

Contents

Preface xv

CHAPTER 1	Transforming Organizational Life	1
	Changing Perspectives on the Nature of Modern Organizations	1
	The New Order of Global Organizations	2
	The Emergence of “Virtual” Organizations	4
	Themes of Communication Ethics and Diversity	5
	Overview of the Parts and Chapters of the Text	6
	Notes	7

PART



Overview of the Field of Organizational Communication 9

CHAPTER 2	The Scope of Organizational Communication	11
	Chapter Objectives	11
	Chapter Outline	11
	The Importance of Communication in Modern, Complex Organizations	12
	Definitions: Organization and Communication	15
	Organization	15
	■ AN ISSUE OF COMMUNICATION ETHICS: Whistle-Blowing	17
	Communication	18
	Propositions Regarding Organizational Communication	19
	■ DIVERSITY MATTERS: Cultural Sensitivity	22
	The Nature of the Field of Organizational Communication	23
	Relationship to Communication Studies	23
	Levels of Communication Study	24
	Perspectives for Understanding Organizational Communication	25
	Functional Perspective	25
	Interpretivist Perspective	27
	Critical Perspective	27
	Other Perspectives	28

Framework for the Study of Organizational Communication	29
Summary	31
Exercises and Questions for Discussion	31
Sources for Further Study	32
Notes	33

CHAPTER 3 Communication Theory for Organizational Communication 35

Chapter Objectives	35
Chapter Outline	35
The Study of Communication in Organizations	36
Nature of Communication Theory	38
Communication as Sense Making	38
Human Communication Systems	40
Perspectives of Communication Theory	41
Nature of Theory	41
Rhetorical Perspective	42
Transmissional Perspective	43
Psychological Perspective	46
Interactional Perspective	48
■ DIVERSITY MATTERS: Stereotyping	49
Transactional Perspective	51
■ AN ISSUE OF COMMUNICATION ETHICS: Romance in the Workplace	51
Summary	55
Exercises and Questions for Discussion	55
Sources for Further Study	56
Notes	57

PART



Implication of Organization Theories for Organizational Communication 59

Overview of Organizational Theories	61
Notes	61

CHAPTER 4 Development of Organizational Theories: Classical and Scientific Management Theories 63

Chapter Objectives	63
Chapter Outline	63
A Brief History of Classical and Scientific Management Theories	64
Weber and the Modern Bureaucracy	65
■ DIVERSITY MATTERS: The Debate over Affirmative Action	67
Frederick Winslow Taylor and Scientific Management	68

■ AN ISSUE OF COMMUNICATION ETHICS: <i>Modern Times</i>	70
Henri Fayol and Administration as a Profession	72
Classical Management Training	73
Communication Implications of Classical Management Theory	74
Context	74
Organizational Shape and Structure	75
Message Behavior	75
Methods and Modalities of Communication	75
Communication Activities	76
Summary	77
Exercises and Questions for Discussion	77
Sources for Further Study	78
Notes	78

CHAPTER 5	Human Relations and Human Resource Development Theories	80
	Chapter Objectives	80
	Chapter Outline	80
	The Human Relations Movement	81
	The Hawthorne Studies	81
	Human Relations, Participative Management, and Human Resources	83
	Developments in Human Relations and Human Resource Theories	84
	Theory X and Theory Y	84
	PDM (Participative Decision Making)	85
	The Managerial Grid	87
	Argyris and the Role of the Individual in the Organization	88
	Highlights of the Human Relations Movement	89
	■ AN ISSUE OF COMMUNICATION ETHICS: Participation or Manipulation	90
	Organizational Climate	90
	The Concepts of Organizational Climate	91
	Factors of Climate	93
	Communication Climate and Organization Commitment	95
	■ DIVERSITY MATTERS: Same Climate, Different Perceptions?	97
	Communication Implications of the Human Relations Theories	97
	Context	97
	Organizational Shape and Structure	98
	Message Behavior	98
	Methods and Modalities of Communication	98
	Communication Activities	99
	Summary	99
	Exercises and Questions for Discussion	99
	Sources for Further Study	100
	Notes	101

