

Fundamentals of Organizational Communication

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MGM332

Lecture 1



Fundamentals of
**Organizational
Communication**

UPDATED NINTH EDITION



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



Chapter

01

Please Welcome Mr. Sultan



Learning Objectives (1 of 3)

- 1.1 Examine the factors that have changed organizations and the way people work
- 1.2 Recognize communication to be fundamental to the process of organizing
- 1.3 Describe communication in the information- rich world
- 1.4 Recognize communication as a key to organizational excellence

Learning Objectives (2 of 3)

- 1.5** Report communication competency as a personal and organizational need
- 1.6** Describe the human communication process
- 1.7** Develop awareness of our personal communication competencies

Learning Objectives (3 of 3)

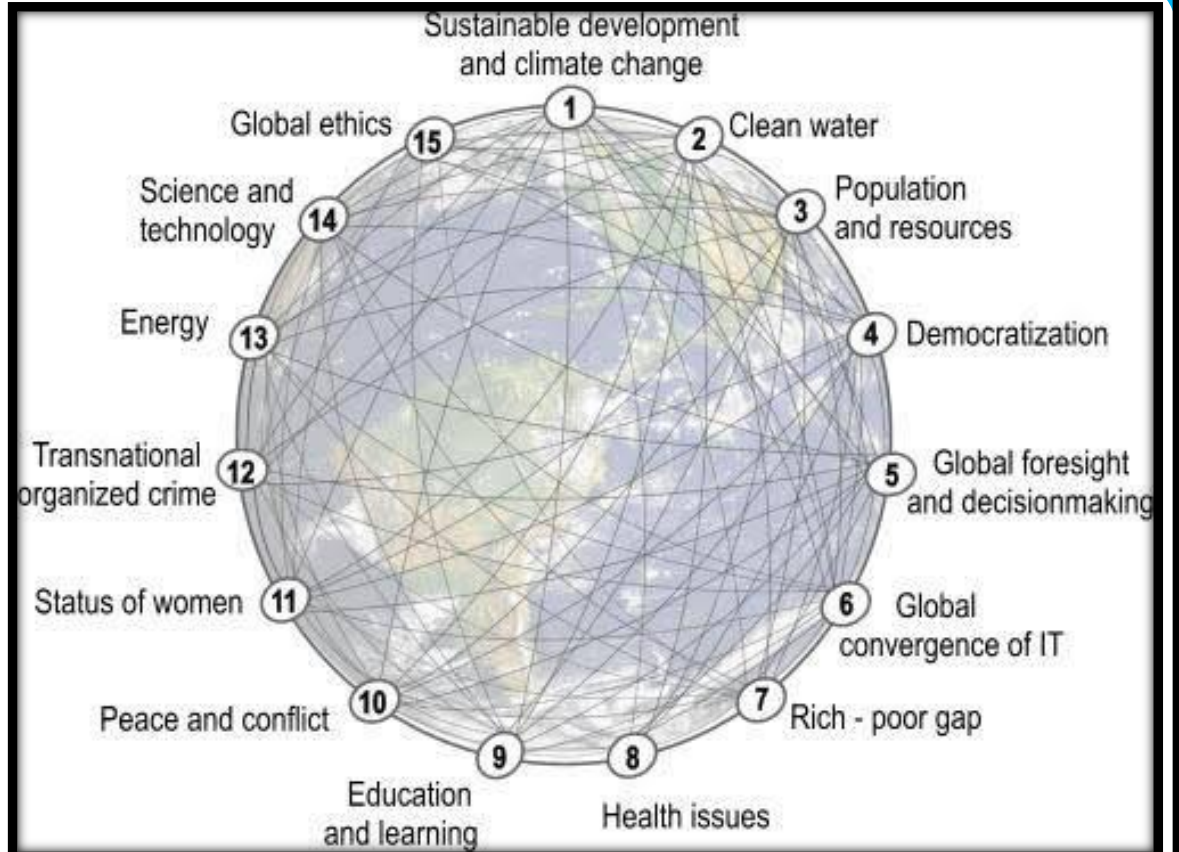
- 1.8** Distinguish among interpersonal, small-group, and organizational communication
- 1.9** Identify descriptions of organizations
- 1.10** Definitions of organizational communication
- 1.11** Assess personal development needs

