This document includes nearly 700 brief abstracts of works published in 1975 that are relevant to the field of organizational communication. The introduction presents a rationale for the project, a review of research methods developed by the authors for the preparation of abstracts, a statement of limitations as to the completeness of the coverage and the classifications employed, and information on the format of the publication. The abstracts are grouped according to nine topical classifications, including interpersonal, intragroup, and intergroup communication in organizations; communication factors and organization goals; skill improvement and training in organizational communication; communication media in organizations; communication system analysis; research methodology; and texts, anthologies, reviews, and general bibliographies. Within each classification, abstracts are divided into two categories: books and dissertations; and articles, papers, and United States government publications. (GW)
ORGANIZATIONAL COMMUNICATION ABSTRACTS—1975

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Special acknowledgement and thanks to the following University of Maryland graduate students: Ellen Ax, Jim Carroll, Steve Dunn, Bob Schemel, Jan Temkiewicz, Bruce Weal, Abbie Weiner, Elyse Werner.

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FOREWORD

Considering the apparent success of *Organizational Communication Abstracts 1974*, the objectives of the present work will continue to be the same. The objectives are again threefold: (1) to provide a general structure for students, scholars, and practitioners to obtain comprehensive information on recently published and unpublished literature in the field of organizational communication, (2) to continue the implementation of the classification system for the literature of organizational communication, and (3) to provide abstracts of the literature for the year 1975 in the form of a classified and annotated bibliography.

The presentation includes a rationale for the project, a review of research methods employed by the authors and contributors including limitations, a statement about changes in this edition and plans for future publications of abstracts.

The main body of this document consists of nearly 700 annotated abstracts intended to represent the literature produced in 1975 relevant to the field of organizational communication. The abstracts are divided into nine classifications and each classification is further divided into two subclassifications: (1) books and dissertations; and (2) articles, papers, and U.S. Government publications.

This project has been supported by the officers and directors of the American Business Communication Association and the International Communication Association. In particular, the following persons devoted their valuable time and thought to the idea of abstracts of organizational communication literature: George H. Douglas, editor of *The Journal of Business Communication*; Francis W. Weeks, Executive Director of the American Business Communication Association; and Gerald Goldhaber, Vice-President, Division 4, International Communication Association. Mrs. Louise Steele of the American Business Communication Association served as copy editor. Without their interest, encouragement, and cooperation, these annual volumes of abstracts would not have developed or published.
INTRODUCTION

Because of the eclectic nature of the field of organizational communication, it is extremely difficult to pinpoint its essence. To define the field in a concise, coherent framework has been embarrassingly troublesome. Writing pertinent to organizational communication has been done in fields such as speech communication, organizational behavior, management, personnel, organizational theory, sociology, psychology, education, and labor relations, to name a few. Consequently there is little cross-fertilization of literature from various fields. A substantial number of writings are being generated but they have generally been limited to a single discipline. Historically, there has been little concerted effort to classify the relevant areas of the field of organizational communication nor has there been an effort to provide a structure for a comprehensive information source.

Research Methods

The Classification System

After reviewing various classification systems, and benefiting a great deal from previous work in this field, the following taxonomy was adopted:

- Interpersonal Communication in Organizations
- Intrgroup Communication in Organizations
- Intergroup Communication in Organizations
- Communication Factors and Organization Goals
- Skill Improvement and Training in Organizational Communication
- Communication Media in Organizations: Software and Hardware
- Communication System Analysis in Organizations
- Research Methodology in Organizational Communication
- Texts, Anthologies, Reviews, and General Bibliographies Relative to Organizational Communication

Table 1 contains a detailed definition of each of the classification titles.
Table 1
ORGANIZATIONAL COMMUNICATION LITERATURE
DEFINITIONS OF CLASSIFICATIONS

**Interpersonal Communication in Organizations**
- Literature analyzing factors relative to the interpersonal situation in the organization, originating in the dyadic relationship, the workgroup, or in conferences.
- Factors analyzed may include credibility, trust, status, nonverbalization, knowledge, cognitive similarity, roles, redundancy, feedback, listening, semantics, etc.
- Topics in this classification include superord-subordinate relationships, transactional analysis, counseling, conflict, behavior, perception, human relations, managerial style, personal characteristics of managers, and certain works relative to management by objectives.

**Intragroup Communication in Organizations**
- Literature including the above-indicated dimensions of interpersonal communication but distinguished by the fact that the interacting parties are members of the same group.
- Groups analyzed include specific functional departments, line, staff, labor, management, consumers, government bodies, etc.
- Topics in this classification include participation, conflict, group-size, individual behavior in groups, and group productivity.

**Intergroup Communication in Organizations**
- Literature including the above-indicated dimensions of interpersonal communication but the distinguishing element is that the interacting parties are representatives of different groups.
- Groups involved may be different departments in the same organization, line-staff, labor-management, organization-customers, government-taxpayers, etc.
- Topics in this classification include coordination, collaboration, interorganizational conflict, negotiation, effects of hierarchical organization, influence of interest groups, and external communication.

**Communication Factors and Organization Goals**
- Literature analyzing the influence of causal communication factors on the intervening and end-results organization variables.
- Causal communication factors include communication attitudes, communication satisfaction, and communication planning, including motivation via communication.
- Intervening and end-result variables include organizational performance, morale, conformity to plans, adaptability including organization change, and productivity.
- Contains all studies primarily concerned with the influence of communication on organizational effectiveness.
- Topics in this classification include organizational climate, job satisfaction, decision-making, problem-solving, management by objectives,
participation, leadership, motivation, innovation, change, adaptability, and productivity

**Skill Improvement and Training in Organizational Communication**

Literature concerned with communication skill improvement, verbal, written, and nonverbal, including public speaking, meetings, group process, writing skills, listening, and interpersonal skills as in selling, interviewing, and counseling.

Includes training programs, training needs, training materials, training techniques, learning principles, training course syllabi and descriptions.

Topics in this classification include training laboratories, games, role playing, programmed instruction, discussion techniques, and the use of film and videotape.

**Communication Media in Organizations: Software and Hardware**

Literature concerned with one or more phases of the media as the primary element of study in relation to the fundamental communication variables and their effectiveness.

Communication media relates to both software and hardware including oral media, written media, telephonic media, audiovisual media, electronic media, and nonverbal media.

Topics in this classification include document retrieval systems, information systems, computer capabilities, and management by objectives as a technique.

**Communication System Analysis in Organizations**

Literature concerned with case studies of the overall organization or with subunits thereof; communication evaluation, audit or examination of effectiveness; communication networks, communication direction, upward, downward, horizontal, communication diffusion, as in grapevine studies, or eecu analysis studies, and other forms of organization communication analysis including organization development studies.

Topics in this classification include communication network structures, information requirement analyses, data base models, management analysis of communication, change-agent topics, general systems theory, cybernetics, and certain organizational climate studies.

**Research Methodology in Organizational Communication**

Literature concerned with research instruments, scales, tests, needs, and validation reports.

Includes field research strategies, problems, techniques, and specialized bibliographies restricted to this class.

**Texts, Anthologies, Reviews, and General Bibliographies Relative to Organizational Communication**

Literature that may be regarded as a text, collection of outstanding writings, or general bibliography.

Includes interpretative literature reviews relevant to the areas for research, shortcomings of research, etc.
Excludes texts, anthologies, reviews, and bibliographies devoted to only one of the other classifications. Such specialized works are classified under the particular area concerned.

Two standard subclassifications were selected to segregate the larger works of books and dissertations from the briefer writings found in articles, papers, and U.S. Government publications. A glance at the annotated references will indicate that books and dissertations have been listed first under each major class, followed by articles and papers related to that same class.

Time Period Covered

As was done last year, the literature appearing in the year 1975 was liberally interpreted as the period October 1, 1974 through September 30, 1975 so that editing and publication could be completed by midyear 1976.

It is important at this point to emphasize, as we did last year, the unique problems encountered by limiting ourselves to abstract services. Due to the sheer mass of work involved in reviewing all periodicals, books, dissertations, and unpublished papers, it was decided that maximum use should be made of existing abstract services, but where deficiencies were realized, individual periodicals would be reviewed and abstracted by committee members. Thus, where the original publication is not the source of the abstract, and where a committee member is using an abstract service (e.g., Dissertation Abstracts International), the October 1, 1974 through September 30, 1975 dates refer to the dates of publication of the particular abstract service. Consequently, this means that our abstracts for the year 1975 have many 1974 and some 1973 and 1972 dates because these items of literature were first abstracted by the service consulted during the months of October 1974 through September 1975. Hence, the research method results in providing abstracts for writing prior to 1975, in some cases, and does not provide abstracts for some writings published in 1975 because such writings have not as yet been abstracted.

Investigations of the Literature—Sources

Each member of the committee had one or more areas of the literature to investigate, reference, annotate, and classify. The literature divisions are listed below, with reference to the com-
mittee member responsible, and the sources utilized for the preparation of annotated abstracts.

Books:

Charles Tardy, University of Iowa
Sources: General Index of Periodicals, University of Iowa, Subject Guide to Forthcoming Books, (New York: Bowker, 1975), book reviews and advertisements in response to letters forwarded to the major publishers of books on communication.

Raymond L. Falcione, University of Maryland
Sources: Communications, a monthly publication containing abstracts of books in the field of communication, edited by N.K. Perrill and Jerry Buley, Arizona State University, Tempe, AZ, book reviews in various related journals.

Dissertations:

Howard H. Greenbaum, Motor Parts Industries, Inc.
Sources: Dissertation Abstracts International, Humanities and Social Sciences, October 1971 - September 1975. Each monthly issue was examined for dissertations relative to organizational communication sponsored by the following disciplines: Business Administration, Economics, Educational Administration, Public Administration, Sociology, and Speech.

Published Articles:

Robert M. Carter, General Motors Institute
Sources: Periodicals listed in Robert Carter's Communication in Organizations: An Annotated Bibliography and Sourcebook, (Detroit, MI: Gale Research Co., 1972), and articles referenced in Applied Science and Technology Index, Business Periodicals Index, Engineering Index, Personnel Management Abstracts, and Public Affairs Information Service Bulletins.

Cal W. Downs, University of Kansas

Raymond L. Falcione, University of Maryland

Current Index to Journals in Education, (New York: Macmillan Information, Macmillan Publishing, 1974, 1975) From indexing and abstracting supplied by the Educational Resources Information Center (ERIC), the Current Index to Journals in Education currently covers more than 700 publications of interest to the field of organizational communication as well as regional and national journals concerned with communication generally.
Organizational Communication Abstracts 1975

Norman R. Page, California State University, Fullerton

Sources: Business Periodicals Index, Psychological Abstracts, Personnel Management Abstracts. This search was limited to articles relative to organizational communication technology, and included personal correspondence with the known specialists in this area.

Unpublished Papers:

Raymond L. Falcione, University of Maryland
Sources: Research in Education, (Washington, D.C., U.S. Government Printing Office, 1974, 1975) Unpublished papers were selected from the monthly volumes of Research in Education, sponsored by the Educational Resources Information Center (ERIC). Full texts of the documents indexed in Research in Education are available on microfiche in research libraries or directly on order from EDRS, P.O. Box 190, Arlington, VA 22210.

U.S. Government Publications:

Raymond L. Falcione, University of Maryland
Sources: Packages Index for Government Test and Evaluation Reports—Field of Interest No. 5 (Behavioral and Social Sciences) printed by the Government Printing Office, and published by the National Technical Information Service, Department of Commerce, Washington, D.C.

Research Limitations

Contents of Bibliography

Obviously, there are inherent reasons why many published and unpublished writings have not come to the attention of the research group. Unpublished papers may not appear here because they were not processed by the ERIC organization and published in abstract form during the period October 1974 through September 1975. In some cases, the papers may not have been presented to ERIC, and if presented, not accepted for publication. In other cases, the papers may have been accepted but are scheduled to appear in a monthly issue of Research in Education subsequent to September 1975. If the work of this research continues, which hopefully it will, these latter abstracts will be encountered and included in the next publication.

In the area of published writings, our general procedure of using existing abstract services has led to the condition where we do not report certain works published in 1975 since they have not yet been abstracted by the reference employed, and we do report works finished in 1974, 1973, and even 1972, where the authors delayed submitting abstracts. Again, this kind
INTRODUCTION

of limitation can be minimized by the consistent application of the principle of utilizing abstracts published by other sources, continuing to request books from publishers, and keeping abreast of the recent book reviews.

Classification of Abstracts

The classification system for the categorizing of the literature admittedly has shortcomings, and this is subject to a good deal of discussion. We decided not to make changes in the classification system this year because we wanted as much input as possible from the committee members and other colleagues in the field prior to any changes. However, some changes and additions have been made in other areas which will be described in the following section of this introduction.

Most of the articles, books, and dissertations were easily assigned to one of the nine classes, but in certain cases, where a work was seemingly applicable to more than one class, there was considerable indecision and effort placed upon classifying what was considered the primary focus of the work. Consequently, we realize that there can be disagreement as to whether a particular work has been classified properly.

For readers who are interested in other classification systems, there is presented below an abbreviated outline of the taxonomies of Carter (1972), Knapp (1969), and Voos (1967):

Robert Carter
Communication in Organizations: An Annotated Bibliography and Sourcebook (Detroit: Gale Research Company, 1972)

Theories and Systems of Organizational Communication
Barriers to Organizational Communication
Vertical Communication
Horizontal Communication
Communication Media
Informal Communication Channels
Organizational Change
Evaluation of the Effectiveness of Organizational Communication
Source Books and Articles

Mark L. Knapp

Interpersonal Communication in Organizations
Intergroup Communication in Organizations
Individual-Organizational Interaction
The Field of Organizational Communication: Nature, History, Status
Training in Organizational Communication
Organizational Communication: Research Methodology
Characteristics of Communicators and Receivers in Organizations
Channels of Organizational Information Flow
Communication Media in Organizations
Total System of Communication Within an Organization

Henry Voos

- Decision Making
- Upward Communication
- Downward Communication
- Persuasion
- Horizontal Communication
- Feedback
- Cognitive Dissonance
- Networks

**Format Modifications and Outlook for the Future**

The following changes in this year's publication should enable the reader to utilize the volume more effectively:

1. A “Feedback Sheet” has been added at the end of this volume so that we can hear about your ideas, suggestions, and criticisms. This will be a vehicle for identifying future directions.

