

Fundamentals of Organizational Communication

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Lecture 2



Fundamentals of
**Organizational
Communication**

UPDATED NINTH EDITION



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**Shockley-Zalabak,
9e Update**

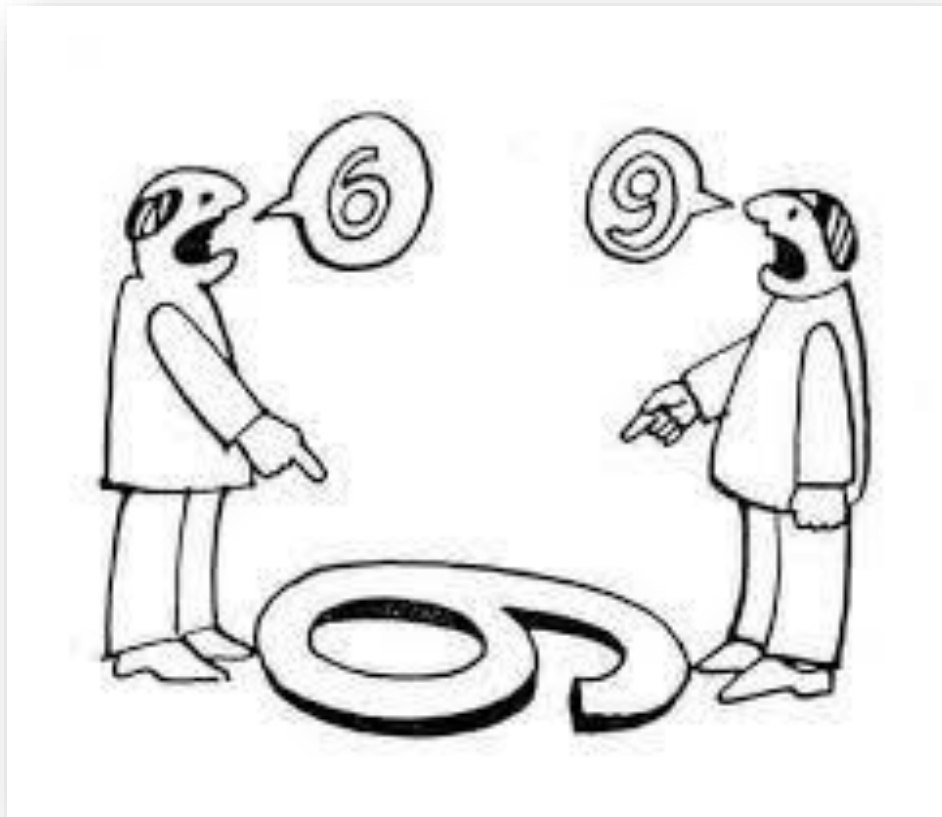
Pamela S. Shockley-Zalabak

Chapter 2

**Perspectives for
Organizational
Communication**



Perspectives



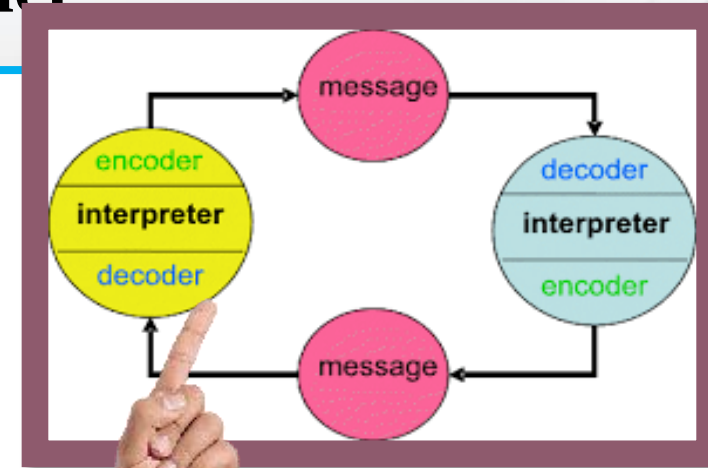
Learning Objectives

- 2.1** Distinguish among the functional tradition, the meaning-centered approach, and emerging perspectives
- 2.2** Describe the functional tradition to organizational communication
- 2.3** Describe the meaning-centered approach to organizational communication
- 2.4** Describe emerging perspectives for organizational communication

