



Syllabus

SCHOOL OF MANAGEMENT BAM 400: Organizational Communications

15 Credits
Effective: Fall 2020/2021

*Access to the Internet is required.
All written assignments must be in Microsoft-Word-compatible formats.
See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.*

FACULTY

Faculty Name: FACULTY NAME

Contact Information: CONTACT INFORMATION

[INSTRUCTOR MAY INSERT PERSONAL MESSAGE IF DESIRED]

COURSE DESCRIPTION

Students will analyze and practice the more important types of organizational communications used in today's companies. Critical thinking skills will include building and analyzing arguments, working with forms and standards of critical thinking, and evaluating sources of information in the context of business. Students will also examine ethical decision-making and practical applications involving ethical problems that arise in business. Students will practice effective articulation and communication of solutions, including assessing their management communication style and identifying areas for improvement.

COURSE RESOURCES

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). The reading list can be found under Course Information in Blackboard as well as from the library homepage.

Note: Required resources that must be purchased by the student are tagged "Purchase from a vendor of your choosing." Required resources with a direct link, "Available through CityU Library", are available at no cost to students.

Students in Canada will see required resources they need to purchase tagged "Purchase from the Canadian Bookstore." Students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

CITYU LEARNING GOALS

This course supports the following City University learning goals:

- Professional competency and professional identity
- Strong communication and interpersonal skills
- Critical thinking and information literacy

COURSE OUTCOMES

In this course, learners:

- Analyze business ideas and proposals for logical consistency by identifying examples of fact and inference, inductive and deductive reasoning and fallacy or emotional appeal.
- Apply ethical analysis to contemporary leadership issues in business by demonstrating the skills, traits, and actions of an ethical leader.

- Apply critical analysis skills to assess various management communication styles and identify areas for improvement.
- Construct a logically consistent argument on a topic relevant to managers and leaders using appropriate supporting data.
- Utilize effective interpersonal and group communication methodologies incorporating the use of technology as appropriate.

CORE CONCEPTS, KNOWLEDGE, AND SKILLS

- Acknowledging personal behavioral style and its effect on the performance of you, your team and colleagues.
- Applying communication tools to specific situations
- Applying deductive reasoning
- Applying Deontological Theories to bring about one's sense of obligations and duties within a working environments (responsibilities of an ethical leader and his or her leadership style)
- Applying inductive reasoning
- Appreciating an appropriate style of interpersonal behavior for the variety of interactions with individuals and team members.
- Communicating and negotiating in a more persuasive and compelling style.
- Constructing sound arguments
- Determining Teleological Theories as based on elements of Consequences (outlining codes of conduct)
- Developing a range of responses to deal successfully with difficult people and conflict whilst maintaining effective working relationships.
- Developing interpersonal communication skills
- Developing methods of adaptability in which flexibility, timeliness, practical applications, and integral approaches are applied
- Devising a method of leader-follower roles, through role modeling/mentoring, empowering employees, in addition to considering stakeholders' interests and practicing citizenship behaviors
- Distinguishing facts from inferences, assumptions, and opinions
- Distinguishing what is of value through the process of evaluation
- Effective Team Building
- Enhancing the performance and motivation of your team and individual team members through improved managerial communication skills.
- Ensuring logical consistency
- Establishing and building trust with colleagues, coworkers and employees through the means of building community respecting others, manifesting honesty
- Establishing values, goals and vision, which is applicable to equality, justice, employees, organization and community
- Evaluating sources
- Examining moral values - Virtual Based Theories (passion to do right from wrong)
- Group communication
- Handling Difficult Situations
- Identifying fallacies
- Implementing programs and policies based on an open line of oral and written communications, which allows employees to actively engage, while taking part and/or ownership in the process change
- Increasing Self-Awareness
- Interpersonal Communication

- Measuring self-confidence through the examination of personality traits/leadership styles, agreeableness, emotional stability, conscientiousness, and open-mindedness
- Recognizing, developing and maintaining a sense of empathy as it applies to actively listening, respecting others, and promoting tolerance
- Reflective analysis
- Sense of self-personal (self-awareness, empathy, adaptability & self-confidence)
- Supporting an argument with data
- Utilizing an enhanced understanding of the dynamics at work within a team and contributions in a more productive manner as a team leader.
- Working with Others
- Writing thesis statements

OVERVIEW OF COURSE GRADING

The grades earned for the course will be derived using City University of Seattle’s decimal grading system, based on the following:

<i>Overview of Required Assignments</i>	<i>% of Final Grade</i>
Analysis of business idea	20%
Ethical leadership analysis	20%
Interpersonal communication demonstration	20%
Argumentative essay	20%
Critical analysis of management communication styles	20%
TOTAL	100%

SPECIFICS OF COURSE ASSIGNMENTS

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

Outcome 1: Analysis of Business Idea

You will select an idea or proposal from a business organization with which you are familiar. A business idea or proposal might be a specific goal or tactic as documented in a strategic plan; a new product launch, as documented by a press release or other publication; a relocation or expansion of the business, as documented in press releases, web sites, etc; an internal initiative such as a new training plan, as documented in memos or proposals.

