

Comm 4315 Organizational Communication

Spring 2026 sections 60 and 61 Online

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Course Description

4315: An analysis of the flow of communication within formal organizations with emphasis on the interrelationship between interpersonal, small group and mass communication.

Course Objectives

1. Articulate competence in theories and trends of Organizational Communication.
2. Practice effective communication in organizational-type settings.
3. Discover contemporary organizational practices and their communicative effect on workers/associates.
4. Evaluate the quality and ethics of organizations and the settings for which they create for their workers.

Textbooks

The Managed Heart: Commercialization of Human Feeling (3rd ed.), by Arlie Hochschild. The University of California Press. <https://uttyler.ebookcentral.proquest.com/libCentral/FullRecord.aspx?p=870020>

Case Studies for Organizational Communication: Understanding Communication Processes (3rd ed), by Joan Keyton and Pamela Shockley-Zalabak. Oxford University Press.
Other pdf readings as assigned on Canvas and on the syllabus.

Assignments

4315

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|---|-----------|
| 1. Theory Responses (10@ 3 pts/each) | 30 |
| 2. Case Study Solutions (10@ 20 pts each) | 200 |
| 3. CEO Trials Worksheet | 10 |
| 4. CEO Trials Presentation | 20 |
| 5. Consulting Project | 30 |
| 6. <u>Final Exam</u> | <u>10</u> |
| 4315 TOTAL | 300 |

Overview of Major Assessments

Case Study Solutions (10 responses)

Students will write ten 300+ word chapter solution papers based on case studies in the *Case Studies* book. The chapters and chapter titles (in the 2010 third edition) are:

1 How Does Anyone Get Anything Done Around Here?

5 Your Attitude Determines Your Altitude

7 How Dare He Try to Manage Our Talk

23 Bob's Dilemma

25 Corporate Counseling

26 Managing Multiple Roles

37 The P People

38 Navigating the Limits of a Smile

39 Putting My Best Foot Forward

43 Give Me Information or I Will Blog

Theory Responses (10 responses)

Most weeks students will complete short writing reports for theories and concepts covered.

CEO Trial

Students will conduct a theoretical analysis of poor CEO leadership from real world situations, and provide prescriptions on what could have been done better for organizational success. The report will be in two parts: a worksheet and a recorded presentation with a slideshow.

Consultation Training

Students will use one theory discovered, and in teams of three create an organizational consulting company. Drawing upon one of the case study readings, the students will prepare a three-part theoretical consultation presentation to fix the organization's problems. Each student will record a 5-minute presentation that constitutes one of the three-part consultation that their company creates. The three steps are to be incremental, intertwined, use theory, use slideshows, and are catered to the specific challenges of the given case studies' chapter reading.

Schedule (subject to change)

| Week of | Material, Activities, Assignments Due, and Readings | READINGS | Due |
|---------|---|--|--|
| Jan 12 | Syllabus Overview Orgs as Living Entities PP Org Info Theory PP | Org Info. Theory https://www.communicationtheory.org/organisational-information-theory/ | Theory Response 1 Org Info Theory |
| Jan 19 | Jan 19 MLK Holiday Group Creativity Model PP Review Solution Papers Assign Overview Improving Solutions Responses Advise Solution Papers Example | Group Creativity https://www.communicationtheory.org/creativity-in-groups/ Case Studies Chap 1 | Theory Response 2 Group Creativity Model Solution Chap 3 |
| Jan 26 | Human Dialectics Theory | Relational Dialectics https://open.maricopa.edu/com110/chapter/6-7-relationship-dialectics/ Case Studies Chap 5 | Theory Response 3 Human Dialectics Theory Solution Chap 5 |
| Feb 2 | Master and Servant Model PP | Master Servant Model https://encyclopedia.pub/entry/33498 Case Studies Chap 7 | Theory Response 4 Master Servant Solution Chap 7 |
| Feb 9 | Managed Heart Emotional Labor Part 1 | MH Chap 3 Case Studies Chap 23 | Theory Response 5 MH Solution Chap 23 |
| Feb 16 | Managed Heart Emotional Labor Part 2 | MH Chaps 7 Solution Ch 25 | Theory Response 6 MH Solution Chap 25 |
| Feb 23 | Managed Heart Emotional Labor Part 3 CEO Trials Overview and Worksheet | MH Chap 9 Case Studies Chaps 26 | Theory Response 7 MH Solution Chap 26 |
| Mar 2 | Narrative Theory CEO Trials Presentation Example | Fisher Narrative Theory Supplemental reading https://blog.keithwhamon.net/2020/09/the-narrative-paradigm-of-walter-fisher.html | Theory Response 8 Narrative Theory CEO Trials Worksheet |
| Mar 9 | SPRING BREAK | | |
| Mar 16 | Language as Org Power | Lucas Reading Case Studies Chap 37 | Language as Org Power Theory Response 9 Solution Chap 37 |
| Mar 23 | Systems Theory PP | Systems Theory https://courses.lumenlearning.com/suny-introductiontocommunication/chapter/systems-theory- | CEO Trials Presentation Theory Response 10 Systems Theory |

