

**COMM 4556: Information Technology and Organizational Communication**  
***Hybrid Class***

The Ohio State University  
School of Communication

**Instructor:**

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Office Hours:

*Please see on Carmen/Canvas Homepage*

**Course Objectives:**

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.

*Why exactly should I be interested in that topic?*

Well, we all know that we need to cooperate with other people. We also know that more and more communication technologies are used to support cooperation. We also may know that work environments get more dynamic and complex. With a lot of practical examples, important research findings, and in-class discussions, the class will help you to understand the changing motivations and needs of the people around you and how communication technology influences your own communication behavior in modern work environments. See

it as chance to prepare for the communication challenges in the organizations/companies that you will eventually join.

*What do I need to do for class?*

Be there, participate in class activities and assignments, take your notes, ask questions if you are not sure about a topic, and feel free to comment on things based on your own experiences and ideas. The more you are willing to contribute to class discussions, the better the chance to make it a really good learning experience for all of us.

This class is a hybrid class with a combination of in-class lectures and online activities/tasks. While the goal of online teaching is to increase learning flexibility and efficiency, students are more challenged to set up their own learning schedule and pace. It is important to keep an oversight of all the online assignments and deadlines to complete the class successfully. All necessary information to do so is posted on Carmen, is part of this syllabus, or is provided in class.

**Class is:** Tuesday and Thursday  
12:40 to 1:35 p.m.  
Room: Orton Hall 110

**Used Text:**

Readings will be posted under Modules on Carmen (also listed in the schedule and at the end of the syllabus). However, there are some additional books about technology use and communication in organizations that are helpful to understand the class topics, e.g.:

DeSanctis, G. & Fulk, J. (Eds.) (1999). Shaping organizational form: Communication, connection, and community. Newbury Park, CA: Sage.

Eisenberg, E. M., Goodall Jr., H. L., Trethewey, A. (2014). Organizational Communication: Balancing Creativity and Constraint (7th ed.). Bedford/St. Martin's

**Class Web site via Carmen/Canvas:**

*Please be sure to check Carmen at least twice a week for news, changes,...*

**Accessibility Accommodations for Students with Disabilities**

The University strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability (including mental health, chronic or temporary medical conditions), please let me know via email immediately so that we can privately discuss options. You are also welcome to register with Student Life Disability Services to establish reasonable accommodations. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. SLDS contact information: [slds@osu.edu](mailto:slds@osu.edu) ; 614-292-3307; [slds.osu.edu](http://slds.osu.edu) ; 098 Baker Hall, 113 W. 12th Avenue.

**Academic Integrity and Academic Misconduct**

It is imperative that all work you submit be your own. When you use someone else's ideas, you must give proper credit to the original author(s). Please adhere to the 5<sup>th</sup> edition of the APA manual of style when citing others' work.

According to the Committee on Academic Misconduct "Academic misconduct is defined as any activity which tends to compromise the academic integrity of the institution, or subvert the educational process." Further, the term "academic misconduct" includes all forms of student academic misconduct wherever committed and is 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 3335-5-487). It is the responsibility of the Committee of Academic Misconduct to investigate or establish procedures for the investigation of all reported cases of student academic misconduct. For additional information, see the Code of Student Conduct (<http://studentlife.osu.edu/csc/>).

**Exams**

The information taught before an exam will be tested on this exam. It will be not tested on the following exams again (exams in this class are not cumulative).

Exams will be multiple-choice (please bring a #2 pencil on exam days), based on the material from the readings and class discussions. Make-up exams will only be offered for medical or other similar, legitimate reasons.

Failure to take any exam will result in a zero for the exam.

Late Arrival: I reserve the right to exclude students from the exam if they arrive late. Exclusion will result in a zero for the exam.

**In-Class Assignments (ICA)**

On most lecture days, there will be unannounced In-Class Assignments (12 over the whole semester) where you should take a few minutes to work on an assigned topic. ICAs must be completed during class. They should help you to reflect specific topics of the actual lecture.

One of them provides the opportunity of bonus points. Only 11 of the 12 ICAs are necessary to obtain the chance to score 100% in this class.

*(Example: You have completed all 12 ICAs successfully = 11 regular points + 1 bonus point; you have completed 11 ICAs successfully = 11 regular points and 0 bonus points.)*

**In-Class Exercises (ICE)**

There will be two in-class exercises where students are asked to work together on a class topic. Those exercises 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.