You must have a specific published document, website, proposal, presentation, or other artifact to analyze; it must be cited and referenced appropriately. The artifact chosen must promote the business idea, a specific argument related to the business, or make a claim as to a proposed outcome for a particular action or strategy. It must include examples of the following:

- Facts
- Inferences

- Inductive Reasoning
- Deductive Reasoning
- Fallacies

If you cannot locate an appropriate artifact or document, consult with your mentor about alternatives. You will compose a written analysis of the artifact that clearly and concisely identifies at least one example of each of the above elements. The single exception is deductive reasoning; if the artifact does not employ deductive reasoning, you may include in the analysis a discussion of how deductive reasoning could be applied to its topic.

The analysis will include a discussion of whether each of the above advances the argument or undermines the argument. Whenever an aspect of the artifact undermines its argument, you must show how it could be improved (for example, by replacing a fallacy with a statement of fact). The analysis will conclude with a summary of the overall effectiveness of the artifact in promoting the idea, argument, or proposed outcome.

The written analysis will be at least five (5) pages long; the title page, abstract page and reference page do not count in the at least five (5) page long count.

A successful deliverable should include a title page in APA format 7th edition; an abstract page in APA format 7th edition; at least five (5) pages of body in APA format 7th edition with all the elements needed and as described for Outcome #1; and a reference page that is in APA format 7th edition. You should have at least two (2) references for this deliverable; anything less than this is unacceptable and needs to be reworked.

In addition to the appropriate citation and reference format for the artifact being analyzed, any other claims or information included that go beyond common knowledge must be cited and referenced.

Finally, you will write a reflection on the relative effectiveness of your analysis, including specific lessons learned and recommendations for improvement.

Components	% of Grade
Analyze ideas and proposals	60%
Writing Mechanics	10%
Organization	10%
APA Style – citations and references	10%
Reflection	10%
TOTAL	100%

Outcome 2: Ethical Leadership Analysis

What leadership expertise does it take to guide and maintain organizational success? In this assignment you will consider the qualities and/or behaviors leaders must possess. You will write an essay with three parts:

- ✓ **Part One:** Create a personal profile of your current strengths and skills applicable to leadership. Use the sources provided in the online Course Module or other research-based leadership profiles to inform your personal profile.
- ✓ **Part Two:** Use scholarly sources to determine what leadership style best fits your persona, based on the research-informed profile you created in part one. Discuss how your leadership style relates to the traits and skills of ethical leaders and managers.
- ✓ **Part Three:** Identify an ethical business situation, either from your experience or from your readings, that required leadership to fix. Describe the situation and your own plan of action that will bring about positive change and promote ownership on the part of all employees. Your action plan should include a discussion of the ethical beliefs or principles that inform your decisions about what to do, and should demonstrate how you would apply the traits and skills of ethical leaders and managers in this situation.

Finally, you will write a reflection on the relative effectiveness of your analysis, including specific lessons learned and recommendations for improvement.

Your project must be at least 8-10 pages in length. This means that for this deliverable, your title page, abstract page and reference page, are not part of the 8-10 pages. The 8-10 pages are the body of the deliverable.

Therefore, a successful deliverable should include a title page in APA format 7th edition; an abstract page in APA format 7th edition; at least 8-10 page of body in APA format 7th edition with all the elements needed and as described for Outcome #2; and a reference page that is in APA format 7th edition.

You are required to use at least 3-5 authoritative sources. APA format must be used for citations and references.

Components	% of Grade
Analyze ideas and proposals of Personal Profile (Strengths & Skills) of leadership	20%
Identification of personal Leadership Style	20%
Outlined ethical situation and proposing plan of action	20%
Organization	20%
Writing Mechanics	10%
APA Style (Citations and References)	10%
TOTAL	100%

Outcome 3: Critical Analysis of Management Communication Styles

You will complete a critical analysis that successfully demonstrates an analysis of management communication styles in organizations, using an organizational structure, matrix and context with which you are familiar.

Identify a subject related to management communication styles from your personal work experience that addresses issues currently facing managers in your organization or one with which you are familiar.

Locate a journal article or other published work relevant to management communication style and to the subject you identified, that was published within the last three years.

Critically analyze the article or other published work using your experience and at least four other scholarly sources. Your analysis should show how management communication styles impact the topic or subject, and should include areas in which communication styles can be improved to result in greater organizational success.

Your analysis must be at least ten (10) pages in length. This means that for this deliverable, your title page, abstract page and reference page, are not part of the ten (10) pages. The ten (10) pages are the body of the deliverable.

Therefore, a successful deliverable should include a title page in APA format 7th edition; an abstract page in APA format 7th edition; at least ten (10) page of body in APA format 7th edition with all the elements needed and as described for Outcome #3; and a reference page that is in APA format 7th edition.

