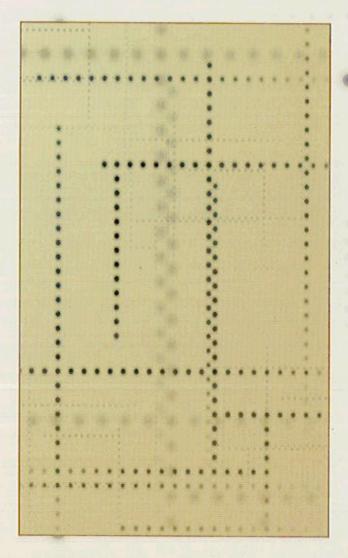
Katherine Miller

ORGANIZATIONAL COMMUNICATION



APPROACHES AND PROCESSES THIRD EDITION



PART A FOUNDING APPROACHES 1

Chapter	1	CLASSICAL APPROACHES	4
---------	---	----------------------	---

The Machine Metaphor of Organizing 4

Henri Fayol's Theory of Classical Management 6
Elements of Management 7
Principles of Management 7
Summary of Fayol's Theory 10

Max Weber's Theory of Bureaucracy 11

Frederick Taylor's Theory of Scientific Management 13
Impetus for the Theory of Scientific Management 14
Components of Scientific Management 14

Communication in Classical Approaches 16
Content of Communication 17

Spotlight on Scholarship 18

Direction of Communication Flow 19 Channel of Communication 19 Style of Communication 20

Classical Management in Organizations Today 20
Classical Structure in Today's Organizations 21
Classical Job Design in Today's Organizations 22

Summary 22

CASE STUDY: The Creamy Creations Takeover 24

Chapter 2 HUMAN RELATIONS APPROACHES 26

From Classical Theory to Human Relations: The Hawthorne Studies 27
The Illumination Studies 27
The Relay Assembly Test Room Studies 27
The Interview Program 28

The Bank Wiring Room Studies 28 Explanations of Findings in the Hawthorne Studies 29 Theories of the Human Relations Movement Maslow's Hierarchy of Needs Theory 30 Herzberg's Motivation-Hygiene Theory 33 McGregor's Theory X and Theory Y 35 Comparison of the Three Theories 37 Spotlight on Scholarship 38 Communication in Human Relations Approaches Content of Communication Direction of Communication Flow Channel of Communication 40 Style of Communication 41 The Human Relations Approach in Organizations Today 42 Impact on Managerial Attitudes 42 Impact on Job Design Summary 43 CASE STUDY: Motivation at Healthtime Fitness Club 45 Chapter 3 HUMAN RESOURCES APPROACHES Impetus for the Human Resources Approach Do Human Relations Principles Work? 48 Misuse of Human Relations Principles 50 Founding Theories of the Human Resources Approach 52 Blake and Mouton's Managerial Grid 52 Likert's System IV 53 Ouchi's Theory Z 55 Comparison of the Three Theories Communication in Human Resources Organizations Content of Communication 57 Direction of Communication Flow 58 Channel of Communication Style of Communication 59 Human Resources Organizations Today Spotlight on Scholarship The "What" of Human Resources Programs 60

The "How" of Human Resources Programs

Summary 65

CASE STUDY: Teamwork at the Marshall's Processing Plant 67

PART B CONTEMPORARY APPROACHES 69

Chapter 4 SYSTEMS APPROACHES 71

The Systems Metaphor and Systems Concepts 72
Systems Components 73
Systems Processes 74
System Properties 76

Spotlight on Scholarship 77

Three Systems Theories 80
Cybernetic Systems Theory 80
Karl Weick's Theory of Organizing 82
"New Science" Systems Theory 84

Methods for Studying Organizational Systems 86
Network Analysis 86
Modeling Techniques 88
Case Analysis 90

Summary 90

CASE STUDY: Sensemaking after the Acquisition 92

Chapter 5 CULTURAL APPROACHES 94

Prescriptive Views of Culture 95

Deal and Kennedy's "Strong Cultures" 96

Peters and Waterman's "Excellent Cultures" 96

Alternative Approaches to Culture 98
Organizational Cultures Are Complicated 99
Organizational Cultures Are Emergent 99

Spotlight on Scholarship 100

Organizational Cultures Are Not Unitary 101 Organizational Cultures Are Often Ambiguous 102

Schein's Model of Organizational Culture 103 A Definition of Culture 103 A Model of Culture 104 Methods for Studying Organizational Culture 110

Summary 112

CASE STUDY: The Rise and Fall of Enron 113

Chapter 6 CRITICAL APPROACHES 115

Critical Approaches 116
The Pervasiveness of Power 117
Ideology and Hegemony 122
Emancipation 123

