

Organizational Communication Exam Review

Chapter 1 - Classical Approaches

- aspects of specialization, standardization, replaceability, predictability emerging in the labour force -- people as machines
- **Henry Fayol:**
 - operational management theory
 - elements of management:
 - --> planning, organizing, command, coordination and control
 - principles of management:
 - - principles of organizational structure:
 - --> scalar chain (organization should be arranged in a strict hierarchy - vertical flow of information), unity of command, unity of direction, division of labour, order, span of control
 - highly structured and hierarchical organization
 - - principles of organizational power:
 - --> centralization, authority and responsibility, discipline
 - - principles of organizational reward:
 - --> remuneration of personnel, equity, tenure stability
 - - principles of organization attitude:
 - --> subordination of individual interest to general interest, initiative, esprit du corps (all for one)
- **Max Weber:**
 - looks at authority
 - clearly defined hierarchy, division of labour, centralization
 - bureaucracies are closed systems
 - rationality is the guiding force and individuality is discouraged
 - - traditional authority
 - - charismatic authority
 - - rational-legal authority
- **Frederick Taylor:**
 - scientific theory:
 - - one best way to do a job determined by time and motion studies
 - - proper selection of workers
 - - importance of training workers
 - - inherent difference between management and workers
- **communication in this approach:**
 - - content of communication --> task
 - - direction of communication --> downwards
 - - channel of communication --> written usually
 - - style of communication --> formal in tone (Mr. Mrs. Ms.)

Chapter 2 - Human Relations Approaches

- **Hawthorne studies:**
 - 4 phases:

- - the illumination phase:
- --> influence of lighting level on workers (little change in productivity in different conditions)
- - the relay assembly test room:
- --> social satisfaction increased productivity (extra attention paid by managers)
- - interview program:
- --> workers more interested in talking about feelings and attitude rather than work conditions
- - the bank wiring room studies:
- --> men exerted social pressure to maintain a certain acceptable level of productivity
- social factors and management style are seen to be major factors in determining productivity
- **Maslow's Hierarchy of Needs:**
- people are motivated by a number of basic needs
- --> physiological (wage for food), safety, affiliation (relationships with co-workers), esteem (rewarding work, bonus pay, recognition through the work), self-actualization (work allowing exercise of creativity)
- first three referred to as lower-order needs and the last two higher
- lower needs must be met before the higher ones
- **Hertzberg's Motivation-Hygiene Theory:**
- there are a set of work-place characteristics that serve to make a person happy (motivators or motivation functions - responsibility, achievement, recognition, challenging work, advancement in organization) and another distinctive set that keep a person from being unhappy or dissatisfied (hygiene factors - physical working conditions --> salary, benefits, company policy technical quality of supervision)
- **McGregor's Theory X and Theory Y:**
- theory X is an example of a manager who is influenced by the most negative effects of the classical approach and theory Y is an example of a manager who adheres to the precepts of the human relations approach
- theory X manager --> management works in the interest of the economic needs of the organization, modifying workers to fit the needs of the org., workers actions must be directed, people are inherently indolent, passive, self-centred, want to be led, resistant to change, gullible, not very bright
- theory Y manager --> man can exercise self-effort and self-control, committed to objectives for reward and self-actualization, worker can accept and seek responsibility, capacity for creativity is widely distributed throughout the population, under modern conditions in industry -> only partial intellect of the human being is utilized through the classical approach
- - **communication in this approach:**
- - direction of communication --> downwards, but horizontal is strongly encouraged
- - channel of communication --> face to face principally to foster better social interaction
- - style of communication --> informal (status difference between worker/manager breaks down)

Chapter 3 - Human Resources Approach

- combines aspects of human relations approach and classical approach
- recognizes that individual labour is important as well as workers feelings
- emphasis on cognitive processes of individuals (individuals as assets to the company)
- one problem with *human relations* approach may be that there is no significant link between job satisfaction and productivity
- **Blake and Mouton's Managerial Grid:**
- used to train managers in leadership qualities to enhance efficiency
- concern for people & concern for production (human relations & classical approaches)
- 5 management styles:

- --> impoverished (low concern for people, low concern for production), country-club (high for people, low for production), authority-compliance (low for people, high for production), team management (high for people, high for production), middle of the road (average for both)

- Likert's System:

- system I --> exploitative authoritative organization
- --> motivation through threats and fear, downward communication, top level control and decision making
- system II --> benevolent authoritative org.
- --> motivation through economic and ego rewards, limited communication, top level decision making, goal setting by orders and control (unlike I, no explicit goal of exploiting workers)
- system III --> consultative org.
- --> control and decision making still done at the top, though employees are consulted before decisions are made (high level of communication both up and down the hierarchy)
- system III --> participative org.
- --> decision-making performed by every member, goals set by complete work groups, communication is upward, downward and horizontal

- Ouchi's Theory Z:

- highlights Japanese organizations and their strong points
- --> lifetime employment, slow evaluation and promotion, non-specialized career paths, implicit control mechanisms, collective responsibility, holistic concern
- though he does not believe that this system would be completely suitable for the U.S. (for ex.)