Aristotle Communication Model



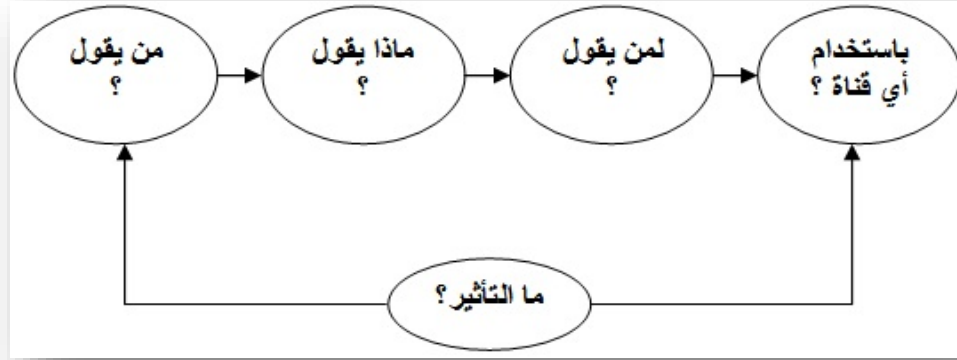
The Osgood- Schramm Model



من وجهة نظرك ..

في أي منظمه يصلح استخدام هذه النظرية ؟

Lasswell's Model



من وجهة نظرك ..

في أي منظمه يصلح استخدام هذه النظرية ؟



Distinguish Among

Functional Tradition

Meaning-Centered

Emerging Perspectives



Introduction: Perspectives for Organizational Communication

Objective 2.1

Distinguish among the functional tradition, the meaning-centered approach, and emerging perspectives

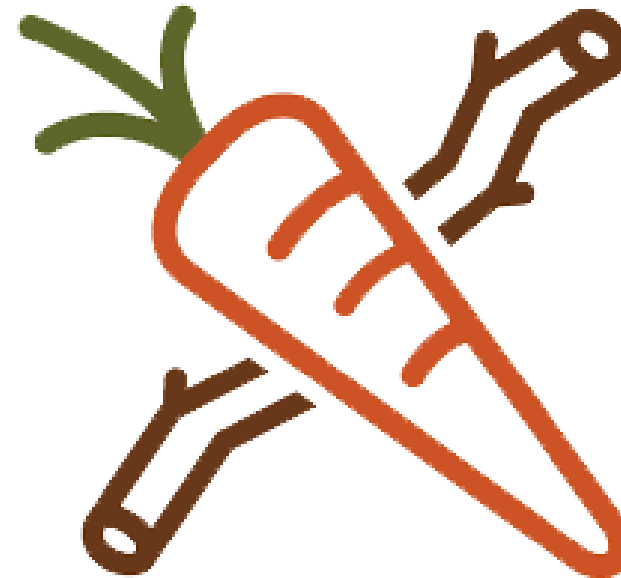
The Functional Tradition

Objective 2.2 Describe the functional tradition to organizational communication



2.2 The Functional Tradition (1 of 8)

- Organizational Communication Systems: Component Parts
- Communication Inputs
 - External and internal environment information
 - Communication inputs



2.2 The Functional Tradition

(1 of 8) المدرسة العلمية

Organizational Communication Systems: Component Parts

Point 1 – Organizational communication system

Answers questions like what are the main parts, what parts work together, etc.