The Changing Nature of Organizations and Work

Objective 1.1 Examine the factors that have changed organizations and the way people work



1.1 The Changing Nature of Organizations and Work



1.1 The Changing Nature of Organizations and Work Cont.

- Turbulent period
- Contemporary organizations

Point 1 – Turbulent period

- One of the more turbulent periods of history
- Unprecedented opportunities and unprecedented problems
- Uncertainty and change have become the norm
- Creativity and innovation are more important than ever

Point 2 – Contemporary organization

- New relationships between organizations and employees
- Old social contract replaced by frequent employment shifts

Challenges for Individuals and Organizations

Objective 1.2 Recognize communication to be fundamental to the process of organizing



1.2 Challenges for Individuals and Organizations

- Organizational and individual environments
- Organizational and individual challenges

Point 1 – Organizational and individual environments

- Complex, fragile, turbulent, and uncertain environments
- Enormous opportunities for innovation and change

Point 2 – Organizational and individual challenges

- Problems of sharing our planet, our humanity, and a global rule book
- Requirement to continually learn and build new competencies

Chapter

01

The Communications Era

Objective 1.3 Describe communication in the information - rich world



1.3 The Communications Era

- Complex communications environments
- Postindustrial information society and conceptual age

Point 1 – Complex communications environments

- World more interconnected than ever
- Globalization and nature of innovation

Point 2 – Postindustrial *information society and conceptual age*

- Rapid change associated with mass production of information

Communication: The Key to Organizational Excellence

Objective 1.4 Recognize communication as a key to organizational excellence



1.4 Communication: The Key to Organizational Excellence

- Communication excellence
- Future employees

Point 1 – Communication excellence

- Key to organizational excellence
- More than just efficient management of large volumes of facts

Point 2 – Future employees

- Competent communicators at all organizational levels
- Excellence depends on the abilities, commitment, and creativity of all organizational members



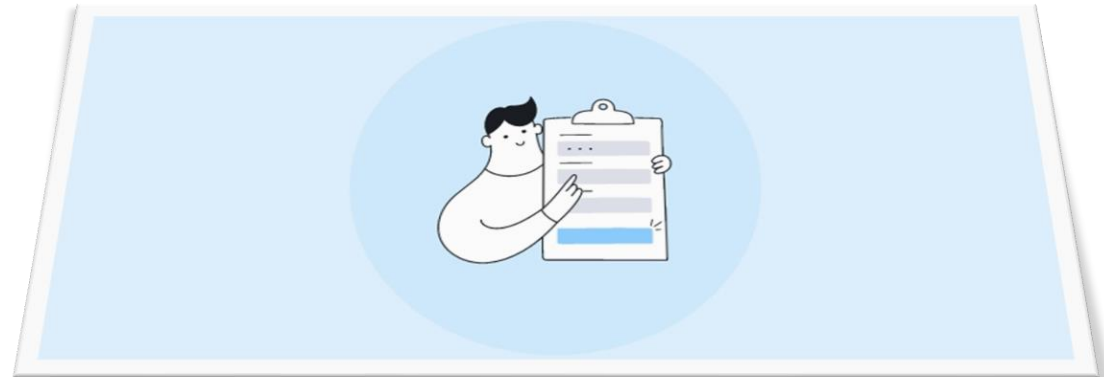
Excellence in Communication: Communication Competency

- Communication competency
- Components of communication competency

Components of communication competency

- Competency arises out of four basic components: process understanding, interpersonal sensitivity, communication skills, and ethical responsibility
- Competence comes from the interaction of three primary elements: theory, practice, and analysis

