

# **Instructor's Manual**

for Miller's

## **Organizational Communication Approaches and Processes**

Seventh Edition

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## PREFACE TO THE INSTRUCTOR'S MANUAL

The writing of an Instructor's Manual is often a dreaded task that textbook authors must take on as the textbook is going to press. After the major undertaking of writing a textbook, who wants to dive into writing a myriad of test questions and outlining learning objectives? It is not surprising, then, that Instructor's Manuals are sometimes of little help to the instructor using the textbook – whether a first-time graduate assistant or an experienced professor.

We've attempted to overcome these challenges and make the Instructor's Manual for *Organizational Communication: Approaches and Processes*, 7<sup>th</sup> ed., a truly useful resource for both the experienced and neophyte instructor. Our goal was to provide material that specifically relates to the textbook and is helpful to your organization and presentation of your particular course. We haven't included material that must be tailored to your individual classroom needs (e.g., grading scales, daily schedules, classroom policies) but have provided resources that should cut across a variety of pedagogical styles and help you (and your students) gain maximum benefit from the textbook.

The first seven sections of the Instructor's Manual provide general course materials that can be used when teaching from *Organizational Communication: Approaches and Processes*. First, we provide a sample syllabus. Second, we suggest several paper assignments that relate to text material in a variety of ways. Third, we provide guidelines for using the end-of-chapter case studies. Fourth, we include the full text (including discussion questions) of cases that previously appeared in earlier editions of this textbook. Similarly, in the next two sections, we provide full text for the Spotlights on Scholarship features and Case in Points that appeared in earlier editions. These Spotlights and Case in Points give instructors some additional resources for extra readings, discussion tools, and assignments in their classrooms. Finally, we provide a number of websites that might serve as useful resources to you and your students. These websites are but a *very* small sampling of those that might be useful, but you and your students are probably quite adept at finding additional Internet resources.

The bulk of the Instructor's Manual is devoted to resources related to specific textbook chapters. For each chapter, we've included: (1) a chapter outline; (2) suggestions for individual, group, and class activities; (3) a potential solution to the case study; and (4) true/false, multiple choice, fill-in-the-blank, and essay test items. The activities we suggest lay out some innovative ways to present relevant concepts in each chapter and include group projects, out-of-class assignments, role plays, lecture ideas, and audio-visual suggestions. Most (but not all) of these activities have been test-run in our own classes. The case study solutions are meant to highlight potential responses to the discussion questions at the end of each case study. Certainly, other responses can be made, but the solutions point out issues that can be discussed. The exam questions target a variety of learning objectives (identification, description, explanation, integration, application) and include a range of difficulty levels. We have also tried to construct some of the test questions with at least a touch of humor, avoiding a dry presentation of course material. Again, we have used many (but not all) of these items on our own tests.

We hope you find this Instructor's Manual useful for your own pedagogical needs, and we would appreciate any suggestions you have for future revisions of this manual.

*Katherine Miller*

*Zachary Hart*

# COURSE MATERIALS: SAMPLE SYLLABUS

## CMST 303: Organizational Communication Syllabus

Instructor Name  
Office Number  
Phone Number  
E-mail Address

Office Hours:  
Class Meeting Time:

TEXT: Miller, K. (2015). *Organizational communication: Approaches and processes* (7th ed.). Stamford, CT: Cengage Learning.

COURSE DESCRIPTION: This course will help students understand organizational communication theories, models, and processes; apply these principles in organizational communication speaking exercises; and learn management and leadership skills.

### STUDENT LEARNING OUTCOMES:

By the end of this course, students should be able to:

1. accurately describe key elements of the following theories: classical management, human relations, human resources, and critical
2. accurately describe key elements of the following processes: assimilation, organizational decision making, conflict management, change and leadership, emotion, organizational diversity, and technological
3. identify communication problems in a specific organizational setting
4. create a solution to an organizational communication problem

### FORMAT:

This course will be conducted using a variety of methods including lecture, discussion, and application activities with a heavy emphasis on discussion and application activities. Students are expected to attend each class session, complete reading assignments prior to attending class, and participate in all class activities and discussions.