Communication Inputs

Point 1 – External and internal environment information

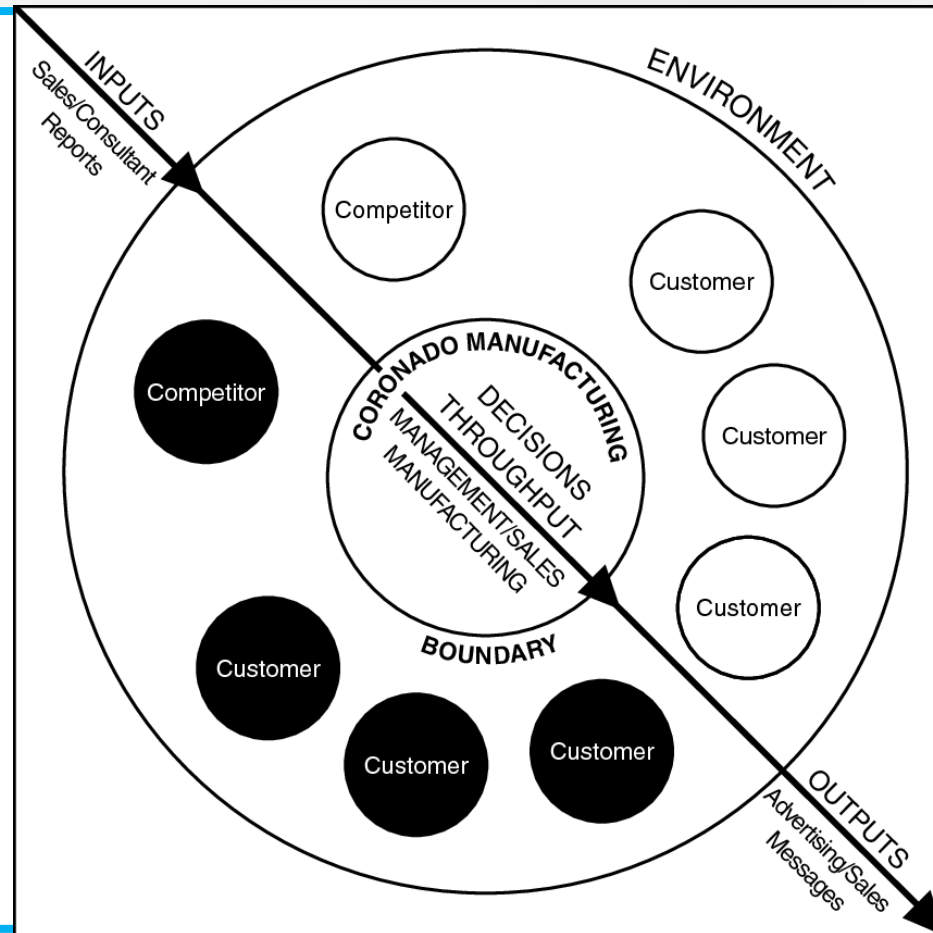
- Internal environment takes information from external environment
- **Relationship** between external environment information and internal
- information **processing**

Point 2 – Communication inputs

- Any information in external environment that can **influence** the communication system's **decision making**
- Vital for an organization to have accurate and timely information to adapt and change



External And Internal Environment Information



2.2 The Functional Tradition (2 of 8)

- Internal communication
- Communication Output
- Nature of output



Communication Output

Point 1 :

Messages to the external environment from within the organization

- Results of input and throughput process

Point 2 – Nature of output

- Intentional
- Unintentional

2.2 The Functional Tradition (3 of 8)

- Open versus Closed Systems
 - Response of the environment
 - Systems



Open versus Closed Systems

Point 1 – Response of the environment

- Feedback from environment becomes **new inputs** for organization
- The way organization reacts to new input determines what system it is

Point 2 – Type of Systems

- Open: take in new information, transform it, and give it back
- Closed: characterized by lack of input
- Equifinality: ability to use a variety of approaches

2.2 The Functional Tradition (4 of 8)

- Organizing Functions
 - Organizing messages
- Relationship Functions
 - Relationship messages



Organizing Functions

Point 1 : **Establishes rules** and regulations of a particular environment

- Define and clarify tasks, develop work instructions, evaluate task accomplishment
- Guide, direct, control organizational activity

Point 2 – **Organizing messages**

- evaluated by how well organizational members understand and perform tasks
- evaluated by how rules and regulations are understood and followed, how adequately daily operations support organizational goals

Relationship Functions

Point 1 – **Relationship functions**

- Help individuals define their roles and assess their compatibility with organizational goals
- Contribute to individuals' sense of belonging in their work environment
- Contribute to employee morale

Point 2 – **Relationship messages**

- Establishes relationships between supervisors and employees and within peer groups
- Range from informal conversations to visible symbols of status
- Establishes human interactions that make organizational operations possible

