



مجموعة جامعة
الجميع الذكية
للتعليم القابضة

MIDOCEAN
UNIVERSITY

Fundamentals of Organizational 1

Prepared by Dr. Ibrahim
Aboelseod

Communication

Lecture #10

END

Fundamentals of
**Organizational
Communication**

UPDATED NINTH EDITION



Pamela S. Shockley-Zalabak

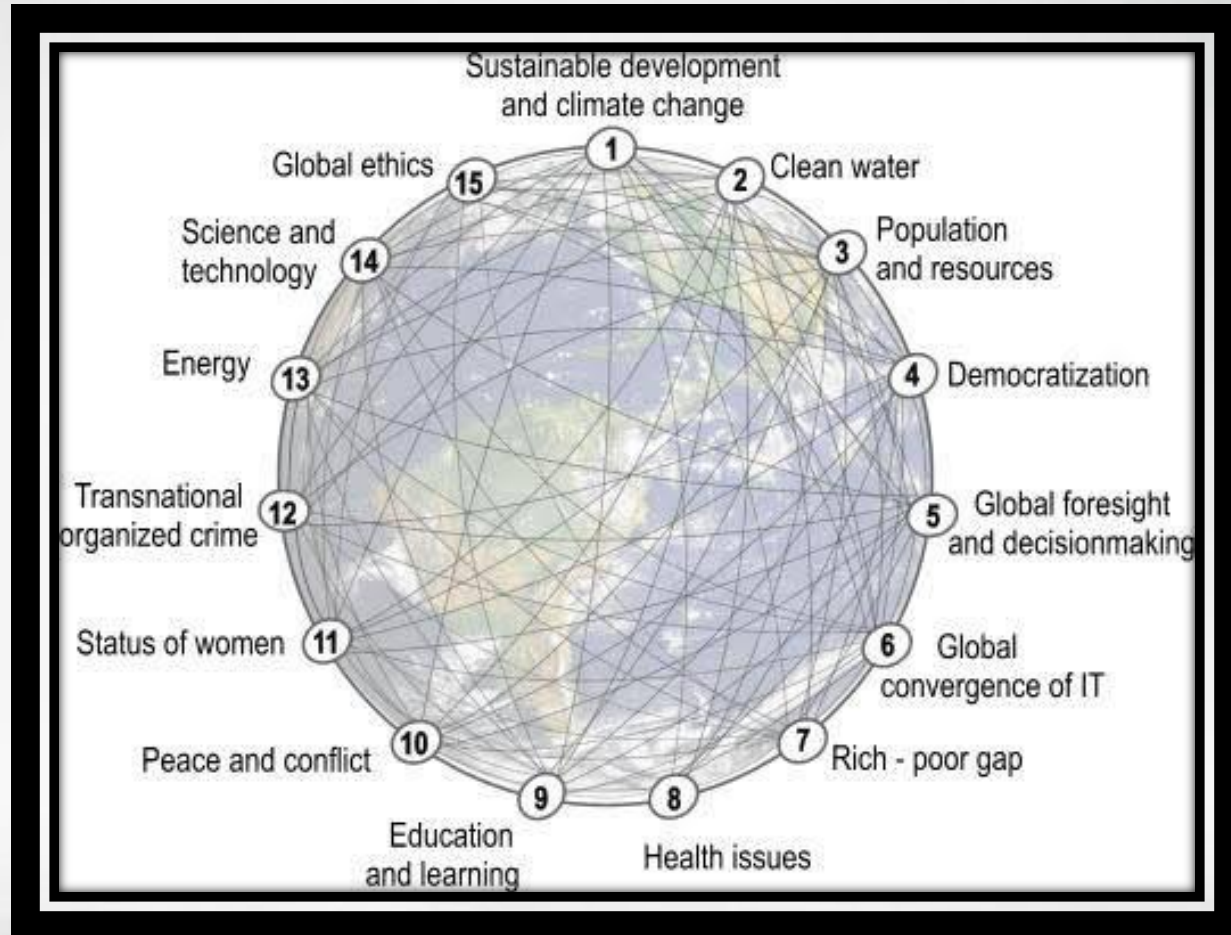
**Shockley-Zalabak,
9e Update**

Pamela S. Shockley-Zalabak

Chapter 1
**Organizational
Communication: A
Competency-Based
Approach**



1.1 The Changing Nature of Organizations and Work



1.6 Organizational Communication: A Competency-Based Approach

Point 1 – Knowledge

- Learning of theory and principles
- Exploration of the interactive process nature of human communication

Point 2 – Sensitivity

- Ability and willingness to understand what others feel and do
- Examination of our personal “theories-in-use” about communication and organizations

Point 3 – Skills

- Developing important analytical capabilities
- Ability to communicate effectively in a variety of settings
- Applying knowledge and sensitivity to case studies and individual experiences

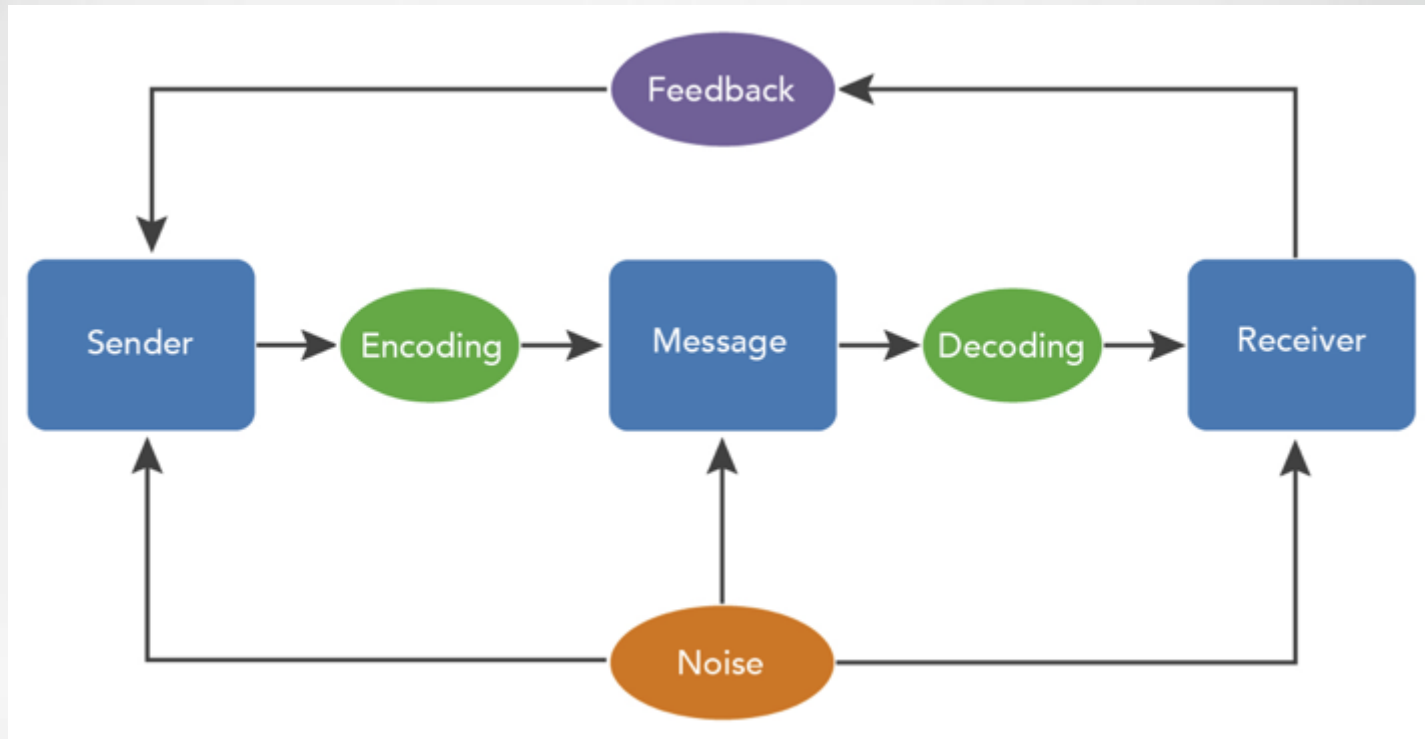
Point 4 – Values

- Taking personal responsibility for effective communication
- Developing values through discussion of personal responsibility

