### Course Overview

**Organizational Communication and its Social Context**
- SOIM-UB 9065
- 4 points

**Instructor Contact Information**
- Name: Frank Mulligan
- Email: fm60@nyu.edu
- Office Hours: Wednesday, 4:00pm - 5:00pm

**Class Time**
- Wednesdays, 5:00pm – 8:00pm

**Course Description**

**Communication: essential for career development & business success**

Every aspect of organizational life depends on communication: investor relations, financial reporting, customer service, information technology implementation, marketing, product development and more. All require effective speaking and writing skills for success.

In this course, you’ll learn business communication principles and apply them to specific assignments. You’ll also gain an understanding of the social impact of business through a comprehensive study of one company as a class, and another company in a small group.

In addition, you’ll also work on communication exercises that focus on stakeholders and how corporations communicate with them. Practical applications will include:

- Informative, persuasive and collaborative presentations and documents
- Successful team communication and leadership
- Effective management of tasks, time and deliverables
- Command of online media, including social media, multi-media and video.

**Course Objectives**

Effective communicators take the lead in the workplace, and much of your future success in business depends on managing communication effectively. As part of the Social Impact of Business Core, this course provides theoretical fundamentals in communication, applies communication strategy to oral and written business assignments, and focuses on how organizations communicate to their stakeholders.

**Grading Components**

Your final grade will be determined according to the following percentage breakdown.

- Individual grades – worth 67%
- Team grades – worth 33% (all team members get the same grade for a given assignment)

Participation and attendance are a significant part of the point system. This course incorporates the Undergraduate College policies for participation and attendance, as well as the ethical guidelines. The breakdown above may be subject to modification.
**Instructor Bio**

Frank Mulligan (MBA) has worked and lived in China for the past 17 years, and he has had a wide range of experience that has included engineering, management, diplomatic and teaching roles.

Frank has been lecturing and training for a number of years on subjects such as human resources, organizational behavior, communications and general management. In these roles he has assisted students to understand themselves; manage their careers; understand others’ motivations; and manage people/teams.

Frank previously served as the Chief Representative of Norman Broadbent Executive Search (UK) in China, as 1st Sec. (Commercial) for the Irish Embassy in Beijing, and as Strategic Planning Manager, Siemens Ltd. China. He started out as an IT Engineer in the mid-90’s in his native Ireland, and has lived in the US, Singapore, Hong Kong, Beijing and Shanghai. Before coming to China he was the Strategy Manager, Business Process Re-Engineering for PWC in Singapore.

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**Grading Expectations**

**A:** Excellent performance showing a thorough knowledge and understanding of the topics of the course; all work includes clear, logical explanations, insight, and original thought and reasoning.

**B:** Good performance with general knowledge and understanding of the topics; all work includes general analysis and coherent explanations showing some independent reasoning, reading and research.

**C:** Satisfactory performance with some broad explanation and reasoning; the work will typically demonstrate an understanding of the course on a basic level.

**D:** Passable performance showing a general and superficial understanding of the course’s topics; work lacks satisfactory insight, analysis or reasoned explanations.

**F:** Unsatisfactory performance in all assessed criteria.

**Required Activities**

**Teams, assignments, Blackboard 8.0, Turnitin**

Just as in the business world, a significant part of this course is based on teamwork and team assignments. You’ll be assigned to teams early in the course, and we’ll discuss the rights and responsibilities of the teams in class. Each team will need to meet on average once a week outside of class, either in person or virtually. In addition, this course requires two team meetings with the professor and/or the teaching fellow. Details will be explained in class.

Course materials will be managed by Blackboard, Turnitin, PowerPoint lectures, handouts, etc. that are available in electronic form will be posted to Blackboard or the class Google Group (due to scheduling differences between the NYU and Shanghai NYU calendars). You’ll be directed to post assignments to specific Blackboard of Google Group locations, unless paper versions are needed for classwork.

To do well in this course, you need to:

- Complete all individual and team assignments on time, both graded and ungraded.
- Follow the specific assignment requirements in this course outline
- Participate in class discussions
- Contribute to team assignments