Objective 1.6 Report communication competency as a personal and organizational need



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



Understanding Human Communication

Objective 1.7 Describe the human communication process



1.7 Understanding Human Communication

Defining Communication

- Human communication
- Shared realities



Defining Communication

Point 1 – Human communication

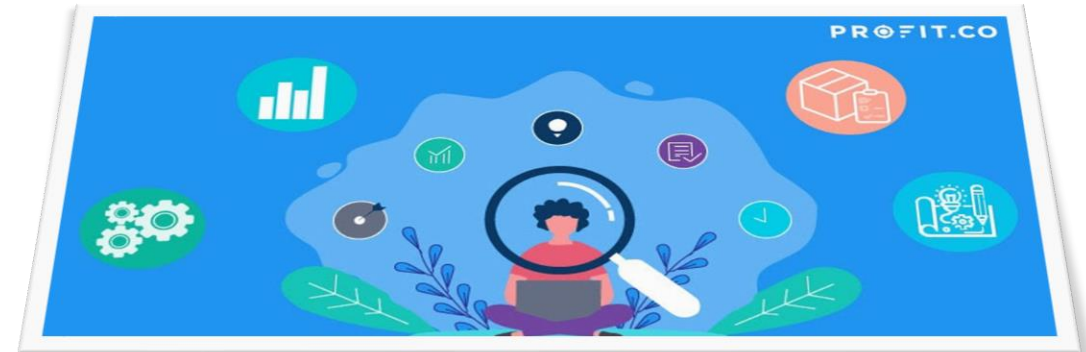
- Constituting experience of working together and making sense of what it means
- Use of symbols or words to attempt to create mutual understanding

Point 2 – Shared realities

- Communication is an attempt to construct shared realities
- Create present reality through sharing realities

Human Communication: Messages and Constitutive Processes

Objective 1.8 Develop awareness of our personal communication competencies



1.8 Human Communication: Messages and Constitutive Processes (1 of 5)

- **Source/Receiver**
 - Sending messages
 - Receiving messages
- **Encoding/Decoding**
 - Encoding
 - Decoding

Source/Receiver

Point 1 – Sending messages

- Individual in a communication is both sender and receiver
- Talk to send messages

Point 2 – Receiving messages

- Monitor nonverbal reactions of others
- Use of technology to rapidly exchange messages

Encoding/Decoding

Point 1 – Encoding

- Process of formulating messages, choosing content and symbols to convey meaning
- Determining what we want to be understood
- Determining how we believe that it can best be presented

Point 2 – Decoding

- Process of assigning meaning to message symbols received
- Taking what we see and hear and interpreting it

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Please compose a communication message using below symbols



1.8 Human Communication: Messages and Constitutive Processes (2 of 5)

- Message
 - Source
 - Meaning
- Channel
 - Medium
 - Distortion of messages

Message

Point 1 – Source

- Sends messages in any combination of the five senses
- Intent of the message

Point 2 – Meaning

- Decoding of messages
- Messages serve as symbols for meaning

Channel

Point 1 – Medium

- Link between source and receiver
- Includes the five senses and technology
- Channels used in combination

Point 2 – Distortion of messages

- Message distortion in reception – technological and sensory
- Selection of channel is a message in itself

1.8 Human Communication: Messages and Constitutive Processes (3 of 5)

- Noise
 - Types of noises
 - Presence of noise
- Competence
 - Impression of competence
 - Encoding/decoding messages

Noise

Point 1 – Types of noises

- Interference contributing to discrepancies in decoding
- Physical distractions, channel interference, communicative competence, etc

Point 2 – Presence of noise

- Always present in some form
- Type of noise contributes to the meanings assigned