- Knowledge
- Sensitivity
- Skills
- Values



Messages and Constitutive Processes Model



Fundamentals of
**Organizational
Communication**

UPDATED NINTH EDITION



Pamela S. Shockley-Zalabak

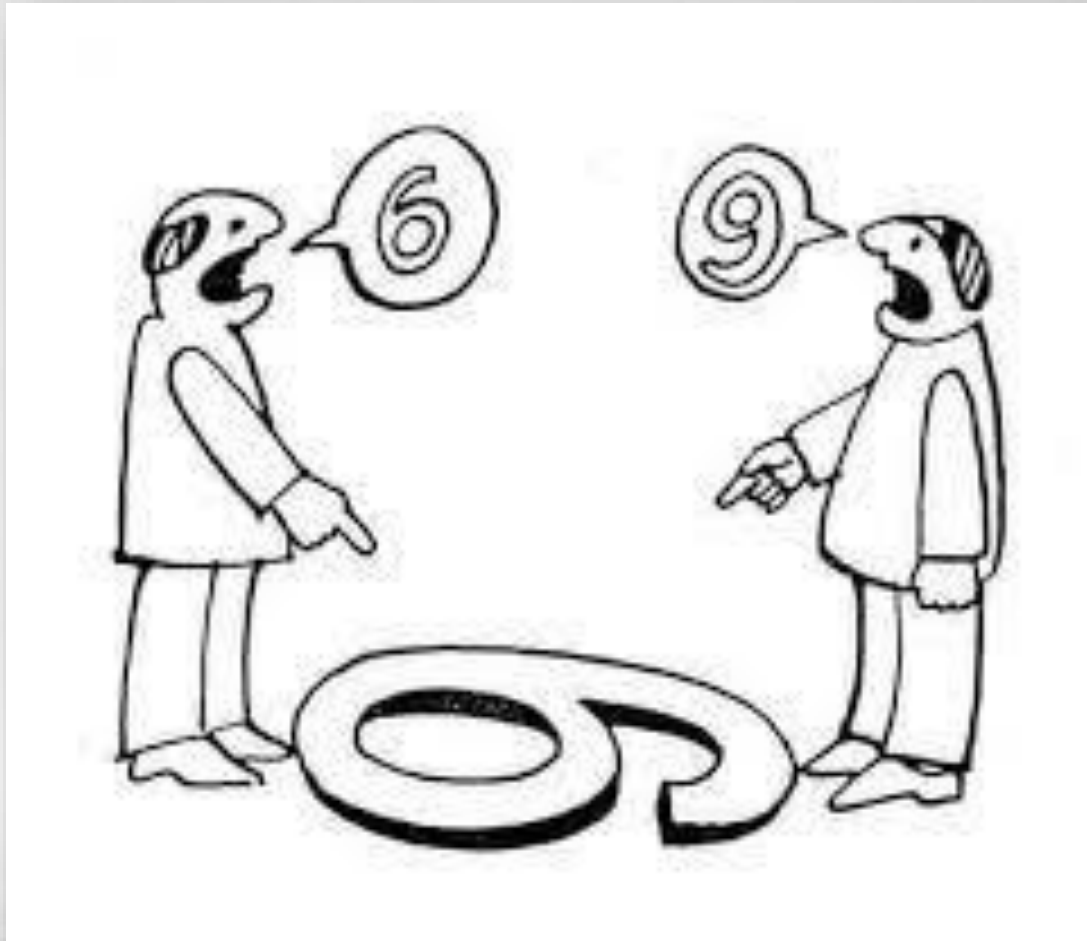
**Shockley-Zalabak,
9e Update**

Pamela S. Shockley-Zalabak

Chapter 2

**Perspectives for
Organizational
Communication**

Perspectives



Aristotle Communication Model

Ethos

The speaker's degree of credibility or authority.

من وجهة نظرك ..

في أي منظمه يصلح استخدام هذه النظرية ؟



Logos

The literal meaning of the word logos is logic.

Pathos

The ability of the speaker to form an emotional bond with the audience.