- - communication in this approach:

- - content of communication --> task, social, innovation (communication of new ideas)
- - direction of communication --> all directions, team based
- - channel of communication --> all channels (written, face-to-face, etc.)
- - style of communication --> formal and informal

Chapter 4 - Systems Approaches

- organizations as an organism (organismic metaphor rather than a machine)
- shift from how people should behave to how we should study them
- **system components:**
- people and departments make up the organization
- a systems theorist identifies the relevant components that comprise the system and look at how they are arranged and how they work
- **hierarchical ordering:** systems are arranged in a complex way that involves smaller sub-systems within a larger super-systems
- **interdependence:** the functioning of one component of a system relies on other components of the system (complex relationships exist within organizations and between them)
- **permeability:** ability for information to flow in and out of the organization (open or closed) and all systems require some permeability to survive
- **system processes:**
- input-throughput-output processes
- the input involves receiving information from the environment through permeable boundaries, then the system works on these inputs with a transformational process (through-put), then the system may return the transformed output to the environment

- the process of *exchange* is apparent in both input and output stages (information or goods are exchanged depending on the permeability of the border)
- another process, *feedback*, which is information that helps to facilitate the interdependent components of the system (involved in the throughput stage)
- --> negative, corrective or deviation reducing feedback is used to correct any improper behaviour or information to allow the system to function smoothly
- --> positive, growth or deviation-amplifying feedback serves to change system functioning through growth and development (looks to change the system rather than simply maintain it as)
- **system properties:**
- **holism:** the system is more than the sum of its parts because of their interdependence
- **equifinality:** the system can reach the same final state from different initial conditions and by different paths also because of interdependence (there are many different components of the system that can interact in different and complex ways to achieve a goal)
- **negative entropy:** characteristic of an open system where the system is able to sustain itself and grow through the flow of information and materials between the environment and the system
- **requisite variety:** the internal workings of the system must be as diverse and complicated as the environment in which it is embedded
- **cybernetics systems theory:** the process through which physical, natural, organizational systems are steered towards reaching systems goals
- - the system goal is located in the control centre that is the target of a particular aspect of system operation (*feedback* helps the system to reach that goal using different *mechanisms*)
- **Karl Weick's theory of organizing:** people are part of creating the environment (*enactment*) in which they imbue info. inputs with different meanings and create different information environments
- Weick looks to reduce the (equivocality) unpredictability and different interpretations available
- *assembly rules* are used to make sense of certain situations or information
- people engage in communication cycles when equivocality is high to introduce and react to ideas to help make sense of the environment
- **new science systems theory: ("self-organizing")**
- not all systems in nature and society are like those described by classical physics
- they are complex and adaptive systems (not always logical or predictable) in which order can emerge from disorder, and in which large effects can come from small changes
- some ideas derived from new science theory include the importance of relationships on organizations, participation in the org. process, being open to the information environment, appreciation of change and instability
- the complex and chaotic nature of organizational systems might lead to emergence of new and innovative organizational forms and processes
- **methods for studying organizational systems:**
- network analysis (provides a means for analyzing maps of relationships)
- --> properties of networks (system of links among components e.g. individuals, work groups, org.)
- --> properties of network links (how they are linked together)
- --> network roles (individual actions within a network)

Chapter 5 - Cultural Approaches

- **Prescriptive View of Culture:**
- **Deal & Kennedy's Strong Culture:**

- business success can be enhanced through the development of a strong culture (better place for people to work and improve individual and organizational performance)
- 4 components:
 - values (beliefs and visions that members hold for an organization), heroes (the individuals who come to strongly exemplify those values), rites and rituals (ceremonies through which an organization celebrates those values), cultural network (the communication system through which cultural values are reinforced)
- **Peter and Waterman's Excellent Cultures:**
 - 8 themes for excellent organizations: bias for action (quick reactions - no excess time spent planning/analyzing), close relations to the customer (gear decisions/actions to needs of customer), autonomy & entrepreneurship (encourage employees to take risks in development of new ideas), productivity through people (positive & respectful relationships encouraged between management & employees), hands-on/value driven (managers & employees share the same values of productivity & performance), stick to the knitting (stay focused on what they do best - no radical diversification), simple form/lean staff (complex structures of division of labour avoided), simultaneous loose-tight properties (unity of purpose & diversity necessary for innovation)
- **Alternative Approaches to Culture:**
 - don't see culture as a "thing" that can be managed, but as the emerging (sometime fragmented) values, practices, narratives and artifacts that make an organization "what it is"
 - study the culture to describe its "unique sense of place"
- **Organizational Cultures are (Alternative Approach):**
 - *Complicated* (many different aspects that make up the culture --> different rites, ceremonies, values and belief systems, stories, communication rules, hallway talk), *Emergent* (culture is formed through ongoing action --> interactional, contextual, episodic), *Not Unitary* (no single culture, but many sub-cultures may exist in harmony/conflict/indifference), *Ambiguous* (some cultures are difficult to interpret)
- **Schenn's Onion Model of Culture:**
 - defines culture as: (1) a group phenomenon and always striving toward patterning and integration, (2) a pattern of basic assumptions, (3) emergent & developmental process, (4) socializing aspect of culture
 - sets out culture into 3 levels:
 - (1) Artifacts (outside level) - the physical and social environment individuals have created (architecture, furniture, dress, written documents, decision-making style, communication during meeting)
 - (2) Espoused Values - preferences, or what "ought to happen" (e.g. value placed on - hard work, innovation)
 - (3) Basic Assumptions (core level) - assumptions about nature of reality/truth, time, space, human nature, human activity, human relationships
- **Methods for Studying Organizational Culture:**
 - **Ethnography:**
 - organizational culture approached as a "text to be read" and ethnographer is immersed in organizational life and learns through --> participant observation, non-participant observation, archival analysis as well as cultural "tales" --> realist, confessional, impressionist, critical

