

SPRING 2025

Meeting days: N/A	Instructor: JC Hurtado-Prater
Meeting times: N/A	Phone: 858-275-9315 mobile (text only please)
Meeting location: N/A	E-mail: jhurtado@pointloma.edu
Final Exam: University Schedule	Office location and hours: FSB By Appointment

PLNU Mission

To Teach ~ To Shape ~ To Send

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service is an expression of faith. Being of Wesleyan heritage, we strive to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

Fermanian School of Business Mission

Character – Professionalism – Excellence – Relationships – Commitment - Innovation

As members of a vital Christian community, we strive to provide high quality business programs that equip students to make a positive impact in their workplace and community by connecting purpose to practice.

COURSE DESCRIPTION

This course examines the function of communication within the context of complex organizations and multiple audiences. Topics include various approaches to communication including classical, human relations and systems. In addition, socialization, decision making, conflict management and organizational change processes are addressed. Consideration is given to the use of information and technology and the changing landscapes of organizations as it relates to organizational communication.

COURSE LEARNING OUTCOMES

Upon completion of this course, students will be able to:

1. Define key organizational communication concepts. (PLO 2)
2. Examine how organizational contexts influence communication processes. (PLO 4)
3. Understand the role and challenges of communication and communication processes in organizations. (PLO 2)
4. Attain theoretical and practical competence in creating processes and structures for communication within organizations. (PLO 3)
5. Demonstrate effective organizational communication skills. (PLO 2)
6. Embrace diverse viewpoints as essential to organizational success, effective leadership, team building, and conflict management. (PLO 3)

COURSE CREDIT HOUR INFORMATION

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 3 unit class delivered over 8 weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

1. ***Organizational Communication: Approaches and Processes (7th Edition)*** by Katherine Miller
2. ***Key Issues in Organizational Communication*** - Edited by Dennis Tourish and Owen Hargie
3. ***Difficult Conversations: How to Discuss What Matters Most (10th Anniversary Edition)*** by Douglas Stone, Bruce Patton, Sheila Heen

ASSESSMENT AND GRADING

Students are expected to attend all class sessions, participate in class activities, complete exams as scheduled, and turn in assignments on time, or risk the (potentially total) loss of points. Approximate points available are as follows:

WK1 Reflection Essay Points	20
<i>Class Attendance (20 x 14)</i>	280
<i>Miller + Tourist Discussions (10 x 14)</i>	140
Weekly Reading Journal Points (10 x 14)	140
<i>B-Weekly Research Project Assignments (40 x 6)</i>	240
Final Research Project Essay	120
PowerPoint Presentation	60
Total Points Available	1000

The following represents the general grading policy for this class:

93 – 100%	A	73 – 76%	C
90 – 92%	A-	70 – 72%	C-
87 – 89%	B+	67 – 69%	D+
83 – 86%	B	63 – 66%	D
80 – 82%	B-	60 – 62%	D-
77 – 79%	C+	0 – 59%	F

INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted/turned in by the beginning of the class session when they are due—including assignments posted in Canvas. Incompletes will only be assigned under extremely unusual circumstances.

ARTIFICIAL INTELLIGENCE (AI) POLICY

You are allowed to use Artificial Intelligence (AI) tools (e.g, ChatGPT, iA Writer, Marmot, Botowski) to generate ideas, but you are not allowed to use AI tools to generate content (text, video, audio, images)

that will end up in any work submitted to be graded for this course. If you have any doubts about using AI, please gain permission from the instructor.

SPIRITUAL CARE

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our graduate students to encounter God and grow in their Christian faith. At the Mission Valley (MV) campus we have an onsite chaplain who is available during class break times across the week. If you have questions for, desire to meet or share a prayer request please email mvchaplain@pointloma.edu.

In addition, on the MV campus there is a prayer chapel on the third floor which is open for use as a space set apart for quiet reflection and prayer.

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LANGUAGE AND BELONGING

Point Loma Nazarene University faculty are committed to helping create a safe and hospitable learning environment for all students. As Christian scholars we are keenly aware of the power of language and believe in treating others with dignity. As such, it is important that our language be equitable, inclusive, and prejudice free. Inclusive/Bias-free language is the standard outlined by all major academic style guides, including MLA, APA, and Chicago, and it is the expected norm in university-level work. Good writing and speaking do not use unsubstantiated or irrelevant generalizations about personal qualities such as age, disability, economic class, ethnicity, marital status, parentage, political or religious beliefs, race, gender, sex, or sexual orientation. Inclusive language also avoids using stereotypes or terminology that demeans persons or groups based on age, disability, class, ethnicity, gender, race, language, or national origin. Respectful use of language is particularly important when referring to those outside of the religious and lifestyle commitments of those in the PLNU community. By working toward precision and clarity of language, we mark ourselves as serious and respectful scholars, and we model the Christ-like quality of hospitality.

