Professor: Dr. Kathy Krone  
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E-Mail: kkrone1@unl.edu  
Office Hours: Tuesdays, 12:30-2:00, or by appointment  

Course Description  
Whether or not you give it much thought, you are surrounded by organizations. Your daily life involves encounters with schools, businesses, churches, health care systems and governments. What’s more, these same organizations are created, maintained, and in some cases, transformed by communication. The purpose of this course is to increase your awareness of key organizational communication processes and to develop new vocabularies and skills for working with organizational communication. Your participation in the course should help you learn to identify important challenges facing an organization and the role of communication in working well with those challenges. This course supports the Department of Communication Studies’ mission by emphasizing ways in which communication shapes and is shaped by organizations, and highlighting the role of organizational communication in creating visibility and reputation within local communities.

Course Objectives  
By the end of the semester, you will be able to:  
1. Explain various approaches to organization and their implications for communication;  
2. Apply organizational communication concepts to better understand the challenges faced by a local nonprofit organization, and  
3. Design a communication project to help meet those challenges.

Required Reading/Viewing  

Additional required readings and viewings are noted on the syllabus and will be made available via Blackboard.
Course Schedule

8/27  Introduction to course

8/29  The Challenge of Organizational Communication
      READ: Chapter 1
      Visitor: Sourabh Chakraborty, UNL’s New Media Center

9/3   Classical Approaches
      READ: Chapter 2

9/5   Classical Approaches
      *DUE: Organization Fact Sheet

9/10  Human Relations & Resources
      READ: Chapter 3

9/12  Human Relations & Resources
      PREPARE: “Teamwork at Marshall’s Processing Plant” case, pp. 57-58
      QUIZ #1: Chapters 1, 2, 3

9/17  Systems Theory
      READ: Chapter 4

9/19  Systems Theory (cont.)
      READ: “An Introduction to the Information Age” by Manuel Castells

9/24  Cultural Approaches
      READ: Chapter 5

9/26  Cultural Approaches
      *DUE: Organizational Communication Challenges

10/1  Critical Approaches
      READ: Chapter 6
10/3  **Critical Approaches**  
VIEW: “Office Space” and “Modern Times”

QUIZ #2: Chapters 4, 5, 6

10/8  **Nonprofit Organizations**  
READ: “The Idea of a Nonprofit and Voluntary Sector” by Peter Frumkin

10/10  **Nonprofit Organizations**  
READ: “Challenges to Organizational Identity” by George Cheney, Lars Christensen, Ted Zorn and Shiv Ganesh

10/15  **Socialization Processes**  
READ: Chapter 7

10/17  **Socialization Processes**  
*DUE: Communication Project Plan

10/22  **No Class – Fall Break!**

10/24  **Conflict Management Processes**  
READ: Chapter 9

10/29  **Conflict Management Processes**  
PREPARE: “The Problem with Teamwork” case, pp. 177-178

10/31  **Emotion Processes in the Workplace**  
READ: Chapter 11
11/5  Emotion Processes in the Workplace
QUIZ #3: Chapters 7, 9, 11

11/7  Organizational Diversity Processes
READ: Chapter 12

11/12 Organizational Diversity Processes
READ: “Tensions in Talking Diversity” by Linda Gallant & Kathy Krone

11/14 Technological Processes
READ: Chapter 13

11/19 Technological Processes
READ: “Modeling the Adoption and Use of Social Media by Nonprofit Organizations” by Seungahn Nah & Gregory Saxton.

11/21 NO CLASS – Annual Meeting of the National Communication Association

11/26 Communication Project Check-ins

11/28 NO CLASS – Thanksgiving Break!

12/3 Changing Landscape of Organizations
READ: Chapter 14
*DUE: Deliver Communication Project

12/5 Changing Landscape of Organizations
Quiz #4: Chapters 12, 13, 14

12/10 Communication Project Presentations
Course evaluation
Course Requirements

Quizzes (200 points)
You will be required to complete four 50-point quizzes each of which is designed to assess your understanding of concepts central to organizational communication theory and practice. Each quiz will consist of 10 four-point multiple choice items and one essay question. As you complete each quiz you will be able to refer to any hand-written notes you’ve developed from the assigned reading material. I am providing the essay questions in advance and they include:

Quiz 1: Which of the challenges of organizational communication have had the greatest and least effect on members of your family? How?
Quiz 2: Which of these three approaches to organizational communication appeals to you the most, the least and why?
Quiz 3: What special challenges would the context of nonprofit and voluntary organizations present to the communication processes of socialization, conflict and emotion?
Quiz 4: Which of the four changes to the landscape of organizational communication have affected members of your family the most, the least and how?