2. An author index has been added for both volumes. The author's last name and initials are followed by volume year and page numbers. In a multi-authored work, each author is indexed up to three authors. If there are more than three authors, only the senior author's name appears.

3. Dissertation references have been improved. In order to help the reader search dissertation abstracts more readily, the *Dissertation Abstracts International* page numbers and references are placed immediately after the title reference of each dissertation.

4. Research Characteristics coding has been eliminated. It was decided that the research characteristics (LS-laboratory study, FS-field study, PD-prescriptive/descriptive, TC-theoretical/conceptual) used last year had limited utility. Therefore, these references have been discontinued in this volume.
Future annual publications of Organizational Communication Abstracts may be subject to considerable modifications. In the immediate future serious consideration is being given to multiple classifications for single pieces of literature and indexing by subject, industry, and instruments employed. In respect to changes, your suggestions are welcome. Please use the "Feedback Sheet" at the end of this volume to inform the authors as to your feelings in respect to the present format.

Because organizational communication is a fairly new field which is growing very rapidly, there is still a wide diversity of ideas, terms, and approaches which create major problems for the development of a comprehensive theory. Hopefully these volumes will provide some direction toward theory development, and help both researchers and practitioners of organizational communication.
INTERPERSONAL COMMUNICATION IN ORGANIZATIONS

Literature analyzing factors relative to the interpersonal situation in the organization, originating in the dyadic relationship, the work-group, or in conferences.

Factors analyzed may include one or more of the following: credibility, trust, status, nonverbalization, knowledge, cognitive similarity, roles, redundancy, feedback, listening, superior-subordinate relationships, semantics, etc.

The following topics were among those placed in this classification: transactional analysis, counseling, conflict, behavior, perception, human relations, managerial style, personal characteristics of managers, and certain works relative to management by objectives.

BOOKS AND DISSERTATIONS


Studies interpersonal bargaining by employing a shopping simulation game experiment to determine whether certain behavioral variables affect buyer satisfaction and seller loyalty.


Examines the effect of positive and negative feedback on principal's behavior as perceived by teachers. Administered Jones's twelve-statement instrument concerned with teachers' perceptions of their principals, with regard to task assistance and personal support. Findings relate to frequency of feedback, quality of feedback, and the interaction between frequency and quality of feedback.


Concern of study is with role differentiation in formal organizations. Investigates the effects of variables other than organizational growth on the evolution of organization complexity.

Analyzes the relationships of eight factors related to town officials to the three organizational variables of leadership style, interpersonal communication style, and amount of communication with subordinates. Factors considered include the following: elected vs. appointed officials, part-time vs. full-time officials, limited term vs. permanent term, high-school vs. college students, and few vs. many subordinates.


Explores the effect of a reference librarian's immediate and nonimmediate verbal-nonverbal communication on a library user's satisfaction. It was found that library users receiving immediate communication expressed more satisfaction with the reference interview than a user exposed to a librarian's nonimmediate communication.


Presents cooperation in conjunction with inequity between people, open channels of communication, and partner visibility. Reviews the factors that maintain status quo and those that change aspects of cooperation.


This book takes an interdisciplinary approach to the study of kinesics as an aspect of interpersonal relations. It draws on the linguistic, perceptual, biological, and anthropological bases of nonverbal communication.


Proposes to determine if similarities exist in the perception of the roles of administrative officers and instructional officers in community colleges. Employed a questionnaire instrument for measuring perceptions relative to the degree of responsibility held by administrators in reference to decision-making.


This book integrates communication research in the areas of guid-
I. INTERPERSONAL COMMUNICATION IN ORGANIZATIONS

Ance, counseling, and interviewing into a framework for applied usage by the information specialists


Determines experimentally what effects two key within-receiver characteristics have on the meanings of messages. The within-receiver characteristics were the emotional states of mind and communication skill levels of the test subjects. Conclusions indicate that there is strong reason to believe that emotions affect the meanings given incoming stimuli.


Utilizes a mailed questionnaire to study the influence of propinquity on informal communication habits in a medical school for the purpose of improving the selection and training of part-time volunteer clinical teachers. Propinquity is defined as nearness in time or place and includes solo vs. group practice, professional association activity, and size of community. Findings result in practical recommendations.


This book develops a theory of communication based on trust, friendship, and self-disclosure. It is illustrated with many examples from everyday communication situations. Suggestions for implementing this philosophy are included. This book can be used in training/teaching situations.


Studies the communication processes by which doctors and patients come to understand one another. This field study of five public health clinics included tape recording of conferences and interviewing of doctor and patient. Each participant was asked to state meanings intended to be conveyed, meanings received, and to assess the success of the conference.


The authors develop a theory of interpersonal communication based on interpersonal awareness, self-disclosure, and communica-
tion subjectivity. They apply their theory to public speaking, small-group communication, and conflict situations.


Investigates communication "openness" in terms of perceived rewards in organizational settings. Designed to determine whether subordinates and supervisors share similar perceptions in respect to (1) task-relevant and (2) actual supervisory response behavior. The methodology includes the development of an instrument that identifies rewards for communication openness in an organizational environment.


Develops a model of buyer-seller interpersonal communications in which the central construct is the buyer's filtering process, and the major filter is the buyer's importance criterion. The buyer's beliefs about the importance of the salesman's information are postulated to be a function of the buyer's beliefs about (1) the "source value" of the salesman, and (2) the relevance of the salesman's message. Each of these factors is examined in depth.


Compares informal interpersonal verbal interactions in closed space schools with that of open space schools. Study revealed that students in closed space schools had significantly more verbal interactions during the school day than did students in open space environments.


The authors present a technique for coping with problems of interpersonal communication. Their theory deals with the contextual structure of problems and suggests that problems may be resolved by reversing this contextual structure.


Thesis reviews literature on nonverbal communication, with an
emphasis on first impression formation Concludes that managers may be able to form more accurate first impressions by using the information given through Proxemics and Kinesics

Woodard, Audie W The Relationship Between Perceived Nonverbal Behavior of Principals and Organizational Climate of Elementary Schools DAI, Vol 35, No 10, p 6420 A

Examines the relationship between the perceived congruence of verbal and nonverbal behavior of the principal and organizational climate Methodology includes use of the Nonverbal Reaction Sheet and the Organizational Climate Description-Questionnaire Findings note a tendency for organizational climate to be more open in schools where the principal’s nonverbal behavior is more congruent with his verbal behavior

ARTICLES, PAPERS, AND U’S GOVERNMENT PUBLICATIONS


Discusses Life Script Awareness, an aspect of Transactional Analysis, as an important technique in career development Refers the reader to various books on the subject, suggests methods of obtaining training in Life Script Awareness


Simulated conversations are used for studying ability to recognize correct and incorrect behaviors A Differential Accuracy Phenomenon is explained along with a review of signal detection theory

Brady, Max H “Communicate for Results,” Hydrocarbon Processing, Vol 54, No 1, January 1975, p 111

Barriers to interpersonal communication constitute the most nagging day-to-day problem The creation of true understanding requires serious work Realize that values and conditions differ among people


A chairman of an electronics firm explains his procedure for maintaining two-way communication with employees For example, he holds annual meetings in which he tells all


This capitalizes Blake and Mouton’s Managerial Grid as well as Luft and Ingram’s “Johari Window,” explaining it all in practical terms with organization examples

Simulated employment interviews of campus recruiters. Finds recency effects when interviewers make repeated judgments, while primacy effects obtained only when a single judgment occurs. Amount of information about each applicant has no apparent effect upon judgment.


If your queries are not job-related, whatever you say may be used against you. Provides guidelines generated by recent affirmative action court cases. Describes how to avoid questions which can be viewed as discriminatory.


Five sources of feedback are investigated with relation to informativeness about job recruitments and performance. The fact that greater reliance is placed on "psychologically closer" sources is discussed in terms of organizational life.


Study to determine whether certain interviewer variables affect the amount of trust present in an interview. The design of the experiment is based on five groups: four experimental cells and one control cell. The results indicate that the more the interviewer participated, the more trust the subject developed toward the interviewer.


Study assesses attributions made to an attractive or unattractive person who took either a proximal or distal seating position following task performance. Suggests that attribution success is made to an attractive person regardless of proximity.


The amount of positive, negative, evaluative, and economic reinforcement given by superiors dependent on their reinforcement from their supervisor was measured. A significant relationship was found.

Improve vertical and horizontal communication through training in Transactional Analysis. Here find TA's key concepts, pointers in attitude change, and examples from organizations.


Four hypotheses from a dyadic model of leadership role are tested. "Ideal" measures of supervisory behavior, organizational climate, and interpersonal trust are collected from business managers and college students. Changes are noted and found.


A conceptual framework is built for viewing superior-subordinate relations that makes explicit the differences between leadership power and authority. The benefits of the new framework are listed.


Describes a study assessing the effectiveness of job counseling. Study indicates that the placement rate for counseled applicants was twice for all applicants, despite the higher number of employment barriers among counseled applicants.

Mayer, Steven E and Anita I Bell "Sexism in Rating of Personality Traits," Personnel Psychology, Vol 28, No 2, 1975, pp 239-249

Presents evidence that women are judged on a different basis than men are, especially by men. Looks at perceptions of competence in men and women and how they differ according to sex role stereotypes. Suggests the values by which people are judged in the business world are manifest in the sexism which occurs.

McDonald, Blair "Determinants of Job Satisfaction in Naval Environments," Naval Medical Neuropsychiatric Research Unit, San Diego, CA, March 1973, 6 p Report no NMNRU-73

Demographic, military status, job-related, and health-related variables were correlated with a Navy job satisfaction measure. Subjects were 5,851 Navy enlisted men. Results indicate strong relations between health, status, and satisfaction.


Suggests that managers do not normally organize, plan, coordinate, or control as traditionally stated. Evidence suggests that managers are involved in complex, interpersonal, information, and decisional roles.
Montgomery, Donald E "How to Get Your Message Across," Supervisory Management, Vol 20, No 2, February 1975, pp. 2-10

This popularized piece relates a communication process model to situations on the job in organizations.

Mortimer, John "Behind Closed Doors Good Bosses are Really Baddies," The Engineer (London), Vol 238, No. 6162, April 18, 1974, pp. 38-39

British firms need managers whose commitment to the company and to profits will not prevent open communication with the workers. Rather it will foster it. Managers need a higher standard of conduct in general.


Manager, realize that you must understand the values of different groups in order to communicate effectively with them. Consider these "value-trait" behaviors reactive, tribalistic, egocentric, conformist, manipulative, sociocentric, and existential.

Pfeffer, Jeffrey and Gerald R. Salancik "Determinants of Supervisory Behavior A Role Set Analysis," Human Relations, Vol. 28, No 2, March 1975, pp 139-154

The behavior of the supervisor is constrained by the demands of others. Subordinates tend to influence the social behaviors of the supervisor and the expectations of bosses are more important in determining work-related behaviors.


The employment interview provides the context for this study which is concerned with four variables (1) dissemination of information, (2) problem solving and decision making, (3) inducing belief and behavior, (4) research and discovery of new information. Researchers found significance regarding sex of interviewers and interviewees as well as education and experience of applicant.


The perception and management of superior-subordinate conflicts are investigated in relation to other's perceptions and self perceptions. Conflict in management is related to status, attitudes toward conflict, and response styles.

Rogers, Don "The Interview Special Form of the Dyad," paper presented at Annual Meeting of Central State Speech Association, Milwaukee, April 1974, 10 p ED ERIC 089 388
INTERPERSONAL COMMUNICATION IN ORGANIZATIONS

Defines the interview, its functions and structure. Brief definition of following types of interviews are included; Socratic dialogue, psychoanalytic, recruitment, screening, placement, terminations, etc.


Manager, beware of looking on absenteeism as anything other than a symptom of poor communication practices in the mine. Make sure supervisors take a personal interest in their subordinates, and give praise when deserved.


Sometimes a manager has to say "no," in his or her organization. It can be done without "leaving bruises," practical examples show how.


Communication as perception has implications for the manager. Considers the organization of variables such as figure-ground, grouping, expectancy, and projection as they relate to management decision making.


Effective interviewing depends on a variety of listening skills. Outlines the benefits of "active" listening, "gleaning" meaning, and "sincerity" in interviewing. Advocates the practice of these techniques as a way to make the most appropriate judgments.


A profile of successful American leaders is contrasted with that of less successful leaders, and the conclusion is drawn that businessmen who are concerned with human relations will be the best leaders.


Presents a rationale for explaining job content, tasks, and expected interpersonal relationships to job applicants. Suggests the organizational and individual benefits resulting from mutual disclosure of expectations during the interviewing process.


Applies transactional analysis to modern problems of personnel management. Focuses on the organizational climate as engendering
the personnel posture suggests personnel be “catalysts” in order to be “O.K.”


Presents measures of differences in perceptions of client needs by various types of employment counselors. Describes needs that counselors attempt to gratify and those they perceive as actually gratified.


The effects of role conflict, manager distrust, and manager monitoring upon a negotiator’s behavior are examined.

(No author, alphabetized by title)


Document describes the use of procedures and techniques in the personnel management review process. Gives instructions and suggestions on planning reviews and appendices, including program review elements.
Literature including the above indicated dimensions of interpersonal communication but the distinguishing element is that the interacting parties are representatives of the same group.

Groups analyzed may include line departments, staff, labor, management, consumers, government bodies, etc.

The following topics were among those placed in this classification: conflict, group size, individual behavior in groups, and group productivity.

**BOOKS AND DISSERTATIONS**

Avolio, John R. *Teacher Satisfaction With Faculty Meetings and Principal Behavior* Ph.D Dissertation, The University of Michigan, 1974. DAI, Vol. 35, No. 11, p. 6957-A

Investigates the relationship of principal's beliefs and verbal behavior to teacher satisfaction with faculty meetings. Population studied consisted of twenty-one schools, principals, and their staffs. Methodology included a questionnaire to determine satisfaction. Flander's system of Interaction Analysis to code and record verbal behavior during meetings, and a perceptual questionnaire to identify beliefs.