### GRADING:

The course grade will be based on the following components:

Exam #1	100 points
Exam #2	100 points
Exam #3	100 points
Exam #4	100 points
Application Paper #1 (2 pgs.)	50 points
Application Paper #2 (2 pgs.)	50 points
Case Study Presentation (group)	100 points
Attendance	100 points
<b>TOTAL</b>	<b>700 points</b>

Separate handouts describing the requirements of each component will be posted on Blackboard and reviewed in class throughout the semester.

**GRADING SCALE:**

To be determined by instructor.

**ATTENDANCE POLICY:**

To be determined by instructor.

**ASSIGNMENTS MISSED DUE TO AN ABSENCE:**

To be determined by instructor.

**SAMPLE COURSE SCHEDULE**

Session 1	Overview of Course; What Is Organizational Communication? Reading Assignment: Chapter 1; Review Application Paper #1 Assignment
Session 2	Classical Approaches Reading Assignment: Chapter 2
Session 3	Human Relations and Human Resources Approaches Reading Assignment: Chapter 3; <b>Application Paper #1 due</b>
Session 4	<b>Exam #1 (75 minutes);</b> Systems and Cultural Approaches Reading Assignment: Chapter 4
Session 5	Constitutive and Approaches Reading Assignment: Chapter 5
Session 6	Critical and Feminist Approaches Reading Assignment: Chapter 6; Review Sheet for Exam #2 Available
Session 7	<b>Exam #2 (75 minutes);</b> Assimilation Processes Reading Assignment: Chapter 7; Review Application Paper #2 Assignment
Session 8	Assimilation Processes; Knowledge and Decision Processes Reading Assignment: Chapter 8
Session 9	Knowledge and Decision Processes; Conflict Management Processes Reading Assignment: Chapter 9; Review Sheet for Exam 3 Available <b>Application Paper #2 due</b>
Session 10	<b>Exam #3 (75 minutes);</b> Organizational Change and Leadership Reading Assignment: Chapter 10; Review Case Study Presentation Assignment
Session 11	Processes of Emotion in the Workplace Reading Assignment: Chapter 11
Session 12	Diversity Management Processes Reading Assignment: Chapter 12
Session 13	Technological Processes Reading Assignment: Chapter 13
Session 14	<b>GROUP PRESENTATIONS (#1, #2, #3, #4, #5, #6)</b> Review Sheet for Exam #4 Available

**FINAL EXAM**

## COURSE MATERIALS: PAPER ASSIGNMENTS

There are a variety of paper assignments that could be used effectively in teaching an introductory organizational communication course. In this section we present a selection of possibilities. These paper assignments run the gamut from a large-scale research paper in which data are collected from an organizational site, to a paper requiring the creation of a practical program based on organizational communication concepts, to a case analysis. Of course, we would not advocate using *all* of these assignments in one course, but one or a combination of the assignments can enhance student understanding of the course material.

The first three assignments ask students to choose one of the organizational communication processes discussed in the textbook and to become an "expert" on some aspect of that process. The first paper is an integrative literature review that leads to research questions or hypotheses about the organizational communication process they have chosen. The second paper then builds on the first by asking students to design a "research plan" that would be appropriate for investigating the research question posed in the first paper. Then, in the third paper, students are asked to apply knowledge about their chosen organizational communication process by designing a program that could be used by practitioners in an organizational setting. These three papers (or two of the three papers) work well as a "package" for a semester-long course, as they build on each other while students become "experts" in a given content area.

The fourth, fifth, and sixth papers we provide are more targeted assignments to help students understand specific issues from the textbook. Specifically, the fourth option builds off the cases in asking students to provide an analysis of one of the textbook Case in Points. The fifth paper option asks students to expand on how specific approaches to organizational communication would regard specific processes of organizational communication. The sixth paper option asks students to hone their library skills by investigating the extension of knowledge in various areas of organizational communication scholarship.

Finally, the seventh paper assignment option we present is a semester-long research project that builds throughout the term. Students are asked to write a literature review and methods section, then actually collect and analyze data to reach conclusions about an organizational communication process. Obviously, this assignment is only appropriate for more advanced students who have had some quantitative or qualitative methodological training.