Competence

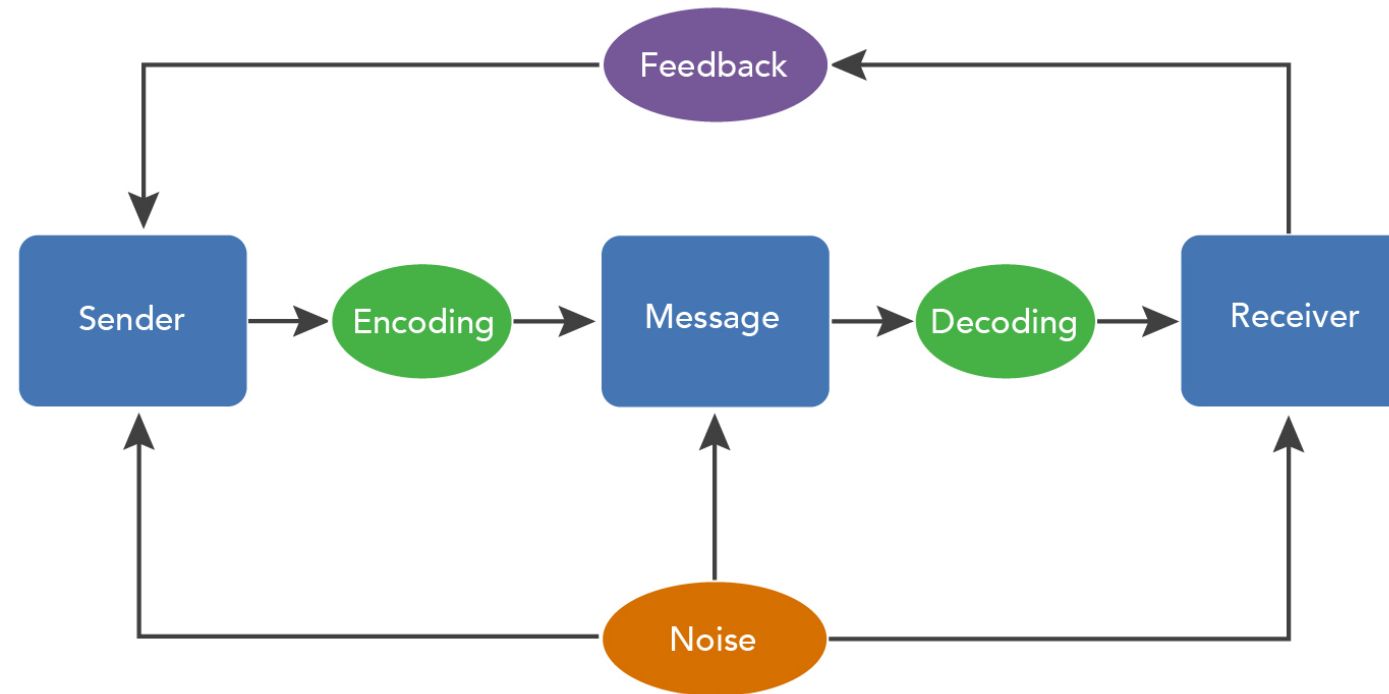
Point 1 – Impression of competence

- Ability to generate shared realities contributes to the impression of our own competence
- We continually evaluate and form impressions about others' competence

Point 2 – Encoding/decoding messages

- Impressions contribute to encoding/decoding messages
- Contributes to communication effects and evaluation of the effectiveness of interactions

Messages and Constitutive Processes Model



1.8 Human Communication: Messages and Constitutive Processes (4 of 5)

- Field of Experience
 - Familiarity
 - Situation specific
- Communication Context
 - Communication interaction environment
 - Communication intentions

Field of Experience

Point 1 – Familiarity

- What we do depends on our experiences
- Behavior depends on familiarity to situations

Point 2 – Situation specific

- May relate to evaluations of self-competence
- Common fields of experience enable easier communication

Communication Context

Point 1 – Communication interaction environment

- Includes the specific time and place of the interaction
- Includes roles, relationships, and status of participants