**Online Assignments (OA)**

This class is a hybrid class with a significant amount of online work and a reduced number of in-class lectures. The overall goal is to increase learning flexibility and effectiveness and to adapt the course to the changing environment of higher education. Students are asked to complete 12 online assignments throughout the semester which are based on class discussions, handout, students' notes, and

additional scholarly work. Instructions/questions will be accessible at noon on Fridays and have to be completed by the following Monday to receive credit (see deadlines in the syllabus). Some of the online assignments build on each other and should be treated as one bigger project. You can miss one of the 12 online assignments and still score 100% in this class. If you complete all of them, you can earn 3 bonus points.

### **Team-Presentations**

At the beginning of the semester, students will be assigned to one of eight different topics. In teams of two, they are asked to prepare a 10-minute presentation/statement about the topic based on reviewed literature. The presentations will take place throughout the semester (see class schedule). Students who miss the group assignment day (see class schedule) are responsible to find a team by the end of the second week of the semester and to inform the instructor with whom they are going to present. Students with no team cannot get credit for this assignment. Excellent presentations will be awarded with one excellence/bonus point. Further instructions will be provided at the beginning of the semester.

Not attending the team presentations given by classmates is strongly frowned upon. Thus, students earn 1 point for each of those presentation days they attend. The attendance points are official points which count toward the final grade. Students can miss one of those days and still score 100% in this class.

### **Grade Distribution**

In-Class Assignments	9% (11 points – 11*1)
In-Class Exercises	5% (6 points – 2*3)
Online Assignments	27% (33 points - 11*3)
Team Presentation	7% (8 points)
Presentation Attendance	5% (6 points – 6*1)
2 Exams (weighted equally)	47% (56 points – 2*28)
<i>Total</i>	<i>100% (120 points)</i>

**Grade Change Requests**

Students are strongly encouraged to check posted points for all assignments and exams regularly on Carmen. The deadline for requesting any score changes (in case of score posting errors) for assignments or exams taken during the semester is the first day of the last week of regular classes, Monday, 4/20/2020. However, any missing points have to be reported 14 days after posting of the score in question. Later requests will not be considered.

**Makeup of missed Assignments**

Taking missed assignments late will only be allowed for serious, legitimate reasons (documentation needed like doctor's note). Students are required to inform the instructor before the originally scheduled assignment/exam time. Otherwise, a makeup opportunity cannot be granted. If a student is missing more than 3 assignments throughout the semester, make-up opportunities cannot be granted even if documentation is presented.

**Class Schedule and Reading List**

<b>Day</b>	<b>Date</b>	<b>Topic</b>	<b>Reading</b>
<b>January</b>			
T	7	Course Overview and Introduction	
R	9	Team Presentation Assignment	
T	14	Communication Technology and Organizational Form	Zammuto et al (2007)
R	16	Communication Technology and Organizational Form (cont.)	
M	20	<i>Martin Luther King Day</i>	
T	21	In Search of a New Organizational Model	Kapoor & Lee (2013)
R	23	Communication Technology for Global Network Organizations	Sarker et al (2011)
M	27	<i>Online Assignment 1 Due 11:59 p.m.</i>	
T	28	Network and Internet Technology	
R	30	Use of Internet Technology at Companies - In-Class Exercise 1	
<b>February</b>			
M	3	<i>Online Assignment 2 Due 11:59 p.m.</i>	

T	4	Information Technology and the Transformation of Work	
R	6	Companies on the Internet Team Presentation 1	
M	10	<i>Online Assignment 3 Due 11:59 p.m.</i>	
T	11	Shaping Electronic Communication	Bansler & Havn (2003)
R	13	Technology Use at the Workplace Team Presentation 2	
M	17	<i>Online Assignment 4 Due 11:59 p.m.</i>	
T	18	<b>Exam I</b>	
R	20	Analyzing Technology in Organizations Intro Online Assignment 5	
M	24	<i>Online Assignment 5 Part 1 Due 11:59 p.m.</i>	
T	25	Team Based Organizations and Communication Flows	Tannenbaum et al (2012)
R	27	Teamwork in modern Companies Team Presentation 3	
<b>March</b>			
M	2	<i>Online Assignment 5 PART 2 Due 11:59 p.m.</i>	
T	3	Organizational Culture, Communication Effectiveness, and Technology Use	Leidner & Kayworth (2006)