### **PAPER #1: LITERATURE REVIEW AND RESEARCH QUESTIONS**

For this paper, you are to write an integrative literature review that focuses on a specific organizational communication process and leads to research questions or hypotheses. You should choose a specific area within one of the general organizational communication processes considered in your textbook and conduct a literature search to identify all relevant theory and research within that area. After reading relevant literature, you should consider how this literature fits together (i.e., *integrate* it) and consider what issues still need to be considered in this area (i.e., develop research questions or hypotheses). Your final product will then be a paper that reviews the literature in an integrative fashion by making an argument about what has been done in a particular area and what needs to be done in the future. In terms of mechanics, your paper should:

1. Be 8-12 pages long (typed, double-spaced).
2. Follow APA format guidelines.
3. Include at least 12 references.
4. Include lots of subheadings to aid your reader in following your argument.

## **PAPER #2: RESEARCH PLAN**

This paper takes your research questions or hypotheses from your first paper as a starting point. In this paper, you should consider those research questions or hypotheses and devise a plan for conducting an appropriate research investigation. In your research plan, you should include complete explanations of:

- The setting in which you would investigate your research questions or hypotheses.
- The people you would study (e.g., the sample).
- The specific procedures you would use in your investigation (e.g., experiment, survey, individual interviews, focus group interviews, participant observation, examination of archival data).
- The specific instruments you would use to collect information (e.g., survey instrumentation, interview protocols, guides for observation).

All of your research choices on the above issues should be justified in terms of (1) relevance to the research questions or hypotheses, (2) internal and external validity, (3) measurement validity, and (4) practicality.

Your paper should be 6-8 pages, plus attachments such as a survey, interview protocol, or observation guidelines.

## **PAPER #3: ORGANIZATIONAL APPLICATION**

For this assignment, you are to design a program for applying an issue within your area of expertise to a specific organizational setting. This assignment is much more flexible than the literature review and research plan and allows you to exercise a fair amount of creativity in your application. Try to find a way to use your expertise in organizational communication in a way that would appeal to people in the real world and would really help them in their organizational lives. As you do this, though, you need to be sure that the way in which you "apply" your expertise remains true to the research and theory within organizational communication. Some possibilities for organizational applications might include:

- Management training programs
- Organizational web pages
- Employee handbooks
- Information videos for organizations
- Interviewing guidelines
- Plans for organizational restructuring

There is no single format for this assignment. Speak with your instructor about your plans before you get too far into this paper to be sure you're on a good track. Again, the major guidelines for this assignment are:

- Provide a pragmatic application for knowledge in your expertise area that:
  - (1) Remains true to research and theory in the area and
  - (2) Would be appealing and useful to organizational practitioners

## **PAPER #4: CASE IN POINT ANALYSIS**

You will write a 4-5 page (double-spaced, 1 1/4" margins) analysis of a Case in Point from one of the chapters of our text. These are the requirements for the assignment:

1. You will read the Case in Point assigned to you.
2. You will further research the organization described in the case to further your analysis. You will research at least five additional, credible sources (magazine and newspaper articles, organizational websites, credible blogs and other web-based sources, interviews).
3. You will identify the 2-3 most important themes of the case and explain why they are important lessons to learn. You will make 2-3 recommendations of how the themes you discovered in the case and your additional research

could be used to improve communication in other organizations. You will explain why your recommendations will work.

4. Your paper should include an introduction in which you will introduce briefly what the case is about, and provide a preview statement.

5. The body of your paper should provide a summary of the case and a description of the 2-3 most important themes of the case and an argument for why those themes are important. It should include your 2-3 recommendations for improving communication in other organization as well as your explanation for why your recommendations will work.

6. Your paper should include references to specific concepts or research findings you have learned from the text, lecture, discussion, other class materials, and your additional research.

7. Your paper also should include specific examples from the case that support the points you are trying to make.

8. Your paper should include a conclusion which summarizes the main points of your paper.

Your paper should follow APA formatting guidelines.

Your grade will be based on the following criteria:

Quality of introduction	5 points
Description and rationale of most important themes	30 points
Description and rationale of recommendations	30 points
Sufficient and accurate use of course concepts/research findings	15 points
Quality of conclusion	5 points
Format	5 points
Grammar and spelling	10 points
<b>TOTAL:</b>	<b>100 points</b>

### **PAPER #5: APPROACHES AND PROCESSES**

For this paper, you are to choose one of the topics covered in Chapters 7 through 13 of your textbook (e.g., socialization processes, decision-making processes, processes of emotion in organizations, etc.), then you are to choose one of three approaches to the study of organizational communication: the systems approach, the cultural approach, or the critical approach. In your paper, you should use this *approach* to provide an analysis of your chosen organizational communication *process*.