Distinguish Among

Functional Tradition

Meaning-Centered

Emerging Perspectives



Fundamentals of
**Organizational
Communication**

UPDATED NINTH EDITION



Pamela S. Shockley-Zalabak

**Shockley-Zalabak,
9e Update**

Pamela S. Shockley-Zalabak

Chapter 7

Leadership and Management Communication



مجموعة جامعة
الجميع الذكية
للتعليم القابضة

www.esu.ac.ae



Global Business leaders





Richest Arabs Leaders





Arabs CEO Leaders

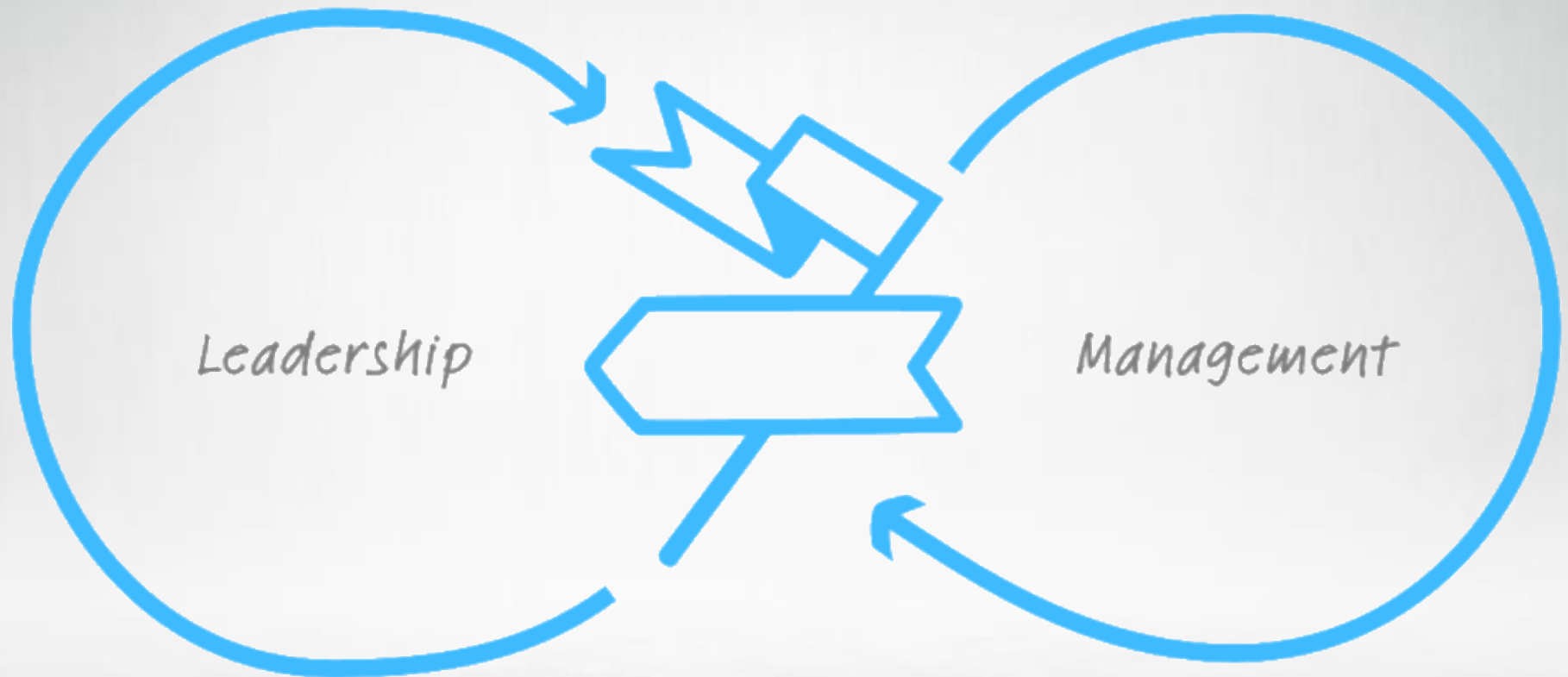




Global Political leaders



Distinctions Between Leadership and Management



Distinguish between leadership and Management

MANAGER

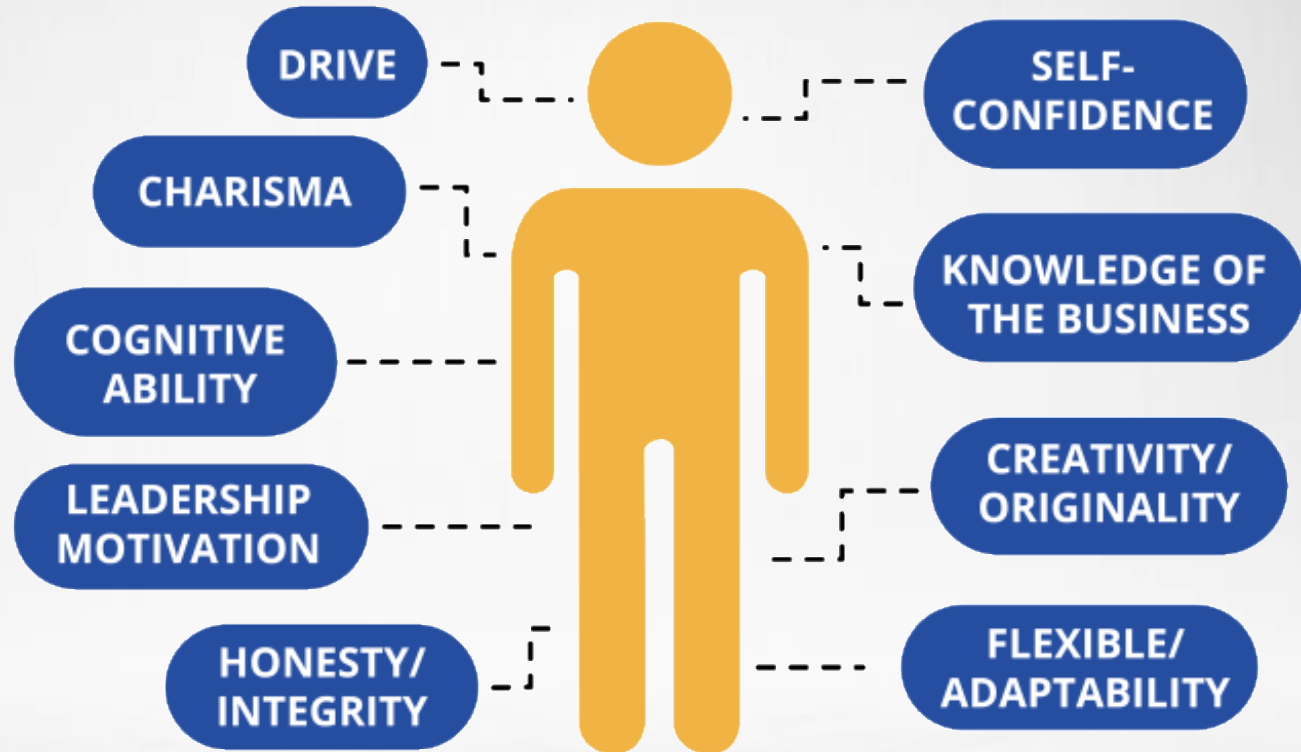
- gives direction
- has subordinates
- holds authority
- tells you what
- has good ideas
- reacts to change
- tries to be a hero
- exercises power

VS

LEADER

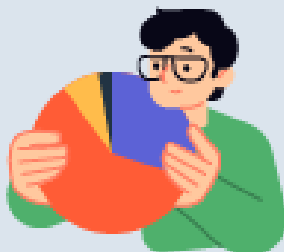
- asks questions
- has followers
- is motivational
- shows you how
- actions good ideas
- creates change
- makes heroes
- develops power

CORE TRAITS OF A LEADER





Democratic Leadership
Decisions based on input



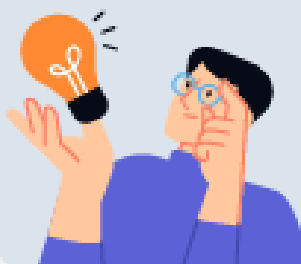
Autocratic Leadership
Decisions from a single source



Laissez-Faire Leadership
Decisions come from individual employees



Strategic Leadership
Decisions based on strategy and goals



Transformational Leadership
Pushing to think and work in new ways



Transactional Leadership
Employees get rewarded for work



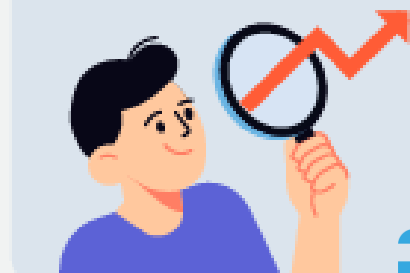
Coaching Leadership
Leader nurtures individuals