Point 2 – Communication intentions

- Context contributes to our intentions

1.8 Human Communication: Messages and Constitutive Processes (5 of 5)

- Realities and Effects
 - Communication realities
 - Ethics

Realities and Effects

Point 1 – Communication realities

- Result, consequence, or outcome of the communication exchange
- Effect can be immediate or delayed

Point 2 – Ethics

- Evaluation of ethics influence future interactions
- Ethical perceptions of past interactions influence perceptions of future communication

Communication as Constitutive of Shared Realities

Objective 1.9 Distinguish among interpersonal, small-group, and organizational communication



1.9 Communication as Constitutive of Shared Realities

- Shared realities
- Types of communications

Point 1 – Shared realities

- Communication is the attempt to construct *shared realities*
- Culture and context influence communication
- Communication is dynamic and ever-changing

Point 2 – Types of communications

- Interpersonal
- Group
- Public
- Organizational



Twenty-First Century Concepts of Organizations

Objective 1.10 Identify descriptions of organizations



1.10 Twenty-First Century Concepts of Organizations

- Organizing
- Types of organizations

Point 1 – Organizing

- Purposeful activities as a result of communication behaviors
- Communication seeks to bring order out of chaos
- Five features of all organizations

Point 2 – Types of organizations

- Family-owned, social justice, and volunteer organizations
- Partnerships, entrepreneurial opportunities, home-based work, and global ventures
- Temporary, local, regional, or global organizations

Definitions of Organizational Communication

Objective 1.11 Survey definitions of organizational communication



1.11 Definitions of Organizational Communication (1 of 3)

- Organizational Communication as Process
 - Process
 - Process occurrence
- Organizational Communication as People
 - Organizational communication
 - Organizational communication occurrence



Organizational Communication as Process

Point 1 – Process

- Ongoing
- Ever changing
- Evolutionary
- Culturally dependent

Point 2 – Process occurrence

- Occurs in developing strategy, planning, decision making, and executing the work of the organization
- Occurs during unexpected crises, changes in the external environment, encounters with competitors

Organizational Communication as People

Point 1 – Organizational communication

- Contributes to creating relationships
- Assists in achieving diverse purposes

Point 2 – Organizational communication occurrence

- Occurs between people who share work and interpersonal relationships
- Occurs between people who are geographically separated
- Occurs across networks of people with a variety of objectives

1.11 Definitions of Organizational Communication (2 of 3)

- Organizational Communication as Messages
 - Message creation
 - Message description
- Organizational Communication as Meaning
 - Role taking
 - Multiple meanings



Organizational Communication as Messages

Point 1 – Message creation

- Transmission of verbal and nonverbal behaviors
- Sharing of information
- Communicators are linked together by channels

Point 2 – Message description

- Frequency
- Amount
- Type
- Fidelity

Organizational Communication as Meaning

Point 1 – Role taking

- Occurs as individuals interact in the ever-changing organizational context
- Organizational communication is the symbolic behavior which affects all organizational activities

Point 2 – Multiple meanings

- Does not create a singular set of meanings
- Interactions of ever-changing behaviors create multiple perceptions of events and multiple realities

1.11 Definitions of Organizational Communication (3 of 3)

- Organizational Communication as Constitutive of Organizations
 - Context Definition
 - Competencies



Organizational Communication as Constitutive of Organizations

Point 1 – Context Definition

- Organizing, decision making, planning, controlling, and coordinating
- Seeks to reduce environmental uncertainty
- People, messages, and meaning
- Intentional and unintentional messages
- Reflects the purpose of the organization
- Process through which individuals and organizations attempt goal-oriented behavior

Point 2 – Competencies

- Interpersonal abilities
- Effectiveness in complex and changing environments

Self-Assessment of Personal Development Needs!

Your Personal Workbook

Objective 1.12 Assess personal development needs



1.12 Self-Assessment of Personal Development Needs: Your Personal Workbook

- Self-development exercises
- Self-analysis for career planning
- Influences on career choices
- Achievements, skills, and values
- Current status of career planning
- Resume development