

Organizational Communication Training and Development  
Spring 2003

Comm 45865:11748-001

Mon, Wed, and Fri 1:10 – 2:00 pm

Instructor: Dr. Rozell Duncan

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Office Hours: MWF 10:30 – 11:00, 12:00 – 1:00 and 4:15 – 5:30 p.m. and by appointment

Required Texts:

Arnold, W.E. & McClure, L. (1996). *Communication training and development*. (2<sup>nd</sup> ed.). Prospect Heights, IL: Waveland Press.

Silberman, M. (1998). *Active training: A handbook of techniques, designs, case examples, and tips*. (2<sup>nd</sup> ed.). San Francisco: Jossey-Bass/Pfeiffer.

Course Description: In this course you will study the theory and application of diagnosing and intervening in organizational communication problems.

Purpose of the Course: The purpose of this course is to train students to analyze organizational communication problems and design and implement a variety of strategies to improve communication within the organizational setting.

Course Objectives: Upon completion of this course, you should be able to demonstrate skills in the design and implementation of training and intervention strategies to improve employee and managerial communication in organizational settings. Students will work as part of a training team that will conceptualize their training business by designing either a website or brochure to market their services. There will be several individual assignments designed to be compiled into a training portfolio.

**Course Requirements**

Portfolio Assignments: (100 points)

*Resume, Cover Letter, and TOC:* You will prepare a resume and a cover letter targeted at communication training and internal consulting positions in corporate or nonprofit organizations. A table of contents for your portfolio will be included. (10 points)

*Interview Summary:* You will schedule an informational interview in an organization and attach a summary of the interview. (10 points)

*Employee Communication Training Proposals:* You will select two (2) communication problems and write two proposals. Each proposal should define the problem and target audience, describe the training method and session length, specify the objectives, outline the topics to be covered, and describe the evaluation plan. (20 points – 10 pts. each)

*Managerial Communication Intervention Proposals:* You will select any two (2) interventions (e.g. diagnostic audits, the nominal group technique, etc.) aimed at managing organizational change and development. Each proposal should define the problem and target audience, describe the intervention and its length, site location if pertinent, specify the objectives, outline the topics to be covered, and describe the evaluation plan. (20 points – 10 pts. each)

*Training Presentation Material:* In this section you will include the content outline and the presentation graphics of your training session. (30 points)

*Training Evaluation:* You will write a 2 – 3 page description of your team's rationale for decisions made and outline your individual role in the design/conduct of the training. Your evaluation will be based on both individual and team accomplishments. (10 points)

Training Company Website/Brochure: Your team will create a training/consulting company. You will create either a company website or brochure to market your business, include information pertinent to your clients. Include a 300 –500 word written explanation about the rationale behind your design and content decisions. (100 points)

Needs Assessment: With your training team, you will prepare a written needs assessment for a specific organizational problem. Your report must be 8 to 10 pages identifying your major findings and recommendations. (100 points)

Training Prospectus: With your training team, you will prepare a written proposal for a 45 – 50 minute, in-class training session designed to improve communication competency of participants. The prospectus will target the problem identified in the Needs Assessment. (100 points)

Training Presentation: You will work in a small group and conduct a 45 – 50 minute training session using professional quality graphics (e.g. power point). Be sure to include exercise(s) and a take-away for participants. Points will be awarded based on the effectiveness of the presentation and how well it meets the goals outlined in your prospectus. Your grade for this project will be a group grade. (300 points)

Competitive Review: Individually, you will conduct an evaluative report on the work of an assigned, in-class training company. You will provide a critical evaluation of the company’s website/brochure and training materials of presentation. The review will function as your final examination. (200 points)

Exams: One exam will be given over the lectures, textbook, and any material discussed in class. The exam will be comprised of various question types such as multiple choice, matching, fill-in, and short essay. Make-up exams will be given only due to an approved excused absence and will be in a format designated by the instructor. Make-up exams will be given at a time convenient for the instructor. Failure to take the exam will result in a zero for the exam. (100 points)

Written Work: All written work must be typed and double-spaced using either APA or MLA style format. Any work that is two or more pages in length is to be stapled together. Assignments will not be accepted after the deadline listed in the course schedule unless prior approval is obtained from the instructor. Late assignments are subject to a penalty.