Bureaucratic Leadership
Decisions come from company policy



Visionary Leadership
Energetic focus on the future



Pacesetter Leadership
Leaders set ambitious goals



Situational Leadership
Decisions and leadership styles vary by situation



مجموعة جامعة
الجميع الذكية
للتعليم القابضة

www.esu.ac.ae

Fundamentals of
**Organizational
Communication**

UPDATED NINTH EDITION

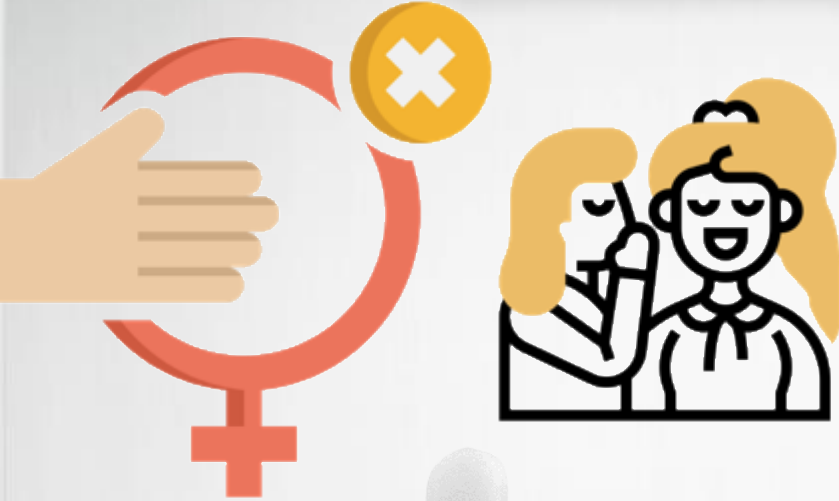
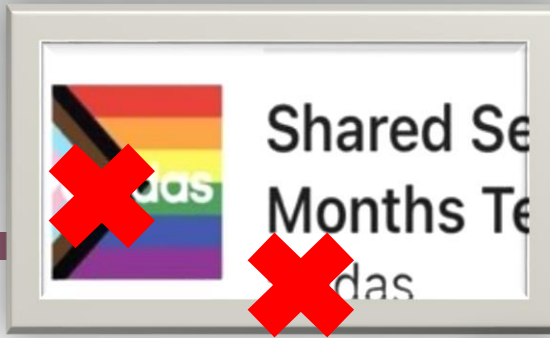


Pamela S. Shockley-Zalabak

**Shockley-Zalabak,
9e Update**

Pamela S. Shockley-Zalabak

Chapter 4
**Organizational
Communication: Values and
Ethical Communication
Behaviors**



Neuralink
@neuralink

We are excited to share that we have received the FDA's approval to launch our first-in-human clinical study!

This is the result of incredible work by the Neuralink team in close collaboration with the FDA and represents an important first step that will one day allow our technology to help many people.

Recruitment is not yet open for our clinical trial. We'll announce more information on this soon!

12:10 AM · May 26, 2023 · 36.6M Views

10.6K Retweets 5,085 Quotes 52.3K Likes 2,146 Bookmarks



Objective 4.2 Describe Individual And Organizational Values



The similarity between individual and organizational values

قانون رقم ١٠ لسنة ٢٠١٨

تاريخ النشر : ١٩ - ٠٢ - ٢٠١٨

نوع الجريدة : القوانين الرئيسية

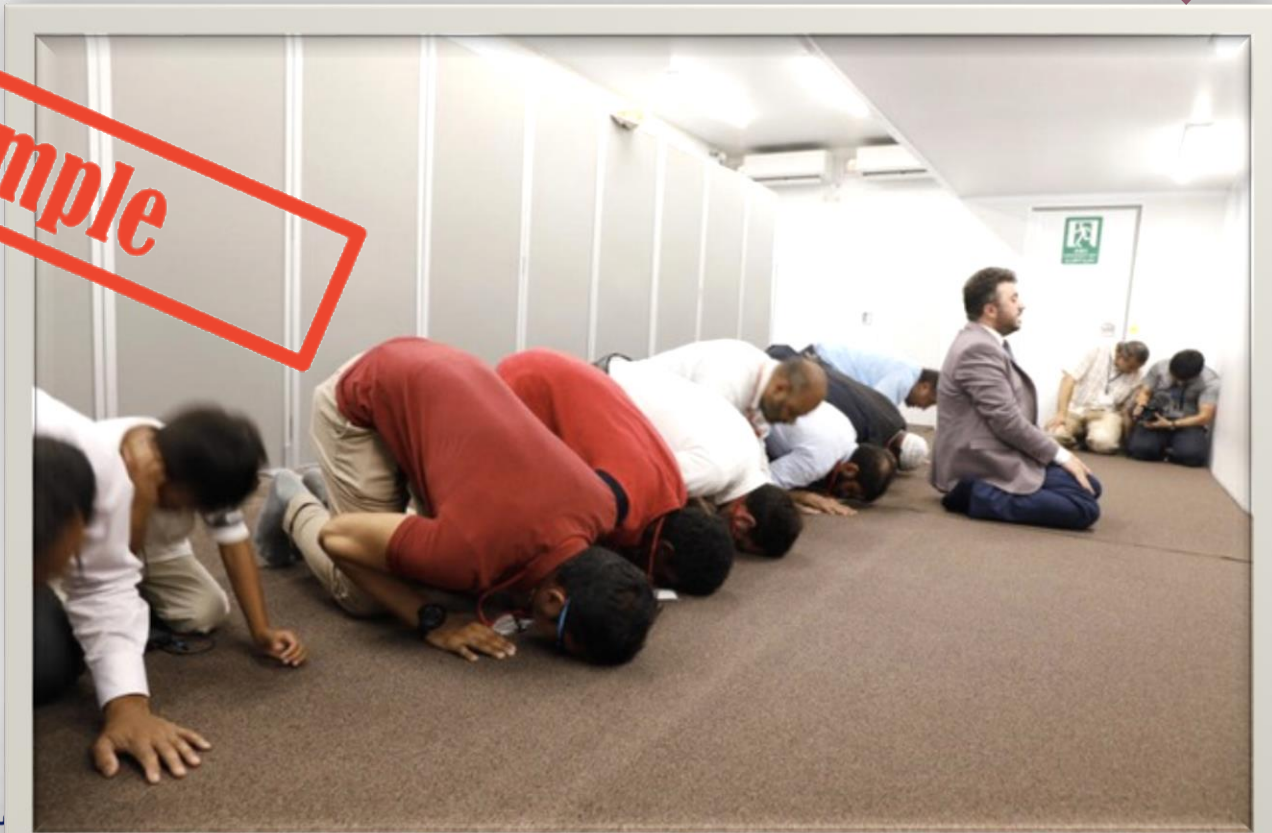
مضمون التشريع : قانون رقم ١٠ لسنة ٢٠١٨ بإصدار قانون حقوق الأشخاص ذوي الإعاقة وفقاً لآخر تعديل صادر في ١٨ ديسمبر عام ٢٠٢١.

مادة (١):

يهدف هذا القانون في حماية حقوق الأشخاص ذوي الإعاقة، وكفالة تمتعهم تمتعاً كاملاً بجميع حقوق الإنسان والحريات الأساسية على قدم المساواة مع الآخرين، وتعزيز كرامتهم، ودمجهم في المجتمع، وتأمين الحياة الكريمة لهم.

Individual Values || Religious

Example



أرامكو
aramco



الاستدامة

العمل بروح المسؤولية

تسخير إمكانيات وطاقات الشركة من خلال مجموعة واسعة من البرامج
بغية إحداث فارق حقيقي في قدرة الأفراد على تحقيق مستقبل ناجح
لأنفسهم وأسرهم ومجتمعاتهم المحلية.



