CONTENTS

PREFACE xi

UNIT I UNDERLYING CONCEPTS 1

CHAPTER 1 STRATEGIC ORGANIZATIONAL COMMUNICATION 3
Organizational Communication as Strategic Discourse 5
  Case Study 1.1. How to Handle the Scarlet Email 7
The Fundamental Paradox 10
Thinking Strategically About Organizing and Communicating 12
  Case Study 1.2. Can You Trust Anyone Under Thirty? 14
Creating Socio-Economic Spaces 18
Making Organizations Look Alike 20
Strategies of Organizing 23
Strategic Communication for Individual Members of Organizations 24
Summary: The Complexities of Organizational Communication 26

CHAPTER 2 KEYS TO STRATEGIC ORGANIZATIONAL COMMUNICATION 30
Seeing Connections: The Importance of Systems Thinking 32
  Case Study 2.1. There Go the Lights, Here Come the Babies? 40
Uncovering Assumptions: The Importance of Critical Thinking 43
Valuing Differences: The Advantages of Diversity 47
Thinking Globally: The Challenges of Globalization 49
Understanding Technology: A Radical Force for Change 52
  Case Study 2.2. Working in the Virtual Future: An Optimistic View (Looking Back) 58
Summary 66
UNIT II STRATEGIES OF ORGANIZING

CHAPTER 3 TRADITIONAL STRATEGIES OF ORGANIZING

Traditional Strategies of Organizational Design

Case Study 3.1. Feel Safer Now?

Traditional Strategies of Motivation, Control, and Surveillance

Case Study 3.2. The Power of Rewards at Industry International

Traditional Strategies of Leadership

Information and Communication Technologies (ICT) in Traditional Strategies of Organizing

Case Study 3.3. Scenes From the Electronic Sweatshop

Conclusion: Communication and Traditional Strategies of Organizing

CHAPTER 4 RELATIONAL STRATEGIES OF ORGANIZING

Relational Strategies of Organizational Design

Case Study 4.1. Going South?

Relational Strategies of Motivation, Control, and Surveillance

Case Study 4.2. Empowerment or Iron Cage?

Relational Strategies of Leadership

Information and Communication Technology and the Relational Strategy

Assessing Relational Strategies

Thinking Critically About Relational Strategies

CHAPTER 5 CULTURAL STRATEGIES OF ORGANIZING

Defining Key Terms: Cultures and Organizational Cultures

Cultural Strategies of Organizational Design

Cultural Strategies of Motivation, Control, and Surveillance

Organizational Symbolism and Cultural Strategies of Motivation and Control

Case Study 5.1. It’s My Party and I’ll Do What I Want To

Case Study 5.2. Resistance and Control in Three Service Organizations

Cultural Strategies of Leadership

Technology and Cultural Strategies of Organizing

Thinking Critically About Cultural Strategies

CHAPTER 6 NETWORK STRATEGIES OF ORGANIZING

Network Strategies of Organizational Design

Box 6.1. Choosing Communication Media

Box 6.2. What Might Have Been

Case Study 6.1. al-Qaeda: A Network Organization?

Case Study 6.2. Evolving Into a Network Organization

Network Strategies of Motivation, Control, and Surveillance

Challenges for Control Systems in Network Organizations

Leadership in Network Organizations

Challenges and Problems for Network Organizations

Beyond Networks: Alternative Strategies of Organizing

Box 6.3. Postmodern Organizations?

Conclusion
## CONTENTS

### UNIT II  CONTINGENCY PERSPECTIVE ON ORGANIZING STRATEGIES

- Task
  - Case Study P.1. Steeling Away Into a Different Structure
- Interrelationships Among the Contingency Variables
- Conclusion and Transition

### UNIT III  CHALLENGES IN THE TWENTY-FIRST CENTURY

#### CHAPTER 7  COMMUNICATION, POWER, AND POLITICS IN ORGANIZATIONS

- A Perspective on Organizational Power
  - Case Study 7.1. On Death and Dying
- Societal Assumptions and the Bases of Organizational Power
  - Case Study 7.2. The Playground Never Ends
- Organizational Politics: Overt Power in the Communicative Process
  - Box 7.1. An Exploration of Life in Systems of Power
- Conclusion

#### CHAPTER 8  COMMUNICATION, DECISION MAKING, AND CONFLICT IN ORGANIZATIONS

- Communication and Organizational Decision Making
  - Box 8.1. Making a Green Decision
  - Case Study 8.1. Managing the Ambiguity
  - Case Study 8.2. Koalas and Roos Flying Through Chaos
- Communication and the Management of Organizational Conflict
  - Case Study 8.3. The Bargaining Case
- Conclusion

#### CHAPTER 9  ORGANIZATIONAL CHANGE

- Innovation
  - Box 9.1 Organizing for Creativity
- Adoption
- Implementation
  - Case Study 9.1. Implementing a Moving Target: Quality Improvement at TopHill Hospital System
  - Case Study 9.2. Storytelling Journeys into Change
- Conclusion

#### CHAPTER 10  COMMUNICATION AND DIVERSE WORKPLACES

- Resisting “Others”
  - Case Study 10.1. Sequestering Sexual Harassment
- Confronting the Dominant Perspective
  - Box 10.1. Feminist Strategies for Organizing
  - Case Study 10.2. Trying to Stay Balanced
  - Case Study 10.3. Is That Term “Childless” or “Childfree”?
- Taking a Holistic Perspective
- Conclusion
### Chapter 11: Communication, Organizations, and Globalization
- Culture, Difference, and Organizational Communication
- Increasing Cultural Understanding
- Economics, Globalization, and Organizational Communication
  - *Case Study 11.2. Small Companies, Global Approaches*

### Chapter 12: Communication, Ethics, and Organizational Rhetoric
- Ethics, Organizations, and Social Control
- Societal Assumptions and Organizational Rhetoric
- Rhetoric and Organizational Crisis and Image Management
  - *Case Study 12.1. Lanxess Cleans Up Its Act*
- Public Policy making and Organizational Rhetoric
  - *Case Study 12.2. Ike the Prophet*
- Systems, Actions, and Ethics
- Conclusions and Implications for Ethics

### Postscript to Unit III: Epilogue

### Index