CHAPTER 6	System and Contingency Theories of Organizations	102
	Chapter Objectives	102
	Chapter Outline	102
	The Organization as a System	103
	Systems Theory	105
	Foundations of Systems Theory	105
	Application of Systems Theory for Organizational Analysis	109
	System Darwinism: Organizational Ecology Theories	111
	Communication Implications of Systems Theory	112
	Context	112
	Organizational Shape and Structure	112
	Message Behavior	113
	Methods and Modalities of Communication	113
	Communication Activities	114
	■ AN ISSUE OF COMMUNICATION ETHICS: College Marketing Strategies	114
	Contingency Theories	115
	Identification of Contingencies	115
	■ DIVERSITY MATTERS: Physical Diversity as a Contingency	118
	Highlights of Contingency Theories	119
	Communication Implications of Contingency Theories	120
	Context	120
	Organizational Shape and Structure	120
	Message Behavior	120
	Methods and Modalities of Communication	121
	Communication Activities	121
	Summary	122
	Exercises and Questions for Discussion	122
	Sources for Further Study	123
	Notes	124
CHAPTER 7	Organizational Culture	126
	Chapter Objectives	126
	Chapter Outline	126
	Popularity of the Cultural Metaphor	127
	The Concept of Organizational Culture	128
	The Meaning of Culture	129
	The Metaphor of Organizational Culture	129
	Culture Distinguished from Climate	131
	Interpretivist and Functionalist Perspectives on Culture	132
	Elements of Organizational Culture	133
	Can Organizational Culture Be Managed? The Case of TQM	138
	■ AN ISSUE OF COMMUNICATION ETHICS: Managing Cultures	141
	Intercultural Communication in the Multicultural Organization	142

■ DIVERSITY MATTERS: Diversity Training	144
Communication Implications of Organizational Culture	144
Context	145
Organizational Shape and Structure	145
Message Behavior	146
Methods and Modalities of Communication	146
Communication Activities	146
Summary	147
Exercises and Questions for Discussion	147
Sources for Further Study	148
Notes	149

PART
THE

**Contexts and Applications for Organizational
Communication 151**

CHAPTER 8	Channels, Media, and Communication Systems in Organizations 153
	Chapter Objectives 153
	Chapter Outline 153
	Organizations as Patterns of Communication 154
	Organizational Structure as a Communication System 154
	Communication Channels in Organizations 156
	Channel Capacity and Noise 157
	Information Load 158
	Vertical and Horizontal Communication Channels 160
	Downward Communication Channels 160
	■ AN ISSUE OF COMMUNICATION ETHICS: Blurred Lines 163
	Upward Communication Channels 164
	Horizontal Communication Channels 166
	Communication Networks as Channels of Communication 167
	Network Roles 168
	Communication Characteristics of Networks 170
	Informal Networks: The Grapevine 172
	Communication Technologies and Media 174
	Media Choice 174
	Computer-Mediated Communication Systems (CMCS) 176
	■ DIVERSITY MATTERS: Responses to and Uses of CMCS 178
	Highlights of the Effects of New Media 179
	Summary 179
	Exercises and Questions for Discussion 180
	Sources for Further Study 181
	Notes 182

CHAPTER 9	Interpersonal Communication in Organizations	183
	Chapter Objectives	183
	Chapter Outline	183
	Defining Interpersonal Communication	184
	Development of Interpersonal Communication in Relationships	186
	Developmental Perspective	186
	Relationship Development and Impression Formation	188
	Organizational Socialization	192
	Review of Relationship Development	194
	■ AN ISSUE OF COMMUNICATION ETHICS: A Feminist Critique of Organizational Socialization	195
	Interpersonal Relationship Maintenance	195
	Relational Communication	196
	Applications of Relational Communication	196
	Implications for Leader–Member Communication	199
	Relational Maintenance in Leader–Member Communication	200
	Evaluation and Feedback	202
	Interpersonal Communication in the Mentoring Relationship	204
	Gender and Cultural Differences	207
	■ DIVERSITY MATTERS: Regional Adaptations for Multicultural Differences	208
	Summary	209
	Exercises and Questions for Discussion	209
	Sources for Further Study	210
	Notes	211
CHAPTER 10	Communication and Leadership in Organizations	213
	Chapter Objectives	213
	Chapter Outline	213
	The Changing Face of Organizational Leadership	214
	Introduction to Theories of Leadership	215
	Definitions of Leadership	216
	Trait Theories of Leadership	218
	Leadership Behaviors and Styles	220
	Contingency Theories of Leadership	223
	■ AN ISSUE OF COMMUNICATION ETHICS: Secret Taping	228
	Transformational Leadership	228
	Review of Leadership Theories	231
	Power and Leadership in Organizations	232
	Bases for Organizational Power	232
	Power and Organizational Politics	236
	Motivation and Compliance Gaining in Leader–Member Communication	238
	Compliance-Gaining Strategies	238