Chapter 6 - Critical Approaches

- **The Pervasiveness of Power:**
 - power is a defining and ubiquitous feature of organizational life and is central to critical approaches
- **Traditional Approach to Power:** (*may be adopted by classical theorists*)
 - power as a relatively stable entity possessed by people and groups as well as control over resources
 - factors that lead to organizational power and its impact on outcomes such as job satisfaction & performance

- **Symbolic Approach to Power:** (may be adopted by cultural theorists)
- power as a product of communicative interactions and relationships
- how communication constitutes understandings of power through socially constructed org. relationships
- **Radical-Critical Approach to Power:**
- concerned with the deep structures that produce and relationships in organizational life
- explore ways in which economic, social and communicative relationships produce & maintain org. power relationships
- *Morgan's Sources of Power:* formal authority, use of organizational structure/rules/regulations, ability to cope with uncertainty, interpersonal alliances and networks, symbolism and the management of meaning, gender and the management of gender relationships, structural factors that define the stage of action, the power one already has, control of --> decision process, scarce resources, knowledge and information, boundaries, technology, counter-organizations
- **Control of Modes and Means of Production:**
- **Modes:** economic conditions that underlie the production process (worker labour + means of production + control relations)
- **Means:** the actual work processes (how products are made --> equipment, technology, land)
- **Decision Premises:** the options available to a decision-maker (for critical theorists, these premises serve to restrict choice and provide an interpretation for organizational activity)
- **Control of Organization Discourse:**
- power relationships are produced and reproduced through organizational discourse (through language, stories, policies and decision premises of the leaders)
- **Ideology:** the taken-for-granted assumptions about reality that influence perceptions of situations and event --> (it structures our thoughts and controls our interpretations of reality (assumptions are rarely scrutinized))
- **Hegemony:** dominant group leads another and has power over them w/ consent (subordination as the norm)
- **Emancipation:** liberation of people from unnecessarily restrictive conditions, ideologies, assumptions, power relations
- **Theory of Concertive Control:** attempts to explain how power relationships can be transformed in an era of team-based organizations characterized by *control* (simple control involving direct authoritarian control, technological control through tech. workplace processes like assembly lines, bureaucratic control based on the hierarchical structure), *identification* (the perception of belongingness to a collective where the individual defines themselves in terms of the collective) and *discipline* (discursive formations of a social group - rewards/punishment for adhering to values)
- **Feminist Theory:**
- *Liberal* (remedies for female subordination should come from within the system), *Postmodern* (attempt to deconstruct male dominated meaning structures), *Standpoint* (work to enhance the opportunity for a variety of marginalized voices to be heard within societal dialogue), *Radical* (emancipation of women can only occur through the destruction of male-dominated institutions), *Pluralist* (responsive to the needs of the organization that seeks social change, but cannot fully embrace anti-bureaucratic and counter-capitalist ideals)
- **Research Methodology:**
- **Deconstruction:** a method of post-modern analysis in which texts are taken apart in order to reveal social and political meanings (involves the exploration of privileged and marginalized meanings within a text --> e.g. an employee handbook may inadvertently privilege one group and marginalize another -- referring to the manager as "he")

Chapter 7 - Assimilation Processes

- Motive for Social Conformity:

- **Compliance:** involves effect-dependence
- **Identification:** involves information dependence
- **Internalization:** involves internal forces

- Assimilation:

- ongoing cognitive behavioral processes by which individuals join, become integrated into, and exit organizations

- Individualization:

- the employee may try to change some aspect of the organization in order to best suit his/her needs

- Socialization:

- the organization is trying to influence the adaptation of individuals through formal & informal processes

- Phases of Socialization: (three general phases)

- **anticipatory socialization:** occurs before the individual actually enters the organization (learning about the work in general (what work “means”), learning about a particular occupation and learning about a particular organization)
- **encounter socialization:** sense-making stage that occurs when the individual enters the organization (the newcomer must let go of old roles and values in adapting to new expectations) --> point of entry on the job
- **metamorphosis socialization:**
 - the state reached at the “completion” of the socialization (employee is now accepted as an org. insider)
- **Content of Socialization:** what must be learned through socialization to adapt to organizational context (2 general things) --> role-related information (skills and procedures required) & info. about the organizational culture (organizational mission)
- **Communication Process During Assimilation:**
 - **The Employment Interview:**
 - potential employee and an organizational representative come together for questions, answers, conversation
 - serves a role in the anticipatory socialization process (used as a screening tool, an information gathering tool and a tool for socialization)
 - **Newcomer Information-Seeking Tactics:**
 - the newcomer will use a variety of tactics including --> overt questions, indirect questions, third parties (asking a co-worker rather than a manager), testing limits (breaking from org. limits and observing the response), disguising conversations (solicits info. by making info-gathering conversation seem like normal conversation), observing, surveillance
 - **Role Development Processes:**
 - begins at organizational entry and continues through metamorphosis stage
 - how individuals interact to define and develop their org. roles (social exchange process with their leader)
 - --> role-taking phase (superior tries to discover relevant talents of the employee), role-making phase (the supervisor “gives” the role and the employee “takes” it and seeks to modify the nature of the role), role-routinization phase (roles of the subordinate and supervisor are well-understood by both parties)
 - --> in-group relationships - high levels of trust, support, rewards (out-group is the opposite)
- **Organizational Exit:**
 - through retirement, downsizing, mergers, layoffs (it is a process (not an event), influences both those who leave and those who are left behind, can have profound effects on families)

