provides some helpful tips for writing a case study analysis:
http://college.cengage.com/business/resources/casestudies/students/writing.htm

Information about accessing the grading rubric for this assignment is provided below.

Unit VII Mini Project

For this assignment, you will research the different ways that managers and leaders use communication to guide their organizations.
Feel free to use the same organization you researched for the Unit VI Case Study. You are not limited to this organization, but it may be easier to complete the assignment since you have already researched the organization in Unit VI. You can use the same sources for both assignments, if applicable.

Find an instance where the organizational leader communicates directly with his or her employees, investors, or customers. Analyze the message, the channel, and the potential for feedback. Do you believe that it is effective? Do you believe that it is the same type of message that a manager would send? Why, or why not?

Remember to focus on the communication styles of both leaders and managers. Strive for an equal balance between the two types of communication styles in your assignment.

Example: The Apple events that occur in Cupertino whenever Apple unveils a new product or service are examples of the type of communication you should be analyzing in this assignment. During the events, CEO Tim Cook addresses an audience of employees, investors, and the general public. Cook uses multiple channels to communicate with the audience, including a live face-to-face discussion, live streaming of the discussion, and a recorded video. For the assignment, you would view one of the events, analyze Cook’s message and the effectiveness of the channels, and discuss the potential for feedback. Analyze whether or not the message is an effective example of leadership. Explain whether or not you believe a manager could, or should, use the same types of channels to relay a message. Would it be effective?

Note: You do not need to use Apple for this assignment. It is provided as an example only.

Use the standard five-paragraph format (introduction/body/conclusion). Include at least two academic sources. APA format should be used. The assignment should be a minimum of two pages in length, not including the title and reference pages. Content, organization, and grammar/mechanics will be evaluated.

Information about accessing the grading rubric for this assignment is provided below.

**Unit VIII Mini Project**

For this assignment, you will create a communication strategy that fosters change and innovation in an organization. Explain the context in which it occurs and the options that are available. Develop a solution that will solve the organizational issue and meet the needs of the people involved.

Feel free to use the same organization you researched for the Unit VI and Unit VII assignments. You are not limited to this organization, but it may be easier to complete the assignment since you have already researched it for Unit VI and/or Unit VII. You can use the same sources for all assignments, if applicable.

In the report, you will provide a potential audience analysis, create a purposeful message, and discuss a type of channel that you could use for feedback. Include answers to Neal’s (2010) communication questions, which are listed below:

1. What am I trying to achieve?
2. How will my audience react to what I am trying to achieve?
3. Will my message be resisted?
4. What do I know about my audience that will help me tailor my message? (p. 40)

Do not include the question/answers in a bullet or list format. Instead, integrate the responses in your paragraphs.

Use the standard five-paragraph format (introduction/body/conclusion). Include at least two academic sources. APA format should be used. The assignment should be a minimum of two pages in length. Content, organization, and grammar/mechanics will be evaluated.

Click here to view a sample assignment.

Information about accessing the grading rubric for this assignment is provided below.

**APA Guidelines**

The application of the APA writing style shall be practical, functional, and appropriate to each academic level, with the primary purpose being the documentation (citation) of sources. CSU requires that students use APA style for certain papers and projects. Students should always carefully read and follow assignment directions and review the associated
grading rubric when available. Students can find CSU’s Citation Guide by clicking here. This document includes examples and sample papers and provides information on how to contact the CSU Success Center.

Grading Rubrics

This course utilizes analytic grading rubrics as tools for your professor in assigning grades for all learning activities. Each rubric serves as a guide that communicates the expectations of the learning activity and describes the criteria for each level of achievement. In addition, a rubric is a reference tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of that learning activity. It is imperative for you to familiarize yourself with these rubrics because these are the primary tools your professor uses for assessing learning activities.

Rubric categories include: (1) Assessment (Written Response) and (2) Assignment. However, it is possible that not all of the listed rubric types will be used in a single course (e.g., some courses may not have Assessments).

The Assessment (Written Response) rubric can be found embedded in a link within the directions for each Unit Assessment. However, these rubrics will only be used when written-response questions appear within the Assessment.

