

COM 691 – Spring 2006

Seminar in Organizational Communication

Syllabus

Prof. Steve Corman

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325B Stauffer Hall

965-3830

Hours: TBA

Description

This class surveys current perspectives and issues in organizational communication. After looking at historical trends in organizational communication theory and research, we will study a variety of current topics from research in the last 5 years, then turn to several “hot” topics that may significantly impact organizational communication research in coming years. (3 credits; SLN: 87743)

Readings

- May, S. and Mumby, D. K. (2005). Engaging organizational communication theory & research: Multiple perspectives.
- Articles as assigned on the calendar. Readings are due on the day they are listed.

Evaluation

Research Paper: 200 pts.

Blogging Assignment: 100 pts.

Participation (current literature section): 50 pts.

Grading will be based on standard percentages adopted by the School. The presumptive grade for all work is “B” which indicates a very good work. To get a grade in the “A” range you must demonstrate excellence in your work in some clear way. For research papers, a higher grade than B is unlikely unless it has undergone review and revision.

Academic Integrity and Other Policies

- Students are expected to submit their own original work for this class, quoting and making appropriate citations for the work of others, and otherwise conforming to the HDSHC Academic Integrity Policy. Plagiarism or other academic dishonesty will result in a failing grade for the course and referral to the appropriate academic standards bodies on campus.
- Students are expected to attend all class meetings, and to get catch-up materials from classmates if they miss. If you must miss class, let me know in advance.
- Due dates for all assignments are firm. If you need an extension, you must negotiate it with me in advance.
- I will not award grades of incomplete except in cases of bona fide calamity and then only if it is negotiated in advance.

Calendar

January 22 – Sound the Alarm!

January 29 -- Millennial Angst

Corman, S. R., & Poole, M. S. (Eds.) (2000). *Perspectives on Organizational Communication: Finding Common Ground*. New York: Guilford Publications. Chapters 1-4.

February 5 – Pre-80s org comm

Redding, W.C. & Tompkins, P. K. (1988). Organizational communication -- past and present tenses. In G.M. Goldhaber & G. A. Barnett (Eds.), Handbook of organizational communication (pp. 5-34). Norwood, NJ: Ablex.

Putnam, L. L., & Cheney, G. E. (1983). A critical review of research traditions in organizational communication. In M. S. Mander (Ed.), *Communications in Transition* (pp. 206-224). New York: Praeger.

Jablin, F. M. (1979). Supervisor-Subordinate Communication: The state of the art. *Psychological Bulletin*, 86(6), 1201-1222.

Jablin, F. M. (1980). Organizational communication theory and research: An overview of communication climate and network research. In B. D> Reubin, (Ed.), *Communication Yearbook 4* (pp. 327-346). New Brunswick, NJ: Transaction-ICA.

February 12 – 80s org comm

Allen, M. W., Gotcher, J. M., & Seibert, J. H. (1992). A decade of organizational communication research: Journal articles 1980-1991. In S. A. Deetz (Ed.), Communication yearbook 16 (pp. 252-330). Newbury Park, CA: Sage.

Barley, S. (1986). Technology as an occasion for structuring: Evidence from observation of CT scanners and the social order of radiology departments. *Administrative Science Quarterly*, 31, 78-108.

Fulk, J., Steinfield, C. W., Schmitz, J., & Power, J. G. (1987). A social information processing model of media use in organizations. *Communication Research*, 14, 529-55.

Putnam, L. L. (1983). The interpretive perspective: Alternative to functionalism. In L. L. Putnam & M. E. Pacanowsky (Eds.), Communication and organizations: An interpretive approach (pp. 31-54). Beverly Hills, CA: Sage.

Martin, J. & Meyerson, D. (1988). Organizational cultures and the denial, channeling and acknowledgment of ambiguity. In L.R. Pondy, R.J. Boland, H. Thomas (Eds.), *Managing Ambiguity and Change*. (pp. 93-125). New York: John Wiley.

Conrad, C. & Ryan, M. (1985). Power, praxis, and self in organizational communication theory. In R. D. McPhee & P. K. Tompkins (Eds.), *Organizational Communication: Traditional Themes and New Directions* (pp. 235-257). Beverly Hills, CA: Sage.

February 19 – 90s org comm

Taylor, J.R., Flanagin, A.J., Cheney, G., Seibold, D. R. (2001). Organizational communication research: Key moments, central concerns, and future challenges. In W. Gudykunst (Ed.) *Communication yearbook 24* (pp. 99-137). Newbury Park, CA: Sage.