Specifically, your paper should consist of the following sections:

- A brief introduction that discusses the organizational communication process and the approach you will use to analyze that process.
- A section describing the assumptions and research tenets of the approach (systems, cultural, or critical) you'll use in your analysis.
- A review of literature that has investigated the process you've chosen with the approach you've chosen (e.g., what do we already know about socialization from a cultural perspective or what do we already know about cultural diversity from a critical perspective).
- A detailed argument about future research that could be conducted to further our knowledge about the process you've chosen through the research approach you've taken.

Your paper should be written in APA format and should include at least 10 references (other than the textbook). Well-argued papers would be 8-12 pages long.

### **PAPER #6: LIBRARY RESEARCH EXERCISE**

The goal of this exercise is to have you take a specific topic related to organizational communication and learn more of what we know about this topic through targeted library research.

Your first task for this assignment is to choose a specific topic option for the research exercise. Listed below are topic options you can choose from. These topics have been specifically selected because they are at the right level of specificity for this research exercise. If you want to use a topic that is not on this list, please have it approved before you begin work on your project.

### **Topics**

Communication in Employment Interviews  
Information-Seeking in Socialization  
The Role Development Process  
Giving and Receiving Feedback  
Small Group Decision Making  
Participation in Decision Making  
Conflict Resolution Styles  
Bargaining and Negotiation  
3rd Party Conflict Resolution  
Communication in Organizational Change  
Emotional Labor in Organizations  
Communication as a Cause of Burnout  
Communicative Coping with Burnout  
Differential Treatment in Culturally Diverse Organizations  
Communication and Customer Service in Organizations  
Organizational Image Management  
Communication Media Usage in Organizations  
The Effects of Communication Technologies  
Communication in Service Organizations  
Globalization and Organizational Communication

Your assignment for this exercise is to find three articles from research journals that have extended our knowledge of your topic area. These articles should have been published during the last 5 years, should be directly relevant to the topic area, and should *not* be cited in the textbook. Feel free to use Internet search engines to help you find these articles. However, the articles themselves should be from *academic journals*. Please see your instructor if you have any questions about the suitability of articles you find.

For each article you choose, you should write a double-spaced discussion of the article that includes (1) a brief summary of what was concluded in the article, and (2) a discussion of the relevance of this article for your topic area that includes consideration of how our knowledge is extended by the research under consideration.

The “deliverables” for this project are:

- A cover page that includes your name and discussion section and the topic area you’re considering for the research exercise.
- Photocopies of the three articles you have selected.
- A 1-2 page discussion of each article as discussed above.

### **PAPER #7: ORGANIZATIONAL COMMUNICATION RESEARCH STUDY**

*Topic.* You may choose your own topic subject to two conditions: (1) it must be a research project (i.e., involve data collection and analysis) and (2) it must be clearly relevant to organizational communication. As you think about topics that might be of interest to you for this paper, it might be useful for you to think in terms of research questions. Questions might be phrased in terms of how one organizational phenomenon influences another, what formative processes are involved in a given organizational phenomenon, or what the impacts of an organizational phenomenon are. You should limit the scope of your project at the outset, as research projects always take longer than expected.

*Logistics.* The final research paper is due at the end of the term/semester. It will be based on the sections that you hand in for evaluation and feedback as the semester progresses. The different sections will then be edited together to produce the final paper. You should type your paper on a computer to facilitate editing and revision.

*Joint Authorship.* Just as some research projects are jointly authored, you may elect to team up with one or more class members to do your project. Keep in mind that spreading responsibility among several people can produce a lower quality project unless all members are responsible and duties are carefully managed. There are three conditions for this option: (1) You will receive a JOINT GRADE on all aspects of project. You should be careful about who you get involved with and be sure responsibilities and commitments are clearly defined. (2) You cannot bail out of a group project once you have started it. (3) Your instructors will not serve as a mediator of group conflicts. If you have trouble getting along with your partner(s), you must work out your difficulties on your own.

*Grading.* All grades are based on the outcomes of your work, not on the effort you put into it. Effort and outcome are often related, but they are not necessarily related. Grading criteria for the individual sections are detailed on the attached sheets. More details on each of the paper parts will be discussed during class at an appropriate point in the semester. You will receive a maximum of 5 points for each section. Grades on the paper parts will be based on whether you have made a reasonable attempt to meet all of the listed criteria in your first draft.

