

SYLLABUS: COMM 3325 INTRO TO ORGANIZATIONAL COMMUNICATION AUTUMN 2024

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Office hours Zoom links and passwords in the Office Hours page in the Carmen Welcome and Resources module

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Course catalog description

Addresses prior and current approaches to the study of organizational communication. The course will be presented entirely online. Prereq: Not open to students with credit for 325.

Course description, learning goals, and outcomes

This course provides an introduction to the way we communicate within organizations. Class will be delivered entirely online through Carmen. Written assignments, discussions, exams and quizzes will aid student understanding and practice of organizational communication. Students may expect four contact hours per week of asynchronous instruction or related tasks.

Upon successful completion of the course, students will understand views of communication within an organization from an academic perspective.

- Students are able to analyze effective and ineffective current communication principles in real-world organizations.
- Students will be able to demonstrate proficiency in using effective communication skills to further the goals of an organization.

Students who successfully complete the course will understand effective strategies for leadership and management.

- Students will be able to differentiate historical and current views of management.
- Students will be able to recognize effective vs. ineffective leadership strategies.
- Students will be able to recognize elements of management and leadership strategies within a given organization.

Students who successfully complete the course will comprehend how effective communication principles can help organizations.

- Students will be able to distinguish differences between views of communication within organizations.
- Students will be able to apply concepts of communication within organizations to scenarios and case studies.

Mode of delivery

This course will be presented fully online. It will be in an asynchronous format with no required in-person or live meetings.

How this course works

- A new module will open in the Modules by Saturday morning of each week.
- The module will open with all contents for the week and they may be completed at any time prior to the posted due dates.
- Make sure you visit the module at the beginning of each week to read the Weekly Overview for announcements, updates and a to-do list for each week.

Course materials

Required

Kramer, M.W. & Bisel, R.S. (2021) *Organizational communication: A lifespan approach 2nd edition*. Oxford University Press; New York, NY. (print or [electronic version rental](#)) Use Code Student24 for a 10% discount. Supplemental readings will be provided on Carmen.

Grading and faculty response

Grading

Assignments will open at the beginning of the module and will be due Friday at 11:59 p.m. EDT/EST unless otherwise stated.

Assignment	Description	Points
Exam 1	Exam covering material presented in weeks 1-6 of the course. Questions will be multiple choice, true/false, matching and short answer. Study guide will be provided. This exam is open for a 48-hour period on Carmen.	60
Exam 2	Exam covering material presented after the midterm of the course. Questions will be multiple choice, true/false, matching and short answer. Study guide will be provided. This exam open for a 48-hour period on Carmen to allow students to plan around other finals.	60
Comprehension Quizzes	Quizzes are designed to assess your comprehension of the material presented in the readings and in lessons that week. Quizzes will be 5-10 multiple choice, true/false or matching questions. There will be 11 quizzes and your lowest will be dropped. Students will receive up to three attempts on each quiz.	10 @ 5 points = 50
Synthesis Assignments	At three points during the term, you will be asked to complete an assignment that demonstrates your knowledge of the course materials and your ability to apply this knowledge. The format for each assignment will include both table and essay elements. Each synthesis assignment should be completed in 3-5 pages including the table.	3 @ 20 points= 60
Group Discussions	A prompt will be provided relating to the course materials from that week. You will be asked to share your thoughts with the discussion group. Most of the discussions will be applying the concepts of that week to the organization you have selected to study this term. There will be 10 discussions with the lowest dropped at the end of the semester. Please review the Discussion Board Guidelines for guidance on posting. Initial post due Friday 11:59 p.m. and response to 2 group members the following Tuesday 11:59 p.m.	9 @ 10 points= 90 5 points for initial post 5 points for response posts
Total		320 points