Two Critical Approaches in Communication 124
A Theory of Concertive Control 125

Spotlight on Scholarship 126

Feminist Theories of Organizational Communication 128

Research Methodology in the Critical Approach 131

Summary. 132

Case Study: Talking Turkey 133

PART C ENDURING PROCESSES 135

Chapter 7 ASSIMILATION PROCESSES 137

Models of Organizational Socialization 138

Phases of Socialization 138

Spotlight on Scholarship 140

Content of Socialization 142 Summary of Socialization Models 143

Communication Processes During Assimilation 144
The Employment Interview 144
Newcomer Information-Seeking Tactics 147
Role-Development Processes 149
Organizational Exit 152

Summary 153

CASE STUDY: Letters to Delta Chi 156

Chapter 8 DECISION-MAKING PROCESSES 158

Models of the Decision-Making Process 158
Rational Models of Decision Making 158
Alternatives to Rational Models 159

Descriptive Research on Organizational Decision Making 161

Small-Group Decision Making 163
Descriptive Models of Small-Group Decision Making 163
Effective Small-Group Decision Making 165

Spotlight on Scholarship 168

Participation in Decision Making 169
Effects of Participation in Decision Making 170
Models of the Participation Process 170
Participative Applications in Organizations
and Workplace Democracy 172

Summary 175

CASE STUDY: Too Many Majors 179

Chapter 9 CONFLICT MANAGEMENT PROCESSES 182

Conceptualizing the Conflict Process 182
Defining Conflict 182
Levels of Organizational Conflict 184
Phases of Organizational Conflict 184

Managing Organizational Conflict 186
Conflict Styles 186
Bargaining and Negotiation 189
Third-Party Conflict Resolution 191

Factors Influencing the Conflict Management Process 193
Personal Factors 194
Relational Factors 194

Spotlight on Scholarship 195

Cultural Factors 196

An Alternative View of Conflict 197

Summary 198

CASE STUDY: The Problem with Teamwork 202

Chapter 10 CHANGE PROCESSES IN ORGANIZATIONS 204

Organizational Change Processes 205

Models of Organizational Change 205

Reactions to Organizational Change 207

Spotlight on Scholarship 208

Communication in the Change Process 210

Individual Change Processes: Feedback 212
Feedback Contexts 213
Feedback Dimensions 215
Effects of Feedback 216
Seeking Feedback 217

Summary 218

CASE STUDY: The Performance Appraisal Meeting 221

PART D EMERGING PROCESSES 223

Chapter 11 PROCESSES OF EMOTION IN THE WORKPLACE 225

Emotion in the Workplace 226
Emotion as Part of the Job 226
Emotion as Part of Workplace Life 228

Spotlight on Scholarship 230

Summary 231

Stress, Burnout, and Social Support in the Workplace 231
Burnout 232
Stressors That Lead to Burnout 233
Outcomes of Burnout 234
Communication as a Cause of Burnout 235
Coping with Burnout 238

Summary 241

CASE STUDY: After September 11: Emotion in the Workplace 243

Chapter 12 DIVERSITY MANAGEMENT PROCESSES 245

Women and Minorities in Today's Organizations 246
Explanation 1: Actual Differences 247
Explanation 2: Systemic Barriers 248
Explanation 3: Discrimination 250

The Multicultural Organization 251

The Diverse Organization: Opportunities 253

The Diverse Organization: Challenges 255

Spotlight on Scholarship 256

Managing Cultural Diversity 260

Summary 262

CASE STUDY: Perspectives on Encouraging Cultural Diversity 264

Chapter 13 TECHNOLOGICAL PROCESSES 266

Types of Organizational Communication Technology 267

Theories of Communication Media Usage 270

The Media Richness Model 270

The Social Information Processing Model 272

The Dual-Capacity Model 274

Spotlight on Scholarship 275

Effects of Organizational Communication Technology 276

Effects on Communication Content 277

Effects on Communication Patterns 277

Effects on Communication Outcomes 278

Effects on Organizational Structure 279

Summary 280

CASE STUDY: High-Tech Gardening 283

Chapter 14 THE CHANGING LANDSCAPE OF ORGANIZATIONS 285

Communication in the Global Workplace 286

Spotlight on Scholarship 288

Effects of Globalization 288

Communication in an Era of Shifting Identity 292

Communication in a Service Economy 294

Communication in the Age of the Disposable Worker 297

Summary 300

CASE STUDY: Charting the Changing Nature of Work 301



REFERENCES 303
AUTHOR INDEX 323

SUBJECT INDEX 327