2.2 The Functional Tradition (5 of 8)

- Change Functions
 - Change functions
 - Change communications
- Message Structure
 - Message structure
 - Functional approach



Change Functions

Point 1 :

- Help organizations adapt **what they do** and **how they do it**
- Occur in numerous choice-making situations

Point 2 – Change communications

- Processing of **new ideas** and information and altering of existing procedures and processes
- continual **adaptation** to environment
- **Necessary** for **innovation** and adaptation

Message Structure

Point 1 – **Message structure**

- Movement of all messages throughout organization
- Movement of messages between organization and its external environment

Point 2 – **Functional approach**

- Looks at repetitive patterns of interactions among members of the organization, use of a variety of channels, message directions
- Structure can be understood in terms of networks, channels, message directions, load, distortion

2.2 The Functional Tradition (6 of 8)

- Communication Networks
 - Communication networks
 - Formal networks
 - Informal networks
- Communication Channels
 - Channels
 - Channel selection



Communication Channels

Point 1 – Channels

- Means for transmission of messages
- Variety of channels **available for transmitting oral and written messages**

Point 2 – Channel selection

- Choice and availability of communication channels **influence the way the organization operate**
- Selecting a particular channel can communicate attitudes about both message receiver and message itself
- Power and status, work requirements, technical capability, judgments about channel effectiveness all contribute to its selection

Communication Networks

Point 1 – Communication networks

- **Formal** and **informal** patterns of communication that link organizational members together
- Described by how formally or informally networks are organized, by links between people, and by roles people perform as they link

Point 2 – **Formal networks**

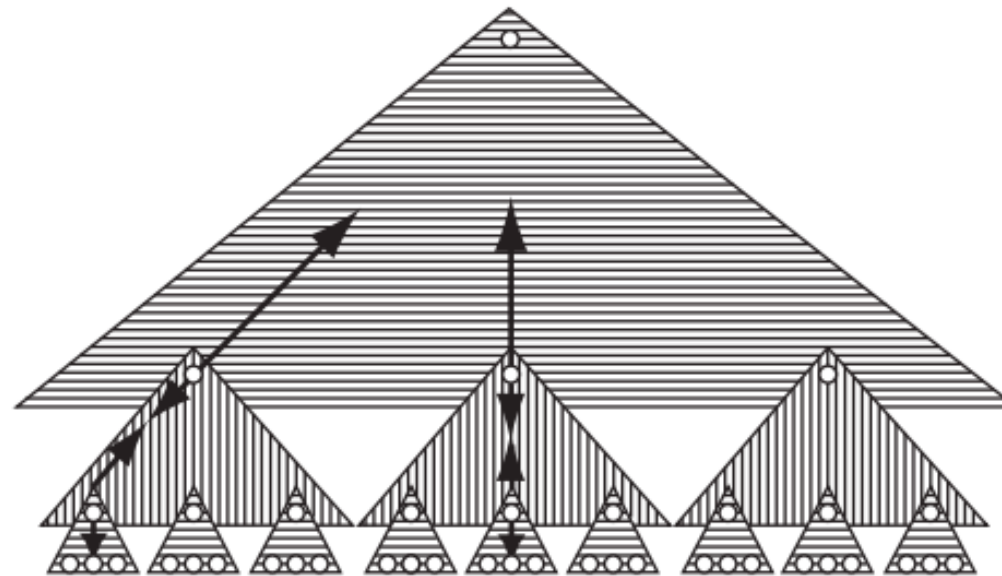
- Formal organization prescribes who **has final authority**
- Formal act of organizing creates formal communication system

Point 3 – **Informal networks**

- Emerge with individuals exchanging diverse types of information related both to organization and their social relationships

Give a Name for the Model !

Communication Implications of Major Organizational Theories

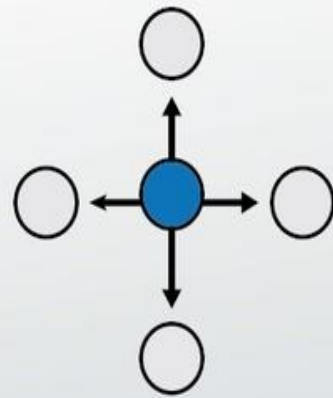


(The arrows indicate the linking pin function.)