Develops a model to focus on substantive and affective conflict in groups. Examines the influence of conflict on the group's ability to discover the correct solution to a problem. Findings note that the presence of dissent during a discussion is significantly related to reaching a high-quality solution.


Examines decision-making activities within the Senate Armed Services Committee, in the area of Defense Procurement. The analysis indicates that the major potential for influencing the direction of Defense policy lies in the area of programmatic activity.

Examines the hypothesis that teachers not satisfied with their participation in the organizational decision-making process may seek more involvement in decision-making through the collective bargaining process. Develops a Teacher Participation Questionnaire and concludes that participation mechanisms as committees, advisory councils, and ad hoc groups may contribute to a reduction in the occurrence of collective bargaining.


This new edition has included theoretical discussions of fantasy and group processes, group structure, groups in charge, and sensitivity training. This text includes an entire section on the application of theoretical concepts to practical situations. Included is a chapter on groups within organizations.


Investigates to what extent groups tend to make decisions greater risk than individuals. Develops an instrument measuring group openness and group trust and applies it to twenty-four groups involving 115 summer workshop students. Findings indicate that there is a relationship between group openness and group trust for individuals within groups; and that there is a significant increase in risk-taking when individuals work in groups.


This book deals with the frustrations experienced by the individual working in an organization. The author discusses the false assumptions many individuals make about the organization. He also formulates strategies for coping with organizational life.


Studies the effects of hierarchical differentiation and performance rewards on small groups in business-games to achieve maximum profits. Four experimental conditions are considered (1) Fixed rewards, no hierarchy, (2) Fixed rewards with hierarchy, (3) Performance rewards, no hierarchy; and (4) Performance rewards with hierarchy. The condition of performance rewards with hierarchy was found to obtain best performance and highest satisfactions.

Finds that cognitively similar groups communicate more accurately than do cognitively dissimilar groups under the condition of content similarity but not under the condition of content dissimilarity. The hypotheses that accuracy and satisfaction would be higher for cognitively similar groups under the condition of content similarity than under the content dissimilar condition were not confirmed. However, the differences were generally in the predicted direction.


Investigates the importance of situational factors in respect to the relationship between leadership style and group performance. Twenty-five situational factors are measured for possible moderating effects upon group productivity and turnover. Findings indicate that neither leadership style nor any of the situational factors were related to productivity and turnover in medical laboratory organizations.


Discusses group dynamics with an emphasis on leadership as it relates to communication, task, and values. Primarily an undergraduate text.


Studies certain of the verbal behaviors useful in helping small groups function effectively. Orientation and leadership are selected as independent variables influencing the four dependent variables of consensus, cohesiveness, member satisfaction with group processes, and source credibility.


This group discussion text emphasizes the process nature of decision-making. In addition to chapters on leadership, the discussion question, and information utilization, the author covers the cognitive aspects of decision-making.


Discusses techniques for quantifying single cases in the study of
group functions, pupil-task, relationships, family processes, and organizational behavior.


Discusses role of human values in behavior. A modification of Hoppock's general job satisfaction blank was used to measure the satisfaction of officers. Through tests of means and analysis of distribution, the satisfaction levels of the various officer subgroups are compared.


Investigates whether there are any identifiable dysfunctional patterns within communication events associated with the processing of hospital request forms. Methodology includes color slides of request forms and tape recordings of oral messages related to such forms. Findings indicate that there are identifiable patterns contributing to potential communicative difficulties.


Represents a comparative analysis of attitudes, perceptions, and knowledge of workers in Puerto Rico, United States, and Peru, with respect to selected work group phenomena—communication, participation, group cohesion and morale, supervisory style and production orientation. Findings disclosed materially different preferences in the three cultures for supervisory style and production emphasis.


Investigates the verbal behaviors by which a leader may shape the patterns of communication in a group. Audio tapes of group sessions are analyzed into four categories of verbal acts: (1) Initiation, (2) Positive responses, (3) Negative responses, and (4) Orientation statements. An index of leadership facilitative behavior is developed for each group and the levels of interaction outcomes calculated in terms of communication criteria. Findings suggest a number of conclusions.


Explores group-member decision-style preference as related to
group effectiveness. Method includes survey measuring decision-style preferences of sixty-five persons in eight work groups. Results compared to independent ratings of group effectiveness. Findings indicate that decision-style preferences of members is an important consideration in the establishment and training of groups.

Penland, Patrick R. *Group Dynamics and Individual Development* (Vol. 3 of *Communication Science and Technology*). New York: John Wiley and Sons, 1974

A text on group processes that includes discussions of roles in groups, group anatomy, strategies of group interaction, group planning, etc. Many illustrations clarify the concepts explicated in this book.


Assesses communication perceptions of dentists and staffs to discover differences between offices with "best" communication and offices with "least good" communication. Good communication is defined as similarity of perceptions among participants in a communication interaction. Based on twenty communication situations in dental offices, questionnaire findings disclose great discrepancies in perceptions between the "best" offices and the "least good" offices.


Analyzes the participative approach to management and its practical applicability to Iran's present sociocultural environment. Concludes that due to situational variables including the economy, the political system, the cultural and educational level, and other factors, the participative approach to management in Iran is not advisable to adopt at this time.


Findings indicate the more congruent the perceptions and expectations of the principal's role performance as communicator, the more teachers tend to develop cohesive relationships in their groups and the higher the level of teacher autonomy (morale) in the classroom.

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS


A conceptual approach toward more effective small group functioning to provide a basis from which empirically relevant hypotheses can be drawn and tested. Twenty-three plausible hypotheses are included as suggestions for further research as related to (1) self-actualizing group member, (2) interaction and group environment, and (3) exchange of self-disclosure as behavioral determinants within small groups.


Presents survey of work on numerical analysis of social communication networks in closed groups. A numerical model is discussed, and empirical data is offered.


Uses a status-characteristic theory as a theoretical framework to predict status distinctions between professional group members. Involves quantity of task-related information and quality of decisions made in small problem-solving groups.


Tests a theory of increasing content of communication in small groups. Identifies three channels, i.e., Motivation, Delivery, and Information. Hypothesizes a linear relationship between intragroup compatibility and five dependent variables.


Discusses factors involved in meeting effectiveness. These include the program, the communicators, the administrative work, and the facility. Emphasizes the importance of the physical environment to motivation toward problem solving and learning.


Ninety subjects served under various conditions to investigate why cascaded (multi-stage) inference tends to be less conservative.
than noncascaded (single-stage) inference. Subjects seemed to be using the same evidence in both types of inference.


Views negotiations as a resolution-seeking device which pervades business life. Outlines how to maintain the initiative and organize the negotiation effort. Suggests reflective questions potential negotiators can ask themselves.


Relates perceived independence and decisional participation of supervisors to several measures of group structure, independent of job technology. Finds a significant relationship between dimensions of job technology and structure.


Contingency model of leadership is investigated with relation to group-task situation. Hypothesized relationship not found; implications for changes in theory are presented.


Accepts staff meetings as the heart of an organization's life-style and communication system. Sets up guidelines and goals to help shape effective meetings. Suggests ways to handle meetings in a positive manner.


Studies informal communications systems in organizations with a three-stage approach. Views workers, supervisors, and general supervisors as transmitting and filtering communication for their own ends. Suggests how this "secondary" communication can be put to the corporate good.


Examines the influence of group size and training duration in reference to empathic understanding in beginning counseling procedures. Ninety-five Master's level students are evaluated on the basis...

The study examined the information processing behavior of groups characterized by varying levels of cohesiveness.


Review of small group literature in an attempt to identify characteristics which distinguish the dyad from larger groups. Included are five categories of small group variables. Ten empirical and conceptual distinctions are analyzed, and three implications of the nature of a dyad are suggested.


A multi-stage, n-person, zero-sum game was used to investigate group effectiveness in the pooling of resources and cooperative behavior. Subjects conserved the resource more when the resource was already half degraded than when it was pure at the start of the game.


Conflict management is an important managerial skill. Typical managers spend twenty percent of their time with conflict resolution. Suggests three models as a guide to understanding the different aspects of the process.


States that team-like characteristics in America lie in the understanding and building of new interpersonal norms and skills. These norms support the intent that interpersonal and intergroup conflict be confronted openly and dealt with collaboratively in a problem-solving way. Particular interpersonal group skills must accompany the norms.

Shetty, Y. K. "Conference Leadership Strategies and Skills," *Consulting*
Discusses three goals of group decision-making: developing solutions to problems, gaining acceptance of the solution, and achieving acceptable solutions in a short period of time. Maintains that a highly skilled conference leader is necessary to achieve these goals.


Contends the committee has undeniable utility despite seeming inefficient use of manpower. Sets up some guidelines and correctives for streamlining committee functions.
INTERGROUP COMMUNICATION IN ORGANIZATIONS

Literature including the above indicated dimensions of interpersonal communication but the distinguishing element is that the interacting parties are representatives of different groups.

Groups involved may include different departments in the same organization, line-staff, labor-management, organization-customers, school-community, government-taxpayers, black-white, etc.

The following topics were among those placed in this classification: coordination, collaboration, interorganizational conflict, negotiation, effects of hierarchical organization, influence of interest groups, and external communication.

BOOKS AND DISSERTATIONS


Tests several models of negotiation, including the "predictive" and "normative" models. Concludes that the predictive model describes the negotiation process best when it involves time as an explicit variable. A bibliography is included.


The general question investigated is the extent to which individuals in interorganizational situations act out their personalities, act as agents of their organizations, or do both in resolving conflict. Interorganizational conflict is defined as interaction between organizations which express opposing interests.


Reviews three techniques of conflict resolution applicable to decision-making and collective bargaining. Public Employee Relations Library series (PERL-42).

Studies administration-faculty communication problems by examining perceived semantic distance and actual semantic distance between these two groups. Methodology includes structured interviews, semantic differentials, and an information questionnaire. Findings note that significant semantic distance exists both on measures of "own point of view" and on measures labeled "estimate of the other point of view."


This book is a guide to recognizing and coping with the practical problems encountered when people from different cultures communicate. It includes discussion of cultural values, beliefs, and orientations as well as nonverbal communication. Many specific examples are included.


Studies a teacher strike to identify variables relative to group and individual decision making during a teachers' strike. Methodology included a Strike Opinionnaire, and the Education Scale mailed to 488 subjects classified as to administrators, parents, teachers, and community members. Results suggest need for parents, administrators, and community members to reconsider teachers' concerns for involvement in the decision-making process.


Studies the police/community relationship, reviews the traditional role of the police, and introduces new aspects of that role. Examines crisis intervention, conflict situations, and various strategies dealing with the law enforcement role.


Findings indicate that there is a significant relationship between teacher-leader perception of management systems and their perceptions of levels of conflict. The more participative the perceived management system, the lower the perceived level of conflict. Conversely, the more autocratic the perceived management system, the higher the perceived level of conflict.
La Monica, Samuel B. Jr. *A Study of the Quality of Intergroup Relations and Conditions of Impasse and No Impasse in Educational Collective Bargaining* Ph.D. Dissertation, Syracuse University, DAI, Vol. 36, No. 1, p. 71-A

Provides insight into the nature of the intergroup phenomena between two groups in labor-management negotiations with special attention given to the particular characteristics that exist in school districts that go to impasse and those that do not.

Penland, Patrick R. and James G. Williams *Community Psychology and Coordination* (Vol. 4 of *Communication Science and Technology*), New York: John Wiley and Sons, 1974

This book analyzes the relationship between a specific institution and the community. This discussion illustrates the interaction of interpersonal communication, group dynamics, and institutional roles.


Undertakes further research in the area of interorganizational communication by comparing school district data in types of communication, and communication effectiveness. The questionnaire developed is indicated as an instrument for use in other studies of interorganizational communication analysis.


Represents a study in the use of student feedback information. Designed to gain greater insight into the understanding of students' perceptions of their teachers and to determine if there was a significant agreement between principals and students regarding teaching competencies of selected teachers.


Investigates the effect of "closely-heldness" versus "loosely-heldness" on the firm's advertising under conditions of owner-operator dominance, slippage in communication linkage due partially to this domination, and the lack of formulation, circulation, and communication in strategic planning.

A multinational corporation executive must attend to many details of communication when working in a foreign culture. This involves awareness of the lines of thought and interaction patterns, verbally and nonverbally.


Presents an overview of the role of public relations in higher education. Suggests the need for leadership in public relations, the interdependence between colleges and universities and the public, and proposes methods for improving communication.


Compatible and noncompatible groups with person- and task-oriented leaders were required to use four organizational situations while performing manipulative tasks. Higher productivity resulted in compatible and collaborative groups.


Suggests that black sailors have attitudes, satisfaction levels, and reenlistment proportions different from their white counterparts. Ties this difference to the work situations. Results show whites in more sophisticated weapons divisions and blacks in deck and supply divisions.


Discusses the danger of small, influential cliques that develop within organizations. These are often able to influence administrators, and therefore limit or even stifle innovation and creativity.


A review of the literature on interorganizational relationships reveals serious gaps. Therefore, the author posts some action guidelines for managers confronted with communication to the external environment.

Presents a revised model for interorganizational relationships. Includes eight independent variables within the model, which raises some questions about the viability of several classical organization theories.


The article states that an ongoing public relations effort can build support and trust in management among employees and the public. Developing this type of trust can be extremely important during labor disputes.


A primer to aid in overcoming the male bias of business language. Employs actual examples of sexist communication and illustrates how a concerned writer can make business language less offensive.

Swirith, Robert "Organizational Problem-Solving," avail Kansas Water Resources Research Institute, Manhattan, November 1974, 188 p. Contract DI-14-31-0001-3590

Report states that organizations can effectively solve tasks with joint problem solving. Formulates propositions to describe distribution of responsibility and coordination. Analyses of relationship between the performance of various project groups and their use of various problem-solving techniques.


