

**City University of Hong Kong
Course Syllabus**

**offered by Department of English
with effect from Semester A 2016 / 17**

Part I Course Overview

Course Title:	Organizational Culture and Communication
Course Code:	EN2407
Course Duration:	One semester
Credit Units:	3
Level:	B3
Proposed Area: <i>(for GE courses only)</i>	<input type="checkbox"/> Arts and Humanities <input type="checkbox"/> Study of Societies, Social and Business Organisations <input type="checkbox"/> Science and Technology
Medium of Instruction:	English
Medium of Assessment:	English
Prerequisites: <i>(Course Code and Title)</i>	Nil
Precursors: <i>(Course Code and Title)</i>	Nil
Equivalent Courses: <i>(Course Code and Title)</i>	Nil
Exclusive Courses: <i>(Course Code and Title)</i>	Nil

Part II Course Details

1. Abstract

(A 150-word description about the course)

This course aims to provide students with an understanding of the communication practices and values typical of the most important approaches to management found in contemporary organizations. It provides a range of conceptual frameworks for understanding communication in the workplace and its relationship to organizational culture, and aims to develop the ability to apply multiple viewpoints to the analysis of workplace interactions. The course provides opportunities for students to develop organizational communication skills by analyzing communication cases in a range of contexts.

2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting* (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Explain the communication practices and values typical of the most important approaches to management found in contemporary organizations		√	√	
2.	Critically analyze workplace interactions in terms of underlying values, belief systems and power structures of the participants		√	√	√
3.	Develop theoretically-grounded recommendations for improving communication practices in common organizational functions, such as recruitment, decision-making and conflict management			√	√
		100%			

* If weighting is assigned to CILOs, they should add up to 100%.

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.

A3: Accomplishments

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)

TLA	Brief Description	CILO No.					Hours/week (if applicable)
		1	2	3			
1.	<p>Lectures and readings</p> <ul style="list-style-type: none"> - lecture notes and readings explain how different theories and analytical approaches are applied to workplace communication - lecture notes and readings help students to understand how different management approaches influence organisational culture and the ways in which different workplace processes are enacted - these provide explanation of ways in which communication processes unfold, link them to different management approaches and explain the relationship between these 	√	√	√			
2.	<p>Case studies</p> <ul style="list-style-type: none"> - case studies give students the opportunity to apply their understanding of different approaches to specific workplace scenarios, and to critically analyse their impact - these provide realistic scenarios in which students can identify specific problems and make appropriate recommendations based on their understanding of key theories and issues 		√	√			
3.	<p>Roleplays</p> <ul style="list-style-type: none"> - these allow students to experience different issues relating to workplace communication processes such as decision-making and conflict management, and to reflect on them critically 		√				

4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.						Weighting*	Remarks
	1	2	3					
Continuous Assessment: 60%								
<p>Group project -</p> <p>This requires students to analyse a workplace in terms of its culture and demonstrate how the underlying values found there influence communication processes, and to make recommendations on the basis of any problems they have identified.</p> <ul style="list-style-type: none"> - students have to demonstrate their ability to unpack the culture of an organisation and their understanding of the key management approaches. - students have to demonstrate their ability to evaluate a specific communication process in critical terms. - students have to demonstrate their ability to make appropriate recommendations on the basis of any problems they have identified. 	√	√	√				45%	
<p>In-class assignment</p> <p>(This will test students' understanding of the main issues and concepts relating to the various management approaches discussed in the course.</p>	√						15%	
Examination: 40% (duration: 2 hours)								
End of course examination	√	√	√				40%	

<ul style="list-style-type: none"> - Multiple choice section will test students' understanding of key concepts and different management approaches. - Essay question will test their ability to show how different management approaches can influence communication processes. - Case study question will test students' ability to critically evaluate a workplace communication process. - Case study question will test students' ability to make appropriate recommendations on the basis of their evaluation of a problematic communication scenario. 								
<p><i>* The weightings should add up to 100%.</i></p>							100%	

5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Assessment Task 1: Group project (45%)

Criterion	Excellent (A+,A, A-)	Good (B+, B, B-)	Adequate (C+, C, C-)	Marginal (D)	Failure (F)
Understanding of key issues and concepts	<ul style="list-style-type: none"> ◆ Shows full understanding of main issues and concepts ◆ All relevant information is included in explanation of issues and concepts 	<ul style="list-style-type: none"> ◆ Shows sound understanding of main issues and concepts ◆ Most relevant information is included in explanation of issues and concepts 	<ul style="list-style-type: none"> ◆ Shows adequate understanding of main issues and concepts ◆ Sufficient information is included in explanation of issues and concepts 	<ul style="list-style-type: none"> • Shows inadequate understanding of main issues and concepts • Insufficient information is included in explanation of issues and concepts 	<ul style="list-style-type: none"> ◆ Shows little understanding of main issues and concepts ◆ Very limited information is included in explanation of issues and concepts
Understanding of organisational culture	<ul style="list-style-type: none"> • Provides comprehensive description of organisational culture • The culture is comprehensively analyzed and 	<ul style="list-style-type: none"> • Provides sound description of organisational culture • The culture is soundly analyzed and explained 	<ul style="list-style-type: none"> • Provides adequate description of organisational culture • The culture is adequately analyzed and explained 	<ul style="list-style-type: none"> • Provides mostly inadequate description of organisational culture • The culture is inadequately analyzed and 	<ul style="list-style-type: none"> • Provides totally inadequate description of organisational culture • The culture is barely analyzed/The analysis is not at all comprehensible