Participation: You are expected to read the assigned material before coming to class. The quality of your portfolio assignments depends to a great extent on your participation in class discussions and in-class exercises. Active participation in class discussion and activities is expected. Be Prepared. Students are responsible for all information, announcements, and changes addressed in class, whether the student is present in class or not.

Cheating/Plagiarism: Cheating is the intention “to misrepresent the source, nature, or other conditions of academic work so as to accrue undeserved credit or to cooperate with someone else in such misrepresentation.” Plagiarism is presenting “as one’s own a material portion of the ideas or words of another or to present as one’s own ideas or work derived from an existing source without full or proper credit to the source of the ideas, words, or works.” **These offenses will not be tolerated.** Violators will receive an “F” in the course and will be further subject to University policy.

Attendance Policy: **READ THIS CAREFULLY.** You are expected to be present for every class. Three unexcused absences will be permitted without penalty. Each unexcused absence beyond three will result in the course grade being lowered by 5% for each absence over the limit up to nine absences. Miss ten classes and you cannot complete this course. Excused absences are determined by University guidelines and must be documented. Attendance sheets will be circulated at the beginning of class; therefore, it will be wise to arrive on time. Arriving late disrupts the class and is discourteous to other students and the instructor. Any tardiness of more than 10 minutes will be reflected in your grade. *It is **YOUR** responsibility to sign the Attendance Sheet each class. If your signature is not there, you will be considered absent.*

Late Work: If you miss a deadline as a result of an excused absence, it will be made-up the class period that you return. Due to the nature of group work, group presentations CANNOT be made up. Group presentations will be given as assigned. Each student will be granted one (1) class period extension on written work. The student **MUST** contact the instructor before the beginning of class in which the assignment is due to receive the extension. If the assignment is not submitted by the start of the class on the following class day, the student will receive a zero for the assignment and no further extensions will be granted. Assignments missed as a result of unexcused absences will result in a zero for the assignment.

Courtesy: You are expected to be attentive during lectures. Small group or dyadic conversations are disruptive and discourteous to other students and the instructor. Students who need to talk with others, including talking on the phone, will be asked to conduct conversations in the hall. Please turn off or mute cellular phones and pagers during class.

Etiquette: No gum chewing while giving a presentation. Courtesy and respect are significant in a communications class. The best possible grammar will be used in presentations and in class. All presentations are to reflect “good taste.” Hats, caps, etc. may not be worn while giving a presentation. Students may not enter or exit the room while a presentation is in progress.

Students with Disabilities: In accordance with University policy, if you have a documented disability and require accommodations to obtain equal access in this course, please contact the instructor at the beginning of the semester or when given an assignment for which an accommodation is required. Students with disabilities must verify their eligibility through the Office of Student Disability Services (SDS) in the Michael Schwartz Student Services Center, phone (330) 672-3391.

Course Registration: It is the policy of Kent State University that students are not permitted to attend classes for which they are not officially enrolled. It is the student’s responsibility to ensure proper enrollment in classes. You are advised to review your official class schedule during the first two weeks of the semester to ensure proper enrollment. Should you find an error in your class schedule, you have until Friday of the second week of classes to correct it. If registration errors are not corrected by that date and you do continue to attend and participate in classes for which you are not officially enrolled, you are advised now that you will not receive a grade at the conclusion of the semester.

## Course Outline

Organizational Communication Training and Development

Dr. Rozell Duncan

Mon, Wed, & Fri

(AM = Arnold/McClure; S = Silberman)