Each Assignment type (e.g., article critique, case study, research paper) will have its own rubric. The Assignment rubrics are built into Blackboard, allowing students to review them prior to beginning the Assignment and again once the Assignment has been scored. This rubric can be accessed via the Assignment link located within the unit where it is to be submitted. Students may also access the rubric through the course menu by selecting “Tools” and then “My Grades.”

Again, it is vitally important for you to become familiar with these rubrics because their application to your Assessments and Assignments is the method by which your instructor assigns all grades.

Communication Forums

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

Once you have completed Unit VIII, you MUST unsubscribe from the forum; otherwise, you will continue to receive e-mail updates from the forum. You will not be able to unsubscribe after your course end date.

Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.

Ask the Professor

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.
## Grading

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<tr>
<th>Task</th>
<th>Percentage</th>
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<tr>
<td>Article Reviews (2 @ 12%)</td>
<td>24%</td>
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<tr>
<td>Mini Projects (2 @ 13%)</td>
<td>26%</td>
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<tr>
<td>Unit I Assessment</td>
<td>8%</td>
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<tr>
<td>Unit IV Essay</td>
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<td>Unit VI Case Study</td>
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<td><strong>Total</strong></td>
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## Course Schedule/Checklist (PLEASE PRINT)

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.
By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

<table>
<thead>
<tr>
<th>Unit I</th>
<th>How Communication Processes Guide Organizational Behavior</th>
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| Review: | - Unit Study Guide  
|        |   - **Learning Activities (Non Graded):** See Study Guide |
| Read:   | - **Reading Assignment:** See Study Guide  
|        |   - **Suggested Reading:** See Study Guide |
| Submit: | - **Assessment** |
| Notes/Goals: | |

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<tr>
<th>Unit II</th>
<th>How Communication Techniques Increase the Effectiveness of Strategic Planning</th>
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| Review: | - Unit Study Guide  
|        |   - **Learning Activities (Non Graded):** See Study Guide |
| Read:   | - **Reading Assignment:** See Study Guide  
|        |   - **Suggested Reading:** See Study Guide |
| Submit: | - **Article Review** |
| Notes/Goals: | |

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<th>Unit III</th>
<th>Managing Conflict in an Organization Through Communication</th>
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| Review:  | - Unit Study Guide  
|          |   - **Learning Activities (Non Graded):** See Study Guide |
| Read:    | - **Reading Assignment:** See Study Guide  
|          |   - **Suggested Reading:** See Study Guide |
| Submit:  | - **Article Review** |
| Notes/Goals: | |
### Unit IV
**Improving Employee Trust and Engagement Through Communication Techniques**

**Review:**
- [ ] Unit Study Guide
- [ ] **Learning Activities (Non Graded):** See Study Guide

**Read:**
- [ ] **Reading Assignment:** See Study Guide

**Submit:**
- [ ] Essay

**Notes/Goals:**

### Unit V
**Relating Effective Communication Techniques to Public Relations and Marketing**

**Review:**
- [ ] Unit Study Guide
- [ ] **Learning Activities (Non Graded):** See Study Guide

**Read:**
- [ ] **Reading Assignment:** See Study Guide
- [ ] **Suggested Reading:** See Study Guide

**Submit:**
- [ ] Assignment

**Notes/Goals:**

### Unit VI
**Managing Organizational Performance Through Communication**

**Review:**
- [ ] Unit Study Guide
- [ ] **Learning Activities (Non Graded):** See Study Guide

**Read:**
- [ ] **Reading Assignment:** See Study Guide
- [ ] **Suggested Reading:** See Study Guide

**Submit:**
- [ ] Case Study

**Notes/Goals:**
## Unit VII
### The Different Communication Styles of Managers and Leaders

| Review: | □ Unit Study Guide  
□ Learning Activities (Non Graded): See Study Guide |
|---|---|
| Read: | □ Reading Assignment: See Study Guide  
□ Suggested Reading: See Study Guide |
| Submit: | □ Mini Project |

### Notes/Goals:

## Unit VIII
### Creating a Communication Strategy that Fosters Change and Innovation

| Review: | □ Unit Study Guide  
□ Learning Activities (Non Graded): See Study Guide |
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