You may report an incident(s) using the [Bias Incident Reporting Form](#).

SEXUAL MISCONDUCT AND DISCRIMINATION

In support of a safe learning environment, if you (or someone you know) have experienced any form of sexual discrimination or misconduct, including sexual assault, dating or domestic violence, or stalking, know that accommodations and resources are available through the Title IX Office at pointloma.edu/Title-IX. Please be aware that under Title IX of the Education Amendments of 1972, faculty and staff are required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Counseling Services at counselingservices@pointloma.edu or find a list of campus pastors at pointloma.edu/title-ix.

GPS ACADEMIC RESOURCES

PLNU offers the following free academic resources virtually for Graduate Professional Studies (GPS) Students. Visit myPLNU through the links below for more information.

- [The GPS Writing Center](#) offers:
 - **Zoom Writers Workshops** offered each quad on a variety of helpful topics
 - **One-to-one appointments** with the Writing Coach
 - **Microlearning YouTube Video Library** for helpful tips anytime
 - [Research Help Guide](#) to help you start your research
 - The physical office is located on the third floor of the [Mission Valley Regional Center](#) off the student lounge
- [Academic Writing Resources Course](#): Found on your Canvas Dashboard, this course is non-credit with 24/7 access, no time limits, and self-paced content. [Watch a quick video run-through](#) and take time now to explore!
- [Tutoring](#): Students have access to 24/7 live or scheduled subject tutoring through Tutor.com, including a Paper Drop-Off Service with feedback within 12 hours.

We are here to support you! Contact us anytime: GPSWritingCenter@pointloma.edu

NOTE: The following policies are to be used without changes:

STATE AUTHORIZATION

State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map on [State Authorization](#) to view which states allow online (distance education) outside of California.

PLNU COPYRIGHT POLICY

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

PLNU ACADEMIC HONESTY POLICY

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. Faculty should follow and students may appeal using the procedure in the university Catalog. See [Graduate Academic and General Policies](#) for definitions of kinds of academic dishonesty and for further policy information.

During the first week of class, you will be asked to submit an Academic Honesty Verification Statement.

Submitting the statement is a requirement of this course. By submitting the Academic Honesty Verification Statement, you will be verifying all assignments completed in this course were completed by you. Carefully review the Academic Honesty Statement below.

Statement: "In submitting this form, I am verifying all the assignments in this course will be completed by me and will be my own work."

PLNU ACADEMIC ACCOMMODATIONS POLICY

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities. Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center (EAC@pointloma.edu or 619-849-2486). Once a student's eligibility for an accommodation has been determined, the EAC will issue an academic accommodation plan ("AP") to all faculty who teach courses in which the student is enrolled each semester.

PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular course and/or if they do not wish to utilize some or all of the elements of their AP in that course.

Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC.

COURSE MODALITY DEFINITIONS

- 1. In-Person:** Course meetings are face-to-face with no more than 25% online delivery.
- 2. Online:** Coursework is completed 100% online and asynchronously.
- 3. Online Synchronous:** Coursework is completed 100% online with required weekly online class meetings.
- 4. Hybrid:** Courses that meet face-to-face with required online components.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Face-to-Face MBA/MAOL Courses:

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. Therefore, regular attendance and participation in each course are minimal requirements.

If the student is absent for more than 10 percent of class sessions, the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university withdrawal date or, after that date, receive an "F" grade.

Students who anticipate being absent for an entire week of a course should contact the instructor in advance for approval and make arrangements to complete the required coursework and/or alternative assignments assigned at the discretion of the instructor. Acceptance of late work is at the discretion of the instructor and does not waive attendance requirements.

Refer to [Academic Policies](#) for additional detail.

1-Unit Online Evening MBA/MAOL Courses:

Regular and punctual attendance at all **synchronous** class sessions is considered essential to optimum academic achievement. Therefore, regular attendance and participation in each course are minimal requirements. If the student is absent for more than 10 percent of class sessions, the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university withdrawal date or, after that date, receive an "F" grade. In some courses, a portion of the credit hour content will be delivered **asynchronously** and

attendance will be determined by submitting the assignments by the posted due dates. See [Academic Policies](#) in the Graduate and Professional Studies Catalog. If absences exceed these limits but are due to university excused health issues, an exception will be granted.

