



APPLIES TO ACADEMIC YEAR 2016/2017

ORG 3641 Organisational Communication and Leadership

Programme

Bachelor of Business Administration (3. year)

Responsible for the course

Sut I Wong Humberstad

Department

Department of Communication and Culture

Term

According to study plan

ECTS Credits

7,5

Language of instruction

Norwegian and english

Introduction

Already in 1938 stated organisational researcher Chester Bernard that "the structure, extent and scope of the organisation is almost entirely determined by communication techniques". Communication is crucial for organisations to work. Today's organisations are living by sharing knowledge, explore it, find new solutions, and develop a common understanding of it. Only then can they decide and take actions in the community. Leadership is then increasingly to motivate, create meaning, adapt and understand their employees. Employees must build good relationships to be oriented, creative, and understand wholes in their work. All this is about communication. Communication creates both organisational and individual performance. Individuals are motivated, dedicated, productive and loyal. Organisations are efficient, innovative, and profitable.

Communication is complex in the sense that it is difficult to control what individuals want to communicate, and what individuals perceive of what is actually communicated. Meanwhile, communication is continuous in the sense that you can never turn it off.

Therefore vast resources are used of organisations on communication. The more people who are competent at what they communicate and how they can best understand, the better your organisation will perform.

To improve students' understanding of effective management, the course aims to provide basic insights into how communication works and creates profitable organisations. The course addresses both, communication between human interaction at the micro level (eg. Conflict, mutual understanding, effective relationships ...) and communication as structural mechanisms at the macro level (eg. Organisational networks, power and communication, communication channels ...). Students will develop their own skills to understand, operate, and manage better in organisations.

Learning outcome

Through literature, lectures, updated examples, quizzes, practical exercises, discussions, work requirements and final exam, students developed their knowledge and skills in the field of communication for leaders and organisations.

Acquired Knowledge

Through participation in lectures, group work and other activities based on the required reading, students will display knowledge and understanding of the following topics:

Macro Areas

- Communication as processes in organisations.
- How organisational structure and culture conducive to communication.
- Critical organisational issues that are important to organisational functioning and that depends on communication.
- The relationship between leadership, strategy and communication.
- Intercultural Communication

Micro Areas

- Theories and Models of Leadership
- Interpersonal communication
- Communication in the impact and influence
- conflict

Acquired Skills

Through participation in practical exercises, planned activities, and counseling students will demonstrate the skills related to knowledge related to the course. Some relevant topics are:

- Techniques for active listening
- Plan and convey messages for different recipients
- Facilitate effective meetings
- Interdisciplinary communication skills
- Conflict resolution through creative communication processes

Reflection

Students will develop an understanding of the need to interpret the meaning and their own and others' feelings in the organisation and perception of organisational as well as interpersonal ethics.

Prerequisites

ORG 3402 Organizational Behavior and Management or equivalent.

Compulsory reading

Books:

Brønn, Peggy Simcic og Jan Ketil Arnulf, red. 2014. Kommunikasjon for ledere og organisasjoner. Fagbokforlaget

Recommended reading

Books:

Pfeffer, Jeffrey. 1993. Managing with power : politics and influence in organizations. Harvard Business School Press

Pjetursson, Leif. 2011. Når ledelse er kommunikation : en medreflekterende bog om lederens kommunikative kompetencer. 2. udg. L&R Business

Shockley-Zalabak, Pamela. 2014. Fundamentals of organizational communication. 8th ed., New international ed. Pearson Education

Course outline

Basics of Communication

- Communication and organizations
- Organizational Theory and Communication

Macro Areas: Structures and Processes

- Organizational Structure and Communication
- Technology and Communication in Organizations
- Communication for Learning
- Cross-cultural communication and diversity
- Communication in change processes

Micro Areas: Approaches and skills

- Communication and Leadership
- Interpersonal communication
- Communication in groups
- Conflict

Computer-based tools

No specified computer-based tools are required.

Learning process and workload

This course consists of 33 hours of lectures including group work and project assignment in class. In addition there will be discussions in smaller groups.

In the lectures, the focus will be on key concepts and terms. In addition, there will be up to the presentations, discussions, tasks, events, Instructions will be given in connection with the assignment.

Recommended use of hours:

Activity	Use of hours
Lectures, group work and presentations	33
Preparations to class	32
Project	65
Homework curriculum reading	40
Exam Preparation	30
Recommended use of hours in total	200

E-learning

In course delivery as online courses or evening classes, will lecturer, in collaboration with the Academic Services Network and evening studies, organize an appropriate combination of digital and class room teaching. Online students are also offered a study

guide, which will help progression and overview. Total recommended amount of time for completion of the course also applies here.

Use of hours

39 hours - lectures, group work, presentations and supervision in class, (33 in plenum and 6 in groups)

6 hours - term paper supervision

45 hours in total

Examination

The course concludes with:

- Project paper - counts 80 % of final grade

The assignment will be handed out at the beginning of the semester and can be completed individually or in groups of up to three students.

- One (1) hour of individual multiple choice control exam - counts 20 % of the final grade.

Both parts must be passed to obtain a final grade.

Examination code(s)

ORG 36411 - Project paper counts for 80 % of the grade in ORG 3641 Organisational Communication and Leadership 7.5 credits.

ORG 36412 - Multiple choice control exam counts 20 % of the grade in ORG 3641 Organisational Communication and Leadership 7.5 credits.

Examination support materials

ORG 36411 – Project work - All support materials allowed

ORG 36412 - Multiple choice exam - None support materials allowed

Re-sit examination

Re-sit examination is offered every term.

Students that have not passed the project paper or the multiple choice examination or who wish to improve their grade must re-take the examination next semester.

Additional information