Chapter 8 - Decision-Making Process

Rational models of decision-making

- Note a problem
- Define and retrieve all relevant info on problem
- Create options to deal with problem and evaluate effectiveness of each solution
- Optimal solution is chosen
- 5 Stages: Formulation, development, detailing process, Evaluation, implementation

Alternative to Rational Models

Optimizing process- find one best solution

Satisfying process-something that works well enough for the problem

Intuition-

Garbage can method - describes the case where problems, solutions, money, action officers are all jumbled together in one spot with action occurring when any two to intersect.

Common Decision making techniques

- Delphi technique, Nominal group technique, Brainstorming, Pareto analysis, Decision trees, PMI, Cost-Benefit analysis, Experientially-based processes

Influences on decision making

- Organizational culture
- Nature of the problem
- Competencies and skills
- Process issues
- Selected technique/methods

Small Group decision-making

Descriptive models of small group decision-making

Fisher- 5 phases

- Orientation phase: group members meet each other and learn about problem
- Conflict phase: possible solutions are presented and debated
- Emergence: group arrives at some kind of consensus
- Reinforcement: the decision is supported

Typology of Small-group Decision Path Types		
Decision Path Type	Frequency	Explanation
Unitary sequence path	23%	Group interaction generally followed traditional sequence of orientation, problem analysis, solution and reinforcement
Complex cycle path	47%	Group interaction consists of multiple problem-solution cycles
Solution-Oriented path	30%	Group involved no activity related to problem definition or analysis

Effective Small-group Decision making

Symptoms of Groupthink	
Groupthink Symptom	Description
Illusion of invulnerability	The belief that nothing can go wrong within the group
Illusion of Morality	The self-righteous belief that the virtues of the group are above reproach
Stereotyping	The categorizing of others outside the group in ways that see their views as unacceptable
Self-Censorship	The overt restraint of group members against offering opinions counter to the prevailing thought in the group
Illusion of unanimity	The statement of the group agreement while private doubts and disagreements are suppressed
Direct pressure on dissidents	The coercive force that obliges group members to behave and think in similar ways
Reliance on self-appointed mind guards	The protection of the group from contrary information from outside influences

Functional Theory of Group decision Making (Hirokawa, Gouran)

- The group should have a correct understanding of the issues to be resolved
- The group should determine the minimal characteristics required in order for an alternative to be accepted
- The group should identify a relevant and realistic set of alternatives
- The group should carefully examine the alternatives in relations to each previously agreed upon required characteristics
- The group should select the alternative that is most likely to have the desired characteristics

Participation in decision making

The affective Model

- Based on human relations theorist
- Practice that should satisfy employees higher order needs
- Satisfied workers are more motivated hence more productive
- PDM → Satisfaction of higher order needs → Work satisfaction → motivation → Productivity

The cognitive model

- Based on human resources approach
- Improves PDM improves upward downward cmn flow
- Works under the assumption that the people down low know the best about what is being worked on

Upward info flow
PDM → Productivity → satisfaction
Downward info flow

Group Decision-Making

Factors enhancing group decision making

- Positive social interdependence
- Positive and promotive interaction
- Individual accountability
- Social skills
- Distributed power and participative leadership

Factors hindering Group Decision-Making

- Relying too much on expert information
- Social loafing/Free riding/Sucker effect
- Defensive avoidance and group think
- Conflicting goals/Lack of individual incentives
- Lack of sufficient heterogeneity
- Lack of group maturity/relevant skills
- Inappropriate group size
- Premature closure
- Overestimating/underestimating the value of information received
- Prolonged deliberation about the chosen decision

Chapter 9 - Conflict management Process

Defining Conflict

- The interaction of interdependent people who perceive opposition of goals, aims, and values, and who sees the other party as potentially interfering with the realization of these goals
- This definition highlights the three I's of conflict:
 - Incompatible goals
 - Interdependence
 - Interaction
- Incompatible goals: conflict stems from
 - Contradictory ideas
 - Incomparability
 - Different value orientations
- Lies in the perception of incompatibility regarding a variety of Org. issues
- Incompatible is not enough, only when behavior of Org. members is interdependent that conflict happens
- These interdependent styles must be entwined (forced to work together)
- Interaction in org. conflict involving the expression of incompatibility

Levels of Organization Conflict

- Interpersonal conflict
 - The level at which individual members of the Org. perceive goal incompatibility
- Inter-group Conflict
 - Two groups fighting over scarce fiscal resources
- Inter-organizational Conflict
 - Between two stores or companies or maybe firms trying to get the same contract