As described above, you should have at least four (4) scholarly sources and APA format must be used for citations and references.

Finally, you will write a reflection on the relative effectiveness of your analysis, including specific lessons learned and recommendations for improvement. . Your reflection should include an assessment of how well your analysis addressed the subject you chose, how likely your recommendations would result in improvement, areas in which your analysis could be improved, and what you learned from the exercise.

Components	% of Grade
Formulation of Critical Analysis	60%
Organization of Analysis	10%
Writing Mechanics	10%
APA Style (Citations and References)	10%
Reflection	10%
TOTAL	100%

Outcome 4: Argumentative Essay

You will compose an argumentative essay that successfully supports a position on a topic **related to management and leadership**, using an organizational context with which you are familiar. The essay will be at least seven pages long, and will include at least five authoritative sources to support the claims and counterclaims. In addition:

- ✓ The thesis statement articulates a position on a topic relevant to managers and leaders. The essay includes clearly stated premises, claims, and conclusions.
- ✓ The essay includes consideration of possible counterarguments, counterclaims, and objections; and the bases on which they are refuted.
- ✓ All claims and informational statements that go beyond “common knowledge” are supported with evidence from authoritative sources that are appropriately cited and referenced.
- ✓ The conclusion reiterates the thesis statement, summarizes how it has been supported with premises, claims, and evidence, and indicates the implications of the position that has been taken.

This means that for this deliverable, your title page, abstract page and reference page, are not part of the seven (7) pages. The seven (7) pages are the body of the deliverable.

Therefore, a successful deliverable should include a title page in APA format 7th edition; an abstract page in APA format 7th edition; seven (7) pages of body in APA format 7th edition with all the elements needed and as described for Outcome #4; and a reference page that is in APA format 7th edition.

As described above, you should have at least five (5) authoritative sources and APA format must be used for citations and references.

Finally, you will write a reflection on the relative effectiveness of your argumentation, including specific lessons learned and recommendations for improvement. Your reflection should include an assessment of how well your argument supported your thesis, how it could be improved, and what you learned from the exercise.

Components	% of Grade
Construct an argument	60%
APA Style (Citations and References)	10%
Writing Mechanics	10%
Organization	10%
Reflection	10%
TOTAL	100%

Outcome 5: Interpersonal Communication Demonstration

Using an organizational or group situation with which you are familiar, construct a demonstration of interpersonal communication supported by audio-visual technology.

The demonstration will include a record of you delivering a message to an audience, either in real time or in simulation, such as a video or audio recording of a presentation. Consult your mentor regarding other audio-visual presentation tools that might work for your demonstration.

It will be accompanied by a written account of the following:

- ✓ A clearly identified message you plan to communicate;
- ✓ A clearly identified audience to receive the message, described in terms of the number of people in the audience, the reason they need to receive the message, and their characteristics (organizational role(s), cultural group(s) represented, preferred communication styles and methods, etc.);
- ✓ A strategy for communicating the message that includes its format, timing, delivery options, and how technology will be used to support the delivery and/or content of the message;
- ✓ A reflection on the relative effectiveness of the communication, including consideration of how well the message was delivered, how it was received, and how you gathered feedback from the audience regarding the effectiveness of the communication. The written reflection will also include specific lessons learned and recommendations for improvement.

<i>Components</i>	<i>% of Grade</i>
Utilize effective comm. skills	60%
Reflection	30%
Writing Mechanics	10%
TOTAL	100%

COURSE POLICIES

Late Assignments

There is no late assignment policy for this class as it is self-paced. However, you do have two quarters to complete the course; otherwise, you will receive a 0.0 grade and Boeing will seek the monies back for the course via payroll deduction.

Participation

Students who engage actively with the mentor are the most successful. There are opportunities to participate with other students in the same course via the discussion board, though this is not required.

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA format 7th edition style.

UNIVERSITY POLICIES

You are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

Non-Discrimination & Prohibition of Sexual Misconduct

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit <https://my.cityu.edu/titleix> or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at <https://www.cityu.edu/discover-cityu/about-cityu/> under the Policies section or at <https://www.cityuniversity.ca/about/>.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the University Catalog in the section titled [Academic Integrity Policy](#) under Student Rights & Responsibilities.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly. Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be found in the [University Catalog](#) in the section titled Attendance under Student Rights & Responsibilities.

Final Assignments Due Date

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

SUPPORT SERVICES

Disability Services Accommodations Statement

Students with documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at disability@cityu.edu or 206.2369.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with your course instructors.

Library Services

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services](#) online, 24 hours a day, seven days a week.

Smarthinking Tutoring

CityU students have 24/7 access to free online tutoring offered through Smarthinking, including writing support, from certified tutors. Contact CityU's Student Support Center at mycityusupport@cityu.edu to request a username and password.