See course schedule, below, for due dates

Late assignments

Policy for assignments

- Quizzes and exams are open for a duration of time and the window in Carmen will close. The quiz or exam will not be re-opened unless University or medical documentation is provided.
- Discussions will be subject to the late deduction if the initial post is not completed on time. Partial credit will be awarded to discussions with an initial post and no responses. At the response due date, the board will close and will not be re-opened. Students unable to participate in the discussion should follow the makeup procedure listed below and request an alternate assignment.
- Assignments are to be turned in (and fully uploaded) on time at 11:59 p.m. EDT/EST. At midnight, a 20% deduction will apply. There will be a 20% deduction for every day the submission is late. No submissions will be accepted after 4 days without University or medical documentation. It may take some time for your file to upload. Assignments are provided at the opening of the module, if not before. Technology issues at the last minute do not qualify for extensions.
- Each student may take advantage of a one-time, one-week extension during the semester. If you would like to utilize your extension, please email the instructor and TA. You do not need to provide an explanation. Please note, we will be keeping track and only one undocumented extension will be granted. This must be requested no later than the due date of the assignment and the work must be completed by the end of the following week.

Makeup request (excused absence)

Makeups or extensions due to medical issues or University-related travel may be requested and late penalties will be excused. Documented makeups should be requested prior to the due date if possible, even if documentation has not yet been obtained. In case of a medical matter or emergency, makeups should be requested within one week of the assignment deadline.

As these assignments are due late in the evening, the instructor may not be able to immediately respond to last minute requests for makeup. Please contact the instructor and TA as soon as you know a makeup will be necessary. We will review and get back to you as soon as we are able. Please do not send multiple messages with the same request if we are unable to answer immediately.

Most assignments are open for a week (sometimes more) and may be turned in at any time during the week. Please plan accordingly and do not wait until the last minute. Situations such as getting called into work at the last minute, transportation issues, falling asleep while studying, etc. are not eligible for documented makeup. Please see the one-time extension option listed above.

Providing documentation

Please do not send photos or videos as proof of your illness or injury. I often read student emails while eating at my desk or enjoying my coffee. Photos of this nature do not aid digestion.

If you are escorting a friend or family member to an appointment/ urgent care/ emergency room visit, please request a caretaker or companion excuse note from the facility. This should be requested at the time of the appointment and should be provided to you at no charge.

Grading scale

93–100: A
90–92.9: A-
87–89.9: B+
83–86.9: B
80–82.9: B-
77–79.9: C+
73–76.9: C
70 –72.9: C-
67 –69.9: D+
60 –66.9: D
Below 60: E

Please note: Carmen Canvas, OSU’s grading and class management software, does not round fractions up. Please take that into account in computing grades. I do not manually round up grades. There will be opportunities for extra credit for students who choose to earn those points.

C-REP (Communication Research Experience Program) Research Credits: All students enrolled in COMM 3325 may participate in the Communication Research Experience Program (“C-REP”) for extra credit. Participation is optional and may earn a maximum of 3 points to be applied to the final total of points. C-REP is designed to give students direct exposure to the topics, goals, methods, and ethical issues of communication research. Participation can take the form of:

- Completing three hours of C-REP research studies, OR
- Completing three C-REP alternative written assignments, OR
- Completing a combined total of three hours of research studies and alternative writing assignments. You should NOT wait until the last minute to sign up for participation. It is wise to complete this as early as possible, when demands on your time are the lightest. Please take the time to read the detailed C-REP Student Guide posted on the course website listed under Important Documents/Links. Please direct any questions regarding C-REP to Jessica Ryu at ryu.205@buckeyemail.osu.edu.

Attendance, participation, and discussions

Credit hour and work expectation

This is a 3-credit-hour course. According to Ohio State policy, students should expect around 3 hours per week of time spent on direct instruction (instructor content and Carmen activities, for example) in addition to 6 hours of homework (reading and assignment preparation, for example) to receive a grade of (C) average. [ASC Honors](#) provides an excellent guide to scheduling and study expectations.

Student participation requirements

Because this is a distance-education course, your attendance is based on your online activity and participation. Please expect to spend just as much time engaging with this class as you would an in-person course. The following is a summary of everyone's expected participation:

- **Reading:**

Textbook readings are listed in the syllabus and supplemental readings will be posted on Carmen. It is expected that you will complete the readings prior to engaging with any other materials for the week. Lectures are intended to go in-depth on topics, not to replace the readings or cover each and every topic fully. You must read to have the background knowledge to interact with the topics through lecture and activities.

