

University of Wisconsin – Stevens Point
Division of Communication

Communication 343/543: Organizational Communication Assessment

Section 1: Tuesday/Thursday
11:00 AM – 12:15 PM CAC 237

Instructor: Cade Spaulding, Ph.D.
Office: CAC 323
Email: cade.spaulding@uwsp.edu
Office Phone: 715-346-3925
Office hours: T/R 1-2, and by appointment

Course Outcomes:

This course is designed immerse you in the theoretical and practical issues of assessing communication within organizations – specifically organizational communication consulting. While this course focuses on assessing communication issues of an entire organization, the ideas and skills learned in this class are transferable to other settings (i.e. how managers assess the quality of work of their individual employees while preparing to conduct annual evaluations).

Required Materials

- Dewine, S. (2001). *The Consultant's Craft: Improving Organizational Communication*, Boston: Bedford/St. Martin's **(D)**
- Downs, C. W., Adrian, A. D. (2004). *Assessing Organizational Communication: Strategic Communication Audits* (2nd Ed.). New York: Guilford Publications. **(C)** (full text available online with student username and password: <http://uwsp.ebib.com/patron/FullRecord.aspx?p=405988>)
- Additional readings will be posted on D2L and announced in class.

Grading

A	= 90% and up
B	= 80% - 89.9%
C	= 70% - 79.9%
D	= 60 - 69.9%
F	= 59.9% or less

Final grades for this course will be based on completion of the following:

Grade	Conditions
A	All "B" and "C" conditions with one exception: <i>Individual(s) selected to be team leader(s) for the consulting project & presentation will be exempt from taking the final exam due to the increased workload this assignment will require. Those interested in being a team leader should submit this request to me in writing (with their qualifications) early in the semester.</i>
	Consulting Project & Presentation: <i>fully engaged through all stages of project and presentation as an active and contributing team member.</i>
	Failure to complete any of the above conditions will result in a "B" course grade.

Grade	Conditions
B	All "C" conditions
	Mid-term & Final Exam: <i>earn a "B" or higher on each after 3 attempts.</i>
	Research Paper: <i>complete according to assignment requirements and submit on time.</i>
	Failure to complete any of the above conditions will result in a "C" course grade.

Grade	Conditions
C	Class Participation: <i>complete readings on time and actively participate in class discussion and activities.</i>
	E-Portfolio: <i>submit mid-semester and end-of-semester e-portfolios with required content (see assignment description)</i>
	Mid-term & Final Exam: <i>earn a "C" or higher on each after 3 attempts.</i>

Grade	Conditions
D/F	Failure to meet "C" grade conditions will result in a "D" or "F" grade in the course based on the degree to which those conditions were not met.

Course Policies

Attendance: Class attendance is expected, recorded, and is part of the final participation grade you receive. I allow for 2 personal days during the semester but any activities missed on those days cannot be made up or turned in late. Exceptions to this rule are available only for emergency (ER worthy) situations and handled on a case-by-case basis and are subject to a review of your participation, previous attendance, and overall course contributions.

Make-up Work: If you miss class you miss any activities scheduled for that day. Avoid missing class. Each student has the responsibility to get discussion notes or calendar updates from another student if absent.

Students with Disabilities

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact/visit the Disability and Assistive Technology Center, Room 609 Learning Resources Center (Library), 715-346-3365, or email datctr@uwsp.edu or logon to: www.uwsp.edu/disability

Academic Integrity

Be honest in what you do in this class. Do your own work and hold yourself to the highest standard of integrity and hard work. I do not tolerate plagiarism. Students who plagiarize will either receive a “0” on the assignment or a “0” in the course, depending on the nature and severity of the offense in accordance with Chapter 14 of the Wisconsin Administrative Code: “Student Academic Standards and Disciplinary Procedures” (<http://www.uwsp.edu/admin/stuaffairs/rights/rightsChap14.pdf>).