Phases of Organizational Conflict

- People move through phases as conflict develops
- According to Pondy there are 5 phases that characterize Org. conflict

Phases of Organizational Conflict

Phase	Description
Latent Conflict	Grounds for conflict exist because parties are interacting in interdependent relationships in which incompatible goals are possible
Perceived Conflict	One or more parties perceives that their situation is characterized but incompatibility and interdependence
Felt Conflict	Parties begin to personalize perceived conflict by focusing on the conflict issue and planning conflict management strategies
Manifest Conflict	Conflict is enacted through communication. Interaction might involve cycles of escalation and de-escalation as various strategies are used
Conflict Aftermath	Conflict episodes has both short term and long term effects on the individuals, their relationships, and the organization

Managing Organizational Conflict

- Called conflict management because conflict is ongoing

Conflict styles

- Managerial grid for conflict Situations
- Made up of Concern for self (y) concern for others (x)
 - Avoidance - little concern for either needs, rarely effective
 - Accommodation - no concern for your needs (high concern for others needs)
 - Competition - no concern for others needs
 - Compromise - halfway for each concern
 - Collaborate - top for both

Critique of conflict style Construction

- Grid downplays the extent to which individuals change their tactics
- It is two-dimensional- concern for political impact or impact on Org.
- Downplays non-verbal and non-rational communication
- Treats Org. as distant back ground not center stage

New Directions

- Focus more on message style and perception
- Solve conflict through politeness strategies
- Solve problems by voicing concerns
- Kassing looked at dissent in work place
 - How they dissent
 - To who the dissent
 - And factors that effect likelihood

Bargaining and Negotiation

- Bargaining is formal
- Marked by clear understanding and adherence of the rules of negotiation
- Involves individuals who represent the parties in dispute
- Bargaining is often the strategy used to settle disagreements

Comparison of Distributive and Integrative Bargaining		
	Distributive	Integrative
Goals	Maximize individual gains and minimize losses	Maximize joint gains
Issues	Fixed-sum issues with limited resources	Variable-sum issues shaped by overlapping positions
Outcomes	Compromises, trade-offs and win-lose results	Creative solutions not attributed to specific concessions
Communication	Information seeking, withholding data, and deception in disclosures	Open sharing of information accurate disclosure of needs and objectives

Third party resolution

A third party is brought in if two parties cannot resolve their differences

Managerial Third-Party Conflict Resolution Roles	
Role	Description
Inquisitor	Third party exercises control over both the process and the outcome of the conflict resolution
Judge	Third Party exercises control over the outcome but not the process and the outcome
Mediator/advisor	Third party counsels parties who maintain control over both the process and the outcome
Motivator	Third party uses threats and incentives to encourage resolution of the conflict
Investigator	Third party ferrets out facts of dispute and presents them to relevant authority
Re-structurer	Third party uses authority to redesign the Org. in a way that will resolve the conflict
Problem solver	Third party attempts to discover underlying conditions that have led to the conflict
Procedural Marshal	Third party describes and enforces rules for conflict resolution

Factors influencing the conflict management process

Personal Factors

- Personality and gender have limited impact on conflict management tactics
- The way an individual frames a conflict will have an affect
- This involves perception of self, of others, or the conflict itself
- People who frame conflict in terms of losses will be much likely to risk than those who frame conflict in terms of gain
- These people are also more likely to reach an impasse and seek arbitration
- Negotiations who were overconfident were less likely to succeed

Relation Factors

- Org. members prefer competitive style when dealing with subordinates
- Also use accommodation/collaboration with superiors or accommodation /avoidance with peers
- Depends largely on hierarchical placement

Cultural Factors

- Negotiations between intercultural Org. are not very effective because of different cultural values
- Cultural views affect conflict as well
 - Disney managers saw subordinates as show biz but they saw each other as family

An Alternative View of Conflict

Feminist approaches table on page 174

Chapter 10 - Organizational Change and Leadership Processes

Models of Organizational Change

- Static Org.'s fail
- A model of an org. life cycle would include
 - Start up phase
 - Growth phase
 - Harvest phase
 - Decay stage
- Other models look at a planned change
- Table of planned change on page 182

Reactions To Organizational Change

- In classical or mechanical theory management could just tell the cogs what to change, what that doesn't go over well
- Understanding culture means we have to be concerned about employees
- Employees now have a schemata or knowledge structures that are confirmed or disrupted
- Covin and Kilman looked at negative aspects to change and came up with this table which included these:
- Lack of Management support
 - Senior management has most effect, they have to make it successful
 - This is called ownership tension – people feeling the same way about the problem and change process
- Resistance to change process
 - Often comes from ignorance, inadequate training or fear
 - Also because there is usually much to win or lose
- Others include:
- Top managers forcing change
- Inconsistent action by key managers
- Unrealistic expectations
- Lack of meaningful participation
- Poor communication
- Purpose of program was not clear
- Responsibility for change not properly identified
- These changes also cause a lot of stress