Investigates the effect of a group member's trust and the visibility of his representative's bargaining between groups. Findings reveal that constituent distrust in a representative engenders strong sequential effects which are detrimental to intergroup agreement.

(No author; alphabetized by title)


Analyzes various projects in human service delivery with regard to costs of selected programs, impact of state and federal legislation.
and comparison of local goals and objectives. Initiation of communication mechanisms between agencies at both the state and local levels are given.


Outlines the development of techniques and uses of service integration projects in Virginia which are transferable, and adaptable for use by other states in similar projects. Also presents process for establishing a series of interagency conferences and development for interagency communication.

"One Way to Inform Workers Face to Face with the Boss," Industry Week, Vol. 185, No. 4, April 28, 1975, pp 22-24

The Pitney-Bowes organization holds regularly scheduled management-employee meetings at all company locations. Most time goes to management's answers to tough employee questions.


Staff assistants, managers, and production engineers must win top management's commitment to a specific change. This includes approval of system concept, budget, project schedule, and realtime involvement.
COMMUNICATION FACTORS AND ORGANIZATION GOALS

Literature analyzing the influence of communication factors on the intervening or end-results organization variables. These include communication attitudes, communication satisfaction, and communication planning including motivation via communication.

Intervening and end-result variables include organizational performance, morale, conformity to plans, adaptability including organization change and productivity.

Contains all studies primarily concerned with the influence of communication on organizational effectiveness.

The following topics were among those placed in this classification: organizational climate, job satisfaction, decision making, problem solving, management by objectives, participation, leadership, motivation, innovation, change, adaptability, and productivity.

BOOKS AND DISSERTATIONS


Employs the Delphi technique to solicit, identify, and organize administrative success factors in high school administration. Thirty-three high school principals identified 105 success factors. Findings, in terms of consensus levels, indicate that proper handling of personnel and human relations is highly important and that skilled communication plays a major role.


Aims to determine the management style most appropriate for U.S. Navy, autocratic or democratic tests the contingency approach.
and finds no significant differences due to technology factors. Concludes that a universalist approach as Likert’s System or McGregor’s Theory Y is most applicable to Navy enlisted personnel. Emphasizes that the ability to control personal life is a significant factor in job satisfaction independent of technology.


Presents studies to discuss such topics as managerial point of view, analysis of managerial problems, implementing decisions, and communication techniques. The last section is covered in four pages on “writing effectively” and four pages on “speaking effectively.”


Argues the necessity of building interpersonal relationships within work relationships as a method of improving organizational climate. Examines factors leading to counter-productive, adversary relationships, and offers suggestions for creating and maintaining healthy communication climates.


Investigates the extent to which the leadership style used by supervisors in introducing change into an organization is related to employee job satisfaction and organizational climate. Four hundred employees of a Canadian Government Unit responded to three instruments and a demographic sheet. Findings indicate a significant relationship between dimensions of leadership change style and employee job satisfaction.


Explores the characteristics of feedback control systems (e.g. budgets) as a basic tool for directing employee energies into organizationally valued tasks. Data was gathered by interviews and questionnaire from 357 managers at four management levels. Overall the study indicates that feedback systems can positively influence motivation and behavior and that the infiltration of dysfunctional elements as defensive behavior will be determined by the way superiors use indicator information in controlling subordinates.

Caulum, David A Descriptive Study of the Intraorganizational Communications of Counselors With the Focus Upon Counselors as Agents
the openness of climate and general job satisfaction of teachers. Sample drawn from six rural and six suburban secondary schools. Methodology included the Minnesota Satisfaction Questionnaire to assess job satisfaction and Halpin-Croft's Questionnaire to determine the openness of organizational climate.


A text in organizational decision making that analyzes the environmental influences on the decision process, the variables affecting the individual in his decision-making activities, and the process of group decision making.


A practical managerial guide for the nonacademically oriented manager. It contains methods for finding problems as well as suggestions for alleviating them. This book deals strictly with the applied aspects of management.


A pilot study in developing a method for identifying those with high "executive potential." Presents a list of capacity identifiers for observing executive ability or potential. Methods for validation are presented.


Studies relationship between verbal behavior of store managers and managerial effectiveness. Methodology involved tape recording conversations of managers and employees, and coding selected transcriptions by categories derived from interaction process analysis. More effective managers were found to perform more of the following: (1) giving suggestions, (2) addressing by name, and (3) exchanging information.


Concludes that there is a strong relationship between organizational climate and the effectiveness of the functional work unit, as perceived by members of work units. Questionnaire completed by eighty-three respondents in five industrial work units included questions as to internal environment (Litwin and Stringer), dimensions of
COMMUNICATION FACTORS AND ORGANIZATION GOALS


Explores the change agent role of school counselors. Behavioral variables measured included the purpose of counselor’s communication, the frequency of communication within selected mediums, and the initiator of counselor’s conversations with faculty. Institutional variables measured included the power structure and the openness of teachers’ orientations. Data were derived from a questionnaire designed to measure these variables.


Addresses problem of identifying specific criteria for determining the applicability of a job enrichment program in a specific career area. Survey data obtained by using (JDI) job description index. Results indicate 25 percent of managers were dissatisfied with their job. Authors conclude that a job enrichment program may be a benefit in selected organizations.


Examines the relationship of leader behavior and selected personal (age, formal training, experience) and situational (residents’ median family income, expenditure per pupil, and pupil size of school district) characteristics in ninety school districts. Situational characteristics are found to be better predictors than personal characteristics relative to leader behavior, both as to initiating structure and consideration.


Represents an empirical study of two organizations for the purpose of analyzing concepts of communication climate and organizational climate. The relationship between communication climate and other organizational factors is explained. Communication climate is shown to be heavily dependent on five communication factors. Findings lead to conclusions that contest Likert’s position that communication within the organization should be conceived only as an intervening, rather than a causal variable.


Findings indicate that there is a significant relationship between
COMMUNICATION FACTORS AND ORGANIZATION GOALS

Work unit effectiveness (House and Rizzo), and overall effectiveness (Georgopoulos and Mann)


Investigates four categories of leadership behavior in relation to staff's fulfillment of motivator and hygienic needs. Employs McGreal's Personnel Survey for data collection and relates to Halpin's dimensions of consideration and initiating structure. Concludes that principal's leadership behavior can promote a school environment which enhances teachers as people and professionals.


Compares two cultures with respect to personality and leadership preferences of first-line supervisors and leadership behavior of their superiors. Responses of 150 Turkish and 147 American supervisors indicate that Turkish supervisors exercise higher authoritarianism while American supervisors have a higher preference for participation and exert greater influence on their superiors.


Indicates a significant positive relationship between perceived leader behavior and morale. Teacher morale was sampled with the Purdue Teacher Opinionnaire and leader behavior was described by the use of the Leader Behavior Description Questionnaire Form XII. Subjects were 179 teachers at 14 vocational centers.


Written with the student audience in mind, this book is about the motivational determinants of behavior in the work organization. Contents of book structured in motivational needs and outcomes, motivation and behavior, satisfaction and behavior, and decision to work in an organization. Information may be found dealing with day-to-day motivational problems.


Represents a leadership study that examines the interpersonal and
group behavior of nine elementary school principals in relation to management systems in their schools. Bales Interpersonal Form A is used to assess perceptions of behavior, and Likert's Profile of Organizational Characteristics to assess the nature of the current management system. Three null hypotheses are tested. Concludes that there are significant relationships.


Discusses the many factors involved in recruiting, employing, training, and advancing women into higher management positions. Book deals with managerial climate and expectations. Also focuses on traditional and changing patterns with reflections on organizational policies.


Studies a firm's attempt toward participative group style management. Job fulfillment is analyzed in terms of communication, interaction, expression, self-valuation, and other factors. Findings indicate that participative criteria and techniques in the areas of responsibility, decision making, and mutual goal setting, appeared to play a less important role in motivations and organizational climate than self-value, expression, and expectations.


Examines the nature and content of managerial problem solving and suggests alternative ways of meeting such practical problems as grievance disputes, industrial relations, work allocations, and interviews. The book contains case studies to allow the readers to analyze and understand their own problems and determine the method to handle them.


Advice about influencing committees, company publications, talking to foreigners, and all the more unusual aspects of how to communicate in business.


Presented a systemic model indicating the level of managerial work satisfaction to be dependent on both the manager's own personality.
attributes and his work environment characteristics. Data consisted of the responses of 133 managers who worked in different organizations with MBO systems. Effective MBO systems were found to co-exist with participative organizational climates.


Investigates the relationships between management style and teacher morale in secondary schools. Instruments employed include the Profile of a School (Form T) to collect data on organizational environment and the Purdue Teacher Opinionnaire to measure morale. Findings indicate a high positive correlation at the 01-level of significance.


Data was collected in 24 elementary schools by use of the Organizational Climate Description Questionnaire, the Minnesota Satisfaction Questionnaire and the School Situational Data Form. Findings indicated clearly that there was a relationship between openness of organizational climate and satisfaction but that the perception of openness differed between teachers depending on age and other factors.

Randle, Eleanor M. Staff Relationships, Morale, and Communications as They Affect a School System's Internal Public Relations. Ed.D. Dissertation, Memphis State University, 1974. DAI, Vol 36, No 2, p. 652-A

Investigates the influence of staff relationships and communications in respect to classroom teachers' perceptions of their trust in central staffs, belief in school system, and identification with organizational goals of the system.


Explores perceptual differences across eight national cultures concerning participative ideology. Participative management was viewed as related to leadership style and upward influence channel. Findings indicate that every culture experiences a positive association between overall satisfaction and measures related to the upward influence channel, and that a majority of employees in each culture prefers participative leadership.

Shaner, Michael. The Relationship Between Personal Values, Organizational Climate and Organizational Effectiveness. A Study of the Hospitality

Studies the relationship between personal values (standards for guiding action), organizational climate, and effectiveness in seven large hotels by employing Rokeach's Value Survey, Litwin, Stringer, Meyer's Climate Profile, and Mahoney's Organizational Characteristics Inventory. Ninety-four supervisors participated. Findings indicate that certain values and organizational climate characteristics are significantly related to effectiveness.


Determines that there is a predictable relationship between the organization climate of a school and the degree to which a school implements change. The independent variables closely follow Likert, i.e., the principle of supportive relations, group decision making, high goal setting, and overall climate of the school. The dependent variable calls for an innovation of sufficient proportions to require new or different behavior.


Examines the interaction between perceived leader behavior and follower maturity as they relate to effectiveness. Leader behavior considered as (1) task-oriented, and (2) relationship-oriented. Maturity defined as (1) time competence, and (2) innerdirected support or independence. Effectiveness analyzed in terms of end-result variables and intervening variables. Finds significant positive correlation between effectiveness and leader high task, low relationship-oriented behavior when followers are of below-average maturity.


Findings indicate a positive and significant relationship between leader behavior characteristics and organizational outputs. The Leader Behavior Description Questionnaire measured initiating structure and consideration of principals, while a new questionnaire was developed to measure the following dimensions of organizational output: productivity, integration potential, organizational health, and feedback.

Intends to assist those who wish to utilize their human resources more effectively. Translates motivational theory and concepts into practice. Provides model for line and staff managers which should help illustrate means for unlocking motivational drive.


Analyzes decision making as to areas, modes, nature, lengths, occasions, and stages of decision, and studies the dimensions of information as to accessibility, usage, recordation frequencies of use, and main sources. Employs the Critical Incident Technique for data collection interviewing fourteen subjects over ten weeks, each subject being interviewed five times, once every two weeks. The structured interview format was used to record the responses.


Investigated the correlation between leadership style, organizational climate, and employee satisfaction. Findings supported the hypothesis that high supervisor concern for both “task” and “relationship” would correspond to high employee satisfaction, and low concern for both “task” and “relationship” would correspond with low employee satisfaction.

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS


Examines three factors which affect differential participation in organizations by different sexes. These factors are (1) recruiting women into dependent and passive job roles, (2) selective recruitment of compliant women, and (3) sex-biased control mechanisms within organizations.


A strong case for survey feedback is contrasted with alternative intervention techniques aimed at lasting organizational change. Examples are included to prove feedback’s superiority.


Some of the features of decision making in business are illustrated through the decision projects. Real problems of an oil company are
In this article, methodology and research are used as the basis for problem solving and decision making. 


Deals with older employee attitudes and job satisfaction toward the four-day work week. Explores changes in the work environment as a result of shortening the working hours.


A communication gap between executive and systems analyst can close by taking action after paying careful attention to meeting the organization's needs and to taking necessary risks to get close enough to actually understand one another.


Study to determine the importance business places on effective communication to see if there is a need for communication courses at the graduate level. Personnel officers of 250 large organizations were surveyed concerning their attitudes about the courses.


The need for individuals to become aware of the decision-making process of institutions that directly affect them is reviewed in the article. The article also looks at past attempts to effect human relations approach and also a systems approach.

Brady, Max H, "Have You Learned to Delegate?" Hydrocarbon Processing, Vol 53, No 9, September 1974, pp 243-244, 246, 248

Recognize that delegation of authority involves risk, so build trust in your organization. Set mutual standards, communicate frequently with new managers, and, chiefly, use delegation as a tool to develop new people.


Reports on several projects to develop better operational decision aids. Focuses on contribution of modern decision analysis to action selection process (as opposed to data preparation process) at the task force command level.

Study surveys 579 business and government managers. Identifies several commitment relevant organizational experiences and suggests that the influence potential of particular experiences varies significantly with tenure.


Suggests methods of progressing along career paths for technicians. These include questioning recruiters, developing exploratory attitudes in new jobs, and seeking responsibility. Recommends regular and frequent interaction with supervisors and counselors to assess job progress.


Industrial objectives, if they are employee oriented, produce feedback and the motivation derived from the feedback helps reduce turnover. According to this article, feedback is the power to clarify objectives, to stimulate communication, and to motivate people.


Study deals with the use of questionnaires to analyze the relationships between job satisfaction and certain characteristics of the job as work quality dimensions and job-related interests. Measurement of the data by the Job Descriptive Index (JDI).