Community Rights and Responsibilities

As a UWSP student you have the right to receive fair and equitable evaluations based on course objectives outlined in the syllabus and without reference to personal or political views. You have the right to expect timely and accurate information and feedback about your progress and achievements in this course.

You also have the responsibility to participate fully in the learning experience and to complete all course requirements. Please refer to the following link for more specific rights and responsibilities available to you as a UWSP student: <http://www.uwsp.edu/admin/stuaffairs/rights/rightsCommBillRights.pdf>.

Assignment Descriptions

Consulting Project

Students who qualify themselves for the opportunity will work in teams to provide consulting services to an off-campus organization (business or non-profit). The project will involve the following steps:

Activity	Due
Topic and Approach Approval	Week 4
Problem Identification	Week 6
Statement of Work	
Budgeting (no actual fees collected)	
Proposal	Week 9
Assessment and Engagement	
Research	
Implementation	NA
Final Report Team 1, 2 = week 14 Team 3, 4 = week 15	Weeks 14 & 15

Team consulting projects will be graded on the research, consulting skill application, final presentation (delivery), and final written report. Each team member is expected to participate fully in all aspects of the project and periodic performance reviews will be due throughout the semester. It is important to choose a topic and organization complex enough to keep 4-5 team members fully engaged and working throughout the project.

Team members who are not pulling their weight will not be allowed to work with their team members and can be “fired” from their team. Students fired from their group will receive a full letter grade penalty on the assignment and must complete the project on their own with a new topic (different from the one done by their former team). Being “fired” from a team requires significant documented offenses such as:

1. Missing scheduled team meetings for non-emergency reasons or without prior notice to the project leader,
2. Demonstrated failure to complete assigned tasks within the agreed upon timeline established by the team, or
3. Being overly aggressive and creating a hostile team environment that impedes work progress.

Offenses will follow a three-strikes policy. Each “strike” requires a performance review in the form of a one-page written report signed by each team member (including the individual under review) submitted to me for review. Documentation of the incidents leading up to the “strike” and good faith efforts to discuss the matter with the individual to effect a change should be included with the report. After review of the report, I will schedule a time to meet with the individual during my posted office hours to discuss the matter and determine if the “strike” was a legitimate offense. This report and any additional notes from my individual interview with the student will be kept on file. If three legitimate strikes are accrued for one individual, the team member will be “fired” from the team.

Project benchmarks (see activity list) will be graded as pass/fail based on completion of required tasks. You will take out of this course what you put into it.

Midterm & Final Exams:

Students will have two exams in this course. The Midterm exam will cover all course material presented up to the date scheduled for the exam. The Final exam will cover all course material presented up to the end of the semester. This includes: assigned reading material, in-class discussion notes, class activity debriefs, etc. Exams will be administered via D2L and students will have 3 attempts. Specific details about the format of each exam will take place 2-3 weeks before each exam is administered.

Class Participation and E-Portfolio Assignment:

Come to class ready to learn and prepared to participate. Ensure you have read the assigned materials before arriving. An e-portfolio demonstrating your preparation for class will be submitted at mid-semester and at the end of the semester for evaluation. Your E-Portfolio will include the following:

Summary of Assigned Readings

It is expected that all students will read the assigned materials before the day they are listed on the course calendar as “due”. You must include a total of 20 separate summaries of class readings assigned for 20 days of the class in your semester e-portfolios (10 for the mid-semester e-portfolio and 10 for the end-of-semester e-portfolio). Each summary should be 400 – 500 words long, double spaced, Times New Roman, and 12 pt. font (roughly 1 - page). This will help everyone come prepared for class and give you a chance to review what you have read. I advise doing these summaries before you come to class to avoid “crunching” before this assignment is due.

Discussion Notes

Each day we will have between 30-40 minutes of discussion as a class to review the materials assigned for that day and allow all students to share their insights, ask questions, and help each other understand the material. We will use discussion questions to direct this portion of the class and students will be expected to take notes of what is said and insights they and others share. You must include a total of 20 separate summaries of class discussions in your semester e-portfolios (10 for the mid-semester e-portfolio and 10 for the end-of-semester e-portfolio). Each summary should be 200-300 words long, double spaced, Times New Roman, and 12 pt. font (roughly ½ - 1 page).