Communication in the Change Process

Managerial Strategies for Communication About Change	
Strategy	Definition
Spray and Pray	Management showers employees with all kinds of information in hopes that they will be able to sort out significant and insignificant information
Tell and Sell	Management selects a limited set of messages regarding one organizational issue. Management 'tells' employees about these issues and then 'sells' employees on the wisdom of the chosen approach
Underscore and Explore	Management focuses on fundamental issues related to change success and allows employees creative freedom to explore various possibilities
Identify and Reply	Management listens to and identifies key concerns of employees and then responds to those issues as they are brought up
Withhold and Upload	Management withholds information as much as possible. When management is confronted with questions or rumors they uphold the party line

Lewis and Seibold look at how lower level copes with change and that they have to deal with a lot including: PERFORMANCE, ORGANIZATIONAL NORMS, UNCERTAINTIES

'Unplanned' Change: Organizational Crisis

Seeger, Sellnow and Ulmer identify crisis has having three stages:

- Pre-crisis
- Crisis
- Post-crisis

Organizational Leadership

Models of Leadership

- Trait theory says leaders are born not made
- This is based on certain traits that make up a leader, they are:
 - Intelligence
 - Self-confidence
 - Determination
 - Integrity
 - Sociability
- Org. using trait approach might use a personality test to pick leaders
- Style theory is like the grid in chapter 3, high concern for people and product will make a good leader
- These traits have fallen into disfavor
- Different types of leaders may be beneficial for different interactions and different org. types
- Contingency Theory (Fiedler & Garcia)
 - Would predict that a leader who likes to focus on a task would be more effective in a structured situation
- These still leave out the people being led and the role of cmn in developing relations
- So there are now the 'New Leadership' paradigm, neo-charismatic; these focus on communication and relationship

- They also inspire trust in followers and make them emulate leader behavior
- Transformational Leadership Model (Bass, Burns)
 - Makes distinction between transactional leaders and Transformational leaders
 - Transactional: exchange between leader and follower
 - Transformational: through cmn make follower reach full potential and also themselves
 - This is called exemplification- leader exemplifies what he's teaching

Communication in Leadership

- Leaders who use more visionary content in their cmn are more effective
- All about saying the right thing especially in crisis
- Effective leadership discourse was characterized by strong commitment to stakeholders, immediate commitment to rebuild, opportunity for renewal through crisis
- More important than *what* is said is *how* its said
- Strong delivery styles led to higher ratings of leadership effectiveness
- Fairhurst and Starr saw how leaders 'frame' their language
- Framing is a way of managing meaning in which one or more aspects of the subject at hand are selected or highlighted over other aspects
- E.g. instead of disaster seen as opportunity to rebuild and demonstrate commitment to customer
- Leaders know where they are and know where they want to go
- Pay attention to context, recognizing times and context and situations which there are opportunity for shaping meaning or when there are constraints that will hamper the framing process
- Use language in ways that manage meaning in powerful and appropriate ways
- Table 10.3 pg 193 shows tools for framing in leadership

Chapter 11 - Processes of Emotion in the Workplace

Emotion in the Workplace

- Mumby and Putnam looked at bounded emotionality
 - Emotion might lead to new understanding in the workplace

Emotion as Part of the Job

- Hochschild uses the term emotional labor for jobs like doctor or priest
- Also talks about surface acting
 - Just putting a smile on
- And deep acting
 - Really getting into the feel
- Emotion labor is seen as a way to increase success and profit
- Emotion labor is trained through mediums like training books
- Not real
- Aware that it is for managerial and sometimes personal profit
- Emotional work is genuine emotionally felt in a job
 - Workers engaged in emotional work must notice need for compassion
 - Connect to clients
 - Respond with verbal and non-verbal behaviors

Emotion as Part of Workplace Relationships

- Start to study emotion at work
 - People usually talk about how they feel about work not what they do
- Waldron looks at situations that create intense emotion in org.'s
 - Tension between public and private in work relationships

- Relational networks and emotional ‘buzzing’
- Conflicting allegiances
- Emotional rights and obligations at work

Emotional Rules and Emotional Intelligence

Emotional Display Rules	
Rule	Explanation
“Express emotions in a professional way”	Individual should have control over emotion and act business like
“Express emotion to improve situations”	Emotions should prevent/correct problems and create positive atmosphere
“Express emotion to the right people”	+’ve and –’ve emotion should be directed to the appropriate person at the appropriate time and setting
“Express emotions to help individuals”	Emotions should be managed to support and assists others
“Do not manage emotions for personal benefit to the detriment of others”	Emotional displays should not solely be for self-promotion
“the expression of certain emotions is always inappropriate”	Workers should have role-appropriate of emotions

Stress, Burnout, and social support in the workplace

Burnout

- Wearing out due to pressures at work
- Caused by stressors
- Maslach sees burnout consisting of 3 interrelated dimensions
 - Emotional exhaust- worker feels tired
 - Lack of personal accomplishment- see themselves as failures
 - Depersonalization- view other people through rust coloured glasses

Stressors that Lead to Burnout

- Workload
 - Too much or too hard
- Role conflict
 - Having two or more role requirements that clash with each other
- Role ambiguity
 - Uncertainty about role requirements
- Stressors from outside work is apart of life too
 - It is impossible to keep work and family separate