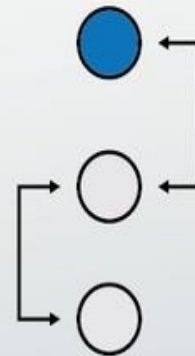
FIGURE 2
Likert's Linking Pin Concept

R. Likert, *New Patterns of Management*, 1961, p. 113. Reproduced with permission of The McGraw-Hill Companies.

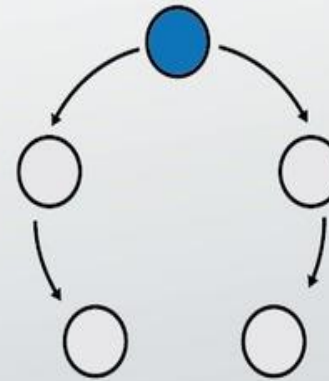
Communication Networks



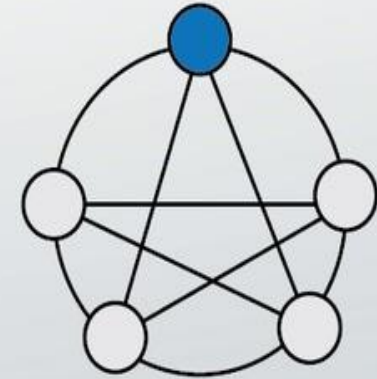
wheel



chain



circle



all-channel

Chapter
02

2.2 The Functional Tradition (7 of 8)

Message Direction

Point 1 – Downward

- Message movement from person in position of authority to employee with lesser authority
- Authority defined by the chain of command or formal structure of the organization

Point 2 – Upward

- Message movement beginning at lower organizational levels and transmitted to higher levels of authority
- Formal organization defines authority levels

Point 3 – Horizontal

- Moves laterally across organization among individuals of approximately the same level
- Generally moves messages more quickly across organization

Communication Load

Point 1 – Load

- Number of messages moving through communication system
- Also called volume, rate, and complexity of messages processed by individual or organization as a whole

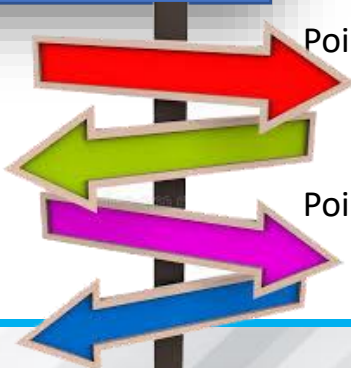
Point 2 – Underload

- Occurs when volume, rate, complexity of messages to an individual or organization are lower than system's capacity
- Found when individuals engage in routine, repetitive tasks that have been thoroughly learned

Point 3 – Overload

- Occurs when the volume, rate, complexity of messages exceed system's capacity
- Generates stress and strains capacity of individuals to deal with information

- Message Direction
 - Downward
 - Upward
 - Horizontal
- Communication Load
 - Load
 - Underload
 - Overload



2.2 The Functional Tradition (8 of 8)

- Message Distortion
 - Distortion
 - Factors of distortion
- The Functional Tradition:
 - Application to everyday life