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|-----------|---------------------------------|--|---|
| | | paradigm/ Case Studies Chaps 38 | Solution Chap 38 |
| March 30 | Consulting Project Overview | Case Studies Ch 39 | Consulting Project Report 1 Solution Chap 39 |
| Apr 6 | Consulting Project Preparations | Case Studies Ch 43 | Consulting Project Report 2 Solution Chap 43 |
| Apr 13 | Consulting Project Preparations | Consulting Project Preparations | Consulting Project Report 3 |
| Apr 20 | Record and Submit Consult Proj | Consulting Project Finish | Consulting Project |
| Apr 27-30 | Final Exams Week | Final Exam | Consulting Project Final Exam |

Course Policies

Use of Artificial Intelligence Software to Complete Assignments

The use of generative AI tools (such as ChatGPT, DALL-E, etc.) are not permitted in this class; therefore, any use of AI tools for work in this class is considered a violation of UTT's Student Code of Conduct, since the work is not your own. The use of unauthorized AI tools will result in failure for the assignment, the course, or other academic discipline. The instructor will use software checking systems on student work that appears to be AI-generated.

Grading Scale:

| | |
|----|------------|
| A | 93-100 % |
| A- | 90-92 % |
| B+ | 88-89 % |
| B | 83-87 % |
| B- | 80-82 % |
| C+ | 78-79 % |
| C | 73-77 % |
| C- | 70-72 % |
| D+ | 68-69 % |
| D | 63-67 % |
| D- | 60-62 % |
| F | Below 60 % |

Group/Team Work: Students are required to pull their weight in completing group and team projects. If instructor intervention is needed due to an imbalance of work between a team of students, the instructor may deduct any underperforming student's work in increments of 10% or more depending on the severity of underperformance.

Technology in the Classroom: Technology is a wonderful learning supplement. However, distractions can come when devices are noisy or are used for reasons that distract other students in class sessions. These distractions would include things such as gaming, texting, and youtube viewing. Do not distract yourself or your fellow students in class. If requests to cease using media technology as a distraction from learning is not resolved between instructor and student, addressing the concern will be brought to the attention of the immediate dean.

Discussion of Grades: Students are encouraged to ask questions about their assignment assessments and grades. This is an important part of the learning process and the instructor is expected to assist with these questions to ensure comfort of the student and accuracy of communication between instructor and student. However, as discussions of grades are private, inquiries will not be addressed in class/in public. **The instructor will not break FERPA laws by discussing grades in front of anyone except the inquiring student.** Questions about grades and evaluations can only take place in the privacy of the instructor's office. **Requests for grade adjustments must be made in writing.**

"Second Chances/Redo's" of Assignments: Requesting second chances/redo's to complete assignments creates a situation in which the instructor faces the possibility of practicing inequality if some students are given chances that others are not. These requests cannot be accommodated.

Late Work: Late work is not usually graded, but will be considered based upon written request.

Attendance: Attendance is expected. On student presentation days, roll will be taken with ramifications on course points for not attending peers' presentations.

University Policies

UT-Tyler Honor Code

Every member of the UT-Tyler community joins together to embrace: Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do. To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link:
<http://www.uttyler.edu/wellness/rightsresponsibilities.php>

Campus Carry

We respect the right and privacy of students 21 and over who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at <http://www.uttyler.edu/about/campus-carry/index.php>

UT Tyler a Tobacco-Free University

All forms of tobacco will not be permitted on the UT Tyler main campus, branch campuses, and any property owned by UT Tyler. This applies to all members of the University community, including students, faculty, staff, University affiliates, contractors, and visitors. Forms of tobacco not permitted include cigarettes, cigars, pipes, water pipes (hookah), bidis, kreteks, electronic cigarettes, smokeless tobacco, snuff, chewing tobacco, and all other tobacco products. There are several cessation programs available to students looking to quit smoking, including counseling, quitlines, and group support. For more information on cessation programs please visit www.uttyler.edu/tobacco-free.