Outcomes of Burnout

- Coronary heart disease
- High blood pressure
- Low job satisfaction/low commitment levels
- Turnovers

Communication as a cause of Burnout

- Communication contributes to work load
- Influences experience in role conflict and job ambiguity

Emotional Labor as a Contributor to Burnout

- Displaying emotions that are not truly felt is dangerous
- This is called emotional dissonance

Empathy, Communication, Burnout

- People pick these high emotion jobs because they are people-oriented and feel high degrees of empathy
- Two kinds of empathy: Emotional Contagion, Empathic Concern
- Emotional contagion- observer's emotions are parallel to other person (feeling with)
- Empathic Concern- observer's emotions are nonparallel to other person (feeling for)
- Concern helps communication where as contagion hinders

Coping with Burnout

Individuals and organizational coping strategies

- Problem focus coping
 - Dealing directly with causes of burnout
- Appraisal focused coping
 - Changing the way one thinks about stressful situations
- Emotional centered coping
 - Dealing with the negative effects of burnout
- Organizations can help as well through
 - Monitored workloads
 - Time outs
 - Sabbaticals

Communicative coping: participation in decision-making

- Works b/c it helps with role conflict and role ambiguity
- Feel more valued

Communicative coping: Social support

- Emotional support- encouraging words
- Informational support- info about job or info about winded down
- Instrumental support- physical or material assistance
- This support can come from many people
 - Support from supervisor
 - Support from coworkers
 - Support from family and friends

Chapter 12 - Organizational Diversity Process

Women and Minorities in Today's society

- Work experience of women and minorities not the same as white males
- Still exists a glass ceiling, and it has not gone away
- Still a large amount of work place discrimination
- Women who have children have a hard time getting job back

Stereotyping and Discrimination

- Bias consists of two things:
- Prejudice
 - Negative attitudes toward someone based on their culture
- Discrimination
 - Observable behavior based on above
- There is even sophisticated stereotyping

- Gays are politically aggressive, people in wheelchairs don't want to be treated differently
- This is still wrong

Relational Barriers in Organizational Systems

- 4 Aspects of org. relationships and systems that lead to differential experiences for women and minorities in org.
- Limited access to or exclusion from informal com networks
 - Limited network access produces multiple disadvantages: restricted knowledge, difficulty in forming alliances, limited mobility and glass ceiling
 - Women have to develop unique interpersonal communication styles
- Establishing mentor-protégé relationships
 - Lack of women in mentoring roles means that women have to establish mentoring relationships with males, this can be hard
 - A cross-culture relationship worked well is both parties agreed upon the appropriateness of interaction style (very open or suppressed)
- Women and Minorities as tokenisms
 - Tokens performance is hindered because of the pressure their visibility subjects them
- Work experience available to women and minorities may hamper their ability to advance in organizations
 - Success is marked by high-visible projects and critical skills needed for effective job performance, often women don't get the opportunities to be apart of these

The multicultural Organization

- Three phases of development in the workplace in the area of cultural/gender diversity
- First-generation affirmative action
 - Meet legal mandate requirements for gender and ethnic diversity (get numbers)
- Second generation affirmative action
 - Attention shifts towards supporting ethnic and female employees
- Multicultural organization
 - I guess then we just coast
- Cox describes multicultural org in six ways

Dimensions of describing a multicultural Organization	
Dimension	Definition
Acculturation (three questions on exam)	Modes by which two groups adapt to each other and resolve cultural differences
Structural integration	Cultural profiles of organization members, including hiring, job replacement, and job status profiles
Informal integration	Include minorities in outside work activities
Cultural bias	Prejudice and discrimination
Organizational identification	Feeling of belonging loyalty in the org
Inter-group conflict	Friction, tension and power group struggles between cultural groups

- Acculturation dealt with in three ways
 - Assimilation- minorities adopt the norms of majority
 - Cultural separatism- little adaption on either side

- Pluralism- both accept some norms of other side

Diverse Organization: Opportunities

- Having a high cultured org can be beneficial in many ways

Opportunities realized through Diversity	
Cost argument	Companies who handle diversity will create cost advantages
Resource-acquisition argument	Companies with best rep for managing diversity will win the best personal
Marketing argument	More view points, the better the ideas
Creativity argument	Less emphasis on conformity will boost creativity
Problem-solving argument	Better choices through wider ranges of perspectives
Systems flexibility argument	Less standardized so more fluid, this should increase flexibility (reactions should be faster at less cost)

The diverse Organization: Challenges

Avoiding negative impacts of diversity management programs

- Affirmative action programs can affect how individuals benefiting from the program view their competence
- Leads others to stigmatize as incompetent those people assumed to have benefited from the program
- People who feel they were unfairly bypassed perceived injustice in hiring and promotion procedures
- To fix this Heilman says use merit criteria not preferential criteria

Sexual Harassment

- Sexual harassment is an expression of power not sexuality
- Women and men find the same type of joking as two different things

Balancing work and home

- Orgs. Need to make sure it is family friendly
 - Flextime, on-site daycare, job sharing, family leave policies
- Creation of culture that values aspects of employees lives