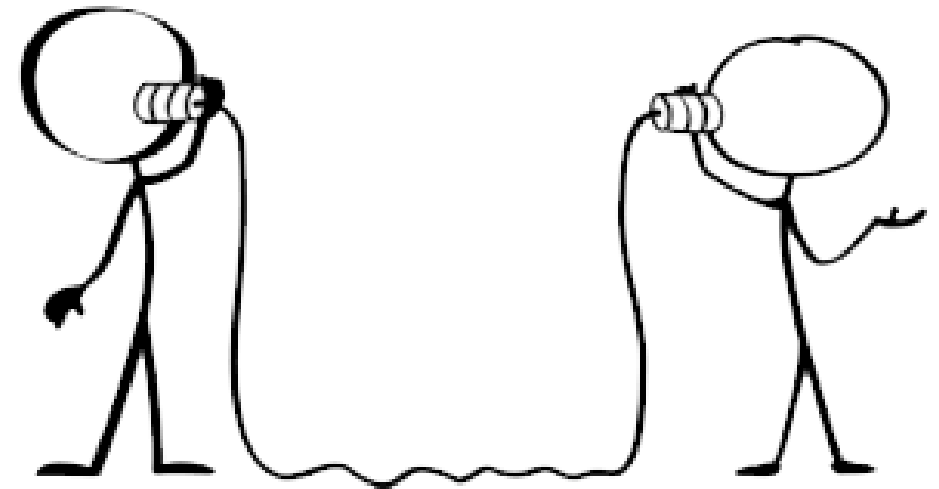
Message Distortion

Point 1 – Distortion

- Occurs as messages move throughout organization
- Contribute to alterations in meaning of messages
- Noise in the organizational communication system

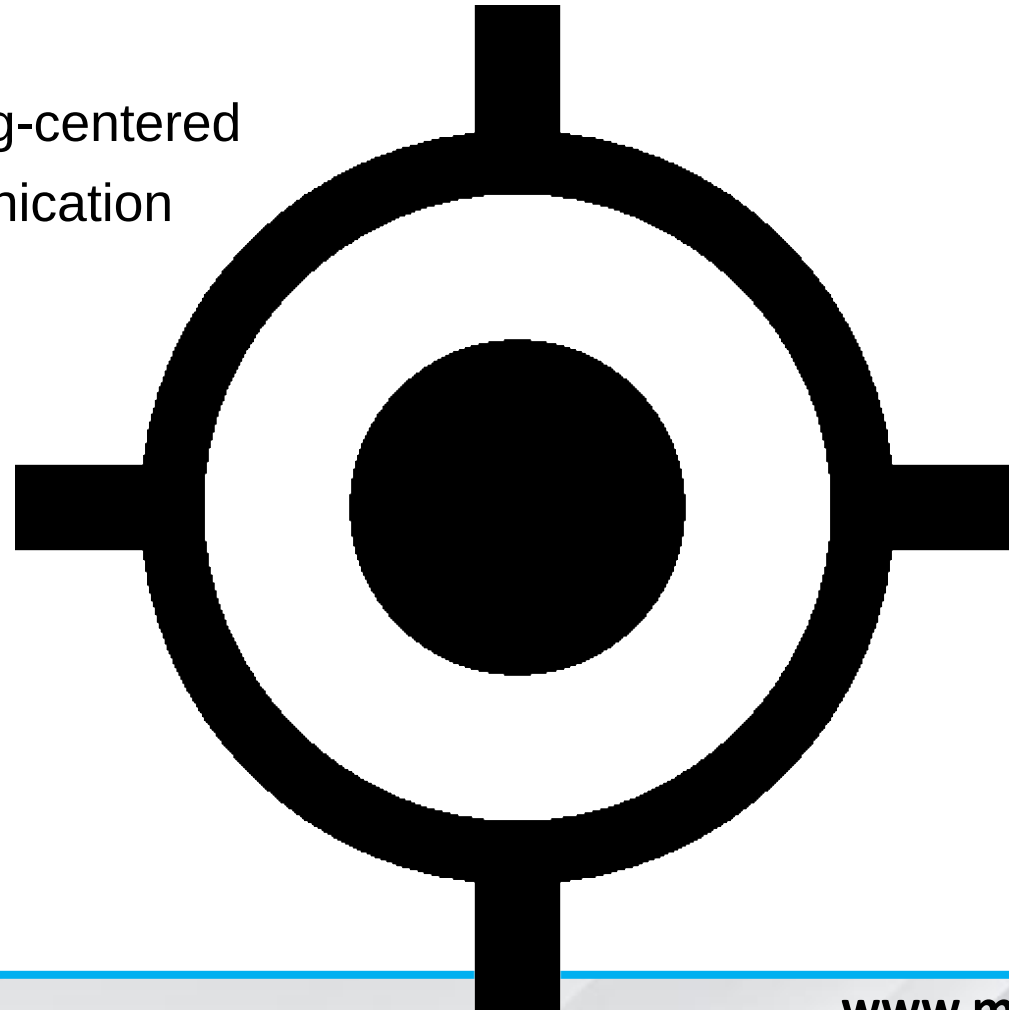
Point 2 – Factors of distortion

- Messages are influenced by the numbers of people involved, the channels for transmission, the speed of message exchanges, and the direction of flow
- Very language of message is also subject to distortion



