

SYLLABUS: COMM 4556
INFORMATION TECHNOLOGY AND ORGANIZATIONAL COMMUNICATION

Instructor: Dr. Jingbo Meng

Email address: meng.28@osu.edu

Class time: TuTh 2:20 pm – 3:40 pm EST

Office hour: Th 11:00 am – 12:00 pm EST on Zoom

Instruction Mode: Hybrid

Classroom: Page Hall 060 and Zoom

Course Information

Course description

Communication plays a vital role in the success and failure of almost any organization. To support their communication processes and to increase their performances, organizations use various information technologies and technological networks. Thus, the course will demonstrate the influence of these technologies on communication and knowledge networks, and how technology changes the daily work of organizations, teams, and individuals. Students will learn about technologies that impact organizational communication patterns, new organizational forms, and new challenges for organizational members as users of information technologies in a global business environment.

Course outcomes

Students who have successfully completed this course will:

- understand the role of information technology in organizations
- analyze organizational communication related theories as they apply to our society
- apply concepts to current events and case studies

Mode of delivery

This hybrid course has two planned parts per week: a Tuesday session and a Thursday session. We will typically have Tuesday as the in-person session and Thursday as the online session. The online session may be either asynchronous or synchronous via zoom. Thursday sessions that are online are listed in the syllabus scheduled in red font with their mode listed.

How this course works

A Carmen module will open for each week with everything you need to complete the week's materials and assignments. Each week follows a theme. The asynchronous component will ask students to look at this topic from their individual perspective.

Course materials

Reading list

Kapoor, R., & Lee, J. M. (2013). Coordinating and competing in ecosystems: How organizational forms shape new technology investments. *Strategic Management Journal*, 34(3), 274-296.

Zammuto, R. F., Griffith, T. L., Majchrzak, A., Dougherty, D. J., & Faraj, S. (2007). Information technology and the changing fabric of organization. *Organization Science*, 18(5), 749-762.

Sarker, S., Ahuja, M., Sarker, S., & Kirkeby, S. (2011). The role of communication and trust in global virtual teams: A social network perspective. *Journal of Management Information Systems*, 28(1), 273-310.

Riva, G., & Waterworth, J. A. (2014). Being present in a virtual world. *The oxford handbook of virtuality*, 205-221.

Keppler, S. M., & Leonardi, P. M. (2023). Building relational confidence in remote and hybrid work arrangements: novel ways to use digital technologies to foster knowledge sharing. *Journal of Computer-Mediated Communication*, 28(4), zmad020.

Vitak, J., & Zimmer, M. (2023). Surveillance and the future of work: exploring employees' attitudes toward monitoring in a post-COVID workplace. *Journal of Computer-Mediated Communication*, 28(4), zmad007.

Treem, J. W., Dailey, S. L., Pierce, C. S., & Leonardi, P. M. (2015). Bringing technological frames to work: How previous experience with social media shapes the technology's meaning in an organization. *Journal of Communication*, 65(2), 396-422.

Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. *Organization Science*, 6(2), 204-223.

Podolny, J. M., & Hansen, M. T. (2020). How Apple is organized for innovation. *Harvard Business Review*, 98(6), 86-95.

Wu, Y. J., Antone, B., DeChurch, L., and Contractor, N. (2023). Information sharing in a hybrid workplace: understanding the role of ease-of-use perceptions of communication technologies in advice-seeking relationship maintenance. *Journal of Computer-Mediated Communication*, 28, zmad025.

Course Requirement and Faculty Response

In-class Assignments (5 points per assignment, 30 points in total): In-class assignments are an opportunity for students to (1) apply the theoretical concepts learned in a week to case studies and scenarios, or (2) extend the content learned that week with videos or interviews with experts. In-class assignments are completed as individuals and should be completed by the end of the day on Fridays. Late assignments are not accepted in this class.

Team Exercise (5 points): There will be one team exercise where students are asked to work together on a class topic. The exercise will allow you to learn about views and attitudes of fellow students and how to take those different thoughts into

consideration to discuss the topics and/or to come to a mutual decision. It is also an exercise to deepen students' understanding of group decision making and virtual teams.

Mini Presentation (10 points): Each week there will be 1-2 readings assigned to the class. While everyone is expected to read, there will be a reading presentation for your favorite piece. The presentation may be individual or in 2-3 people groups. The presentation should summarize the reading and then go beyond, connecting the reading to course concepts and demonstrating relevance to the overall themes of the course. Students are also encouraged to point out the aspects in the reading that are intellectually challenging. Each presentation may be roughly 6-7 minutes and include slides to be shared with the audience.

Exams (90 points in total, 50 points for exam 1 and 40 points for exam 2): Exams for this course will be multiple choice, true/false, and short answer. Exams are not cumulative. The exams will be on Carmen and open for a 24-hour period.