	explained			explained	
Understanding the relationship between management approaches and communication processes	<ul style="list-style-type: none"> ◆ Shows full understanding of factors affecting communication processes ◆ Provides comprehensive explanation of relationship between management approach and its impact on communication process 	<ul style="list-style-type: none"> ◆ Shows sound understanding of factors affecting communication processes ◆ Provides sound explanation of relationship between management approach and its impact on communication process 	<ul style="list-style-type: none"> ◆ Shows adequate understanding of factors affecting communication processes ◆ Provides sufficient explanation of relationship between management approach and its impact on communication process 	<ul style="list-style-type: none"> ◆ Shows inadequate understanding of factors affecting text structure ◆ Provides inadequate explanation of relationship between management approach and its impact on communication process 	<ul style="list-style-type: none"> ◆ Shows little understanding of factors affecting text structure ◆ Provides little explanation of relationship between management approach and its impact on communication process
Ability to give appropriate recommendations	◆ Recommendations are entirely appropriate	◆ Recommendations are mostly appropriate	◆ Recommendations are adequate	◆ Recommendations are somewhat inappropriate	◆ Recommendations are entirely inappropriate

Assessment Task 2: In-class assignment (15%)

Criterion	Excellent (A+,A, A-)	Good (B+, B, B-)	Adequate (C+, C, C-)	Marginal (D)	Failure (F)
Understanding of key issues and concepts	<ul style="list-style-type: none"> ◆ Shows full understanding of main issues and concepts ◆ All relevant information is included in explanation of issues and concepts 	<ul style="list-style-type: none"> ◆ Shows sound understanding of main issues and concepts ◆ Most relevant information is included in explanation of issues and concepts 	<ul style="list-style-type: none"> ◆ Shows adequate understanding of main issues and concepts ◆ Sufficient information is included in explanation of issues and concepts 	<ul style="list-style-type: none"> • Shows inadequate understanding of main issues and concepts • Insufficient information is included in explanation of issues and concepts 	<ul style="list-style-type: none"> ◆ Shows little understanding of main issues and concepts ◆ Very limited information is included in explanation of issues and concepts

Assessment Task 3: End of course examination (40%)

Criterion	Excellent (A+,A, A-)	Good (B+, B, B-)	Adequate (C+, C, C-)	Marginal (D)	Failure (F)
Understanding of key concepts	<ul style="list-style-type: none"> ◆ Shows full understanding of main concepts and their application ◆ All relevant information is included in explanation of concepts 	<ul style="list-style-type: none"> ◆ Shows sound understanding of main concepts and their application ◆ Most relevant information is included in explanation of concepts 	<ul style="list-style-type: none"> ◆ Shows adequate understanding of main concepts and their application ◆ Sufficient information is included in explanation of concepts 	<ul style="list-style-type: none"> ◆ Shows inadequate understanding of main concepts and their application ◆ Insufficient information is included in explanation of concepts 	<ul style="list-style-type: none"> ◆ Shows little understanding of main concepts and their application ◆ Very limited information is included in explanation of concepts
Case study – analysis Demonstration of critical evaluation skills and ability to give appropriate recommendations	<ul style="list-style-type: none"> ◆ The case is comprehensively analyzed and explained ◆ Shows full understanding of issues relating to the case and their implications ◆ Recommendations are entirely appropriate 	<ul style="list-style-type: none"> ◆ The case is soundly analyzed and explained ◆ Shows sound understanding of issues relating to the case and their implications ◆ Recommendations are mostly appropriate 	<ul style="list-style-type: none"> ◆ The case is adequately analyzed and explained ◆ Shows adequate understanding of issues relating to the case and their implications ◆ Recommendations are adequate 	<ul style="list-style-type: none"> ◆ The case is inadequately analyzed and explained ◆ Shows inadequate understanding of issues relating to the case and their implications ◆ Recommendations are somewhat inappropriate 	<ul style="list-style-type: none"> ◆ The case is barely analyzed/The analysis is not at all comprehensible ◆ Shows little understanding of issues relating to the case and their implications ◆ Recommendations are entirely inappropriate

<p>Essay -understanding the relationship between management approaches and communication processes</p>	<ul style="list-style-type: none"> ◆ Shows full understanding of factors affecting communication processes ◆ Provides comprehensive explanation of relationship between management approach and its impact on communication process 	<ul style="list-style-type: none"> ◆ Shows sound understanding of factors affecting communication processes ◆ Provides sound explanation of relationship between management approach and its impact on communication process 	<ul style="list-style-type: none"> ◆ Shows adequate understanding of factors affecting communication processes ◆ Provides sufficient explanation of relationship between management approach and its impact on communication process 	<ul style="list-style-type: none"> ◆ Shows inadequate understanding of factors affecting text structure ◆ Provides inadequate comprehensive explanation of relationship between management approach and its impact on communication process 	<ul style="list-style-type: none"> ◆ Shows little understanding of factors affecting text structure ◆ Provides little explanation of relationship between management approach and its impact on communication process
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Part III Other Information (more details can be provided separately in the teaching plan)

1. Keyword Syllabus

(An indication of the key topics of the course.)

organizational communication
theories of management
written communication
spoken communication
power and politeness
organizational culture
critical approaches
assimilation processes
conflict management
decision-making

2. Reading List

2.1 Compulsory Readings

(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

1.	
2.	
3.	
...	

2.2 Additional Readings

(Additional references for students to learn to expand their knowledge about the subject.)

1.	Miller, K. (2006). <i>Organizational Communication: Approaches and processes</i> . Belmont, CA: Thomson Wadsworth
2.	Adler, R., & Elmhorst, J. (2002) <i>Communicating at work: Principles and practices for business and the professions</i> . Boston: McGraw-Hill
3.	Richmond, V., McCroskey, J., & McCroskey, L. (2005). <i>Organizational communication for survival: Making work, work</i> . Boston: Pearson