The Meaning-Centered Approach

Objective 2.3 Describe the meaning-centered approach to organizational communication



2.3 The Meaning-Centered Approach (1 of 5)

Communication as Organizing
and Decision Making

- Organizing
- Decision making

Communication as Influence

- Influence process
- Communication process

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Communication as Organizing and Decision Making

Point 1 – Organizing

- No such thing as an organization; only ongoing **interaction among human activities**
- Human reactions “enact” organizational environments through information exchanges and active creation of meanings

Point 2 – Decision making

- Process of choosing from among numerous alternatives
- Process that sets in motion much of the “doing” of the organization

Communication as Influence

Point 1 – Influence process

- Necessary process for creating and changing organizational events
- Fundamental to development of shared organizational realities

Point 2 – Communication process

- Organizational communication is the process through which organizational influence takes place
- Identification, socialization, communication rules, power are communication processes that help us understand influence

2.3 The Meaning-Centered Approach (2 of 5)

- Identification
 - Identity
 - Identification
- Socialization and Assimilation
 - Socialization
 - Assimilation

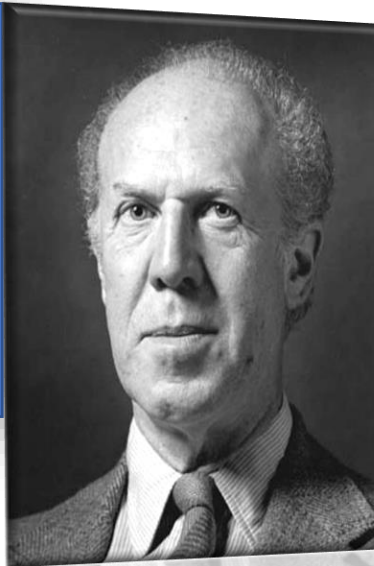
Identification

Point 1 – Identity

- characteristics that include our core beliefs, values, attitudes, preferences .

Point 2 – Identification

- Results from the identity we bring to our organizational experiences
- Active process to which both individuals and organizations contribute
- Dynamic and potentially ever changing
- Contributes to problems if its influence contributes to silence or to a suspension of critical thinking



Socialization and Assimilation

Point 1 – Socialization

- Active organizational **attempts to help**
- **members learn appropriate behaviors,**
- norms, values
- Encounter socialization التنشئة الاجتماعية

Point 2 – Assimilation

- organizational systems includes :
- Familiarity with others
- Recognition
- Involvement
- Job competency
- Role negotiation

2.3 The Meaning-Centered Approach (3 of 5)

- Communication Rules
 - Communication rules
 - Types of communication rules
- Power
 - Power
 - Resource



Communication Rules

Point 1 – Communication rules

- General prescriptions about appropriate communication behaviors in particular settings
- Informal norms about what type of communication is desirable in a particular organization

Point 2 – Types of communication rules

- Thematic
- Tactical

Power

Point 1 – Power

- Attempt to influence another person's behavior to produce desired outcomes
- Subject to positive use as well as abuse

Point 2 – Resource

- Something owned or controlled by an individual, group, or entire organization
- More valuable if few alternatives to the use of the resource are available
- Individual controlling scarce resources higher-power than individual who controls resources with ample alternatives

2.3 The Meaning-Centered Approach (4 of 5)

- Communication as Culture

- Culture

Communication Climate

- Communication climate

- Climate evaluation



Communication as Culture

Point 1 – Culture

- Unique sense of the place that organizations generate through ways of doing and communicating about the organization
- Reflects the shared realities and shared practices in the organization

Communication Climate

Point 1 – Communication climate

- Reaction to an organization's culture
- Subjective reaction to organization members' perceptions of communication events

Point 2 – Climate evaluation

- Positive or negative attitude towards a place
- Reaction to the culture, not a description of the culture itself

Twenty-First Century Emerging Perspectives

Objective 2.4 Describe emerging perspectives for organizational communication



2.4 Twenty-First Century Emerging Perspectives (1 of 10) المدرسة الحديثة

- Communication as Constitutive Process
 - Communication as a constitutive process
 - Communication constitutes organization