Study examines criteria of work role effectiveness representing the three perspectives of the employee, the employer, and society, using four methods of data collection—interviews, observations, company records, and supervisory ratings. Identifies eleven criteria of effectiveness.


Investigation of managerial decision making and the cultural differences in preference for decision-making styles.

Suggests factors leading to job satisfaction (motivators) are distinct from those leading to job dissatisfaction (hygienics). Concludes that there is a low positive correlation between motivational and hygienic factors throughout the corporate hierarchy.

Cummings, T. G., E. S. Molloy, and Roy H. Glan. "Intervention Strategies for Improving Productivity and the Quality of Work Life," Organizational Dynamics, Summer 1975, pp. 52-68

No single intervention strategy can increase productivity and job satisfaction. It takes a combination of strategies with emphasis on discretion to improve job satisfaction and on feedback to boost productivity.


Analyzes the relationship between intellectual workers and their work. Demonstrates the wide disparity between intellectual workers and others. Cautions against the dehumanization of intellectual work.


The concept of anti-social behavior in decision making is discussed. A simple game is presented according to the principle that benefit for anti-social behavior accrues directly to the individual, whereas loss is spread out among all players.


Views the tension between lifestyle and work format. Attempts to measure these dimensions by assessing their relative congruity as an explanation for variance in job satisfaction. Suggests advantages of an environment with a low bureaucratic orientation.


Describes the metamotivational theory of leadership, which provides a method of increasing individual, organizational, and social productivity through self-actualization time. Suggests that increased self-actualization results in increased productivity.

Article presents exploratory research investigating the viability of Path-Goal leadership theory. Specifically, it probes effects of leader "consideration" and "initiating structure." Results were inconclusive.


Describes the functions and form of activity of the USSR Academy of Sciences with emphasis on management, personnel, and translations.


MBO traditionally has involved one-to-one interaction, but a collaborative or team approach is described as being superior.


Organizational behavior modification works with Skinner's animals but not with complex human beings. O B modification is thus too narrow, mechanistic, and manipulative, so don't trust it.


Nondefinitive study comparing black and white worker attitudes in similar jobs in the same company. Focus on the strength of relationship between ethnic group and satisfaction. Generalizations unwarranted though blacks appear more satisfied.


An experiment on eight subjects indicated that job enrichment does improve the level of satisfaction and productivity. Communication is investigated in terms of feedback on job performance.


Presents research on federal, state, and local government decision making. Includes decision-making aids and evaluation of criteria when making decisions. Report contains 76 abstracts.

Examines various sources of screening information as predictors of individual and group adjustment during the Antarctic winter. Shows that occupational role is an important determinant of job satisfaction.


Paper examines a basic theory of job motivation, a group of core dimensions which create conditions for internal motivation on the job, diagnostic tools for evaluating jobs and people's reactions to them, and five steps to increase employee motivation, satisfaction, and production.

"On the Coming Demise of Job Enrichment," avail Yale University, New Haven, CT, Department of Administrative Sciences, December 1974, 33 p

Explores a number of frequently-observed errors in implementing job enrichment that can lead to failures of the technique, and identifies ingredients found to be common to most of the successful job enrichment projects.


Proposes a model that specifies the conditions which will internally motivate individuals to perform effectively on their jobs. Discusses special features of the model and compares the model to other theories of job design.


Assumptions about subordinate motivation are used to delineate the psychological meaning of the Consideration and Structure leadership dimensions. These assumptions of Path-Goal theory are questioned and modifications are suggested.


Informing subordinates of an organization's costing system increases their understanding of management's behaviors and brings their goals closer to management's goals.

Develops a decision-making theory addressed to higher-order decision problems characterized by multiple objectives, conflicting goals, and an uncertain decision environment. Centering on three concepts—goals, preferences, and constraints—provides a framework for a wide diversity of decision behavior.


Western Electric employs motivation and enrichment training as a form of participative management geared to performance improvement. Enhances employee self-respect to establish an expectancy cycle which prompts individual motivation and identification with organizational goals.


Discusses the problems involved in change processes in educational organizations. Maintains that many of these problems are caused by conflicting perceptions of the change processes themselves.


Discusses why people do not want to work. Describes failures of management systems due to advocacy of dehumanizing techniques.


Written, internal, and interpersonal variables were used to study managerial decision making. In the conclusions, the authors found that these kinds of variables influence the manager's choices of information sources in the organizational context.

Hombert, William J. III. "The Psychological Implications of Decision Making," Regional Counselor Training Center, Charleston, WV, December 1974, Grant No SRS-45-15092

Discusses the different implications of various personality models in view of the decision-making process. Suggests further implications for organizations and administrators.

House, Robert J. and Terence R. Mitchell. "Path-Goal Theory of Leader-
The path-goal theory of leadership states that a leader's behavior functions through its impact on subordinates' perceptions of paths to goals and the attractiveness of the goals.


Public and private organizations are investigated to understand the communications needs of program managers. Suggests development of methods to meet immediate and long-term needs of managers.


Empirically-based longitudinal study of performance in a manufacturing company that uses management by objectives is described in this article. Analyzes the performance of the subordinates of 181 MBO-involved supervisors who work in the marketing and the production departments. The variables of timing, reinforcement, and sustaining improvements in performance are considered and analyzed in the study.


Analyzes 15 job satisfaction items and determines three components: intrinsic job satisfaction, extrinsic job satisfaction as organizational mediated, and extrinsic job satisfaction as mediated by the work environment.


Data describing an individual leader's style is gathered from leader and subordinates. The two sets of data suggest only limited agreement between leader's perceived style and subordinate's perception of leader's style.


Study examines the effect of job involvement upon the relationship between perceived leader behaviors and confidence and trust in the leader. Results state that the high-job-involvement sample tend
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to have significantly lower correlations between confidence and trust and leadership variables.


Reports on the labor market experiences of women who were 34 to 48 years of age in 1971. Discusses the movement of working women into and out of stereotyped female occupations, and analyzes their hourly earnings and job satisfaction.


The authors examine the resurgence of concern with productivity and quality of work life and point out that workers are most productive and satisfied when their performance is both recognized and rewarded in terms meaningful to the workers themselves.

Keller, Robert T. "Role Conflict and Ambiguity Correlates with Job Satisfaction and Values," Personnel Psychology, Vol. 28, No 1, 1975, pp. 57-64.

Extends relationships between role conflict, ambiguity, and job satisfaction by using a multidimensional conception of job satisfaction. Finds ambiguity to associate with low work satisfaction, but not overall satisfaction. Relates role conflict with extrinsic dimensions of satisfaction, but not to the work itself.


Attempts to measure a few key variables associated with the Porter-Lawler (1968) expectancy model in order to determine its validity. Remodels the element-to-element approach with a (chair-like) factor analytic approach with hierarchical rotation.


The relationships between production, quality, costs, job satisfaction, work anxiety, accidents, absence, turnover are compared among work sections. Within the sections, the variables are shown to be clearly related.

Defines “Bracketing” as a procedure whereby individual decision-making team members sharpen their perceptions of organizational needs prior to administrative action. Compares and contrasts the Delphi technique to Bracketing.


Asserts precise definitions of organizational and personal goals which lead to improved employee performance. Emphasizes how a manager might approach this goal in a nondestructive way.


Data on job satisfaction were collected from 1,801 Naval officers. Results suggest that payoff of career motivation efforts in an organization can be measured and programs initiated to improve selective retention.


A review of experiments evaluating group brainstorming, some involving executives as well as student subjects, indicate that the pooling of individual brainstorming efforts appears more advantageous than group brainstorming efforts in solving engineering problems.


One company’s happy experience with its second annual report to employees. People feel they really matter on seeing where the company money goes.


Surveys the history and the literature of organizational integration, that is, the relationships of individual needs versus corporate needs. Presents three approaches organizational behaviorists now use in companies that managers themselves might employ to effect change.


This approach to managing human resources, called organizational behavior modification, focuses on conditioning theory.

Mankoff, Albert W. “Values—Not Attitudes—Are the Real Key to Motiva-
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A single value may underlie dozens of attitudes. Suggests attitude surveys are solely symptomatic, avoiding value systems as the generator of worker motivation. "Feels business must move toward more humanistic values to avoid being at odds with employees."


Discusses the effects of the public's right to know on public employees' attitudes toward the information available in their organizations.


Retailer, make your employees' goals match your organization's goals. Take the time to establish open communication channels throughout the organization. Use training personnel strategically, realizing that people learn at different rates.


Claims that the chief cause of the predicted death in managerial talent is "no will to manage." Examines the types of remedial actions that companies can take, such as more selective recruitment, more weeding out, and more participative management.


Over 900 employees, including 169 managers, participate in a study attempting to replicate and extend a number of findings relating to work variables and an individual's perceptions of control locuses.


Describes four areas of change occurring in contemporary organizations: authority, information, technological, and educational. Suggests organizational development in the areas of structure, motivation, job satisfaction, team building, industrial relations, and conflict situations.


Evaluation of results is the key to management by objectives. Suggests a three-stage approach to the management control functions and indicates how to effect feedback mechanisms and corrective actions while maintaining the humanity of the process.

A multilevel model of goal acceptance is proposed. Supervisory characteristics affect subordinates' stated acceptance of supervisor assigned goals but not the quality or quantity of subordinates' task performance.


Examines environmental risk, dependency, and interorganizational relationships as factors in environmental complexity. Studies in twenty-six small, rigidly structured organizations indicate that neither risk nor complexity is related to organizational effectiveness.


Recommends that managers consider the interrelation of factors leading to organizational ineffectiveness. Presents techniques for management problem-solving situations and stresses identification of all elements of organizational problems.


Two studies are reported to determine the joint effects of attitude similarity and the temporal placement of unfavorable applicant information on personnel decisions and minimize such effects by providing job-related qualifications predictive of job success.


Presents a framework for designing and carrying out an incentive compensation plan in organizations. Discusses findings from examination of plans actually implemented in eleven large firms.


Describes factors relevant to power and influence of academic department chairman. Findings indicate that one of these factors is positive perceptions of the institution by the department faculty.

Prothers, Joyce and Fred E. Fiedler. "The Effect of Leadership Change on Individual Behavior and Performance An Extension of the Contingency Model," *Available* Washington University, Seattle, WA, Department of
Extends Fiedler's (1967) Contingency Model of Leadership effectiveness to predicting work behavior by individuals who do not hold supervisory positions.


Study of self-perceived role of administrative office managers in participative management. Purpose is to enable office managers to develop relevant instructional programs based on current practices in the business world. Data compiled from 132 usable questionnaire responses.


Reviews some of the major research on job satisfaction conducted in past 40 years. Discusses satisfaction in 5 major sections: trends, distribution of satisfaction, what Americans want from jobs, importance of job satisfaction, new approaches and findings. Extensive reference material included.


An empirical study examines the composition of the identification construct, the transference of identification behavior among organizational targets, and the behavioral mechanisms underlying the identification response. Identification may produce dysfunctional as well as functional outcome.


Examines the relationship between sex of department head and organizational climate in ten senior high schools. Measures organizational climate to determine teacher attitudes of male and female department heads.


Studies the usefulness of attitudes as predictors of success among underwater demolition teams. A questionnaire served to measure attitudes concerning training motivation, leadership, and course expectations. These attitudes toward training can be used to select who will most likely succeed.

Suggests organizations can surpass current productivity by communicating higher expectations for performance. Outlines a five-point plan to upgrade performance and looks at psychological factors which prevent managers from demanding and expecting more of their subordinates.

Schneider, Benjamin "Conceptualizing Organizational Climates," Research Report No 7, University of Maryland, College Park, MD, Department of Psychology, May 1974, 71 p.

Presents some logical and conceptual distinctions between job satisfaction and organizational climate. The second part of the paper reviews Structuralism, Functionalism, and Gestalt schools of psychology and the implications of each school to climate research. A 10-page list of references is included.

"How Do Your Climates Show? Let Us Count the Ways," University of Maryland, College Park, MD, Department of Psychology, July 1974, 33 p ED 097 529

Discusses "hidden" consequences of an organization's goals, practices, and procedures on the climates created for employees. Explores potential impact of a lack of fit between goals and means to achieve goals on climate and eventual employee behavior.

"Organizational Climate: Individual Preferences and Organizational Reactions," Research Report No 9, University of Maryland, College Park, MD, Department of Psychology, July 1974, 23 p ERIC ED 097 528

Discusses the climate expectations of new life insurance agents entering an agency. Data was compiled on managerial support, structure, new employee concern, and general satisfaction. It was concluded that the degree of fit of a new agent to his agency did not predict success, but probability of success is enhanced when organization is perceived as positive by agent.

"Organizational Type, Organizational Success, and the Prediction of Individual Performance," Research Report No 6, University of Maryland, College Park, MD, Department of Psychology, May 1974, 65 p ERIC ED 097 531

Discusses benefits of clustering organizations into types and presents a method for clustering life insurance agencies by climate profiles. Identifies the basis of managers', assistant-managers', and already employed agents' climate perceptions. Implications of these results for a taxonomic approach to defining organizations' research in organizational-climate and personnel selection are discussed.

Schneider, Benjamin and Robert A Snyder "Some Relationships Among
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and Between Measures of Employee Perceptions and Other Indices of Organizational Effectiveness," Research Report No. 5, University of Maryland, College Park, MD, Department of Psychology, May 1971, 49 p ERIC ED 097 532.

Examines the relationships of two measures of job satisfactions, one of organizational climate, seven production and turnover indices of organizational effectiveness, and two sets of measures investigated in fifty life insurance agencies. Implications of results for research on climate and satisfaction as well as organizational change are discussed.


Describes options and implementations of improving school district climate by employing a three-step process. Step one describes climate in practical terms and offers brief climate assessment instrument, step two describes administrator's role in climate improvement, step three concerns providing leadership for conducting large- and small-scale climate improvement projects.


Report discusses work environment and how workday affairs must satisfy the social and emotional needs of people, thereby providing creative, constructive, satisfying, and productive reactions among workers.