R	5	Organizations and their Cultures Team Presentation 4	
M-F	9-13	<i>Spring Break</i>	
M	16	<i>Online Assignment 5 PART 3 Due 11:59 p.m.</i>	
T	17	Improving Organizational Culture - In-Class Exercise 2	
R	19	Communication in Networked Organizations	Garner (2006)
M	23	<i>Online Assignment 6 Due 11:59 p.m.</i>	
T	24	The Dark Side of new Organizational Forms	Seo & La Paz (2008)
R	26	Today's working conditions and environments Team Presentation 5	
M	30	<i>Online Assignment 7 Due 11:59 p.m.</i>	
T	31	Computer-Mediated Communication	Ou et al (2013) & Zur & Zur (2011)
<b>April</b>			
R	2	The Influence of Computer- mediated communication on Employees Team Presentation 6	
M	6	<i>Online Assignment 8 Due 11:59 p.m.</i>	
T	7	Knowledge Management	McIver et al (2013)

R	9	The Process of Technology Implementation Team Presentation 7	
M	13	<i>Online Assignment 9</i> <i>Due 11:59 p.m.</i>	
T	14	Virtual Reality and Work	Hyrkkänen et al (2012)
R	16	Companies efforts of Confidentiality and Internet Security Team Presentation 8	
M	20	<i>Online Assignment 10</i> <i>Due 11:59 p.m.</i>	
<b>R</b>	<b>23</b> <b>2:00–2:55 p.m.</b>	<b>Final Exam</b>	

### Caveat

I reserve the right to update or change portions of this syllabus in order to make the class a better experience for everyone. Any changes will be posted to Carmen.

### Readings

#### Topic: Communication Technology and Organizational Form

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.

#### Topic: In Search of a New Organizational Model

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.

**Topic: Communication Technology for Global Network Organizations**

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.

**Topic: Shaping Electronic Communication**

Bansler, J. P., & Havn, E. (2003, November). Technology-use mediation: Making sense of electronic communication in an organizational context. In *Proceedings of the 2003 International ACM SIGGROUP Conference on Supporting Group Work* (pp. 135-143). ACM.

**Topic: Team Based Organizations and Communication Flows**

Tannenbaum, S. I., Mathieu, J. E., Salas, E., & Cohen, D. (2012). Teams are changing: Are research and practice evolving fast enough?. *Industrial and Organizational Psychology*, 5(1), 2-24.

**Topic: Organizational Culture, Communication Effectiveness, and Technology Use**

Leidner, D. E., & Kayworth, T. (2006). Review: a review of culture in information systems research: toward a theory of information technology culture conflict. *MIS quarterly*, 30(2), 357-399.

**Topic: Communication in Networked Organizations**

Garner, J. D. (2006). Masters of the universe? Resource dependency and interorganizational power relationships at NASA. *Journal of Applied Communication Research*, 34(4), 368-385.

**Topic: The Dark Side of new Organizational Forms**

Seo, D., & La Paz, A. I. (2008). Exploring the dark side of IS in achieving organizational agility. *Communications of the ACM*, 51(11), 136-139.

**Topic: Computer-Mediated Communication**

Ou, C. X., Sia, C. L., & Hui, C. K. (2013). Computer-mediated communication and social networking tools at work. *Information Technology & People*, 26(2), 172-190.

Zur, O., & Zur, A. (2011). On digital immigrants and digital natives: How the digital divide affects families, educational institutions, and the workplace. *Zur Institute*.

**Topic: Knowledge Management**

McIver, D., Lengnick-Hall, C. A., Lengnick-Hall, M. L., & Ramachandran, I. (2013). Understanding work and knowledge management from a knowledge-in-practice perspective. *Academy Of Management Review*, 38(4), 597-620.

**Topic: Virtual Reality and Work**

Hyrkkänen, U., Nenonen, S., & Kojo, I. (2012). The Virtual Reality of Work–How to Create a Workplace that Enhances Well-Being for a Mobile Employee. *Virtual Reality and Environments*, Cecilia Sik Lanyi (Ed.), ISBN, 978-953.

**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.

**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, Kellie Brennan, at [titleix@osu.edu](mailto:titleix@osu.edu)

**PLEASE TAKE CARE OF YOURSELF (Mental Health Statement)**

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 are or someone you know is 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](http://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.

If you are thinking of harming yourself or need a safe, non-judgmental place to talk, or if you are worried about someone else and need advice about what to do, 24 hour emergency help is also available through the Suicide Prevention Hotline (Columbus: 614-221-5445 / National: 800-273-8255); or text (4hope to 741741); or at [suicidepreventionlifeline.org](http://suicidepreventionlifeline.org)