Communication as Constitutive Process

Point 1

- Communication is a process of meaning development and social production of perceptions, identities, social structures, affective responses
- Communication is a process that literally produces organizing, decision making, influence

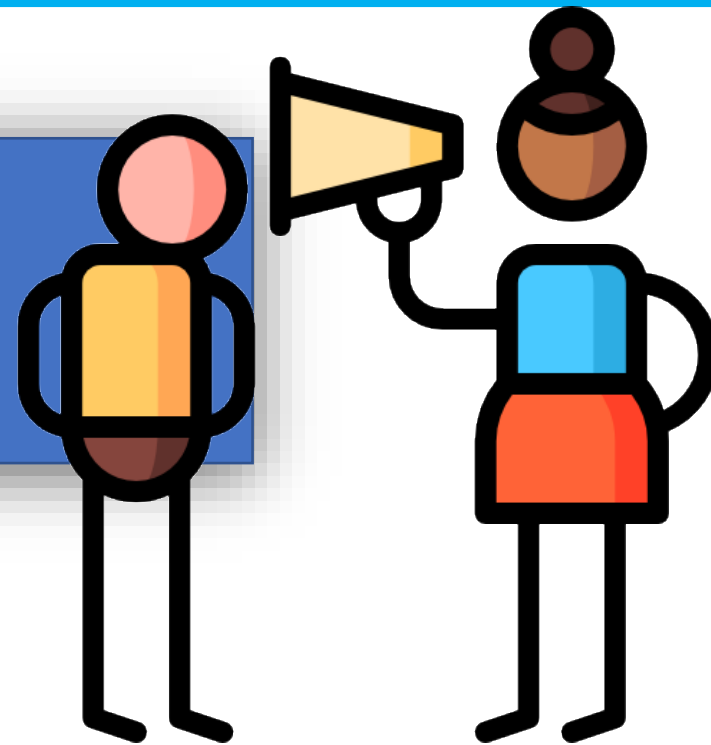
Point 2 – Communication constitutes organization

- Leads to the call for more participative communication processes
- Emerging discussions of institutions, global cultures, technology as they relate to organizational communication



2.4 Twenty-First Century Emerging Perspectives (4 of 10)

- Critical Theory and Organizational Communication
 - Critical theory



Critical Theory and Organizational Communication

Point 1 –

- Focuses our attention on studying privilege, control, power with specific attention to abuses of power through communication
- Central goal: to create a society and workplaces that are free from domination

2.4 Twenty-First Century Emerging Perspectives (5 of 10)

- Feminist, Race, and Class Perspectives and Organizational Communication
 - Feminist theory
 - Race perspective
 - Social class



Feminist, Race, and Class Perspectives and Organizational Communication

Point 1 – Feminist theory

- Focuses on the marginalization and domination of women in workplace
- Attempts to move society beyond patriarchal forms and social practices by critiquing power relationships that devalue women

Point 2 – Race perspective

- Currently less developed, emerging, and of significant importance
- Focuses on the domination of those not of a majority race

Point 3 – Social class

- Material, socioeconomic-based distinctions contribute to identifying descriptions referred to as social class
- Encountered in organizational settings and constructed through communication

2.4 Twenty-First Century Emerging Perspectives (7 of 10)

- Global Cultures and Organizational Communication
 - Global cultures
 - Influence of cultural differences

Global Cultures and Organizational Communication

Point 1 – Global cultures

- Core dimensions of global culture
- Profound differences affecting how individuals and groups may approach global collaborations

Point 2 – Influence of cultural differences

- Collaborations across cultures influenced with particular emphasis on power relationships, treatment of others, marginalization of voices lower in dominance
- Affects all of the basic assumptions we use as we work in increasingly diverse environments



Chapter

02

Technology and Organizational Communication



2.4 Twenty-First Century Emerging Perspectives (8 of 10)

- Technology and Organizational Communication
- Influence on organizations

Technology and Organizational Communication

Point 1 – Influence on organizations

- Experiences
- Participation practices



What is globalization ?

Growth in international exchange of goods, services, and capital, and the increasing levels of integration that characterize economic activity.



Chapter

02

Communication Tips





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Thank You