مجموعة جامعة
الجميع الذكية
للتعليم القابضة

www.esu.ac.ae

Fundamentals of
**Organizational
Communication**

UPDATED NINTH EDITION



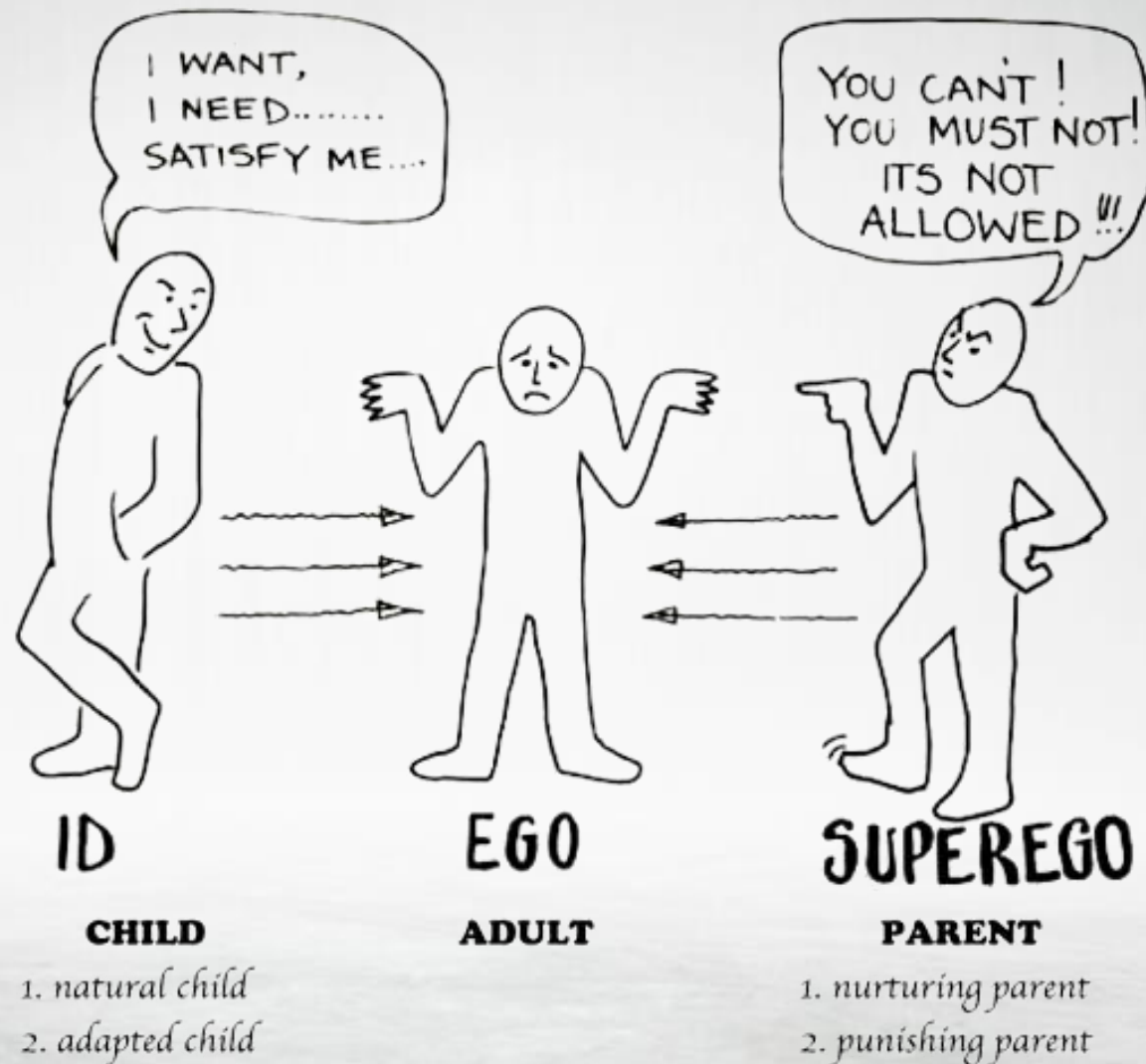
Pamela S. Shockley-Zalabak

**Shockley-Zalabak,
9e Update**

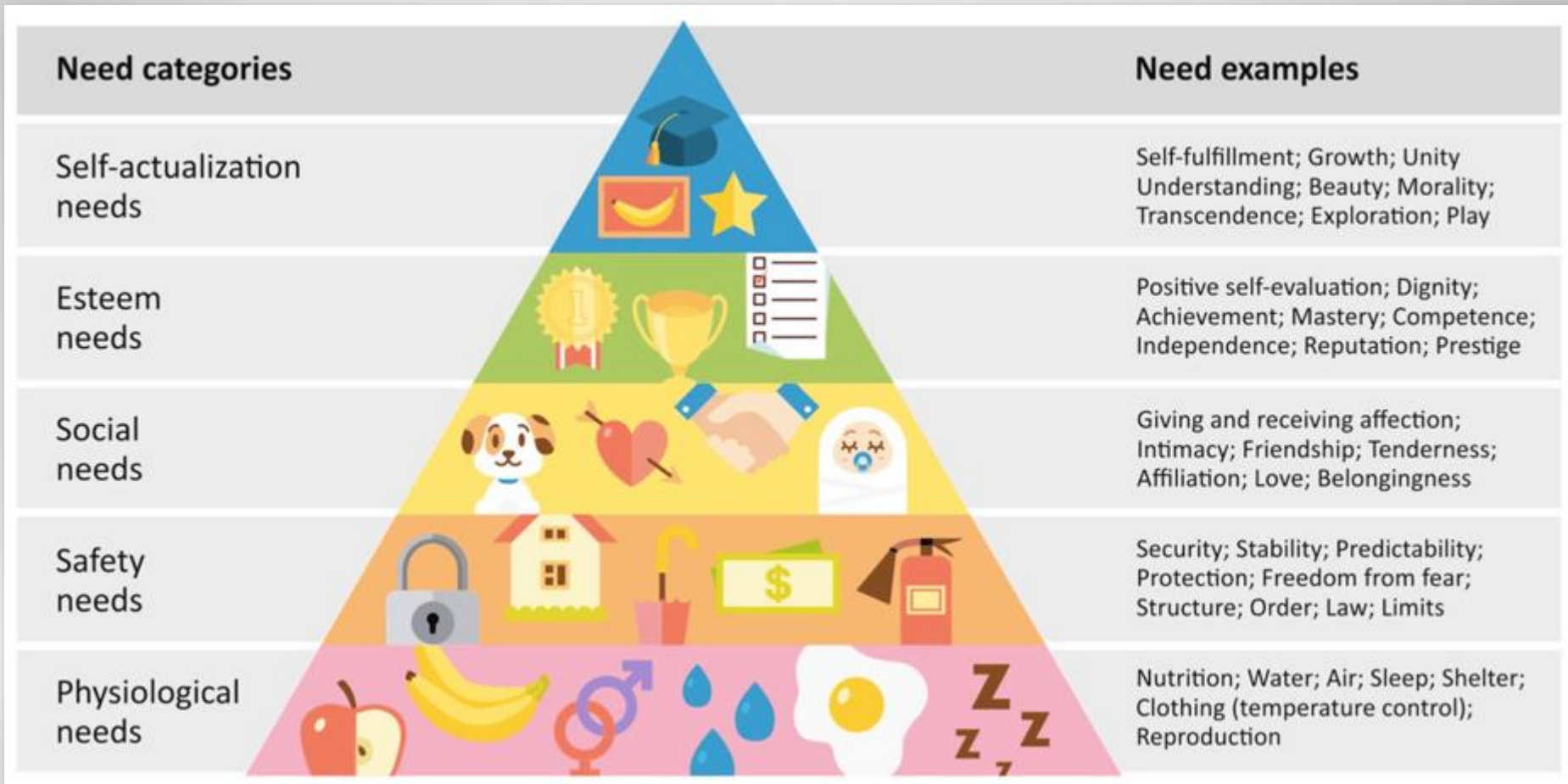
Pamela S. Shockley-Zalabak

Chapter 5
Individuals in Organizations

Why We Are So Different Personality ?