- **Reviewing the module contents and weekly overview: 1x per week minimum by Monday of each week:**

A new module will be released each week in Carmen under Modules. Everything you need for the week will be in the module, unless otherwise stated in the Weekly Overview. The Weekly Overview will serve as an introduction and checklist for the week. You will receive information about what will be covered, learning objectives met and due dates for the week. You need to view this by **Monday evening** at the latest to be sure you aren't missing anything for the week.

- **Viewing lectures:**

All lectures for this course are pre-recorded and will be posted to Carmen at the opening of each module. Some lectures, or lessons, are in a written format with links to articles, videos and embedded materials to aid your interaction with the material with current real-life examples.

- **Office hours:**

We are available to help you to learn, understand, and grow as individuals. Office hours are digital via Carmen Zoom. I am on campus for a limited amount of time most weeks. Please email to request an in-person meeting.

Faculty feedback and response time

I am providing the following list to give you an idea of my intended availability throughout the course. (Remember that you can call **614-688-HELP** at any time if you have a technical problem.)

Grading and feedback

For weekly assignments, you can generally expect feedback within **7-10 days**. Written assignments can expect feedback within **2-3 weeks**.

E-mail

I will reply to e-mails within **24 hours Monday-Friday**.

Discussion and communication guidelines

The following are my expectations for how we should communicate as a class. Above all, please remember to be respectful and thoughtful.

Tone and civility: The School of Communication encourages students to practice professionalism in all communications, including those conducted online. The instructor and TA both work very hard to provide a positive learning experience. Let's maintain a supportive learning community where everyone feels safe and where people can disagree amicably. Remember that sarcasm doesn't always come across online. Please keep this in mind and remain civilized and respectful in your email and discussion board communications.

Emails, items turned in to Carmen (discussions, assignments, etc.) and social media posts that are disruptive to the proceedings of class or threatening (implicitly or explicitly) toward students, teaching assistants or instructors, violate the Student Code of Conduct and may be reported to the Office of Student Conduct.

The Counseling and Career Services [netiquette](#) (internet etiquette) guide provides students with tips for professional online communications.

Citing your sources: When we have academic discussions, please cite your sources to back up what you say. (For the textbook or other course materials, please use APA style. For online sources, be sure to include a link.)

Encouraging an optimal learning experience

Previous distance learning courses have provided insights from students on how to improve the learning experience and optimize outcomes. Here are a few tips from previous students to encourage your success in this online course:

- Students kept up with the Schedule and assignment due dates.
- Students made sure they had access to a reliable internet connection.

- Students had access to at least one reliable device and a backup plan in case of a technological issue.
- Students have made plans to back up work. OSU provides free access to data storage through [Microsoft One Drive](#).
- Students reported that completing assigned readings before viewing lectures helped them to be prepared to follow along with lectures and participate in discussions.
- Students scheduled time to complete activities at a steady pace during the week. Keeping a schedule prevented a last-minute rush and kept the workload manageable.
- Students approached the material by thinking about the connections between readings, lectures, and assignments.

Course technology

For help with your password, university e-mail, Carmen, or any other technology issues, questions, or requests, contact the OSU IT Service Desk. Standard support hours are available at <https://ocio.osu.edu/help/hours>, and support for urgent issues is available 24x7.

- **Carmen:**
 - Carmen, Ohio State's Learning Management System, will be used to host materials and activities throughout this course. To access Carmen, visit [Carmen.osu.edu](https://carmen.osu.edu). Log in to Carmen using your name.# and password. If you have not setup a name.# and password, visit my.osu.edu.
 - Help guides on the use of Carmen can be found at <https://resourcecenter.odee.osu.edu/carmen>
 - **This online course requires use of Carmen (Ohio State's learning management system) and other online communication and multimedia tools. If you need additional services to use these technologies, please request accommodations with your instructor.**
 - [Carmen accessibility](#)
- **Carmen Zoom:**
 - Office hours will be held through Ohio State's conferencing platform, Carmen Zoom. A separate guide to accessing Carmen Zoom and our office hours is posted on the course Carmen page under Files.
 - Students may use the audio and video functions if a webcam and microphone are available. If not, there is still a chat function within Carmen Zoom for the student to live chat with the professor or TA in the virtual office hours room.
 - [Carmen Zoom](#) help guide