Jones, E., Watson, B., Gardner, J, & Gallois, C. (2004). Organizational communication: Challenges for the new century. *Journal of Communication*, 722-750.

Mumby, D. K. & Stohl, C. (1996). Disciplining organizational communication studies. Management Communication Quarterly, 10, 50-72.

Barker, J. R. (1993). Tightening the iron cage: Concertive control in self-managing teams. Administrative Science Quarterly, 38, 408-437.

Watson, W. E., Kumar, K., Michaelsen, L. K. (1993). Cultural diversity's impact on interaction process and performance: Comparing homogeneous and diverse task groups. AMJ, 36, 590-602.

Weick, K. E., & Roberts, K. H. (1993). Collective mind in organizations: Heedful interrelating on flight decks. *Administrative Science Quarterly*, 38, 357-381.

Buzzannell, P. (1994). Gaining a voice: Feminist organization communication theorizing. Management Communication Quarterly, 7, 339-383.

February 26 – Present perspectives

May & Mumby thru Ch 6.

March 5 – Present perspectives cont'd

May & Mumby Ch. 7 thru end

March 12 – SPRING BREAK

March 19 – New Millennium Macro: Structure and macro systems part I

See separate proposed readings list

March 26 – New Millennium Macro: Systems part II

See separate proposed readings list

April 2 – New Millennium Micro: Traditional Themes

See separate proposed readings list

April 9 – New Millennium Micro: Discourse, Identity, and Identification

See separate proposed readings list

April 16 – Developing Areas: Networks and Counterterrorism

Borgatti, S. (in press). Network research in light of four traditional criticisms. *Organization Science*.

Corman, S. R. & Scott, C. R. (1994). Perceived communication relationships, activity foci, and observable communication in collectives. *Communication Theory*, 4, 171-190.

Monge, P. R., & Contractor, N. S. (2002). The network level of analysis. In L. L. Putnam & F. M. Jablin (Eds.), *Handbook of Organizational Communication*. <http://www.spcomm.uiuc.edu:1000/contractor/HOCNets.html>

Desanctis, G. & Monge, P. (1999). Introduction to the special issue: Communication processes for virtual organizations. *Organization Science*, 10(6), 693-703.

Corman, S. R. (in press). Using activity focus networks to pressure terrorism organizations. *Computational and Mathematical Organizational Theory*.

Carley, K. M., Lee, J.-S., & Krackhardt, D. (2001). Destabilizing networks. *Connections*, 24(3), 31-45.

Corman, S. R., Schieffelbein, J. (2006). Communication and media strategy in the jihadi war of ideas. Consortium for Strategic Communication, Report 06-01, Arizona State University.

April 23 – Developing Areas: Text Analysis, Activity and Narrative (Guest: Parsons)

Corman, S. R., Kuhn, T., McPhee, R., and K. Dooley (2002). Studying Complex Discursive Systems: Centering Resonance Analysis of Communication. *Human Communication Research*, 28(2), 157-206.

McPhee, R. D., & Corman, S. R. (1995). An activity-based theory of communication networks in organizations applied to the case of a local church. *Communication Monographs*, 62, 132-151.

Weick, K. E. (1987). Perspectives on action in organizations. In J. W.

Lorsch (Ed.), Handbook of organizational behavior (pp. 10-28). Englewood Cliffs, NJ: Prentice-Hall.

McAdams, D. P. (1997). The stories we live by. New York: Guilford.

Boje, D. M. (1991). The storytelling organization: A study of story performance in an office-supply firm. *Administrative Science Quarterly*, 36(1), 106-127.

Pentland, B. T. (1999). Building process theory with narrative: From description to explanation. *Academy of Management Review*, 24(4), 711.

Weick, K. E. (1987). Perspectives on action in organizations. In J. W. Lorsch (Ed.), Handbook of organizational behavior (pp. 10-28). Englewood Cliffs, NJ: Prentice-Hall.

April 30 – Developing Areas: Topics/Readings TBA

Final Exam Period – Developing Areas: Complexity (Guest: Dooley)

Dooley, K. (2004), "Complexity science models of organizational change," *Handbook of Organizational Change and Development*, S. Poole and A. Van De Ven (eds.), Oxford University Press, p. 354-373.

Dooley, K. (2002). Organizational complexity. In M. Warner (Ed.), *International Encyclopedia of Business and Management*(pp. 5013-5022). London: Thompson Learning,

Dooley, K. J. (1997). A complex adaptive systems model of organization change. *Nonlinear Dynamics, Psychology, and Life Sciences*, 1(1),69-97.