Identifying Personal Needs



Motivating Factors



Hygiene Factors

- ✓ Achievement
- ✓ Recognition
- ✓ The work itself
- ✓ Job advancement opportunities
- ✓ Growth opportunities

- ✓ Relationship with peers
- ✓ Company policies
- ✓ Physical workspace
- ✓ Working conditions
- ✓ Salary
- ✓ Status
- ✓ Security
- ✓ Supervision

بيئة العمل الصحية

التحفيز



5.5 Forming Interpersonal Relationships (4 of 5)

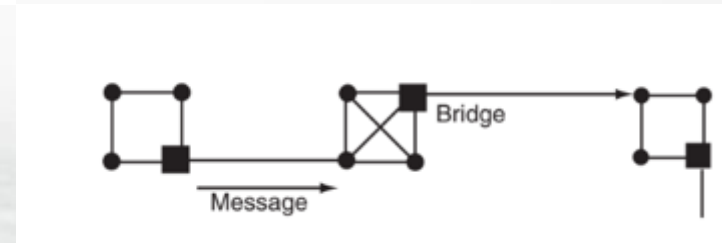
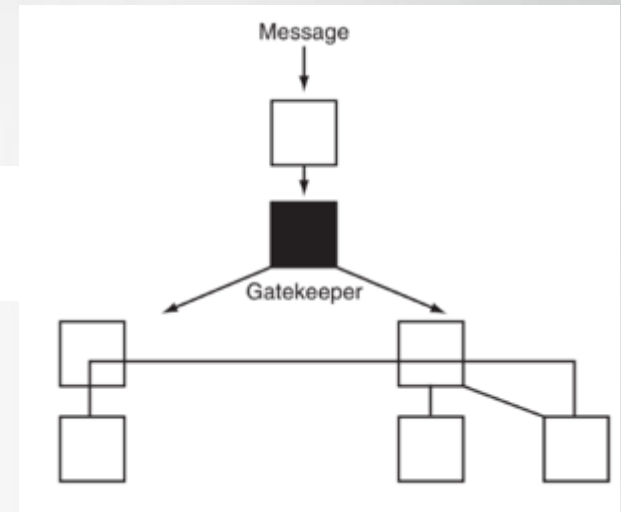
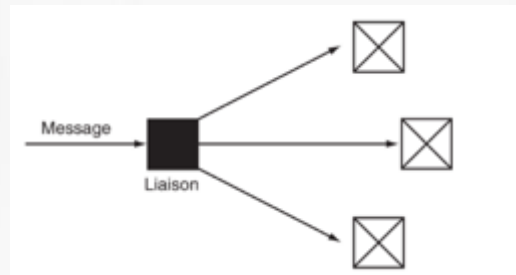
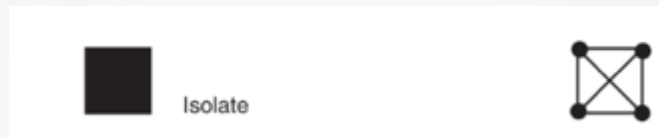
Communication Networks and Interpersonal Relationships

Point 1 – Communication networks

- Formal and informal patterns of communication
- Transmitting and exchanging messages through time and space

Point 3 – Network roles

- Liaisons
- Bridges
- Gatekeepers
- Isolates
- Participants
- Nonparticipants

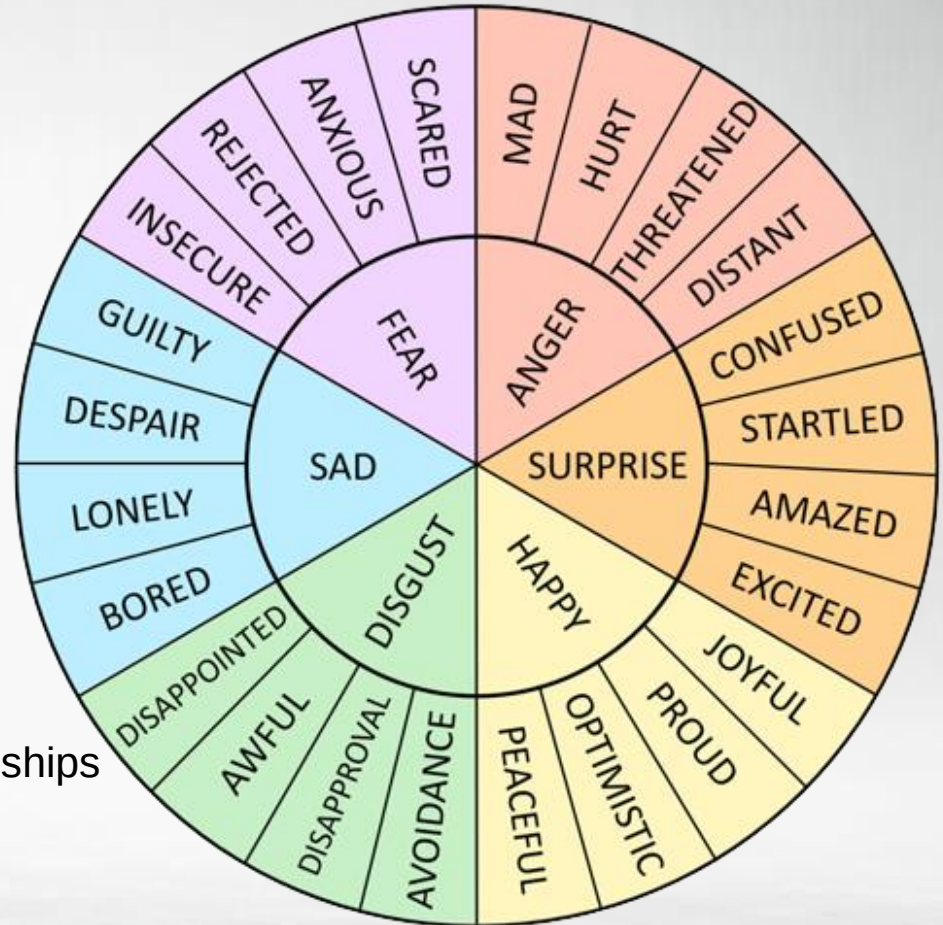


5.7 Workplace Emotion, Balance, and Interpersonal Relationships



Point 1 – Emotion and interpersonal relationship

- Part of workplace interpersonal relationships
- Balance contributes to understanding complex organizational environments





5.9 Increasing Interpersonal Effectiveness (1 of 3)



Cultural Intelligence

Point 1 – Cultural intelligence

- Ability to understand individual's behaviors
- Helps assess our reactions and responses

