

City University of Hong Kong

**Information on a Course
offered by Department of Management
with effect from Semester A in 2013/2014**

Part I

Course Title:	Strategic Organizational Communications
Course Code:	MGT6102
Course Duration:	One Semester
No. of Credit Units:	3
Level:	P6
Medium of Instruction:	English
Prerequisites:	Nil
Precursors:	Nil
Equivalent Courses:	Nil
Exclusive Courses:	Nil

Part II

Course Aims:

This course aims to:

- Allow students to recognize and understand the communication expectations of various corporate stakeholders;
- Teach students how to effectively utilize a variety of communication tools and techniques;
- Teach students to implement or use the tools of corporate communications to deal with stakeholders and to effectively enhance managerial and organizational credibility and performance.

Course Intended Learning Outcomes (CILOs)

Upon successful completion of this course, students should be able to:

No.	CILOs	Weighting (if applicable)
1.	Demonstrate an understanding and mastery of the key academic and theoretical literature underpinning organizational communications.	--
2.	Demonstrate an understanding of the expectations of corporate stakeholders, and of how to tailor communications to meet their expectations.	--
3.	Demonstrate the ability to apply the principles of communications in both verbal and written forms to effectively communicate managerial and organizational messages and improve credibility and performance.	--

Teaching and learning Activities (TLAs)

(Indicative of likely activities and tasks designed to facilitate students' achievement of the CILOs. Final details will be provided to students in their first week of attendance in this course)

Total Hours: Seminar 39

ILO No	TLAs	Hours/week (if applicable)
1	<u>Readings</u> . Students read the assigned readings to discuss both theoretical and practical aspects of organizational communication.	
1	<u>Lecture</u> . The first half of most classes are devoted to lecture to explain key concepts and examples, concentrating upon the logic and rationale of organizational communication concepts, theories, and practices.	1 ½ hour / week (most weeks)
1-3	<u>Discussion/practice exercises</u> . The second half of most classes are devoted to individual and group exercises. The exercises are designed to stimulate student thinking on the principles, tools, and practices of organizational communication, and to help students master them for effective application.	1 ½ hour / week (most weeks)
2-3	<u>Oral presentations</u> . Class time will be set aside for group oral presentations which will be assessed by the instructor.	2 weeks

Assessment Tasks/Activities

(Indicative of likely activities and tasks designed to assess how well the students achieve the CILOs. Final details will be provided to students in their first week of attendance in this course)

Coursework: 100%

ILO	Type of assessment tasks/activities	Weighting (if applicable)	Remarks
	Individual contribution to <u>discussions</u> and exercises in class.	15%	
	<u>Internal written communications</u> project. Individual project focusing upon communications to internal stakeholders such as employees.	45%	
	<u>External written communications</u> project. Group project focusing upon communications to external stakeholders, such as customers or government regulators.	25%	
	<u>Group presentation</u> . Group oral presentation based on the group project.	15%	

Grading of Student Achievement: Refer to Grading of Courses in the Academic Regulations for Taught Postgraduate Degrees.

NOTE: This is a course on organizational *communication*, not a course on the *English language*. Assessment will be based upon effectiveness of communication, not upon the use of grammar or vocabulary. However, if English language abilities hinder effective communication, this will be taken into consideration when assessing achievement.

ASSESSING AND GRADING CLASS PARTICIPATION

Criteria	A. Preparation	B. Engagement
Marginal D 1.0	Student is almost never prepared for class with assignments and required class materials.	Student almost never contributes to class by offering ideas and/or asking questions.
Adequate C- 1.7 C 2.0 C+ 2.3	Student is occasionally prepared for class with assignments and required class materials.	Student occasionally makes contribution by offering seemingly useful/suitable ideas and/or asking meaningful questions.
Good B- 2.7 B 3.0 B+ 3.3	Student is frequently prepared for class with assignments and required class materials.	Student frequently contributes suitably in class by offering ideas and/or asking meaningful questions.
Excellent A- 3.7 A 4.0 A+ 4.3	Student is almost always prepared for class with assignments and required class materials.	Student almost always contributes meaningfully in class by offering ideas and/or asking questions in almost each class.

ASSESSING AND GRADING VERBAL AND WRITTEN COMMUNICATIONS

Marginal D 1.0	Demonstration of understanding of principles of communication is at a minimally acceptable way. Written communications contain points which are relevant and accurate, but fails to apply communications principles or write persuasively.
Adequate C- 1.7 C 2.0 C+ 2.3	Demonstrates understanding of principles of communication, but with only basic ability to apply the principles to communicate effectively or persuasively.
Good B- 2.7 B 3.0 B+ 3.3	Demonstrates understanding of principles of communication, with a good ability to apply the principles to communicate effectively or persuasively. Able to apply multiple arguments or persuasive techniques to communicate the desired message. Effectiveness of communications is at high end of targeted outcomes.
Excellent A- 3.7 A 4.0 A+ 4.3	As in B, but effectiveness of communication impresses with higher degrees of originality and persuasiveness.

Part III

Keyword Syllabus:

Verbal and written organizational communications; crisis communications; mergers and acquisitions communications; employee communications

Reference Texts

- Shockley-Zalabak, P. S. (2012). Fundamentals of organizational communication: Knowledge, sensitivity, skills, values (8th Ed.). Glenview, IL: Pearson Education Inc.
- Bolman, Lee G. & Deal, Terrence E. (1991) *Reframing Organization: Artistry, Choice, And Leadership*, San Francisco: Jossey-Bass.
- Corrado, Frank M. (1993) *Getting the Word Out: How Managers Can Create Value with Communications*. Homewood, IL: Business One Irwin.
- Larkin, TJ and Sandar. (1994) *Communicating Change : How to Win Employee Support for New Business Directions*. New York: McGraw-Hill.
- Munter, Mary. (2008). *Guide to Managerial Communication, 8th Ed.* Englewood Clifts, NJ: Prentice-Hall.

Supplemental Texts

- Adams, William C., (2000) Responding to the Media During a Crisis: It's what you say and when you say it, *Public Relations Quarterly* 45, pp. 26-28
- Crawford, Alan Pell, (1999) When those nasty rumors start breeding on the web, you've got to move fast, " *Public Relations Quarterly*, 4, pp. 43-45.
- Dilenschneider, Robert L., (2000). Getting your message across while under attack, *Public Relations Quarterly* 45, pp. 9-11.
- Martin, Dick, Gilded and Gelded: (2003) Hard-won Lessons from the PR Wars, *Harvard Business Review*, Volume 81 Number 10, pp.44-54.
- Nikandrou, Irene/Papalexandris, Nancy/Bourantas, Dimitris, (2000) Gaining employee trust after an acquisition: Implications for managerial action, *Employee Relations* 22, pp. 334-355.
- Pines, Wayne L. (2000) Myths of Crisis Management, *Public Relations Quarterly* 45, pp. 15-17