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<thead>
<tr>
<th>Mobile Device Policy</th>
<th>Laptops, cell phones, smartphones, recorders, &amp; other electronic devices may <em>not</em> be used in class unless advance permission is given by the instructor.</th>
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<tbody>
<tr>
<td>Attendance Policy</td>
<td>NYU Shanghai has a strict policy about course attendance that allows no unexcused absences. Each unexcused absence will result in the deduction of three percentage points from the final grade. More than two unexcused absences will result in failure of the course.</td>
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<td>Students should contact their instructors to catch up on missed work but should not approach them for excused absences. All absence requests and excuses must follow the application procedure directions here: <a href="https://wikis.nyu.edu/pages/viewpage.action?pageId=30017155">https://wikis.nyu.edu/pages/viewpage.action?pageId=30017155</a>.</td>
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<td>Students are expected to arrive to class promptly both at the start of class and after breaks. Arriving more than 10 minutes late or leaving more than 10 minutes early can be considered an unexcused absence. Unexcused absences from exams are not permitted and will result in failure of the exam. If you are granted an excused absence from an exam by NYU Shanghai administration, your instructor will decide how you will make up the exam.</td>
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<td>This attendance policy also applies for classes involving a field trip or other off-campus visit. It is the student’s responsibility to arrive at the agreed meeting point on time.</td>
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<td>There will be no adjustment of attendance records after the end of the semester. If you wish to contest a marked absence, you must do so before you leave Shanghai; if you think that there may be a discrepancy about your attendance in class on a given day, ask the NYU Shanghai academic staff to let you look at the attendance record.</td>
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<td>Submission of Late Work</td>
<td>Written work due in class must be submitted during class time.</td>
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<td>Late work should be submitted in person to the Academic Assistant during regular office hours (9:30-6:00, Monday-Friday). The Academic Assistant will mark down the date and time of submission in the presence of the student. In the absence of the Academic Assistant, another member of the administrative staff can accept the work in person, following the same protocol.</td>
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<td>Work submitted within five weekdays will be penalized one portion of a grade for every day that it is late (so if it is late by one day, an assignment marked an “A” will be changed to an “A-,” and so on). Work submitted more than five days after the due date without an agreed extension will be given a zero.</td>
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<td>Please note that final essays must be submitted on time.</td>
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<td>Plagiarism Policy</td>
<td>The presentation of another person’s words, ideas, judgment, images or data as though they were your own, whether intentionally or unintentionally, constitutes an act of plagiarism.</td>
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<tr>
<td>Students must retain an electronic copy of their work until final grades are posted on Albert. They must be prepared to supply an electronic copy if requested to do so by NYU Shanghai. Not submitting a copy of their work upon request will result in automatic failure in the assignment and possible failure in the class. Penalties for confirmed cases of plagiarism are set out in the Student Handbook.</td>
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<td><strong>Required Text(s)</strong></td>
<td><strong>Required materials:</strong></td>
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| | 1. *Organizational Communication and Its Social Context (OC Text)*  
| | 2. *Guide to Presentations (GP)*  
   (Munter, Mary; Russell, Lynn. Prentice Hall Series in Advanced Communication, 2nd edition, 2006; available in NYU bookstore; 1st edition also acceptable.)  
   - IBM Global Study on Change: Inheriting a Complex World  
| | 4. Additional readings will be posted on Blackboard for online reading, or distributed during class. |
| **Class 1**  
*Fri., Aug. 31*  
*Fri., September 7* | **Introduction to the course; Introduction to Communication Strategy**  
Intro to Organizational Communication; aspects of theory; Communication strategy/intent; How do organizations communicate? |
| **Reading Assignment Due:** |
- *Guide to Presentations, Chapter 1* |
| **Class 2**  
*Wed., Sept. 5* | **Communications Strategy: Introduction to Corporate Communication; Introduction to McDonalds case.**  
Introduction to online communication tools.  
Stakeholder theory; Introduction to teams & Teamwork, Appreciative Inquiry for new teams |
| **Reading Assignment Due:** |
| - *Guide to Presentations, Chapter 2*  
- *Organizational Communications & its Social Context, Chapter 1* |
| Class 3  | Wed., Sept. 12 | Introduction to Team Benchmark Assign.  
Presentation Delivery Techniques for teams  
Storyboards/Planners  
Presentation Delivery Lab  
Team formation and development  
Corporate communications in networked society  

Reading Assignment Due:  
- “21st century Teamwork”  
- Guide to Presentations, Chapter 6 |
| Class 4  | Wed., Sept. 19 | Complete Team Benchmark Presentation on McDonalds (teams present) +  
Debrief;  
Introduction to business writing; Plain English. |
| Class 5  | Wed., Sept. 26 | Team Review of McDonalds  
Introduction to business writing strategies: structure, organization, persuasion, Plain English;  

Reading Assignment Due:  
- Guide to Presentations, Chapter 3 & 4  
- SEC A Plain English Handbook pp. 5-36 |
| Fall Break |  | Fall Break: October 1-5 |
| Class 6  | Wed., Oct. 10 | Document Design  
Business Research Techniques, Using Visual Aids and online tools. Designing a  
video presentation. Conducting effective online meetings & presentations.  

Reading Assignment Due:  
- How to Research a Company  
| Class 7  | Wed., Oct. 17 | Issues management  
Stages in the Issues Lifecycle  
Risk and the ‘Outrage Factor’  
The Issues Management Process  

Team Presentation 2: Company Profile. |
| Class 8  | Wed., Oct 24 | Strategic Corporate Communication  
Identifying Issues  
Managing Issues  
Persuasion  

Reading Assignment Due:  
- “Reputation and Its Risks” by Robert Eccles. HBR. (Blackboard)  
- Organizational Communications & its Social Context, Chapters 2 & 4 & 5 |

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| Class 9  | Team Presentation Planning  
| Class 9  | Applying Issue Concepts  
| Class 10 | Team Presentation 3: Persuasive Presentation - Strategic Issues Response  
| Class 10 | Facing the issues and recommending a course of action  
| Class 11 | Corporate Communication and its Social Context:  
| Class 11 | CSR and Social Impact  
| Class 11 | Team Dynamics and Team Performance; planning final presentation  
| Class 12 | Impromptu Speaking  
| Class 12 | Handling Q&A  
| Class 13 | Value Propositions  
| Class 13 | Elevator Pitches  
| Class 14 | Final team presentations  
| Class 14 | Class wrap-up  
| Class 15 | No class  

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*Organizational Communication and its Social Context: Fall 2012*

*NYU Shanghai*
Communication process or flows which generate and sustain organizations. Two assumptions: organizational production is optimized through optimizing social and technical systems a constant interchange exists between the work system and the broader environment. Meaning in work could be established through group assignments. Could give individuals a sense of self-determination that closer supervision and control could not achieve.