Final projects: Students may work in 2-3 person teams on a final project that gives you the opportunity for a more in-depth topic reflection and to apply your new knowledge based on the lectures of the class. The project will be broken into two parts:

- **Project prospectus (10 points)-** 1-page prospectus will provide a clear statement of the topic and a key question to be answered in the project along with 5 references to bring to the meeting with the instructor. There will be three choices for the project. Details will be instructed in class. Students are also expected to participate in the project prospectus meeting to receive feedback from the instructor. Students need to revised their prospectus based on the feedback and extend it into the final short paper.
- **Revised prospectus and extend to a short paper (20 points)** - the paper will be a 5-page long, double-spaced, involving narratives and arguments extended from the prospectus.

Quiz (10 points)

There will be 5 quizzes in the form of graded survey posted on Carmen in relevant lectures. The purpose of the quiz is to familiarize you with the type of questions that will appear in your exams, to test your understanding of the course materials, and as a tool to take attendance without notification in advance. As long as you are present and submit the quiz, you will receive the points. You have to submit the quiz by its deadline. **No** late submissions will be accepted.

Makeup request

Makeups should be requested prior to the due date, even if documentation has not yet been obtained. As these assignments are due late in the evening, the instructor may not be able to respond immediately to last minute requests for makeup. We will respond as soon as we are able. Please contact the instructor and TA as soon as you know a makeup will be necessary. If it is an

emergency situation at the due date, a makeup needs to be requested within one week of the due date.

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.

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 large weekly assignments, you can generally expect feedback within **7-10 days**.

E-mail

I will reply to e-mails within **24 hours on school days**.

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:** 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 and is not always appreciated in-person. The instructor and TA both work very hard to provide a positive learning experience. Please keep this in mind and remain civilized and respectful in your class 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.)

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.
- **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 X) or PC (Windows 7+) with high-speed internet connection
- Web cam and microphone

Necessary software

- Word processor with the ability to save files under .doc, .docx, .rtf, or .pdf. Most popular word processing software programs including Microsoft Word and Mac Pages have these abilities.
- 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

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](#).

Disability Services

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.

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.

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.

Intellectual Diversity Statement

Ohio State is committed to fostering a culture of open inquiry and intellectual diversity within the classroom. This course will cover a range of information and may include discussions or debates about controversial issues, beliefs, or policies. Any such discussions and debates are intended to support understanding of the approved curriculum and relevant course objectives rather than promote any specific point of view. Students will be assessed on principles applicable to the field of study and the content covered in the course. Preparing students for citizenship includes helping them develop critical thinking skills that will allow them to reach their own conclusions regarding complex or controversial matters.

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 Younkin 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.

Creating an environment free from harassment, discrimination, and sexual misconduct.

The Ohio State University is committed to building and maintaining a community to reflect diversity and to improve opportunities for all. All Buckeyes have the right to be free from harassment, discrimination, and sexual misconduct. Ohio State does not discriminate on the basis of age, ancestry, color, disability, ethnicity, gender, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, pregnancy (childbirth, false pregnancy, termination of pregnancy, or recovery therefrom), race, religion, sex, sexual orientation, or protected veteran status, or any other bases under the law, in its activities, academic programs, admission, and employment. Members of the university community also have the right to be free from all forms of sexual misconduct: sexual harassment, sexual assault,

relationship violence, stalking, and sexual exploitation. To report harassment, discrimination, sexual misconduct, or retaliation and/or seek confidential and non-confidential resources and supportive measures, contact the Office of Institutional Equity:

1. Online reporting form at <http://civilrights.osu.edu/>,
2. Call 614-247-5838 or TTY 614-688-8605,
3. Or Email civilrights@osu.edu

The university is committed to stopping sexual misconduct, preventing its recurrence, eliminating any hostile environment, and remedying its discriminatory effects. All university employees have reporting responsibilities to the Office of Institutional Equity to ensure the university can take appropriate action:

- All university employees, except those exempted by legal privilege of confidentiality or expressly identified as a confidential reporter, have an obligation to report incidents of sexual assault immediately.
- The following employees have an obligation to report all other forms of sexual misconduct as soon as practicable but at most within five workdays of becoming aware of such information: 1. Any human resource professional (HRP); 2. Anyone who supervises faculty, staff, students, or volunteers; 3. Chair/director; and 4. Faculty member.

Other Related Resources

Academic integrity policy

Policies for this hybrid 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.

Ohio State Code of Student Conduct – AI Use

"All students have important obligations under the Code of Student Conduct to complete all academic and scholarly activities with fairness and honesty. Our professional students also have the responsibility to uphold the professional and ethical standards found in their respective academic honor codes. Specifically, students are not to use "unauthorized assistance in the

laboratory, on field work, in scholarship or on a course assignment” unless such assistance has been authorized specifically by the course instructor. In addition, students are not to submit their work without acknowledging any word-for-word use and/or paraphrasing” of writing, ideas or other work that is not your own. These requirements apply to all students — undergraduate, graduate, and professional.”