According to Barnard, authority consists of a subjective-aspect, acceptance of a communication, and an objective-aspect, the element in the communication by virtue of which it is accepted. Acceptance is most important. There is no authority if the communication is rejected.


Author supports situational-functional approach to leadership based on current literature. Distinction is made between leadership activities that contribute to specific group goals (Initiating Structure function) and those that maintain and strengthen the group itself (Consideration function).

Wide differences in individual reaction to changes in pace and constrained jobs are indicated by research studies. Research indicates older workers show increased job satisfaction, although there are few older workers among assembly line operatives, possibly because they have seniority, have changed jobs, or have retired. Author believes that aging may make personalities more compatible with this type of work.

Steers, Richard M "The Role of Task Goal, Attribution in Employees," California University, Irvine Graduate School of Administration, 1974, Report No TR 24, 60 p ERIC ED 094 116

Research reviews six factor-analytically derived attributes of employees' task goals to ascertain which attributes are more consistently related to performance. The task attributes are (1) goal specificity, (2) participation in goal setting; (3) feedback, (4) peer competition, (5) goal difficulty, and (6) goal acceptance. The findings are discussed within a motivational framework.


Article probes the prediction of Path-Goal Theory. Hypotheses include initiating structure, consideration behavior, high- and low-task structure, task repetitiveness, and task autonomy. Some extensions of Path-Goal Theory are offered.

Taveggiai, Thomas C and Alan Hedley "Job Specialization, Work Values, and Worker Dissatisfaction," available California University, Irvine Graduate School of Administration, January 1975, 24 p Report No TR-29

Reports data from 3,193 British industrial workers which suggest that job characteristics relate in varying degrees to worker dissatisfaction.

Varga, Kardy "Achievement and Power and Effectiveness of R&D," Human Relations, Vol 28, No 6, August 1975, pp 571-590

The relationships among McClelland's motivation needs are investigated in situations which allow for initiative and those which do not.


Suggests that the nature of scientific management requires an exceptionally high standard. Recommends elderly management personnel work on a part-time basis to help scientific output and lend valuable experience to institutions.

Wanrich, Ralph C "Leadership Development in Vocational Development," May 1974, 26 p ERIC ED 094 223
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Describes application of leadership research to vocational education. Individual dimensions of leadership are considered.


Investigates preference for participative management style across cultures. Finds some generality, though not universally for participative management across cultures. Discerns no significant differences between management roles and preference for participative management.


This paper describes a range of both internal and external strategies which have been used to introduce constructive change into the management of academic libraries. Stresses the need for organizations to attain a certain level of development before successfully introducing a major change.


Report implies that Freudian behaviorists and humanistic models of psychology have failed to provide an adequate explanation of the role of the individual in the organization. Instead, Jung provides the base for a new explanation—the dialectical organization. A dialectical organization is marked by the mode of communication within it, by its stability, and by the functional nature of the authority held by people within it.


Compares individual integrativeness, cohesiveness, and satisfaction scores of 963 members of a financial organization with a set of structural communication variables. For organizations whose communication-control and decision-making processes are largely disintegrated, study suggests direct implications with respect to integrating those processes occurring among functionally distant or non-cohesive individuals or groups.


Some topics in the bibliography include productivity change.
industry breakdowns, measurements, effects of job improvement and personnel management to increase productivity. Report contains 142 abstracts.


Suggests four elements of decision making and supplies a framework to study the concepts of persuasion and negotiation.
SKILL IMPROVEMENT AND TRAINING IN ORGANIZATIONAL COMMUNICATION

Literature concerned with communication skill improvement—verbal, written, and nonverbal—including public speaking, group process, writing skills, listening, and interpersonal skills as in selling, interviewing, and counseling. This includes literature concerned with training programs, training needs, training materials, training techniques, learning principles, training course syllabi and descriptions.

The following topics were among those placed in this classification: training laboratories, games, role playing, programmed instruction, discussion techniques, transactional analysis, film, and videotape.

BOOKS AND DISSERTATIONS


This text first examines sentence and paragraph patterns and then discusses the writing of letters, technical specifications, process papers, and formal and informal reports. Specific examples are used to illustrate most points. The appendix includes six entire reports.


Analyzes the impact of varying amounts of information on decisions and performance in a business game. Findings indicate that a curvilinear relationship may exist between information, decisions, and performance in a business game.


Reports that the individualized method of instruction in business report writing obtained significantly better results than the traditional teacher-lecture method in the final objective exam, and that the individualized method students performed equally well on the final
written exam as the traditional method students. Employed five hypotheses, and a T-Test procedure determined if significant differences existed.


Popularized treatment of communication pitfalls, which should be helpful for any professional to know. The author's primary emphasis in communication theory is the audience. Each of the seven chapters is introduced by two pages of text and followed by a series of cartoons illustrating the concepts presented. How to improve telephone and oral report techniques is also covered in the book.


A self-instruction manual that allows the trainee to write about situations before he faces them on the job. This book follows closely to Egan's *The Skilled Helper*.

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The authors explicate the variables and factors involved in the communication process. Emphasize interpersonal and speaking skills.


Studies the delegation of letter-writing tasks by bank executives and provides recommendations for teachers of business communication. Five hundred sixty-six respondents provided the data that permitted consideration of the following factors: liking for letter writing, influence of workload, extent of delegation, confidence in subordinates, ability of subordinates, and differences in attitude for interoffice memoranda versus confidential letters.


This book is aimed at the individual who will be in managerial positions requiring knowledge of sophisticated managerial tools. It approaches operations research with a deemphasis of its mathematical derivations. It includes sections on decision theory, game theory, and simulations.

Develops guidelines that will help college teachers of the basic business communications course provide the instruction needed by students to perform effectively writing tasks at the middle management level. Findings disclose significant differences between needs of business managers and prevailing instructional emphasis in many types of written communication.


This book is aimed at the individual who trains people in the area of human relations. It compiles group activities, questionnaires, lectures, papers, book reviews, and other resources into an easy-to-use manual.


Provides a basis from which to guide students to a better understanding of themselves through counselor and teacher training. Book provides scales, questionnaires, interpretive data analysis, to aid students in self-realization. Can be used in training.


This is a book of simulations and games designed to facilitate training in human relations. It first introduces the nature and function of simulations and then explicates ten case study simulations for multiple groups and ten case studies for single groups.


Employs a control group and experimental groups to study the effects of three different methods of instruction in writing principles and grammar as part of a one-semester course in business communication.


This book is designed for the individual who heads or participates in training workshops, T-groups or any program for increasing the individual's awareness, feedback, and self-disclosure. It consists of directions for, and specifications of, 160 group exercises that are primarily nonverbal.

This book adapts group activities for human relations training to individuals in the field of criminal justice. It also compiles articles from journals and books on specific aspects of police administration. The book could also be used by group facilitators outside the field of criminal justice.


This text emphasizes writing for the uninformed reader. Each chapter includes model writings for illustration and analysis. Exercises are included. In addition to sections on writing techniques, report formats, and letters, there is an appendix on common writing errors.


Studies the extent to which reader comprehension of long business reports is influenced by variations in report parts, paragraph structure, and use of headings. The major conclusion is that the length of reading time is a significant factor in determining how the three variables will affect the extent of reader comprehension.


This book contains 24 structured experiences such as simulations, role-playing situations, and other activities for group training in human relations. Each activity is followed by references to similar activities found in the other volumes of the Pfeiffer and Jones Series in Human Relations Training.


This book includes an author and subject index to the contents of the University Associates’ five volumes of A Handbook of Structured Experiences and four volumes of The Annual Handbook for Group Facilitators. It integrates all the information found in the nine-volume series into a usable format.


Supplies “practical, self-help” suggestions for managerial communication. Includes chapters on interpersonal communication,
messages, nonverbal communication, interviewing, and group discussion, all oriented toward the layman in the organization.

Ross, Peter Burton *Basic Technical Writing* New York Thomas Y Crowell, 1974

To facilitate the teaching of writing, this text includes many examples and practical assignments. First the book concentrates on the development of particular thoughts. It then concentrates on the integration of thoughts into formal and informal reports, proposals, and abstracts.


A compilation of simulations and games to facilitate learning experiences in personal, social, and mass communication. A bibliography is included for each of these areas. A section on communication observation and notation is included.


Aims specifically at technical writing and focuses on one goal—to inform. This programmed text covers standard writing procedures—writing, editing, words, etc. Easy-to-follow format in book.


Supplies a prescriptive approach to marketing methods, including mail-order and direct-response techniques. Presents examples and self-quizzes covering such topics as mailing lists, magazines, newspapers, broadcast, and telephone marketing.


Presents a short basic course for management training. Covers career development, training systems, supervisor development, communications systems, reports, conferences, inspection, etc.


Concludes that OD training does have a positive effect on communication, provided that sufficient training is received, and that organizational structure influences communication, but the effect is likely to diminish over time. Questionnaire included criterion measures of communication relative to feelings, meetings, feedback, networks, and clarity of understanding.
ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS


Investigates means of converting management development programs into an organizational development process. Views managers' attitudes toward centralization and decentralization, the importance of performed functions, their personal effectiveness, managerial style, and preference for executive development programs.


Perspective discusses the trend of development to the outcome of speech communication instruction in behavioral terms. The formulation and implementation of behavioral objectives require the adaptation of the behaviorist's perspective; stimulus and response, cause and effect, and independent and dependent variables provide rationale for the behavioral objectives and causal determinism.


Document shows how to develop data collection forms, tabulate and use data once it is collected, and utilize systems analysis for resource allocation decisions within the context of social services.


Develops a valid procedure to teach students to use behavioral objectives and to determine minimal levels of competence in using.
objectives. The hypothesis is supported by data and implications for future research are discussed.


Explores an insurance company's efforts to teach task-oriented behavior to Hard-Core unemployed (HCU) in a 300-hour training program. HCU's reflected an increase in clerical skill and scholastic achievement. Finds these variables related to the job success of the HCU's. However, self esteem showed no improvement.


This is a description of a computer-based model for maximizing both the feedback of an administrative "in-basket" simulation exercise and the analysis of results.


Creates a token economy to structure rewards for task accomplishment in training programs for "disadvantaged" employees. Applies operant conditioning techniques through the ability to specify unambiguously the levels of successful task completion.


Describes a manual for self-instructional, self-administered workshops in group leadership techniques. The workshops were designed for counselors, orientation leaders, staff meetings, staff development programs, etc.


Describes a personnel development and training course which has been used in Britain, Canada, and the U.S. The course measures and develops the psychological knowledge of personnel in a variety of organizations using pre-test and post-test questionnaires.


Maintains that a proper balance of participation is necessary to decision making in business and industry. Suggests that innovation and change cannot occur without participation in decision making. Recommends management training programs in this area.

Out of the observed difficulties which students were having in bridging the gap between classroom and the field, a laboratory training model was developed. This article describes methods, techniques, structure, and evaluation of two laboratories set up as a neutral setting for students to practice their communication skills. Application to interpersonal behavior in organizational communication would be possible from this article.


Proposes a model human performance system to facilitate the integration of human and machine systems. Discusses the implications and possibilities of this system for use in training for changes toward automation.


Report reviews and synthesizes psychological and educational research on learning strategies. Intent of study is to provide a basis for developing specific research plans to improve learning strategies and skills.


Effective training requires trainees to be attitudinally receptive to the changes the training is designed to bring about. Pre and post tests of management trainees with the LPC and FIB-Q-B to determine what changes ensue. Suggests pre-testing as a means of selecting trainees.


Concepts of internal agency structure, agency-company relations, and agency-enrollee relations, with recommendation for their implementation, form the three main sections of this handbook. Designed to aid organizations in agency training for staff and the "hard-to-employ." Contains indexes on subjects, examples of agency experience, and research findings.

Falchione, Raymond L. "The Nature of Instruction in Organizational Com
Outlines an instructional paradigm which can be utilized in any learning environment and discusses four instructional strategies which can be implemented in the teaching of organizational communication. The usefulness of an internship for students majoring in organizational communication is also discussed.


Break-with the traditional management, says a training executive. Thirteen popularized suggestions may help new ideas reach the top of the organization.


Report updates information on various developmental efforts in computer-based training and provides information on new developments that may have implications for Navy training. Emphasizes use of computer aids to instruction.


A company president advises supervisors to sharpen oral communication skills on the job. He pushes for the participative approach.


Describes a management simulation course at Dunchurch Industrial Staff College oriented toward management rather than marketing. The program permits managers to experience the effects of their own decisions, as well as the problems involved in other jobs in the organization.

Gordon, Phillip. "Are We Operating with Obsolete Motivational Tools?" Army War College, Carlisle Barracks, PA, September 1974.

Data obtained from 2,720 enlisted men indicate the need for more interesting and useful training and work. Some ideas are suggested for change at the small unit level.

This technique combines Osborn's brainstorming with group priority setting to increase the quantity and quality of upward communication in organizations. Bosses may not participate.


Encourages the modification of educational administration preparation programs to include training in behavioral and social science. Calls for the utilization of training programs drawing on the theoretical and empirical literature of socialization of adults in complex organizations.


Blake and Mouton's managerial grid has produced positive training results. This reports positive results confirmed by questionnaires from three groups of managers, two experimental and one control.


A model for evaluating training approaches in relation to job requirements is developed. The model is then evaluated by subjecting it to criticism of training managers and curriculum designers, and by applying it to a training approach and to a training setting.


A P.R. specialist blends basic rhetorical theory with image-building principles to aid the speaker in making formal presentations. He includes planning, timing, purpose determining, and details.


Because of its interdisciplinary nature and diversity of interest, organizational communication requires reading in several different disciplines. Among the resources listed in the document are six specific books which may prove useful for understanding the methods of research and practices. Contains extensive references.


Many organizations function as "paternocratic" systems, thus
they cannot be expected to assume unfamiliar democratic-participa-
tive modes without guidance. The changes can occur by employing a
consultant or consultant team. Twelve approaches to organizational
change are presented in the article. Also discusses staff development,
and indicates the necessary conditions for successful organizational
change.

