

Baruch College-CUNY
Department of Communication Studies
Managerial Communication - COM 3068
Tuesday/Thursday 11:10-12:45

Professor: Dr. Rebecca Merkin
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Course Description: This course examines organizational communication and the influences that create and define the organizational climate. Topics include management /leadership styles, diagnosing organizational cultures, multi-culturalism, and valuing diversity, gender and communication in the organizational context, conflict in organizations, and the impact of technology on communication in organizational environments.

Required Course Text:

Clampitt, P. G. (2005). *Communicating for Managerial Effectiveness*. Thousand Oaks, CA: Sage.

Class Requirements (see schedule for dates):

- 1. Exams:** There will be two exams, a midterm and a final. Exams will consist of multiple-choice questions covering the text and lectures.
- 2. Weekly Assignments** (as indicated on the schedule below, or by class announcement) will be due and collected on Tuesdays of each week. Your responses will be randomly chosen during class discussions. Be ready!
- 3. Classroom assignments** will include assignments and case studies as provided in class or as indicated on blackboard.
- 4. Group Organizational Analysis Paper:** Each group will write a research paper analyzing the organization of your choice. Strategies for analyzing your organization will be covered early in the semester in class. Your group will hand in an outline identifying what framework you choose to use in your analysis. Final group papers along with a group

presentation of your findings will be due at the end of the semester. This paper will be approximately 10 pages.

Class Participation:

Participation is fundamental to the cooperative learning environment we will develop in this classroom. Your progress will hinge on your willingness to enter into the discussion. That will require preparation, some thinking about yourself and your communication skills, and commitment beyond simply being in class for a few hours each week. I usually ask questions to reinforce what you have read, synthesize concepts, or stretch your conventional thinking.

As I get to know you and your interest, I will attempt to tailor-make some of the assignments for you. I will expect that with my guidance and organization you will be able to discover what information and learning is most meaningful. I am a firm believer in interactive learning which requires student involvement with me and with each other. So come to class each week ready to contribute based on the readings and homework assignments.

There will be group work. As you know, teams are typical in today's work environments, and I think it is important that you know how to facilitate group processes both as a leader and as a peer. I'll put you to the test on this.

Attendance:

will be taken for each scheduled class session. You will see that absences will hinder your outcomes simply because it is impossible to duplicate an exact experience for you if you are not present to give us your thoughts. Participation is impossible if you are absent. Participation leads to thought, and hopefully, thought leads to learning. You are allowed four absences (vacation days) for excused and unexcused absences. After that, 5% will be deducted from your final grade for every additional absence. If you do not use any of your vacation days, you will receive bonus points. Classes are much more enjoyable and valuable if students are in class and participate. It is the student's responsibility to obtain class materials and notes from me outside of class if absent (excused or unexcused). Three times being late unexcused will count as an absence. It is your responsibility to sign the attendance sheet if you're late.

Make-up Assignments

will only be granted if you provide written documentation (with a phone number for verification purposes) to the satisfaction of the Instructor explaining why you were unable to attend class. However, it is at your Instructor's discretion whether or not to accept the excuse. For example: serious illness or death in the immediate family is excused with written documentation and a phone number. Documentation, and making up the assignment or exam, is due within one week of the original due date.

Extra Credit Assignment Alternatives:

For students interested in obtaining extra credit, two alternative assignments are available on a voluntary basis.

Assignment 1:

Students may choose between taking a half an hour paper and pencil questionnaire

Assignment 2:

Students may conduct an interview with a business professional to probe what they do to be effective in the workplace. This assignment should take about a half an hour to complete.

Students are not required to choose extra credit assignments.

Course Requirements: Space is provided to record evaluations for interpreting your grade status.

1. **Exams:** Multiple choice and essay format.

Exam 1 **25%** _____

Exam 2 **25%** _____

2. **Group Papers** **25%** _____

Papers: Assignments will be due at the beginning of class on the appropriate dates. Assignments that are turned in late will be deducted **10%**.

3. **Class Assignments 10%** _____

4. **Class Participation 15%** _____

Course grades:

A = 95% and above: Excellent; exceptional effort above & beyond minimum assignment requirements, A- = 90-94

B = 85-89%: Good; effort above minimum assignment requirements, B- = 84-80

C = 70-79%: Average; effort meeting minimum assignment requirements, C- = 70-74,

D = 65-69%: Poor; effort below the minimum assignment requirements, D- = 60-64

F = 59% or below: Very poor; effort substantially below assignment requirements

Attendance:

Attendance is required. Two unexcused absences are permitted per semester. A 5% deduction for each week of additional unexcused absences will be incurred at the end of the semester (up to one letter grade). Excused absences include university-sponsored activities that conflict with class time, family emergencies, and illness. Written documentation about the absence must be provided for each excused absence.

Timely Expectations:

Along with chapter readings, all assignments should be completed by the scheduled class. Active participation in group discussions and class activities are expected. Students are responsible for all information, announcements, and changes addressed in classes.

Cheating & Plagiarism Policy:

All work should be a reflection of one's own efforts. University policy with regard to plagiarism is applicable and enforced in this course. Plagiarizing another's work will result in 1) Zero for that assignment 2) Lowering of the final grade for the course 3) Failure in the course 4) Dismissal from the university. To avoid any impropriety, protect yourself.

ALWAYS: 1) provide the names of the authors of all ideas that are not your own (including abstracts, jokes, Internet material) 2) quotes (including small phrases written by another) should be properly cited 3) in general, another's works and ideas should be carefully summarized in one's own words, and proper citations provided. Academic integrity is required at all times. For further information see:

http://www.baruch.cuny.edu/academic/academic_honesty.html

Weekly Assignments

Aug 31	Introduction
Sept 5/7	Read Chap. 1. <i>Will the best manager please stand up?</i> Leadership types and consequences. America's best leaders. Leadership Quiz.
Sept 12/14	Read Chap. 2. Analyzing Organizations. Be prepared with your own example of a "contextual black hole" (see p. 3) <i>you will be asked...</i>
Sept 19/21	Read Chap. 3. Challenger Case, Org culture/climate
Sept 26/28	Read Chap. 4. Ethical issues, Kant. Be prepared with an example of a political situation in which "goodness prevailed" (see p. 69).
Oct 3	Monday schedule
Oct 5	Ethical Issues <i>continued</i> – Diversity/Multiculturalism Issues
Oct 10/12	Gender and communication in organizations. Read Chap. 5. Class Memo Exercise. Group Outline Due.
Oct 17	Read Chap. 6. Organizational Channels. Review.
Oct 19	Midterm.
Oct 24/26	Read Chap. 7. Traditional & Nontraditional Feedback. The performance appraisal & organizational culture
Oct 31/Nov 2	Read Chap. 8. Building coalitions, Avoiding turf battles.
Nov 7/9	Read Chap. 9. Tips for managing change. Case Studies.
Nov 14/16	Read Chap. 10. Accessible technology for today's business. Innovation, Secrets of Effective Brainstorming
Nov 21/23	Technological Effects on Communication/Org Conflict Thanksgiving Recess
Nov 28/30	Conflict Management/ Read Chap. 11.
Dec 5/7	Group Presentations/Review
Dec 12	Final Exam