Online Asynchronous Attendance/Participation Definition: Students taking online courses with no specific scheduled meeting times are expected to actively engage throughout each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes, but is not limited to:

- Engaging in an online discussion
- Submitting an assignment
- Taking an exam
- Participating in online labs
- Initiating contact with faculty member within the learning management system to discuss course content

Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.

3-Unit Hybrid Daytime MBA Courses:

Regular and punctual attendance at all **synchronous** class sessions is considered essential to optimum academic achievement. Therefore, regular attendance and participation in each course are minimal requirements. If the student is absent for more than 10 percent of class sessions, the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university withdrawal date or, after that date, receive an “F” grade. In some courses, a portion of the credit hour content will be delivered **asynchronously** and attendance will be determined by submitting the assignments by the posted due dates. See [Academic Policies](#) in the Graduate and Professional Studies Catalog. If absences exceed these limits but are due to university excused health issues, an exception will be granted.

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- Engaging in an online discussion
- Submitting an assignment
- Taking an exam
- Participating in online labs
- Initiating contact with faculty member within the learning management system to discuss course content

Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.

USE OF TECHNOLOGY (FOR ONLINE OR HYBRID COURSES ONLY)

In order to be successful in the online or hybrid environment, you'll need to meet the minimum technology and system requirements; please refer to the [Technology and System Requirements](#) information. Additionally, students are required to have headphone speakers, microphone, or webcams compatible with their computer available to use. Please note that any course with online proctored exams requires a computer with a camera (tablets are not compatible) to complete exams online. Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.

SEXUAL MISCONDUCT AND DISCRIMINATION

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FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination **on its scheduled day**. No requests for early examinations or alternative days will be approved.

COURSE SCHEDULE AND ASSIGNMENTS

ASSIGNMENTS AT-A-GLANCE

Course Summary:

Date	Details	Due
WK1	Discussion Topic Introduce Yourself	due by 11:59pm
WK1	Assignment WK1 Lecture Podcast and Discussion	due by 11:59pm
WK1	Discussion Topic WK1 Miller Discussion (Ch 1 and 2)	due by 11:59pm
	Assignment WK1 Tourish Reading Journal (Ch 1 and 2)	due by 11:59pm
WK1	Assignment WK1 Research Project: Organization Selection	due by 11:59pm
WK2	Assignment WK2 Lecture Podcast and Discussion	due by 11:59pm
WK2	Discussion Topic WK2 Miller Discussion (Ch 3 and 4)	due by 11:59pm
	Assignment WK2 Tourish Reading Journal (Ch 3 and 4)	due by 11:59pm
WK2	Assignment WK2 Research Project: Interview Protocol	due by 11:59pm
WK3	Assignment WK3 Lecture Podcast and Discussion	due by 11:59pm
WK3	Discussion Topic WK3 Miller Discussion (Ch 5 and 6)	due by 11:59pm
	Assignment WK3 Tourish Reading Journal (Ch 5 and 6)	due by 11:59pm
WK3	Assignment WK3 Research Project: Interview Notes Draft	due by 11:59pm
WK4	Assignment WK4 Lecture Podcast and Discussion	due by 11:59pm
WK4	Discussion Topic WK4 Miller Discussion (Ch 7 and 8)	due by 11:59pm
	Assignment WK4 Tourish Reading Journal (Ch 7 and 8)	due by 11:59pm
WK4	Assignment WK4 Research Project: Literature Review	due by 11:59pm
WK5	Assignment WK5 Lecture Podcast and Discussion	due by 11:59pm
WK5	Discussion Topic WK5 Miller Discussion (Ch 9 and 10)	due by 11:59pm
	Assignment WK5 Tourish Reading Journal (Ch 9 and 10)	due by 11:59pm
WK5	Assignment WK5 Research Project: Research Analysis Part 1	due by 11:59pm

WK6	Assignment WK6 Lecture Podcast and Discussion	due by 11:59pm
WK6	Discussion Topic WK6 Miller Discussion (Ch 11 and 12)	due by 11:59pm
	Assignment WK6 Tourish Reading Journal (Ch 11 and 12)	due by 11:59pm
WK6	Assignment WK6 Research Project: Research Analysis Part 2	due by 11:59pm
WK7	Assignment WK7 Lecture Podcast and Discussion	due by 11:59pm
WK7	Discussion Topic WK7 Miller Discussion (Ch 13 and 14)	due by 11:59pm

	Assignment WK7 Tourish Reading Journal (Ch 13 and 15)	due by 11:59pm
WK8	Assignment WK8 Final Research Project Essay	due by 11:59pm
	Assignment WK8 PowerPoint Presentation	due by 11:59pm
	Quiz Academic Honesty Verification Statement	