Discussion Leader/Discussion Questions

Students will not be “spoon fed” in this class. Each student will take a turn acting as our “discussion leader”. They will provide discussion questions to the rest of the class and lead the class discussion. I will demonstrate how this is to be done for the first few class discussions and then will pass around a sign-up sheet for the rest of the semester. You will include a debrief of your experience as the discussion leader in the e-portfolios you submit. Your debrief should include:

1. The questions you prepared for the discussion and a summary of how things went.
2. Identification of what went according to your plan.
3. Identification of what didn't go according to plan.
4. Explanation of what to do to avoid the problems you experienced for next time.

Research Paper

Students will be given a chance to research a topic related to this course they are interested in learning more about. More information on the specifics of this assignment will be shared later in the first half of the semester.

COMM 343/543 Tentative Course Calendar

(Subject to change by notification from the instructor)

Assignments/reading **due** on the day scheduled below

Wk	Date	Topic	Due Date
1	09/06	Introduction to Course\Review of Org. Concepts	
	09/08	Introduction to the Audit Process	D-1; C-3
2	09/13	Intro. to Consulting/Rsch. App.'s	D-2; C-1
	09/14	Philosophy of Measurement	D-7; C-4
3	09/20	Introduction to Interviews	D-4&12
	09/22	focus groups	D-4&12
4	09/27	Diagnosis through Questionnaires	D-6
	09/29	Diagnosis through Questionnaires	D-6
5	10/04	Communication Measurement Procedures	TBA
	10/06	Qualitative Measurement: Participative Observation	D-8
6	10/11	Qualitative Measurement: Content Analysis	D-8
	10/13	Catch-up Day	
7	10/18	Review for Mid-term Exam	TBA
	10/20	Mid-term Exam	
8	10/25	Diagnosing Communication Networks	D-11
	10/27	Interaction Analysis/Critical Communication Experiences	D-9
9	11/01	Interaction Analysis/Critical Communication Experiences	D-9
	11/03	Content Analysis/Methods for Analyzing Data	D-13; C-5
10	11/08	360 Feedback: Theory and Practice	TBA
	11/10	Final Analysis and Interpretation of Data	C-13
11	11/15	TBA	TBA
	11/17	TBA	TBA
12	11/22	TBA	TBA
	11/24	No Class – Thanksgiving Holiday	
13	11/29	Planning for and Presenting a final report	D-14; C-11
	12/01	Catch-up Day	
14	12/06	Ethical Considerations	TBA
	12/08	TBA - Presentations	
15	12/13	TBA - Presentations	
	12/15	Review for Mid-term Exam	TBA
16	12/19	Monday 2:45 – 4:45 Final Exam	

Writing Research Papers and Literature Reviews

A superior research paper will contain the following organizational and stylistic components:

- A. Introduction.
- B. Statement of purpose or thesis.
- C. Preview of the sections of the essay or how the argument is organized within the essay.
- D. In literature review papers, a presentation of the themes distilled from the literature rather than a source-by-source summary of what was read. Do not over rely on any one source for the majority of information in your paper. An excellent paper is a distillation of concepts you draw from many sources.
- E. Summary statement that concludes the paper.
- F. Do not over rely on any one source for the majority of information in your paper. An excellent research paper is a distillation of concepts you draw from many sources.
- G. Definition and documentation of all key terms to professional sources (not general-purpose dictionaries). Define key terms at first usage rather than in a "glossary" section.
- H. Proper documentation of information. It is the student's responsibility to understand the rules of documentation for both quotation and summarized materials.
- I. Only cite sources you have personally read and had the original source in your hands. Indirect sources should be cited using the "cited in" convention discussed in the MLA or APA style manuals.