The final draft should read like a coherent paper and should incorporate revisions of the individual sections. The final paper will receive 0-100 points based on the criteria listed on the assignment sheets. A major consideration in your final grade will be the extent to which you have incorporated earlier comments in your final draft. Both content and form are important in your paper, so be sure to carefully proofread your paper.

*Research Paper: PART I -- Phenomenon.* In this section, you should describe several organizational phenomena that interest you and select one for your focus. Write this material with me as your audience – what you write here will not appear directly in your final paper. Include all of the following in a brief paper (typed, double spaced).

- Name three interesting organizational communication phenomena you have experienced, read about, or heard about. Describe each in enough detail so someone unfamiliar with them could understand their nature.
- Explain how you think each is important to organizational communication.
- Choose one of these phenomena as the most appropriate focus for your project in this course, and give your reasons for choosing it.

PART I is due at the beginning of class on \_\_\_\_\_.

*Research Paper: PART II -- Preliminary Conceptualization.* The content of this paper will also not appear directly in your final draft. Your goal is to show that you have thought ahead about your project and have a general idea about how it will proceed. Include the following:

- Key issues from existing theory or research literature that are important to your project.
- Tentative research questions or hypotheses.
- Identify the kind of data you will need to do your research.
- Estimate the amount of time it will take and the resources you will need to get your data.
- Explain the strategy you will use for analyzing the data.
- Give three key citations that will help you start a literature search. These citations should be journal articles or academic books, NOT textbooks or web resources. Include the citations as an APA bibliography.

PART II is due at the beginning of class on \_\_\_\_\_.

*Research Paper: PART III -- Rationale, Methods, Human Subjects.* PART III will serve as a major portion of your final paper (i.e., the rationale, literature review, and methods portions). Thus, you should write PART III in APA format and in a style appropriate for a research paper. PART III should include:

- A short introduction explaining why your phenomenon is important to organizational communication.

- A review of existing research on the phenomenon. This review should be integrative in describing past research and drawing conclusions about what we still need to know about the phenomenon.
- An explicit and detailed research question or hypotheses that is reasonable given existing research.
- A description of the sample.
- A description of the methods used to collect data.
- A description of the methods by which you will analyze your data and a discussion of how these methods will answer your questions and/or test your hypotheses.
- A completed human subjects form.
- A bibliography in APA format.

PART III is due at the beginning of class on \_\_\_\_\_.

*Research Paper: PART IV -- Results.* Again, this portion will be included as a part of your final paper, so please write it in APA format and a style appropriate for the reporting of research results. PART IV should include:

- Description of the outcome of your data gathering procedures as necessary (e.g., response rate, description of final sample, etc.).
- Factual report of the results of your analyses. Do not interpret the results or draw implications from them.
- Tables and figures wherever they clarify the results or convey important information not included in the text.

PART IV is due at the beginning of class on \_\_\_\_\_.

*Research Paper: PART V -- Discussion.* Finally, in your discussion section you should:

- Evaluate the impact of your results on your research question/hypotheses. Did you answer/test them adequately? If not, why not?
- Describe what we know now that we did not know before you did the project.
- Describe the implications of your research for both theory and practice.
- Describe the limitations of your project.
- Describe future directions for research. If you were going to do more research on this project, what would you do and why would you do it?

PART V is due at the beginning of class on \_\_\_\_\_.

*Research Paper: Final Draft.* In your final draft, you should incorporate all of your work on the project into one paper. Be sure to:

- Add connectives (previews, internal summaries, transitions between sections) so the paper reads like an integrated piece. Write clearly and concisely. Eliminate grammatical problems and spelling errors, and follow APA format in detail.
- Revise as necessary and use PART II for your rationale and review of literature. Be sure your question(s)/hypotheses are clear and explicit and follow from the rationale.
- Revise as necessary and use PART III for your methods section. Be sure that a knowledgeable outsider could follow your methods description and answer your research question(s) or test your hypotheses (e.g., replicate the study).
- Revise as necessary and use PART IV as your results section. Be sure all tables and figures are well labeled and clearly relevant to the points you're trying to communicate.
- Revise as necessary and use PART V as your discussion section.
- Include an overall bibliography.
- Also hand in feedback sheets from Paper PARTS I – V.