

~ C O N T E N T S ~

Preface xi

PART I Organizational Communication: Theories/Assumptions/Processes 1

CHAPTER ONE _____

Organizational Communication: A Competency-Based Approach 4

The Information Society 6 / Communication—The Key to Organizational Excellence 7 / Excellence in Communication—Communication Competency 8 / Organizational Communication—A Competency-Based Approach 10 / Self-Assessment of Personal Development Needs 11 / Summary 14 / Workshop 14 / Summary of Competency Components 15 / References and Suggested Readings 15

CHAPTER TWO _____

Frameworks for Understanding Organizational Communication 20

The "What Business Is This of Ours?" Case 22 / Introduction 23 / Basics of Human Communication 23 / Elements in the Communication Process 25 / The Construction of Shared Realities 29 / Concepts of Organizations 29 / Definitions of Organizational Communication 30 / Summary 33 / Workshop 33 / Summary of Competency Components 35 / References and Suggested Readings 35

CHAPTER THREE _____

Theoretical Perspectives for Organizational Communication 38

The Coronado Company's Quality Defects Case 40 / Introduction 40 / The Functional Approach 42 / The United Concepts Advertising Agency Dilemma Case 58 /

The Meaning-Centered Approach 59 / The "Newcomers
Aren't Welcome Here" Case 71 / Summary 72 /
Workshop 74 / Summary of Competency
Components 78 / References and Suggested
Readings 78

CHAPTER FOUR

Communication Implications of Major Organizational Theories 82

The Davis Instrument Company's Manufacturing
Crisis 84 / Introduction 85 / The Scientific
Management School 86 / The Human Behavior
School 96 / The Integrated Perspectives School 105 /
Summary 116 / Workshop 118 / Summary of
Competency Components 124 / References and
Suggested Readings 124

PART II Organizational Communication: Roles/Relationships/ Responsibilities 127

CHAPTER FIVE

Individuals in Organizations 130

Dave Green's First Real Job 132 / Introduction 132 /
Individuals in Organizations 133 / The Intrapersonal
Experience 134 / Dave Green—The Intrapersonal
Experience 135 / Interpersonal Experiences 144 / Dave
Green—Interpersonal Experiences 145 / Increasing
Interpersonal Effectiveness 152 / Summary 162 /
Workshop 164 / Summary of Competency
Components 176 / References and Suggested
Readings 177

CHAPTER SIX

Groups in Organizations 180

Dave Green's Small-Group Experiences 182 /
Introduction 182 / Small-Group Experiences 183 /
Types of Groups 194 / Increasing Group Participation
Effectiveness 199 / Summary 203 /
Workshop 206 / Summary of Competency
Components 209 / References and Suggested
Readings 210

CHAPTER SEVEN

**Organizational Conflict: Communicating
for Effectiveness 212**

The Middlesex Insurance Company Case 214 /
 Introduction 214 / Defining and Describing Conflict
 Processes 215 / The Individual in Organizational
 Conflict 221 / Groups in Organizational Conflict 229 /
 Productively Engaging in Conflict 236 /
 Summary 242 / Workshop 243 / Summary of
 Competency Components 249 / References and
 Suggested Readings 250

CHAPTER EIGHT

Leadership and Management Communication 252

The Case of the Invisible Manager 254 /
 Introduction 254 / The Importance of Leadership and
 Management Communication 255 / Theories of
 Leadership and Management 257 / Distinctions between
 Leadership and Management 268 / Determinants of
 Leadership Effectiveness 270 / Increasing Leadership
 Effectiveness 280 / John Mitchell's Laboratory
 Management Meeting 286 / Summary 287 /
 Workshop 288 / Summary of Competency
 Components 294 / References and Suggested
 Readings 295

**PART III Organizational Communication:
Skills and Applications 297****CHAPTER NINE**

**Decision Making and Problem Solving:
Developing Critical Organizational
Communication Competencies 300**

The Decisions, Problems, More Decisions Case 302 /
 Introduction 303 / Defining Decision Making and
 Problem Solving 303 / Influences for Decision Making
 and Problem Solving 305 / Methods for Decision Making
 and Problem Solving 309 / Barriers to Effective Decision
 Making and Problem Solving 310 / Problem-Solving
 Processes 312 / Increasing Decision-Making and

Problem-Solving Effectiveness 319 / Summary 327 /
 Workshop 328 / Summary of Competency
 Components 336 / References and Suggested
 Readings 336

CHAPTER TEN

Presentations in Organizations: Developing Important Oral Competencies 338

The Spending More to Save More Presentation Case 340 /
 Introduction 340 / Presentations in
 Organizations 341 / Types of Organizational
 Presentations 343 / Ethics and Credibility 347 /
 Increasing Presentation Effectiveness 348 /
 Summary 354 / Workshop 355 / Summary of
 Competency Components 356 / References and
 Suggested Readings 357

CHAPTER ELEVEN

Applications of Organizational Communication 358

The "Where Do We Go From Here?" Case 360 /
 Introduction 361 / Choosing a Communication
 Career 361 / Career Choices in Organizational
 Communication 369 / Educational Preparation for
 Organizational Communication Careers 374 /
 Professional Applications of Organizational Communication:
 Helping Organizations Develop and Change 375 /
 Summary 384 / Workshop 385 / Summary of
 Competency Components 400 / References and
 Suggested Readings 401

PART IV Organizational Communication: Values/Ethics/Dilemmas 403

CHAPTER TWELVE

Organizational Communication: Values and Ethical Communication Behaviors 404

The Presidential Fact-Finding (Witch-Hunt?) Case 406 /
 Introduction 407 / Values in Organizational
 Communication 408 / Appraising Your Individual Value
 System 415 / Ethics in Organizational
 Communication 417 / Ethical Dilemmas in

Organizational Communication 421 / Developing Ethical
Standards in Organizational Communication 424 /
Summary 429 / Workshop 429 / Summary of
Competency Components 436 / References and
Suggested Readings 437

APPENDIX

Putting It All Together 438

Cases 442 / Cases and Comments 446

Author Index 461

Subject Index 467