

Concepts of Organizational Communication

34 terms

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History of approaches to organizations and workers and fundamentals as taught by Matthew Sanders at USU in CMST 3250



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hierarchical ordering (systems)	system has both subsystems and supersystems	☆
interdependence (systems)	components of system depend on each other	☆
permeability	system is open to environment and components are open to each other	☆
holism	2 heads are better than one. do more together than apart	☆
equifinality	multiple ways to the same solution	☆
negative entropy	because a system is permeable, it resists deterioration	☆
requisite variety	Components need to be as DIVERSE as the environment to cooperate.	☆

Fayol's 5 elements of management	1 planning 2 organizing 3 command 4 coordination 5 control	☆
6 attributes of BUREAUCRACY	1. clearly defined hierarchy 2. division of labor 3. centralized power 4. closed system 5. organization rules are important 6. system of authority - usu. rational-legal is best is also often merit-based	☆
4 elements of the MACHINE METAPHOR	1 specialized 2 standardized 3 replaceable 4 predictable	☆
Name 3 ways the Hawthorne studies were groundbreaking	1 they kick started the shift towards human relations and HR 2 researchers started to look at the social and psychological aspects of workers 3 there is both formal organization and informal organization in the workplace	☆
formal organization	patterns of interaction prescribed by the rules and regs of the company	☆
informal organization	personal interrelations among members of the organization -may be contradictory to formal organization (eg ratebusters)	☆
Hawthorne effect	Attempting to listen sympathetically to workers may have made them more productive (impact of non-experimental variables on experimental outcomes)	☆



4 main investigations in the Hawthorne Studies	1 illumination studies 2 relay assembly test room 3 interviews (1000's of them) 4 bank wiring room	
Name 5 assumptions of Theory X	1 people are lazy 2 people dislike responsibility 3 people are easily duped 4 people resist change 5 people are stupid by nature	☆
Name 5 assumptions of Theory Y	1 people are self-directed when committed 2 greater rewards (especially self-actualization) leads to greater effort 3 expending effort is natural 4 average person seeks responsibility 5 imagination, ingenuity, and creativity are widely distributed in people	☆
Maslow's hierarchy	physiological, safety/security, affiliation (love), esteem (rewarding work), self-actualization (reaching full potential, exercising creativity)	☆
Name 3 aspects of the human resources approach	1 invest in people 2 happy people -> productive people 3 people are valuable resources and their contributions are valuable	☆
human relations approach	work factors -> satisfy higher order needs -> job satisfaction -> productivity	☆
Name the 4 tenets of scientific management	1 There is one best way to do a job 2 Workers must be properly selected 3 Train the workers one on one in a way specific to the worker 4 Very defined division of labor between management and workers Goal is to maximize productivity	☆
Social constructionism	A sociological approach to knowledge, wherein understanding and meaning are created through interaction with other people (social processes)	☆

Name the 4 assumptions of social constructionism	1 Take a critical stance towards things taken for granted 2 All knowledge is historically and culturally specific 3 Social processes sustain knowledge - language is essential 4 Knowledge and social action go hand in hand, play off each other	☆
Name 5 key points of the functionalist view	1 social phenomena are concrete static social facts independent of action 2 People are products of their environment - respond to external stimuli - react - environmental factors determine organization 3 Unitary: organizations are 100% cooperating for common goals 4 Individual actions reify, or make concrete, the structures that exist already 5 often a managerial bias	☆
functionalist view of communication	Container framework: container exists already, and communication flows in a transmissive way	☆
interpretivist view of communication	Individuals are semi-autonomous: While the container of the organization shapes them, they also shape the organization and realities	☆
Name 5 key points of the interpretivist view	1 reality is socially constructed through social action (ie words, symbols, behaviors) of parties 2 people create the environment: semi-autonomous 3 pluralistic: people have different interests and priorities, but negotiate into cooperation 4 allows for multiple perspectives to be incorporated (not just manager) 5 allows us to question realities, change, improve	☆
communicational explanation of organizations	Looking at organizations from a communicative perspective (as opposed to psychological, economical, etc) and explaining, justifying what's going on	☆



constitutive view (Koschmann)	"Organizations AS communication." "Round Earth view" Communication is at the core of the org because it is based on human activities. This view gives us a framework and a language to analyze the organization and the organizational and social realities created by communication within.	
informational view (Koschmann)	Communication flows between components of an organization like it's a container. "Flat Earth view" Communication takes shape of the organization Communication is transmittive Doesn't account for complexities (social realities) that would change how people interpret messages, etc	☆
transmission model (Ashcraft)	Communication is linear from sender to receiver and back, in a cycle. Key is making it efficient and effective	☆
constitutive model (as opposed to transmittive) (Ashcraft)	In this model, communication CREATES the organization, social realities, and organizational realities. It's what gives these social constructions MEANING Reality is jointly produced through live negotiation and affects behaviors and interactions.	☆
DEFINE communication (Ashcraft, Kuhn and Cooren)	the dynamic interactive negotiation of MEANING through symbol use	☆
social reality	Socially constructed ways of living, interacting, and giving meaning to things and behaviors Can also consider social customs, norms to be social realities	☆