- **Turnitin:**

- Students at The Ohio State University are accountable for the integrity of the work they submit. Therefore, you should be familiar with the guidelines provided by the [Committee on Academic Misconduct \(COAM\)](#) and [Section A of OSU's Code of Student Conduct](#) in order to meet the academic expectations concerning appropriate documentation of sources. In addition, OSU has made Turnitin, a learning tool and plagiarism prevention system, available to instructors. For this class, you will submit your papers to Turnitin from Carmen. When grading your work, I will interpret the originality report, following [Section A of OSU's Code of Student Conduct](#) as appropriate. For more information about Turnitin, please see [the vendor's guide for students](#). Note that submitted final papers become part of the OSU database.

- **Honorlock:**

Honorlock, an online proctoring tool, will be used during this course. Honorlock offers you flexibility to take your exams at the time and in the location of your choosing during the exam's availability window.

- **Technology requirements:** Students are required to have a webcam (USB or internal) with a microphone, allow for screen recording, and have a strong and stable internet connection. In addition, the full Chrome browser version 120+ is required to install the Honorlock Chrome Browser extension. Honorlock is incompatible with tablets or mobile devices.
- **Testing environment:** During the course of an exam, Honorlock will record the testing environment. Therefore, students should select private spaces for the exam session where disruptions are unlikely and where recording devices can be enabled. Instructions for Honorlock use will be provided.
- **Limitations:** To use Honorlock you must be **over 18 years of age** or have the Online Course Recording Waiver on file. Additionally, the tool has **limitations in its accessibility** for students reliant upon screen readers and keyboard navigation. Additional information on academic integrity at Ohio State and [recommended proctoring options](#) are available.
- **Academic integrity and academic misconduct:** Please note that while Honorlock settings may flag suspected cheating during exams, these automatic measures do not constitute a determination of academic misconduct. Any suspicion of misconduct will be referred to the [Committee on Academic Misconduct](#) and evaluated through a fair and transparent process.
- Students may request an in-person proctoring alternative to Honorlock or other online proctoring tools. The student is expected to contact the instructor as soon as possible to coordinate the accommodation.

- Students will not be permitted to take remotely proctored exams in their homes or residence halls unless they are willing to conduct a room scan. By choosing to take the exam in their home or residence hall, the student is consenting to the room scan of the area in which they take the exam.

Honorlock support is available 24/7/365. If you encounter any issues, you may contact them through live chat on the [support page](#) or within the exam itself. Or you can also reach out to carmen@osu.edu or call 614-688-HELP and talk to the Carmen eLearning team.

If you have concerns about using an online proctoring tool for the reasons listed above or in general, please work with your instructor to find an equivalent alternative.

- **Self-Service and Chat support:** <http://ocio.osu.edu/selfservice>
- **Phone:** 614-688-HELP (4357)
- **Email:** 8help@osu.edu
- **TDD:** 614-688-8743

Baseline technical skills necessary for online courses

- Basic computer and web-browsing skills
- Navigating Carmen

Necessary equipment

- Computer: current Mac (OS 14 Sonoma) or PC (Windows 11) with high-speed internet connection
- Web cam and microphone

Necessary software

- Word processor with the ability to save files under .doc, .docx, or .pdf.
- OSU students have access to Microsoft Office products free of charge. To install, please visit https://osuitsm.service-now.com/selfservice/kb_view.do?sysparm_article=kb04733

Other course policies

Student Academic Services

Arts and Sciences Advising and Academic Services' website provides support for student academic success. Information on advising issues such as tutoring, transfer

credits, academic standing, and contact information for Arts and Sciences advisors can be obtained through this website. The site is: <http://advising.osu.edu/welcome.shtml>

Student Services

The Student Service Center assists with financial aid matters, tuition and fee payments. Please see their site at: <http://ssc.osu.edu>

Copyright Disclaimer

The materials used in connection with this course may be subject to copyright protection and are only for the use of students officially enrolled in the course for the educational purposes associated with the course. Copyright law must be considered before copying, retaining, or disseminating materials outside of the course.