Johnson, Thomas E. "Management Education: An Interdisciplinary Prob-
lem Solving Approach," Academy of Management Journal, Vol. 18,
June 1975, pp. 276-287.

Article develops an interdisciplinary program of management
training in problem solving. Assumes that problem solving ability
is a function of information available. Program incorporates a manu-
ally retrieved data bank containing information about the organiza-
tion-environment under study.

Kearney, William J. "Management Development Programs Can Pay Off,"

Research literature is reviewed in order to determine effects of
and management of various training methods. Research designs for
the future are suggested.

Kinder, James F. "Sales Effectiveness—Can It Be Taught?" Canadian

Sales effectiveness is defined in terms of problem-solving skills
and interpersonal awareness in addition to knowledge of the product.
Fifteen characteristics of sales effectiveness are presented which
result from successful interpersonal awareness training. Interpersonal
awareness in a communication/sales situation is also discussed in the
article.

Knowles, Malcolm S. "The Process of Defining a Role in an Organization,"
International Journal of Continuing Education and Training, Vol. 3,
No. 1, Summer 1973, pp. 27-29.

Describes positions in organizations as framework for performance
of role functions. Maintains that conflicting perceptions of roles
leave the position-holder with only one viable option, an open
problem-solving confrontation. Recommends inservice training in
interpersonal relations for resolution of such conflicts.

Knudson, Ann and C. Zissis. "Communications With Women A Group
Experience," Educational Horizons, Vol. 52, No. 2, January 1975,
pp. 82-87.

Discusses continuing education programs for mature women, spe-
cifically the Span Plan Program for Women.

Kozoll, Charles E. "Don't Tell Me—Tell Him: Secretarial Training for
Vol. 2, No. 1, Summer 1973, pp. 17-21

Suggests training of supervisors and managers to make better use of their support staff. Recommends participant-centered training sessions, utilizing three basic exercises.


Using examples drawn from Transactional Analysis, the author explains the use of the "Adult" state as positive motivating force in management training. He compares this to the debilitating effect of destructive criticism, from either the "Child" or the "Parent" ego state.


Study suggests method for determining the reading demands of different career ladders, the average reading grade level of personnel in the ladders, and the reading demands of different training materials.


Specific communication tactics for motivating sales personnel are described. The Pygmalion Effect is discussed in terms of its ethical dimensions.


Describes an inservice training process that will improve superintendent's skills in searching for information, problem solving, interaction, and development of strategies that use the community as a resource are the bases of the training.


Discussion of how to set up a management seminar. Article details an hour-by-hour and a day-by-day sequence of activities for a seminar in management.


Discusses the necessity of training programs in participative decision making and management. Suggestions that such management tech-
SKILL IMPROVEMENT AND TRAINING

Techniques can contribute to greater efficiency, economy, and individual job satisfaction.


Considers small-group methods of instruction. Describes techniques and rationales behind them and provides an analysis of their potential use for various types and conditions of instructional environments. Explicit guidelines are provided to assist trainers and training managers. The objectives, foundations, and theory of methods of small-group instruction are considered.


Simulates ineffective communication in organizations through games which increase employee communication awareness and skills. Participants learn general communication principles and also an overall perspective and framework to build skills upon.


Analyzes Training Evaluation of the Worth of Training (TEOT) collected in successive intervals. Scaling procedures facilitate a more realistic assessment of input data into TEOT and enable training executives to improve their decision making at a very low cost.


A division of the Social Security Administration trains its managers in new ways to run meetings. Results include greater motivation, better problem solving, and higher output. The approach involves effective process and a moderator who is a facilitator.


 Defines a performance objective as an answer to the questions of who does what, how well, and under what conditions, and gives examples of each. Discusses method of writing performance objectives, learning guides, domains of learning, validation of objectives, and objectives for personal evaluation.

Roberts, R. M. and M. H. Hanline "Maximizing Executive Effectiveness"

Using a decision-making priority model helps executives allocate their decision-making time to produce the greatest corporate gain. Relates concepts, descriptive situations, and numerical examples to demonstrate the potential of this approach.


According to the author, middle-management employment should be the primary goal of rapidly growing post-secondary distributive education. Three instructional areas are identified in terms of needs, developing supervisory skills, management skills, and an understanding of relations.


Course in delegating provides an analysis of the principles involved. Simulates many inherent difficulties and provides feedback to junior managers who are learning to delegate tasks and responsibilities to subordinates.


Because today's younger workforce brings new values to the job, supervisors need retraining in new motivational techniques. One of the newer supervisory training programs, behavior modeling, stresses active role-playing.


Describes the acceptance of business games techniques, despite the lack of scientific support for such techniques. Management training programs are using gaming techniques. The article urges efforts to empirically validate gaming methods.


An engineering manager can use carefully planned meetings to develop employees and to facilitate decision making. This "how-to-do-it" guide may help.


Presents communication techniques and group strategies for use...
by teachers and guidance counselors. These are designed to contribute to a developmental classroom climate


Describes a group leadership course for nurses in community public health clinics. Includes objectives and content areas such as need identification, self concept and interpersonal relationships.


Maintains that managers trained more extensively in language, semantics, and communication theory will be an important advantage to industry. The extent of organizational improvement due to such training is not yet known, however.


Views the training needs of managers as a complex process. The trainer must consider the level of management and the norms, values, and structural aspects of the organization which may significantly influence manager performance and have a working knowledge of several diagnostic techniques.


Offers eight recommendations for successful office simulations in high school business courses. Recommendations are based on a study measuring behavioral change in interpersonal relations resulting from participation in such simulation. Good information for those beginning in office work.

(No author, alphabetized by title)


Cites Missouri Professor R. Lauda in a brief summary of practical communication principles, concentrating on "holding" an audience during a speech.


Describes a highly flexible career development program at IBM. The program assumes that "obsolete" technical and administrative
personnel can revitalize themselves through a voluntary development program based on individual interests.
COMMUNICATION MEDIA IN ORGANIZATIONS:
SOFTWARE AND HARDWARE

Literature concerned with one or more phases of the media as the primary element of study in relation to the fundamental communication variables and their effectiveness.

Communication media relates to both software and hardware, including oral media, written media, telephonic media, audiovisual media, electronic media, and nonverbal media.

The following topics were among those placed in this classification: document retrieval systems, information systems, computer capabilities, and management by objectives as a technique.

BOOKS AND DISSERTATIONS


Aims to provide empirical evidence as to the nature and direction of the computer's influence and the implications of this influence for management. Personal interviews in 53 departments of 11 organizations supported the central hypothesis that the computer causes a tendency toward centralization in medium-size manufacturing firms. Eighteen secondary hypotheses were tested.


Recognizes that people problems are the greatest threat to computer-based management information systems. Research method includes examination of literature, observations, and interviews resulting in a model recognizing socio-technical elements. Conclusions note that managerial MIS problems can be alleviated by planning the resolution of behavioral matters as resistance to change.

Klein, T and F. Danzig How to be Heard Making the Media Work for

Discusses tested methods and strategies for making use of the major media. Presents techniques for gathering and organizing people, and utilizing letter writing and telephoning campaigns.


Studies three organizations to determine conditions conducive to successful use of a computer information system in the decision-making process. Findings indicate five behavioral conditions in organizations with successful systems, including an atmosphere of cooperation and cohesiveness at the management level.


Presents a model of data management language to illustrate the techniques available for handling information. Discusses the operational efficiency of the total system, as well as practical applications and dimensions.


Develops an information system to be used by agricultural business organizations within a specific geographic region. The system was designed to allow for transfer with a minimum of change to another region or to other economic sectors.


This book deals with the theory and application of information science, media resources, and library materials. While taking a problem-solving approach, it discusses data retrieval and visual message design.


Examines advertising from three levels: the environment, the organization, and the market. Argues against the position that advertising is in bad taste, is unethical, or that it restricts free speech.

Includes sections on channels of distribution, channel development, channel structure, channel operation management, and three chapters concerning channel communication. This is an advanced undergraduate marketing text.


Describes the marketing information system as well as the problems faced by marketing executives. Chapters include "Marketing Logistics," "Pragmatism in Advertising Research," and "The Value of Information."

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS


Presents a history of public relations in higher education, as well as a description of current practices. Supplies three survey techniques for data collection and activity development in order to implement public relations goals.


Reviews documentation practices and finds them deficient especially in many large-scale information collection systems. Considers various classes of information, and impact of information dissemination.


Be clear, concise, pleasant, and human when writing memos. Check a memo for easy readability and comprehension before sending it.


Because employees receive promotions based on their ability to communicate clearly by writing, organize carefully, be brief as possible, and keep the writing moving. Write (1) a lead, (2) background, (3) elaboration of the lead, and (4) trivia if any.


Discusses the effectiveness of computer-based information systems dependent upon many factors. Collection of data was through interviews with systems and management personnel in various industries and governmental agencies. Study results in the development of a general purpose goal programming model in the interactive computer mode.


Article compared several modes of electronic media (loudspeaker, telephone, high fidelity 2-way monaural audio system, audio system in which each person was presented by a different loudspeaker and a 2-way monochrome TV system). Visual media was found to be superior for complex group discussion, private conversation, and non-private dyadic conversation. Face-to-face superior to TV for complex discussion and private conversation.


Article investigates the effectiveness of the development and distribution of an employee handbook at Blue Cross. Discusses six prescriptive phases of development. Handbook content was influenced by a survey of sixty-three handbooks in print. Distribution involved a slide/tape orientation program presented by a "pilot" executive. Random follow-up indicated favorable response.


Reviewing Rudolf Flesch's *Say What You Mean*, Cowan lists pointers to aid the writer in constructing accurate written reports. He stresses the need to achieve clarity.


Businessman, beware of keeping silent and presuming the public and your shareholders will think the best of you. If all enemies of business continue to get attention, the public and shareholders will eventually believe their stories, not yours.


Document indicates the design concepts, retrieval procedures, and data collection procedures which one may find in the bibliographic citation file of SOLAR (a Semantically Oriented Lexical Archive).

Article argues that mass consensus in a democracy is possible through the use of MINERVA Communications Tree. This is accomplished by successive hierarchical grouping of people through the use of teleconferencing circuits. This can be accomplished through existing technology. Empirical verification is provided through a study involving the League of Women Voters.


Discusses a design for a natural language data base interrogation system which allows a nontechnical user to easily obtain information. Design allows easy extension to new data base.


Reviews quantitative tools for management decision making. Assumes no knowledge of subject. Introduces reader to principal elements and kinds of decision processes that occur in operations requiring explication and analysis.


Discusses information mapping, a new set of principles and techniques for categorizing, writing, interrelating, sequencing, and presenting information for educational and reference purposes.


Divides a model of the methodology of technology transfer and utilization into two major parts: formal and informal communications. Methodology of technological transfer and utilization is reviewed.


Article presents an approach toward the evaluation of computer-based management decision aids. Probes effects of social acceptance, political, and other nontechnical (soft) issues. Establishes criteria for the success of a system.

The Report Generator (RG) is a highly generalized information-extracting and report-formsetting computer routine. Through a sophisticated command language and system of dictionaries, it can report out information in various formats and degrees of detail. RG can be applied to various information systems by creating specific dictionaries for data types.


Discusses implementation requirements of the regional energy information system (REIS) and provision of a brief cost/benefit analysis of the proposed system. Subjects of the report are the development of a demonstration database and input/output model as a tool for decision making.


Experiments ask if individual change, facilitated by videotape playback, affects the group to which the individuals belong. They use a questionnaire and a Fiedler LPC scale and report their findings.


The applications of a television learning center at the International Training Center, Texarkana, TX are discussed. A plan is proposed. Benefits of the system are presented.


An exploration of the effects of audiovisual communication modes upon the social environment. Article concerns itself with theories of information theory, communication interaction, social organizations, information utilization, and perception as it relates to social environment.


Seventh in a series by McLuhan. Article views money as software technology and explains how electronic media has made money a type of information generating a new dialogue. Asserts that "performance" and "profit" no longer meet management's current needs of information processing.

Plavean, Thomas J. "Formulation of the Intern. Training Center Manpower

Describes use of a management information system, the Computer Time Accounting System (CTAS), at the Intern Training Center. System collects job time usage data on the instructors and administrators of this institution for purposes of determining manpower needs.


Document analyzes the impact of a computerized information system at various agency levels (organizational, interagency, and individual). Two crucial problems presented are confidentiality and the right to privacy with the information system.


Document considers how information systems fit into interorganizational relationships, multiservice centers as instruments for integration, and attitudes of agency administrators toward such integration.


Article investigates the effectiveness of conference call meetings in contrast to face-to-face (or natural) groups. Specific questions regarding turn-taking behavior, levels of conflict, and influence of chairperson are probed. Gives electronic meetings a favorable evaluation but less so than face-to-face situations.

Ryan, Michael G and James G Craig "The Influence of Teleconferencing Medium and Status on Attitudes Toward the Medium, Discussion, and Mood," paper presented at the Annual Meeting of the International Communication Association, Chicago, IL, April 1975.

Study measured influence of teleconferencing media on attitudes toward the medium, discussion, and mood. Concluded that face-to-face and video conferencing elicited more positive attitudes than audio teleconferencing. Additional post hoc findings are included.


Proposes changes to rational management styles to improve information systems for the support of management and planning in education. Suggests that such changes will also lead to increased public confidence and support.

Describes five reasons for failure of public relations activities between institutions of higher education and the public. Suggests that college public relations offices should concentrate on the forms, media, and sequence of communications as well as the content.


Discusses the importance of organization's ability to define and diagnose its problems through technology and the degree to which members share the technology. Organization members should first agree that change is necessary to alleviate a problem and secondly agree that the particular change decided on is the best one.


Article explores the possibility of using telecommunications instead of trade and professional conferences to exchange information.


Problems associated with Navy hardware availability and system effectiveness are traced to inadequacies in the content, media, format, production, and control of the technical manuals for those systems. Describes a long-term development system to control those problems.


Discusses hierarchies and their implications for the development of new and effective management information systems in educational organizations.


Describes the development and testing of a model for optimizing path sequencing in computer-aided instruction so as to minimize training time. The model was applied to several courses given at Sheppard AFB and found to be useful in assisting course design and facilitating student learning.