Academic Honesty and Academic Misconduct

The UT Tyler community comes together to pledge that "Honor and integrity will not allow me to lie, cheat, or steal, nor to accept the actions of those who do." Therefore, we enforce the Student Conduct and Discipline policy (Links to an external site.) in the Student Manual Of Operating Procedures (Section 8).

Student Standards of Academic Conduct

Disciplinary proceedings may be initiated against any student who engages in scholastic dishonesty, including, but not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

- "Cheating" includes, but is not limited to:

1. copying from another student's test paper;
2. using, during a test, materials not authorized by the person giving the test;
3. failure to comply with instructions given by the person administering the test;
4. possession during a test of materials which are not authorized by the person giving the test, such as class notes or specifically designed "crib notes". The presence of textbooks constitutes a violation if they have been specifically prohibited by the person administering the test;
5. using, buying, stealing, transporting, or soliciting in whole or part the contents of an unadministered test, test key, homework solution, or computer program;
6. collaborating with or seeking aid from another student during a test or other assignment without authority;
7. discussing the contents of an examination with another student who will take the examination;
8. divulging the contents of an examination, for the purpose of preserving questions for use by another, when the instructors has designated that the examination is not to be removed from the examination room or not to be returned or to be kept by the student;
9. substituting for another person, or permitting another person to substitute for oneself to take a course, a test, or any course-related assignment;
10. paying or offering money or other valuable thing to, or coercing another person to obtain an unadministered test, test key, homework solution, or computer program or information about an unadministered test, test key, home solution or computer program;
11. falsifying research data, laboratory reports, and/or other academic work offered for credit;
12. taking, keeping, misplacing, or damaging the property of The University of Texas at Tyler, or of another, if the student knows or reasonably should know that an unfair academic advantage would be gained by such conduct; and
13. misrepresenting facts, including providing false grades or resumes, for the purpose of obtaining an academic or financial benefit or injuring another student academically or financially.

- "Plagiarism" includes, but is not limited to, the appropriation, buying, receiving as a gift, or obtaining by any means another's work and the submission of it as one's own academic work offered for credit.

- "Collusion" includes, but is not limited to, the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any section of the rules on scholastic dishonesty.

- All written work that is submitted will be subject to review by plagiarism software.

The UT-Tyler Writing Center

The Writing Center provides professional writing tutoring for all students in all disciplines. If you wish to use the Writing Center, you should plan for a minimum of two hour-long tutorials per assignment: the first to provide an initial consultation and drafting plan, and the second to follow up. Be prepared to take an active role in your learning, as you will be asked to discuss your work during your tutorial. While Writing Center tutors are happy to provide constructive criticism and teach effective writing techniques, under no circumstances will they fix, repair, or operate on your paper. Appointments: 903.565-5995, writingcenter@uttyler.edu

Disability/Accessibility Services

In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University of Texas at Tyler offers accommodations to students with learning, physical and/or psychological disabilities. If you have a disability, including a non-visible diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or you have a history of modifications or accommodations in a previous educational environment, you are encouraged to visit <https://hood.accessiblelearning.com/UTTyler> and fill out the New Student application.

The Student Accessibility and Resources (SAR) office will contact you when your application has been submitted and an appointment with Cynthia Lowery, Assistant Director of Student Services/ADA Coordinator. For more information, including filling out an application for services, please visit the SAR webpage at <http://www.uttyler.edu/disabilityservices>, the SAR office located in the University Center, #3150 or call 903.566.7079.

Grade Replacement/Forgiveness and Census Date Policies

Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated (September 3, 2021). Grade Replacement Contracts are available in the Enrollment Services Center or at <http://www.uttyler.edu/registrar>. Each semester's Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar.

Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract. The Census Date (September 3, 2021) is the deadline for many forms and enrollment actions of which students need to be aware. These include:

- Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
- Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date)
- Schedule adjustments (section changes, adding a new class, dropping without a "W" grade)
- Being reinstated or re-enrolled in classes after being dropped for non-payment
- Completing the process for tuition exemptions or waivers through Financial Aid

Final Exam Policy

Final examinations are administered as scheduled. If unusual circumstances require that special arrangements be made for an individual student or class, the dean of the appropriate college, after consultation with the faculty member involved, may authorize an exception to the schedule. Faculty members are required to maintain student final examination papers for a minimum of three months following the examination date.

Incomplete Grade Policy

If a student, because of extenuating circumstances, is unable to complete all of the requirements for a course by the end of the semester, then the instructor may recommend an Incomplete (I) for the course. The "I" may be assigned in lieu of a grade only when all of the following conditions are met: (a) the student has been making satisfactory progress in the course; (b) the student is unable to complete all course work or final exam due to unusual circumstances that are beyond personal control and are acceptable to the instructor; and (c) the student presents these reasons prior to the time that the final grade roster is due. The semester credit hours for an Incomplete will not be used to calculate the grade point average for a student.

The student and the instructor must submit an Incomplete Form detailing the work required and the time by which the work must be completed to their respective department chair or college dean for approval. The time limit established must not exceed one year. Should the student fail to complete all of the work for the course within the time limit, then the instructor may assign zeros to the unfinished work, compute the course average for the student, and assign the appropriate grade. If a grade has not been assigned within one year, then the Incomplete will be changed to an F, or to NC if the course was originally taken under the CR/NC grading basis.

Grade Appeal Policy

UT Tyler's Grade Appeal policy requires the completion of a Grade Appeal form for this action to take place. The grade appeal begins with the instructor of your course. If you do not agree with the decision of the instructor, you may then move your appeal to the department chair/school director for that course. If you are still dissatisfied with the decision of the chair/director, you may move the appeal to the Dean of the College offering that course who has the final decision. Grade appeals must be initiated within sixty (60) days from the date of receiving the final course grade. The Grade Appeal form is found on the Registrar's Form Library.

Withdrawing from Class

Students you are allowed to withdraw (Links to an external site.) (drop) from this course through the University's Withdrawal Portal (Links to an external site.). Texas law prohibits students who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at other 2-year or 4-year Texas public colleges and universities. Make sure to consider the impact withdrawing from this class has on your academic progress as well as the financial implications.

We encourage you to consult your advisor(s) and financial aid for additional guidance. CAUTION #1: Withdrawing before census day does not mean you get a full refund. Please see the Tuition and Fee Refund Schedule (Links to an external site.). CAUTION #2: All international students must check with the Office of International Programs (Links to an external site.) before withdrawing. All international students are required to enroll full-time for fall and spring terms.

Absence for Official University Events or Activities

This course follows the practices related to approved absences as noted by the Student Manual of Operating Procedures (Sec. 1 -501 (Links to an external site.))

Absence for Religious Holidays

Students who anticipate being absent from class due to a religious holiday are requested to inform the instructor by the second class meeting of the semester.

FERPA

UT Tyler follows the Family Educational Rights and Privacy Act (FERPA) as noted in University Policy 5.2.3 (Links to an external site.). The course instructor will follow all requirements in protecting your confidential information.

Military Affiliated Students

UT Tyler honors the service and sacrifices of our military affiliated students. If you are a student who is a veteran, on active duty, in the reserves or National Guard, or a military spouse or dependent, please stay in contact with me if any aspect of your present or prior service or family situation makes it difficult for you to fulfill the requirements of a course or creates disruption in your academic progress. It is important to make me aware of any complications as far in advance as possible. I am willing to work with you and, if needed, put you in contact with university staff who are trained to assist you. Campus resources for military affiliated students are in the Military and Veterans Success Center (MVSC (Links to an external site.)) The MVSC can be reached at MVSC@uttyler.edu, or via phone at 903.565.5972.

Emergency Exits and Evacuation

Everyone is required to exit the building when a fire alarm goes off. Follow your instructor's directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.

UT Tyler Resources for Students

- UT Tyler Writing Center (903.565.5995), writingcenter@uttyler.edu
- UT Tyler Tutoring Center (903.565.5964), tutoring@uttyler.edu
- The Mathematics Learning Center, RBN 4021, this is the open access computer lab for math students, with tutors on duty to assist students who are enrolled in early-career courses.
- UT Tyler Counseling Center (903.566.7254)