<u>Date</u>	<u>Topic</u>	<u>Assignment</u>
1/13	Introduction to Course; Syllabus	
1/15	What is Training & Development	AM Ch 1
1/17	Trainer Skills	AM Ch 2
1/20	No Class – Martin Luther King, Jr. Day	
1/22	The Adult Learner	AM Ch 3; S 1 - 8
1/24	Active Training	S 8 –17
1/27	Communication Needs Assessment	AM Ch 4; S Ch 1
1/29	Communication Needs Assessment Select Training Teams	AM Ch 4; S Ch 1
1/31	Training Objectives	S Ch 2
2/3	Types of Proposals	AM Ch 5
2/5	Designing Training Programs	AM Ch 6; S Ch 10
2/7	Creating Opening Exercises <b>Resume, Cover Letter, TOC Due: Fri Feb 7</b>	S Ch 3
2/10	Effective Lectures	S Ch 4
2/12	Alternatives to Lecturing	S Ch 5
2/14	Experiential Learning Approaches	S Ch 6
2/17	Designing Training Activities	S Ch 7
2/19	Sequencing Training Activities	S Ch 8
2/21	Back-on-the-job Application <b>Employee Communication Training Proposals Due: Fri Feb 21</b>	S Ch 9
2/24	Conducting Training	AM Ch 7; S CH 11
2/26	The Trainer as Leader	S CH 12
2/28	Effective Presentation	AM Ch 8 +9; S CH 13
3/3	Activities	S Ch 14
3/5	Evaluating Training	AM Ch 10; S CH 15
3/7	Ethics of Training <b>Interview Summary Due: Fri March 7</b>	AM Ch 11
3/10	Needs Assessment Meeting	
3/12	Brochure/Website Meeting	
3/14	No Class – Work on Brochure/Website	
3/17	Exam 1	
3/19	Prospective Meeting	
3/21	Training Meeting <b>Brochure/Website Draft Due: Fri March 21</b>	
March 24 – 28	No Class – Spring Break ENJOY	

3/31	Training Meeting <b>Managerial Communication Intervention Proposal Due: Mon March 31</b>	
4/2	Training Meeting <b>Needs Assessment Due: Wed April 2</b>	
4/4	Training Meeting <b>Prospectus Due: Fri April 4</b>	
4/7	Training Meeting <b>Brochure/Website Due: Mon April 7</b>	
4/9	Training Meeting	
4/11	Training Meeting	
4/14	Training Meeting <i>Competitive Review Selection</i>	
4/16	Training Presentation	Training Manuel Due
4/18	Training Presentation	Training Manuel Due
4/21	Training Presentation	Training Manuel Due
4/23	Training Presentation	Training Manuel Due
4/25	No Class – Complete Individual Portfolios	
4/28	Training Presentation	Training Manuel Due
4/30	Training Presentation	Training Manuel Due
5/2	Wrap-up Individual Portfolio Due	
5/5	<b><u>Competitive Review Due: Monday May 5 10:15 – 12:30</u></b>	

*The instructor reserves the right to change this syllabus if deemed necessary.*

Organizational Communication Training and Development

Evaluations will be based on the following criteria: (Use the blanks to keep track of your grade)

Grades will be based on a total of 1000 points.

<u>Assignment</u>	<u>Points Possible</u>	<u>Points Earned</u>
Portfolio Assignments	100	_____
Resume, Cover Letter & TOC	10 _____	
Interview Summary	10 _____	
Employee Comm Training Proposal	20 _____	
Managerial Comm Intervention Prop	20 _____	
Training Presentation Materials	30 _____	
Training Evaluation	10 _____	
Training Company Website/Brochure	100	_____
Needs Assessment	100	_____
Training Prospectus	100	_____
Training Presentation	300	_____
Competitive Review	200	_____
Exam 1	<u>100</u>	_____
 Total	 1000	 _____

Final Grading Scale

900 – 1000	A
800 – 899	B
700 – 799	C
600 – 699	D
0 - 599	F

Organizational Communication Training and Development  
Spring 2003, Information and Syllabus Agreement

PLEASE SIGN& RETURN (A copy of this agreement will be provided for your records)

Name: \_\_\_\_\_

Local Address: \_\_\_\_\_

Local Phone Number: \_\_\_\_\_ Email Address: \_\_\_\_\_

Student ID Number: \_\_\_\_\_ Class Standing: \_\_\_\_\_

Major: \_\_\_\_\_

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Agreement

I, \_\_\_\_\_ (print name) as a student in Dr. Duncan's Organizational Communication and Development Class (Comm 45865, Section 11748-001) for the Spring 2003 Semester, have read this syllabus. I understand what is expected of me as a student regarding:

Course policies \_\_\_\_\_ (initials)

Class requirements \_\_\_\_\_ (initials)

Assignments \_\_\_\_\_ (initials)

Due Dates \_\_\_\_\_ (initials)

Attendance policy \_\_\_\_\_ (initials)

Unless I request otherwise, Dr. Duncan has my permission to use portions of my student identification number as a method of distributing test scores and grades \_\_\_\_\_ (initials).

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date