Course schedule (tentative)

	Week 1: Welcome and Understanding Organizations	Important dues
8/26 8/28	<p>Tuesday: Welcome and Syllabus (In person)</p> <ul style="list-style-type: none"> Understanding Organizations <p>Thursday: Zoom, synchronous</p> <ul style="list-style-type: none"> Understanding Organizations Traditional Strategies of Organizing <p>Reading: Syllabus</p>	
	Week 2: Organizational System Design	
9/2 9/4	<p>Tuesday: Organizational System Design (In person)</p> <p>Thursday: Online, asynchronous</p> <ul style="list-style-type: none"> Read “<i>How Apple is Organized for Innovation</i>” and answer questions in the study guide for in-class assignment 1. <p>Weekly Recommended Reading for mini presentation: Kapoor & Lee (2013)</p>	In-Class Assignment 1 due Thursday midnight
	Week 3: New Models of Organization	
9/9 9/11	<p>Tuesday: New Models of Organization (In person)</p> <p>Thursday: Online, asynchronous</p> <ul style="list-style-type: none"> Watch “The future of work: is your job safe?” to learn about digital nomads and workplace surveillance, then answer questions in the study guide for in-class assignment 2. <p>Weekly Recommended Reading for mini presentation: Zammuto et al. (2007)</p>	In-Class Assignment 2 due Thursday midnight
	Week 4: Groups as Relational Organizing Strategies	
9/16 9/18	<p>Tuesday: Groups as Relational Organizing Strategies (In person)</p>	In-Class Assignment 3 due Thursday midnight

	<p>Thursday: Online, asynchronous</p> <ul style="list-style-type: none"> ▪ Watch “How are offices changing” and read the article “Using data to design your hybrid work policies”, then answer questions in the study guide for in-class assignment 3. <p>Weekly Recommended Reading for mini presentation: Sarker et al. (2011); Szelwach & Matthews (2021)</p>	
	Week 5: Continued Group Strategies for Organizing	
9/23 9/25	<p>Tuesday: Group Strategies for Organizing – Hidden Profile (In person)</p> <p>Thursday: Online, asynchronous</p> <ul style="list-style-type: none"> ▪ Read “What roles could generative AI play on your team?” and answer questions in the study guide for in-class assignment 4. <p>Weekly recommended Reading for mini presentation: Keppler & Leonardi (2023); Vitak & Zimmer (2023)</p>	In-Class Assignment 4 due Thursday midnight
	Week 6: Virtual teams	
9/30 10/2	<p>Tuesday: Virtual teams (In person)</p> <ul style="list-style-type: none"> ▪ Form groups for mini presentations <p>Thursday: Zoom, synchronous</p> <ul style="list-style-type: none"> • Virtual team exercise (attendance is important) <p>Weekly recommended Reading for mini presentation: Treem et al. (2015); Wu, Antone, DeChurch, & Contractor (2023)</p>	
	Week 7: Review for Mid-term	
10/7 10/9	<p>Tuesday: Catch-up lecture; Review for the midterm exam; Mini-presentation instructions and work in groups (In person)</p> <p>Thursday: Review on your own for the midterm exam. Q&A on Zoom.</p>	
	Week 8: Midterm and Break	
10/14 10/16	<p>Tuesday: Complete Midterm Exam Online</p> <p>Thursday: No class, Autumn Break</p>	

	Week 9: Mini-presentation week	
10/21 10/23	Tuesday: Mini-presentation I (In person) Thursday: Mini presentation II (Zoom, synchronous)	
	Week 10: Media Selection and Social Influence Model of Technology Use in Organizations I	
10/28 10/30	Tuesday: Media Selection and Adoption in Organizations (In person) <ul style="list-style-type: none"> Instructions for final group project Thursday: Online, asynchronous <ul style="list-style-type: none"> Read “5 ways to future-proof your career in the age of AI?” and answer questions in the study guide for in-class assignment 5. 	In-Class Assignment 5
	Week 11: Media Selection and Social Influence Model of Technology Use in Organizations II	
11/4 11/6	Tuesday: Social Influence Model of Technology Use (In person) <ul style="list-style-type: none"> Start Social Networks Thursday: Online, asynchronous <ul style="list-style-type: none"> Watch “What does a relational approach to people analytics mean for HR?” and answer questions in the study guide for in-class assignment 6. 	In-Class Assignment 6
	Week 12: Social Networks and Organizational Communication	
11/11 11/13	Tuesday: Veterans Day, No Class Thursday: Online, asynchronous. <ul style="list-style-type: none"> Social networks exercise 	
	Week 13: Social Networks Continue.	
11/18 11/20	Tuesday: Social Networks Continue. (In person) Thursday: Zoom, synchronous. <ul style="list-style-type: none"> Project Prospectus Meeting I 	
	Week 14: Enterprise Social Media	
11/25 11/27	Tuesday: Enterprise Social Media (TBD) Thursday: Thanksgiving, No Class	

	Week 15: Wrap up and Review	
12/2	Tuesday: Catch up on lectures; Review for Exam 2 (TBD)	
12/4	Thursday: Zoom, synchronous. <ul style="list-style-type: none"> • Project Prospectus Meeting II 	
	Week 16: Exam 2 and Submit Final Paper	
12/9	Complete Exam 2 Online	
12/12	Submit your final group project paper	Due midnight