Point 2 – Classification according to people's behaviors

- Universally human
- Specific to an individual
- Rooted in culture



مجموعة جامعة
الجميع الذكية
للتعليم القابضة



Fundamentals of
**Organizational
Communication**

UPDATED NINTH EDITION



Pamela S. Shockley-Zalabak

**Shockley-Zalabak,
9e Update**

Pamela S. Shockley-Zalabak

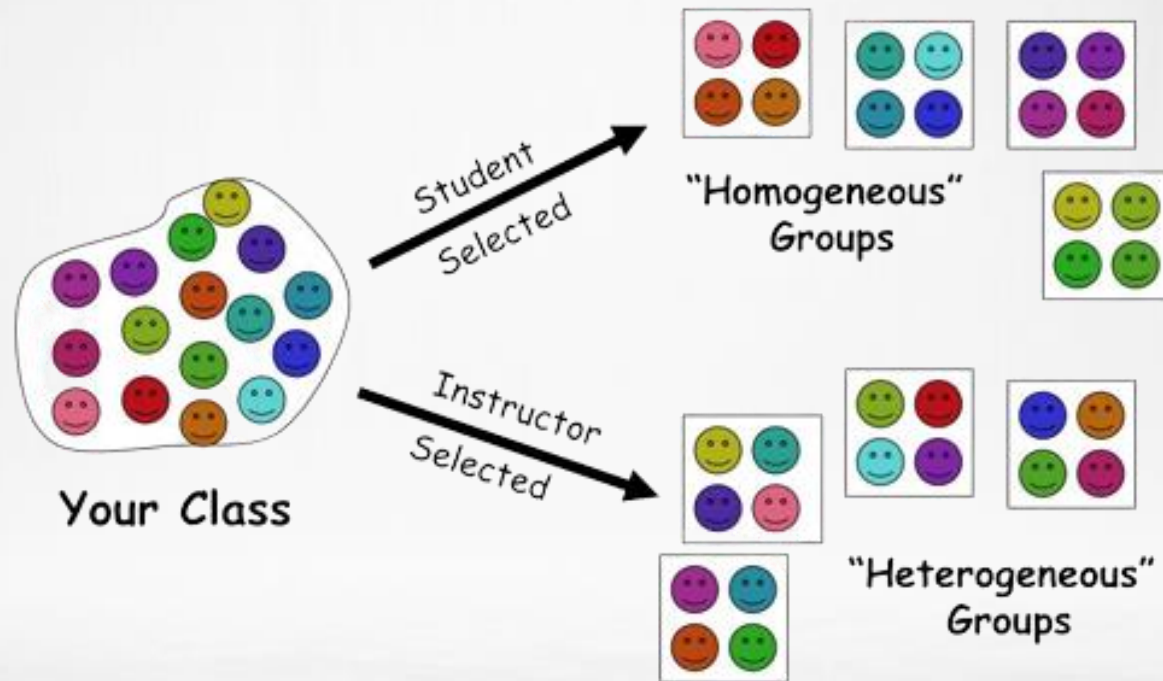
Chapter 6
Groups in Organizations

Characteristics Of An Effective Team?



Homogeneous Vs Heterogeneous Groups In Communication

Forming Groups Homogeneous vs. Heterogeneous



6.3 Types of Groups (2 of 10)

Directional Groups

Point 1 – Overview

- Comprised of numerous organizational and extra-organizational constituencies
- Decisions often made epitomizing differing viewpoints
- Require effective leadership
- Depend on information-seeking and communication processes
- Referred to as cross-functional groups or executive leadership teams

Point 2 – Functioning

- Review performances of other organizational groups
- Form policies and develop vision of the organization

Point 3 – Examples

- Management teams
- Standing committees
- Boards of directors



6.3 Types of Groups (3 of 10)

Quality Teams

Point 1 – Overview

- Primary purpose of problem solving
- Meet on a regular basis
- Managed by supervisor or elected member
- Members **belong to one particular area of expertise** and work with the same technology

Point 2 – Functioning

- Identify and propose solutions to problems
- Resolve quantity or quality issues
- Solve problems highlighted by management
- Members are trained in group dynamics, problem solving, communication, quality control



6.3 Types of Groups (5 of 10)

Steering Committees

اللجان التوجيهية

Name/ Stakeholder group	Member role
Name of Member, Chief Product Officer	Chairperson of the Committee
Name of Member, Project Management	Project Manager
Name of Member, Product Management	Member
Name of Member, Website Design	Member
Name of Member, User Design, and Interface	Member
Name of Member, Information Technology	Member
Name of Member, Cybersecurity	Member
Name of Member, Marketing	Member
Name of Member, Sales	Member
Name of Member, Finance	Member
Name of Member, Customer Support	Member

Example

Point 1 – Overview

- Give direction to the advancement of a goal, plan, issue, program
- Members need to have authority and a willingness to take responsibility

Point 2 – Functioning

- Execute proposed plans of task force groups
- Effect the implementation of organizational plans, processes, or change
- Supervise the progress of new plans

6.4 The Team-Based Organization

High-Reliability Organizations

Point 1 – Overview

- Explain organizations in high-risk industries
- Impact of work is all-pervasive
- Use simulations to practice implementation of communication strategies
- Regularly review tactics and plans of action
- Communication protocols relatively formal

Point 2 – Examples

- Police department
- Fire department
- Security agencies
- Relief teams

Point 3 – Functioning

- Focus on what can go wrong
- Bring order out of chaos during natural and human disasters
- Form redundancy in communication strategies, technologies, tactics
- Avoid oversimplification of facts and interpretations



Fundamentals of
**Organizational
Communication**

UPDATED NINTH EDITION



Pamela S. Shockley-Zalabak

**Shockley-Zalabak,
9e Update**

Pamela S. Shockley-Zalabak

Chapter 9

**Organizational Conflict:
Communicating for
Effectiveness**

Why ORGANIZATION COMMUNICATION CONFLICT EXIST ?



ما هي الحاجة الي وجود المحاكم الاقتصادية ومكاتب العمل ؟



9.3 The Individual in Organizational Conflict (1 of 4)



Orientations/Predispositions/Styles

Point 1 – **Avoidance**

- Individuals pursue their own goals and support relationships and goals
- Organizations employ uses, skills, abilities

Point 2 – **Competition**

- Individual approaches by emphasizing personal goals and needs without considering opinions or needs of others
- Needs competitiveness and counterproductive

Point 3 – **Compromise**

- Concerns with task issues and approaches with a give-and-take attitude
- Individuals help organizations make a decision among various viewpoints

Point 4 – **Accommodation**

- Provides important support to groups engaged in making difficult decisions
- Encourages the accommodative individual to abandon issue, goal, or task input when others appear to disagree

Point 5 – **Collaboration**

- Individuals work for goals to examine issues thoughtfully
- Task-oriented and goal information to solve the problem thoroughly

Process : Decision Making



Organizational Charts



9.4 Groups in Organizational Conflict (10 of 10)



Conflict with Customers & Vendors



Point 1 – Customer interactions

- Personality
- Communication style
- Differing expectations
- Organization-generated problems

Point 2 – Effective conflict management

- Identifying problem responsibility
- Assessing course of corrective action
- Working with vendor problems
- Problem-solving and decision-making

Fundamentals of
**Organizational
Communication**

UPDATED NINTH EDITION



Pamela S. Shockley-Zalabak

**Shockley-Zalabak,
9e Update**

Pamela S. Shockley-Zalabak

Chapter 10

**Organizational Innovation,
Change and Communication**

أول تحرك برلماني بعد إعلان تغيير اسم
شركة مدينة نصر إلى مدينة مص*ر
مانشيت (جريدة المصري اليوم)



10.3 Barriers to Innovation and Change (1 of 6)

ـ زوكربيرغ يعلن تغيير اسم شركة فيسبوك إلى "ميتا"

28 أكتوبر 2021 - 22:45 بتوقيت أبوظبي

ترجمات - أبوظبي



Example



Meta

10.5 Models and Processes for Innovation and Change (3 of 4)

The Process Model

Point 1 – Overview

- Communication specialist guides inquiry and problem solving skills
- Organizational members committed to solutions

Point 2 – **Features of process model**

- Finds members of the organization working with the communication professional
- Propose solutions
- Implement action
- Evaluate results