Diversity

The School of Communication at The Ohio State University embraces and maintains an environment that respects diverse traditions, heritages, experiences, and people. Our commitment to diversity moves beyond mere tolerance to recognizing, understanding, and welcoming the contributions of diverse groups and the value group members possess as individuals. In our School, the faculty, students, and staff are dedicated to building a tradition of diversity with principles of equal opportunity, personal respect, and the intellectual interests of those who comprise diverse cultures.

Religious Accommodations

Ohio State has had a longstanding practice of making reasonable academic accommodations for students' religious beliefs and practices in accordance with applicable law. In 2023, Ohio State updated its practice to align with new state legislation. Under this new provision, students must be in early communication with their instructors regarding any known accommodation requests for religious beliefs and practices, providing notice of specific dates for which they request alternative accommodations within 14 days after the first instructional day of the course. Instructors in turn shall not question the sincerity of a student's religious or spiritual belief system in reviewing such requests and shall keep requests for accommodations confidential.

With sufficient notice, instructors will provide students with reasonable alternative accommodations with regard to examinations and other academic requirements with respect to students' sincerely held religious beliefs and practices by allowing up to three absences each semester for the student to attend or participate in religious activities. Examples of religious accommodations can include, but are not limited to, rescheduling an exam, altering the time of a student's presentation, allowing make-up assignments to substitute for missed class work, or flexibility in due dates or research responsibilities. If concerns arise about a requested accommodation, instructors are to consult their tenure initiating unit head for assistance.

A student's request for time off shall be provided if the student's sincerely held religious belief or practice severely affects the student's ability to take an exam or meet an academic requirement and the student has notified their instructor, in writing during the first 14 days after the course begins, of the date of each absence. Although students are required to provide notice within the first 14 days after a course begins, instructors are strongly encouraged to work with the student to provide a reasonable accommodation if a request is made outside the notice period. A student may not be penalized for an absence approved under this policy.

If students have questions or disputes related to academic accommodations, they should contact their course instructor, and then their department or college office. For questions or to report discrimination or harassment based on religion, individuals should contact the **Office of Institutional Equity**. (Policy: **Religious Holidays, Holy Days and Observances**)

Title IX

Title IX makes it clear that violence and harassment based on sex and gender are Civil Rights offenses subject to the same kinds of accountability and the same kinds of support applied to offenses against other protected categories (e.g., race). If you or someone you know has been sexually harassed or assaulted, you may find the appropriate resources at <http://titleix.osu.edu> or by contacting the Ohio State Title IX Coordinator at titleix@osu.edu

Mental Health

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you or someone you know are suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life's Counseling and Consultation Service (CCS) by visiting ccs.osu.edu or calling **614-292-5766**. CCS is located on the 4th Floor of the Younk Success Center and 10th Floor of Lincoln Tower. You can reach an on call counselor when CCS is closed at **614-292-5766** and 24 hour emergency help is also available 24/7 **by dialing 988 to reach the Suicide and Crisis Lifeline**.

Academic integrity policy

Policies for this online course

- **Written assignments:** Your written assignments, including discussion posts, should be your own original work. In formal assignments, you should

follow **APA** style to cite the ideas and words of your research sources. You are encouraged to ask a trusted person to proofread your assignments before you turn them in--but no one else should revise or rewrite your work.

- **Reusing past work:** In general, you are prohibited in university courses from turning in work from a past class to your current class, even if you modify it. If you want to build on past research or revisit a topic you've explored in previous courses, please discuss the situation with me.
- **Falsifying research or results:** All research you will conduct in this course is intended to be a learning experience; you should never feel tempted to make your results or your library research look more successful than it was.
- **Using generative artificial intelligence:** Generative artificial intelligence, such as Chat GPT should not be used to complete work in this course, unless explicitly stated in the assignment directions. While it may be useful for finding sources or gathering ideas, an assignment completed using generative AI does not adequately demonstrate your comprehension and application of the course materials. Use of generative AI outside of approved assignments is considered academic misconduct and will be reported to the Committee on Academic Misconduct.

Academic Misconduct

It is the responsibility of the Committee on Academic Misconduct to investigate or establish procedures for the investigation of all reported cases of student academic misconduct. The term "academic misconduct" includes all forms of student academic misconduct wherever committed; illustrated by, but not limited to, cases of plagiarism and dishonest practices in connection with examinations. Instructors shall report all instances of alleged academic misconduct to the committee ([Faculty Rule 3335-5-48.7 \(B\)](#)). For additional information, see the [Code of Student Conduct](#).