Managing and Celebrating Cultural Diversity

Management of Cultural Diversity	
Organization Culture	Valuing differences
Mind-set about diversity	Problem or opportunity, challenge met or barely addressed
Cultural differences	Promotion knowledge and acceptance
Education programs	Improve public schools, educate management on valuing
Heterogeneity in Race	Effects on group identity on interactions
Higher career involvement of women	Dual career couples, sexism and sexual harassment, work-family conflict
HR management system (bias free?)	Training and development, compensations and benefits promotion

Finally an org. must change its culture to embrace diversity as a core value using Cox and Blake's 5 steps

- Leadership

- Training
- Research
- Analysis and change of culture and human resource management systems

Chapter 13 - Technological Processes

Types of Organizational Communication Technology

- Technology has helped a lot in organizing work and making it faster
- It also can hinder productivity (cyber Monday after thanksgiving)

New technologies are a better option than the old ones because:

- Faster cmn
- Allow cmn among geographically dispersed participants
 - Also lets people work from home
- Allows asynchronous cmn
 - People don't have to be on the computer at the same time to talk- e-mail
- Cmn to unknown group of people
 - Blogs, discussion boards, let people who are shy anonymously share ideas
- Memory, storage and retrieval features
- Cues that are available in cmn process
 - In audio- no non-verbal, in e-mail no vocal or visual cues

Theories of Communication Media Usage

- People won't really start to embrace a new media until there is a critical mass
- Looks at 3 important theoretical positions on factors that predict org. cmn media use:

The Media Richness Model

- Proposed by Daft and Lengel
- How do managers chose one media over another for different jobs
- First they look at ambiguity: how big is the problem, can it be interpreted multiple ways
- Cmn channels used by managers differ markedly in their capability to convey information.

Used 4 criteria to distinguish the info carrying capacity of media:

- The availability of instant feedback
- The use of multiple cues
- The use of natural language
- The personal focus of the medium

Then they said

- Media that have all or most is rich media
- Media with few are called lean media
- When dealing with high ambiguity you would use rich media

The Social Information Processing Model

- Adoption of cmn technologies can be explained by the social environment of the org.
- This theory says that even if the media richness is right maybe they heard how hard or lame some tech. is so they decide not to use it even though it could be the right media richness
- In a model on page 245 it shows that media richness has an affect on this so it could be an extension

The Dual-Capacity Model

- Cmn media is not just rich or lean
- Each org. medium has the ability to carry two kinds of messages
- First medium is data-carrying capacity

- The degree to which a medium is able to effectively and efficiently convey task-relevant data
- Also have Symbol-Carrying Capacity
 - More or less able to convey core values and assumptions that constitutes the org. culture
 - Attain the status of a symbol apart from the actual message being transmitted
- The choice of channel will depend on both carrying capacities

Effects of Organizational Communication Technologies

- Technologies do not determine particular outcomes, the effect of the cmn is determined on how, who and when it was employed

Effects on Communication Content

- Media channels like e-mail filter out emotional cues
- The anonymity of these mediums also increases bullying

Effects on Communication Patterns

- Skype has not replaced face to face meetings, we just have both now- the technologies were augmented

Effects on Organizational Structure

- Grantham's Distributed Work talks about the idea of not everyone working together in the same place
- People working in the same time and same space is called central office
- When work is done same time different places it is called telework
- Work done same place different time is called flextime
- Virtual work is different times different places

Virtual work pros

- More family time
- Access to global markets
- Environmental benefits
- Real-estate costs not as much

Virtual work Cons

- Set up and maintenance costs
- Losses of cost-efficiencies
- Feeling of exclusion from org culture

Pearlson and Saunders discuss 3 important paradoxes that illustrate difficulties of telework:

- Increased flexibility and Increased Structure
 - There is an increase of flexibility for workers but they have to keep better track of meetings and such because they don't have chance encounters around the office
- Greater individuality and More Telework
 - Expected to be interdependent but still adapt to the rules and regulations of the central org.
- More responsibility and Less Control
 - Requires tasks to be done independently but are out of site by managers leaving managers feel like they are losing control and employees worried that they will be looked over for promotion

Chapter 14 - The Changing Landscapes of Organizations

Communication in the Global Workplace

- Phone help lines and being transferred to India is an example of globalization
- Advocates the creation of wealth through free trade and has contributed to the globalization of business
- New technologies allow ease in building a global business

Effects of Globalization

- Some think that globalization will bring cultures together to share ideas and technologies. Creating peace and cooperation
- Others say it will undermine political and social institutions and weaken cultural fabric.

Some effects of globalization

- It results in time and space compression (no longer directly connected)
- Enhances sense of global consciousness and reflexivity (knowing what's appropriate)
- Leads to disembedded org. and people (creation of inward societies when restriction of flow of com in places like Kuwait)

In addition to these specific effects there are other general patterns

- Convergence: emphasizes the need of org. to adapt their practices to global marketplace, com is seen as a conduit for the acquisition of resources, capital, info and expertise
- People who looked at the challenges faced in global marketplace made 4 things in a list on page 262 (swat...)
- Divergence is the opposite
- Emphasizes cultural distinctiveness found around the world

Your final includes

95 questions: 40 true false and 55 MCQs.

Ch 13 and 14 are not included in the exam. there are only a couple of questions from ch 6,8, and 9. But I still suggest reading the textbook at least once. Case studies are not included in the exam either.