The Doctor–Patient Model

Point 1 – Features of doctor–patient model

- Examine symptoms of organizational problems
- Prescribe solutions to meet the identified problems

Point 2 – Problems in doctor–patient model

- Lack of organizational acceptance of proposed solutions
- Results are unaffected if organization does not accept



Fundamentals of
**Organizational
Communication**

UPDATED NINTH EDITION



Pamela S. Shockley-Zalabak

**Shockley-Zalabak,
9e Update**

Pamela S. Shockley-Zalabak

Chapter 11

**Strategic Organizational
Communication: Professional
Applications of
Organizational
Communication**

11.3 The Organization and Its Environment (2 of 4)

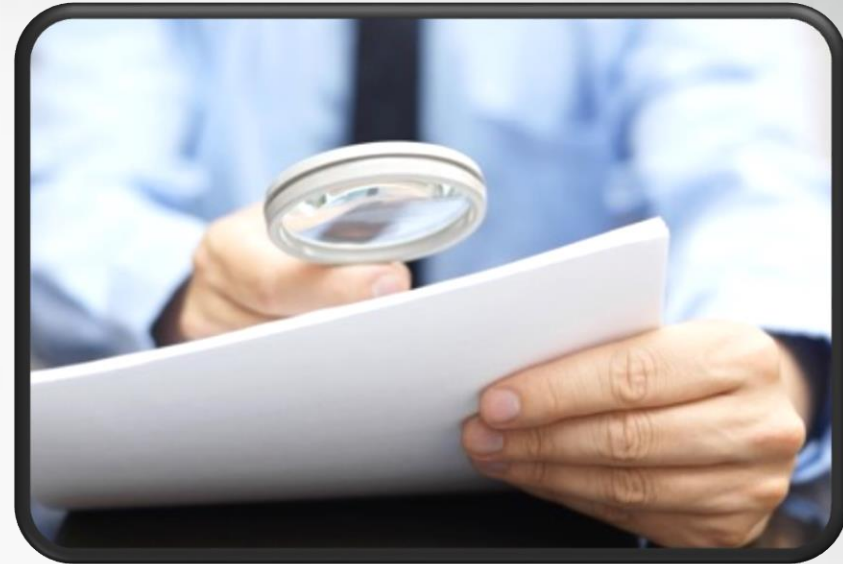
Environmental Scanning

Point 1 – How environmental scanning works

- Organizations routinely monitor the environment for data to help shape organizational strategy
- Gather information about the organization's environment
- Influence future action

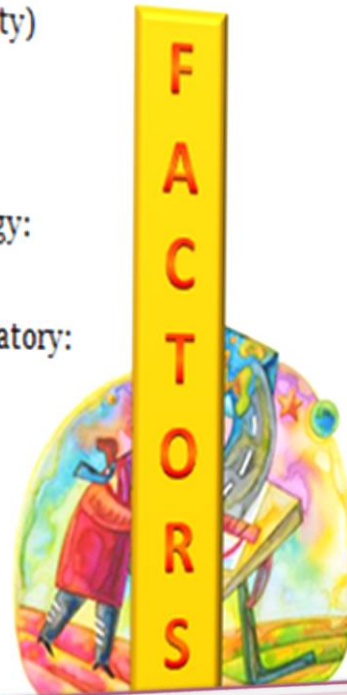
Point 2 – How information is gathered

- Informally or sporadically through members' interactions
- Attendance at off-site training sessions or conferences
- Scan newspapers and journals
- Monitor social media



11.3 The Organization and Its Environment (2 of 4)

S Socio-Demographics (People/Society)
K Competition/Substitutes
E Economics: **E** Ecology:
P Political: **R** Regulatory:
T Technical:
I Industry/ Supplier:
C Customer/ Client/ Citizen:



11.3 The Organization and Its Environment (4 of 4)

SWOT Processes

Point 1 – SWOT

- Strengths
- Weaknesses
- Opportunities
- Threats

Point 2 – **Corporate strategy**

- Beginning with an assessment of environmental conditions
- Organization's internal capabilities and resources

Point 3 – **Types of strategy**

- Differentiation.
- Price-skimming.
- Acquisition.
- Growth.
- Focus..
- Cross-selling.
- Operational.

Point 4 – **Phases of SWOT analysis**

- Scanning and interpreting the internal and external environments
- Formulating a mission, or vision for the future to transform it into specific objectives
- Developing strategy and implementing supporting programs
- Monitoring, reviewing, revising the plan and its implementation



تحليل السوات SWOT لشركة المراعي

- رائدة السوق في سوق الألبان في دول مجلس التعاون الخليجي
- منتجات ذات جودة عالية
- شبكة توزيع قوية
- الظروف المناخية الساخنة
- مواتية لسوق المشروبات

S

نقاط القوة

- ارتفاع تكاليف التشغيل
- الإفراط في التركيز على قطاع الألبان والعصائر
- اعتماد كبير على الواردات للمواد الخام

W

نقاط الضعف

- نمو سوق الحليب في دول مجلس التعاون الخليجي (GCC)
- تنويع المنتجات
- زيادة عدد السياح الذين يزورون السعودية للحج والعمرة لدفع الطلب

O

الفرص

- الوضع السياسي في منطقة الخليج
- اضطراب إمدادات المواد الخام يزيد التكلفة

T

التحديات

11.4 Strategic Organizational Communication (3 of 10)

Marketing

Point 1 – Definition

- Strategic communication process
- Brings about an exchange between an organization and a customer, client, service user, partner or society as a whole

Point 2 – Responsibilities of marketing

- Analyze markets
- Plan
- Implementation
- Monitor programs

IMC

Integrated Marketing Communications

Point 1 – Definition

- The process of managing all sources of information about a product
- Maintains customer loyalty
- All marketing efforts utilize IMC

Point 2 – What companies can do through marketing

- Avoid duplication
- Take advantage of synergy among various communication tools
- Develop more efficient and effective marketing communication programs





11.4 Strategic Organizational Communication (10 of 10)

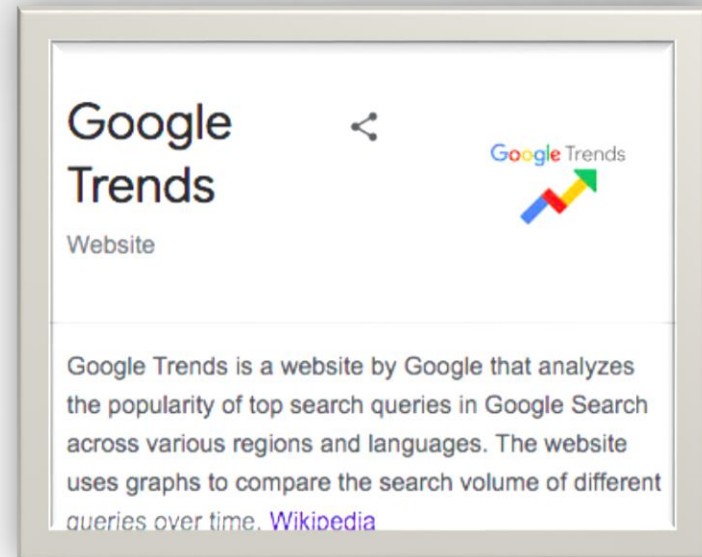
Evaluating Strategic Organizational Communication

Point 1 – Web pages

- Refer keywords
- Visit locations
- Inbound link monitoring

Point 2 – Factors evaluating communication effectiveness

- Survey research
- Focus groups
- Competitive rankings



Thank you