Accessibility accommodations for students with disabilities

Requesting accommodations

The university strives to maintain a healthy and accessible environment to support student learning in and out of the classroom. If you anticipate or experience academic barriers based on your disability (including mental health, chronic, or temporary medical conditions), please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion.

If you are ill and need to miss class, including if you are staying home and away from others while experiencing symptoms of a viral infection or fever, please let me know immediately. In cases where illness interacts with an underlying medical condition, please consult with Student Life Disability Services to request reasonable accommodations. You can connect with them at slds@osu.edu; 614-292-3307; or slds.osu.edu.

Course schedule (tentative)

All due dates are Friday 11:59 p.m. EST/EDT unless otherwise stated.

1	8/20-8/23	Introduction and Welcome	(All readings assume Textbook unless otherwise stated. Supplemental readings in Carmen.) Chapter 1	Join a group/ Syllabus quiz/ Introduction Discussion
2	8/24-8/30	Socialization	Chapters 2 and 3	Socialization Discussion and Quiz
3	8/31-9/6	Culture	Chapter 6 and Conrad and Poole Chapter 5	Culture Discussion and Quiz
4	9/7-9/13	Technology	View: CNBC Marathon “How Work is Changing”	Technology Discussion and Quiz
5	9/14-9/20	Classical Management	Chapter 4 Miller Chapter 4	Classical Discussion and Quiz
6	9/21-9/27	Systems	Luschinger & Dock Chapters 4 & 5	Systems Discussion and Quiz

7	9/28-10/4	Human Relations	Hawkins, 1956 article Morse, 1970 article Wijewardena, et al., 2017 article	Human Relations Discussion and Quiz
8	10/5-10/11	Comparing Theoretical Approaches Autumn Break (Thursday-Friday)		Synthesis Assignment 1 due 10/9 at 11:59 p.m.
9	10/12-10/18	Exam		Exam 1 opens 10/17 at 12:00 a.m. and closes 10/18 at 11:59 p.m.
10	10/19-10/25	Leadership and organizational members	Chapters 7 and 8	Leadership Discussion and Quiz
11	10/26-11/1	Conflict and Power	Chapters 10 and 11	Conflict Discussion and Quiz
12	11/2-11/8	Decision Making	Chapter 9	Synthesis Assignment 2 due 11/8 at 11:59 p.m.
13	11/9-11/15	Globalization and Identity Veteran's Day (Monday)	Chapters 12 and 13	Identity and Diversity Discussion and Quiz
14	11/16-11/22	Strategic Alignment	Eisenberg, et al. Chapter 10	Strategic Alignment Discussion and Quiz
15	11/23-11/29	Transitions and Exits	Chapters 14 and 15	

		Thanksgiving Break (Wednesday- Friday)		
16	11/30- 12/4	Exam 2 Review	Study Guide	Synthesis Assignment 3 due 12/4 at 11:59 p.m.
Exam		Exam 2		Opens 12/9 at 12:00 a.m. and closes 12/10 at 11:59 p.m.

Supplemental Readings

Eisenberg, E.M., Goodall, H.L., and Trethewey, A.. (2014). *Organizational communication: Balancing creativity and constraint* (7th edition). Bedford/St. Martin's; Boston, MA.

Hawkins, T.H. (1955). Management and Human Relations. *Nature*, 177(4500):161-162. doi: 10.1038/177161A0

Luchsinger, V. & Dock, T. (1976). *The systems approach: A primer*. Kendall Hunt; Debuque, IA.

Miller, K. (2014) *Organizational Communication: Approaches and processes*. Centage Learning/Wadsworth; Stamford, CT.

Morse, G. (1979) Human Relations Management: Concerns for the Future. *Management Review*, 68, (6); ProQuest 47.

Wijewardena, N., Härtel, C. E., & Samaratunge, R. (2017). Using humor and boosting emotions: An affect-based study of managerial humor, employees' emotions and psychological capital. *Human Relations*, 70(11), 1316-1341. <https://doi.org/10.1177/0018726717691809>