■ DIVERSITY MATTERS: The Problem of Defining Race and Ethnicity	240
Review of Compliance-Gaining Communication	241
Summary	241
Exercises and Questions for Discussion	243
Sources for Further Study	243
Notes	244

CHAPTER 11	Decision-Making Teams and Groups	246
	Chapter Objectives	246
	Chapter Outline	246
	The Nature of Decision Making	247
	Importance of Team Building and Group Communication	247
	Decision Making in Organizations	250
	The Limits on Rational Decision Making	251
	Simplified Decision Rules	253
	Groupthink	257
	Bolstering	257
	Review of Simplified Decision Rules	258
	Power and Politics in Decision Making	258
	Highlights of Problems of Decision Making	259
	Factors in Selecting a Decision Strategy	260
	Decision-Making Systems	261
	Vigilant Decision Making	261
	Functional Model of Group Decision Making	263
	Organizational Conflict and Decision Making	264
	Causes of Organizational Conflict	265
	Conflict Strategies	266
	Factors in Selecting Conflict Management Strategies	268
	■ DIVERSITY MATTERS: Gender and Cultural Differences in Conflict Strategies	270
	Review of Organizational Conflict	271
	Negotiation, Bargaining, and Mediation	271
	Communication in Negotiation and Mediation	272
	Problems in Negotiation and Mediation	273
	■ AN ISSUE OF COMMUNICATION ETHICS: Lying in Negotiations	274
	Highlights of Negotiation and Mediation	275
	Group Decision Making and Technology	275
	Effects of Computerized Communication on Group Decision Making	276
	Highlights of the Effects of Technology on Decision Making	278
	Summary	279
	Exercises and Questions for Discussion	280
	Sources for Further Study	281
	Notes	282

CHAPTER 12	Public Communication	285
	Chapter Objectives	285
	Chapter Outline	285
	The Nature of Public Communication	286
	Approaches for the Study of Public Communication	287
	Internal and External Public Communication	288
	Internal Public Communication	289
	Sources for Internal Communication	289
	Purposes of Internal Communication	291
	Effects	293
	Audiences	294
	Channels	295
	Message Strategies	297
	■ DIVERSITY MATTERS: Framing and Sexual Harassment	301
	Highlights of Internal Public Communication	303
	External Public Communication	304
	Sources for External Communication	304
	Purposes of External Communication	306
	Audiences	309
	Channels	310
	■ AN ISSUE OF COMMUNICATION ETHICS: Hidden Organizational Messages	312
	Message Strategies	312
	Legal Considerations	316
	Highlights of External Public Communication	316
	Summary	317
	Exercises and Questions for Discussion	318
	Sources for Further Study	318
	Notes	319

PART**Capstone 321**

CHAPTER 13	Assessing Organizational Communication	323
	Chapter Objectives	323
	Chapter Outline	323
	Concepts of Assessment and Evaluation	324
	Assessing Organizational Communication	325
	Functionalist, Interpretivist, and Critical Approaches	326
	Functionalist Methods for Communication Assessment	328
	The Communication Audit	328
	Assessment of Communication Climate and Culture	333
	Highlights of Functionalist Methods	336

Interpretivist Methods for Communication Assessment	336
Interpretivist Methodologies	337
Highlights of Interpretivist Methods	340
Summary	341
Exercises and Questions for Discussion	341
Sources for Further Study	342
Notes	343

CHAPTER 14 Confronting Issues in Organizational Communication 345

Chapter Objectives	345
Chapter Outline	345
Trends Affecting Contemporary Organizations	346
The People, the Communicators, in Organizations	347
Increasing Participation of Women	348
The Aging of Organizational Membership	351
Ethnic, Racial, and Linguistic Diversity	352
Concerns about Health and Disabilities	353
Review of the Communicators in Organizations	355
Issues of Information Control and Access	355
The Public Interest and Organizational Communication	358
Democracy and the Modern Organization	359
Summary	362
Exercises and Questions for Discussion	363
Sources for Further Study	364
Notes	364

Bibliography	367
Index	377