Communication Project Assignments (150 points)
Working in pairs, you will complete a communication project for a local nonprofit organization. The project will emerge from a series of building block assignments including:

Organizational Fact Sheet (10 points) – Here you will identify a local, nonprofit organization that you have access to. The fact sheet should include the official name of the organization, a description of its purpose/mission, a description of what’s at stake if this organization succeed or fails, the name of a contact person and his/her contact information. (about one page, typed, double-spaced)

Identifying Organizational Communication Challenges (20 points) – Here you will summarize what you’ve learned about the organization’s challenges, especially its communication
challenges. Sketch out some ideas for how you could assist this organization in meeting one its challenges. (about two pages, typed, double-spaced)
(Communication project assignments, cont.)

**Communication Project Plan (20 points)** – Here you will develop a proposal identifying two-three different ways you could assist the organization. These should be in a form that you can discuss with the organization and that will allow your contact person to choose the project that would be of greatest assistance. (about two pages, typed, double-spaced)

**Developing & delivering communication project (50 points)** – With this step you actually develop the communication project and deliver it to your contact person. For example, you might have agreed to design a set of logos for him/her to choose among, or you might have developed a set of brochure designs for him/her to choose among. What you deliver to your contact person will become a part of your final paper/presentation.

**Final Paper & Presentation (50 points)** – Here you will weave together the previous building block assignments in to a final paper and presentation.

**Attendance & Participation (50 points)**
These points can be earned in a variety of ways throughout the semester. These include consistently attending class, questioning assumptions, initiating or contributing to discussion, and “mini-assignments” such as bringing in a relevant newspaper article, or sharing materials relevant to the course with your classmates on Blackboard.

**Workload**
The reading and assignments for this course are consistent with the workload recommended for an upper division course. You can expect to work approximately two hours outside of class for every hour that you are in class.

**Grading**
Your final grade will be determined based on your performances on the following:

<table>
<thead>
<tr>
<th></th>
<th>Possible points</th>
<th>Earned points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quizzes</td>
<td>200</td>
<td>_____</td>
</tr>
<tr>
<td>Communication Project &amp; Paper</td>
<td>150</td>
<td>_____</td>
</tr>
<tr>
<td>Attendance &amp; Participation</td>
<td>50</td>
<td>_____</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>(400 possible)</td>
<td></td>
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</tbody>
</table>
Course Policies

Class Climate
Please respect each other and everyone’s learning experience by paying attention to and contributing to class discussion. Behaviors such as texting, sleeping during class and carrying on conversations with your neighbors fail to support a climate of learning and may adversely affect your participation points.

Technology Use
Please turn off cell phones while present in class.

Missed Classes
If you need to miss class, I will assume it is due to unavoidable circumstances. Please contact a reliable classmate for notes, handouts and his/her insights about that day’s discussion.

Late Work
In order to treat individual students and the entire class fairly, late work will not be accepted without penalty. Accepting late work without penalty indirectly devalues other students’ grades. That is, the students who did submit the assignment on time likely could have done better if they too were given an extension to complete the assignment. Work submitted late will be evaluated as usual and then the grade will be lowered one letter for each day of lateness.

Quiz Make-Ups
If you are unable to attend class on the day an exam is scheduled, a single make-up exam will be offered sometime during finals week.

Pass/No Pass Option
If you have elected the pass/no pass option in this course, you must receive at least a grade of “C” in order to pass. A grade of “C” also is needed in order to count this course toward a major in Communication Studies.

Academic Honesty
Your participation in this course should be guided by all standards for academic honesty set forth in our university guidelines. Please read and abide by the Academic Honesty policy at http://www.unl.edu/regrec/acaderv/book.html and http://www.unl.edu/sja/. The Student Code of Conduct also is printed in the back of the UNL Undergraduate Studies Bulletin.

Students with Disabilities
Students with disabilities are encouraged to contact the instructor for a confidential discussion of their individual needs for academic accommodation. It is the policy of the University of Nebraska-Lincoln to provide flexible and individualized accommodation to students with documented disabilities that may affect their ability to fully participate in course activities or to meet course requirements. To receive accommodation services, students must be registered with the Services for Students with Disabilities Office, 132 Canfield Administration, 472-3787 voice or TTY.

Total Points and Final Grades

It is possible to earn a total of 400 points in this class. The grading scale is as follows:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Minimum Points</th>
<th>Grade</th>
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<tbody>
<tr>
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<td>392</td>
<td>A+</td>
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<tr>
<td>93-97</td>
<td>372</td>
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<tr>
<td>90-92</td>
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<tr>
<td>70 – 72</td>
<td>280</td>
<td>C-</td>
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<td>67 – 69</td>
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<td>60 – 62</td>
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<tr>
<td>less than 60</td>
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</table>

Enjoy the course!