A general discussion of decision theory leads to the presentation to the Adaptive Dynamic Decision Aiding Mechanism (ADAM). The system is designed to assist the decision maker and is programmed for computer application.


A natural language for communication with computers is developed and appraised. Discusses the worth of natural language systems in data processing.


Article explains the functioning of a Man-Machine Decision System (MMDIS). Specific application is made to a Community Management Simulator. Computer makes implementation decisions while man makes policy decisions. Experimental results offer partial support to the economic benefits of such a system and that personality variables are major contributors to outcome.

(No author; alphabetized by title)


Article explains the benefits of a facsimile system interfaced with a computerized real estate listing information system. Additional benefits are attained through the use of a portable audio response terminal connected to the computer via telecommunications. Other applications to organizational communications are mentioned.


Article views Word Processing Systems as valuable for information transmission and storage. Mentions intra- and interorganizational communication as being facilitated by interfacing Word Processing units with computers. Positive associations are also made between Word Processing Systems and improved organizational climate.
COMMUNICATION SYSTEM ANALYSIS IN ORGANIZATIONS

Literature concerned with case studies of the overall organization or with subunits thereof, communication evaluation, audit or examination of effectiveness, communication networks, communication diffusion, as in grapevine studies, or ecco analysis studies, and other forms of overall organization communication analysis including organization development studies.

The following topics were among those placed in this classification: communication network structures, information requirement analysis, data base models, management analysis of communication, change agent topics, general systems theory, cybernetics, and certain organizational climate studies.

BOOKS AND DISSERTATIONS


The author analyzes a large metropolitan newspaper staff in terms of a theoretical framework and then discusses that organization in terms of feedback, planning, and ability to change. It also includes the author’s recommendations for change in the organization.


Describes the process of innovation and role definition and adaptation within the State Department’s “Country Director” system. Examines roles, working level behavior, and obstacles to planned change in large organizations.


Studies the communication process through a systems approach. Presents models, theory, and instruments for research in the area of communication. Reviews areas of nonverbal communication, organizational communication, network analysis, and other areas of communication.

Explores authority relationship of the Air Force procurement contracting officer. Relationships explored in the system program offices (SPO) of the Aeronautical Systems Division at Wright-Patterson Air Force Base. Includes discussion of authority, power, and influence.


Surveys the communication systems in 20 Iowa school districts and finds that educational leaders do not recognize the importance of communication to organizational effectiveness. A comprehensive communication model is presented and guide is submitted for use by school personnel for the evaluation of the existing network of communication.


Traces the history of Japanese management, concentrating on those unique attitudes and practices which have contributed to Japanese economic success. Examines special techniques of consensus decision making, the importance of the group and teamwork, and "personal" and "nonlogical" management factors.


Demonstrates in a hospital field study that a user orientation to the design of information systems is highly desirable but rarely found. Conclusions note that hospital administrators should insue: (1) that data providers check needs of data recipients, (2) that supervisors maintain an attitude of openness, and (3) that employees know their work objectives and those of related departments.


This case study of a decision-making event uses problem-solving models to explain the communication interaction that took place.

COMMUNICATION SYSTEM ANALYSIS

Examines the accuracy characteristics of downward written communication as to the following: (1) interpretation at each hierarchical level, (2) age, education, and experience of senders and receivers, and (3) agreement-disagreement influences. The data gathering instrument was the Message Interpretation Questionnaire whereby the participants record interpretation of memoranda and the answers of the originator of each memorandum serve as the scoring key.


This book explicates the basic tenets of the Glacier theory of organization. It uses research studies in supporting the theory. The book also critically evaluates the theory and assesses its future.


Claims that the literature of organizational communication is limited because it focuses exclusively on communication variables and overlooks the variety of organizational types. Proposes to provide a background for future work in organizational communication by investigating organizational literature in three areas: (1) technology, (2) environment, and (3) goals.


Deals with the problems of administering services in the urban environment. It proposes information systems for improving these services.


Applies socio-technical theory and methods to the development of new organizational forms. Discusses various ways to integrate physical and behavioral sciences.


Details case studies concerning organizational structure and social systems, role and status, motivation, leadership, management of conflict, and change.


Analyzes the nature of power, authority, and leadership operating within the formal and informal dimensions of an organization as revealed by the communication within the organization. Conclusions
include recommendations for training to overcome employee's defensive communication and uncertainty regarding rights to communicate.


Contrasts the information requirements of U.S. Government research managers to the actual information services. Finds shortcoming in scope of coverage, quality of data, and accessibility.


Includes two chapters of special interest "Communication and Organization Characteristics of Information Systems" and "Urban Communication Information Flow and the Media Information Field."

Miller, D. H. Community Mental Health A Study of Services and Clients Lexington, MA D C Heath & Company, 1974

Presents a study of community outpatient mental health services in San Francisco. The empirical evidence indicates that increased use of such facilities could be achieved by new methods of providing health services


Investigates thinking on systems approach to management and its application to the project manager as an individual in the Naval Laboratory. Examines Naval Electronics Laboratory Center in San Diego, observing management roles, conflict, interfaces, and problems


Examines the influence which the United States Foreign Service Officers have on the determination of foreign policy by a study of the American Legation in Nicaragua during the 1926-27 Civil War. Concludes that during times of perceived crisis, inadequacies of the communication system can exert a profound influence on decision making.

Ravage, John W Perceptions by Faculty Members and Administrators of Downward Messages in a Midwestern College Ph.D. Dissertation,
Examines the relationships between Institutional Satisfaction and (a) Communication Satisfaction (Hunt) and (b) Communication Satisfaction (Level). The entire faculty responded to the Communication Perception Questionnaire in which they evaluated messages coming to them from the academic dean and department heads. Communication Satisfaction was found to have a positive relationship to Institution Satisfaction.


Includes a summary of research into topics such as the change agent, voluntary organizations, and political change. Presents a review of the diffusion of innovations research. This is essentially a reference work oriented toward social work.


Studies the nature of communication in six organizations relative to the independent variables of fifteen individual attributes and ten departmental factors. Individual variables include job level, sex, age, education, and job satisfaction. Departmental variables relate to technology, size, and external influences.


Develops a framework for the short-run evaluation of political groups (called Organizational Maintenance) avoiding the use of a goal-achievement measure. Studies the social structure of small group members and length of stay by utilizing direct observation, questionnaire interviews, Bales Interaction Analysis, and other forms of communication analysis.


Attempts to determine why task-oriented small groups operating in chain communication networks were slower than groups in wheel networks. Completion of a task by a group was seen as requiring the performance of two kinds of functional roles: (a) technical roles, (b) communication roles. Errors in the communication role were found to account for the relative slowness of chain networks.

Analyzes the role demands of the behavioral scientist consultant who is seeking to bring about change in groups in organizations. Emphasizes the consultant/client learning process. Examines the use of teamwork, T-groups, and the "Live Laboratory, Method."


Discusses the systems approach and applies it to organizations. Topics include organizational coordinating mechanisms, client-organization interface, problem solving, and organizational analysis. The analysis section covers analysis teams, data gathering, reliability and validity, etc.


Concludes that the informal communication structures of schools studied were less efficient as the schools increased in age. Main differing factor among the schools was the age of each school. Effectiveness and efficiency of the informal communication structure were compared to the age of the school by means of the Spearman Rank Order Correlation Coefficient.

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS


Most of the major organizational and social problems of today do not lend themselves to reduction by traditional analytical and disciplinary approaches. These problems must be attacked holistically, with a comprehensive systems approach. The article concludes that in order to effectively study large-scale social systems, a synthesis of science with the professions that use it must occur.


Maintains that research on innovation and organizational change should shift its focus from the impact of individuals to that of organizational structure and environmental factors. Results of two studies presented support the premise that complex organizations with heterogeneous environments are more likely to initiate and sustain innovative behavior than are simple organizations.

Barrekaux, Louis E. and John R. L Schermerhorn, Jr. "Managing An

Researches an “organic” relationship between change agents and clients as a well-popularized goal in recent literature on planned change and organizational development. This paper examines one school organization development program for the benefits and costs realized in an “organically-oriented” change program.


Managerial practices affect organizational environment and unit performance. A leading bank tells how a climate profile helps identify and improve problem areas. The dimensions of the profile are clarity, commitment, standards, responsibility, recognition, and teamwork.


Case study utilizes the force field analysis. The concept involved unfreezing a specific set of circumstances in the organization, moving to a new level of well-being in the organization, and then refreezing the organization at this new level of well-being. The key to the success of the program was high-quality training for nonspecialists which resulted in changing attitudes and perceptions.


Describes how a management by objectives system functions in a school district. Evaluates MBO as a method of establishing and assessing performance accountability.


Examines variations in organizational patterns and perspectives toward field centered research and evaluation. Descriptions are given of organizational structure, needs of constituents, initial efforts to actualize projects, and financial support dimensions.

Bernard, Russell H., Peter D. Killworth, and Richard Kuznicki “KBDATA—A Bank of Effective Sociometric Data Sets,” avail. West Virginia University, Morgantown, WV, Department of Sociology and Anthropology,
Listing given of a bank of primarily effective sociometric data which is available for use by researchers in sociometry, network analysis, communications, and related fields.


Suggests that the sense of community is lost by social planning. Recommends the use of multipurpose planning by community decision makers for the fulfillment of a variety of human needs.


Applies aesthetic outlook to management technique. Points out areas of management deserving creative thought. Advocates three aspects of the artistic process—craft, vision, and communication. Suggests managers' perfect skills for dealing interpersonally, self expression, and creative organization.


Reviews desirable properties of a diagnostic procedure for organizational development. Proposes a computerized diagnostic procedure.


Describes the application of a manpower management model to a large industrial facility. Various input collection procedures are described and the outputs are analyzed in terms of management decisions.


Outline of a communication system for use in schools. The assumption of the author is that schools can operate on a rational, well-ordered democratic base of shared involvement. The article states that the idea has been attempted by many schools, and many other institutions are interested in a similar plan.


Traces the audit of a telephone sales group and generates recom
mendations which influence production. The auditors reorganized training, benefits, and incentives programs to ensure stability and consistency in the output of the group.


A Norwegian firm goes to extremes to make workers feel wanted. To assure employee identification with the firm, management is promoted from within, working conditions are excellent, and the individual has priority.


Conception and implementation of a community college as an organization is described. Covers such areas as a need for new organizational models, working postulates, question of cost, dynamics for change, and human and structural problems.


An empirical study (115 R and D government agency subjects) examines the relationship between type of work planned and (1) participant's perceived uncertainties and (2) the centralization of decision-related communication net. Includes implications for the working manager.


Examines a survey of Feedback-Problem Solving-Collective Decision intervention. Research refines an organizational development approach which provides schools with structure consistent with the environment of educational systems. Confirmed that structural intervention brought about significant favorable changes in teacher work attitude and organizational decision processes.


The diffusion of technical information can be studied as a behavioral process. Special focus is placed on the effect of interorganizational communications and position in informal networks on the decision to adopt a major technological change in a well-established industry.

Danowski, James A. "An Information Processing Model of Organizations

Discusses the limitations of research on group processes in complex organizations and the manner in which a procedure for network analysis is performed on data collected in an organization consisting of six groups. Moderate support for the hypothesis is found, suggesting that further exploratory research of this nature is justified.

Davidson, Janice R and Thomas L. Reedy “Project Communication” Community College Frontiers, Vol 2, No 2, 1971, pp 31-33

Describes a sample program utilizing occupational projects to improve job communications.


Argues that an organizational approach to educational innovation is likely to be more successful than an individualistic approach. After reviewing some of the shortcomings of innovation research in providing practical assistance to the administrator, it offers an organizational perspective on innovation and rules for developing effective organizational strategies.


Investigates Organizational Theory and man (sic) machine systems. Relates machine-control systems to broad theories of organizations in an attempt to obtain optimal structure for organizations using machine-control systems.

Illustrates how four major typologies can be interpreted within a composite, four-fold, polythetic typology. The result of this theoretical scheme is the identification of four synthetic types of organizations: (unitarian, political, ideational, and solidarity). Additional typologies are drawn from relevant literature to define characteristics of the four synthetic types.

Ellis, Robert H "The Planning and Management of Problem-Oriented, Interdisciplinary Research at Academic Institutions" avail Rensselaer Hartford Graduate Center, CT, July 1974, 142 p NSF/RA/E-74-002 Grant NSF-G1-39116.

Analyzes the planning and management requirements of interdisciplinary programs through case studies. Also identifies, evaluates, and recommends methods which can improve effectiveness of complex, integrated, interdisciplinary programs.


Investigates the networks of communication in organizations. Leads to an understanding of efficient and inefficient information dissemination as practiced in large systems and the role of the "Liaison Person"—the coordinator of intercommunication. Three sources of information are provided to resolve questions on the health or adequacy of a particular communication system.


Briefly describes the organization of a "data bank" containing research on communication networks. Specifies the kinds of information compiled about various network properties. Discusses some specific results of the work done to date and presents some general conclusions about the overall project and its potential advantages to researchers in organizational communication.


Provides rationale for collaboration between education technology and organizational development. The two systems are basically the same, that of systematically changing human behavior. The Command Action Planning System (CAPS) of the U.S. Navy is cited as a successful example because of cross-disciplinary aspects of system.
theory and the integrative capabilities of the system model


A network/system approach is proposed as an analytical perspective for the empirical investigation of structure and its related decision making and information processing in groups and hierarchical organizations. The study incorporates the communication network paradigm as a vehicle for the study of group structure and its effects on decision making and information flow.


Evaluates the management of a stock transfer department of a large bank involving the creation of semi-autonomous work groups within the larger department. Includes quantitative and qualitative data on the changes.


Discusses the use of standard network models in planning scientific research projects. Uses models in serial production planning to reduce duration of the development-production cycle by 30 percent, and shortened production deadlines.


Explains and introduces theory of organizational communication at several levels including structure, behavior, and communication models. Theory is supported with data from five studies: internal communication in a utility company, consumer information in a food chain, public relations of 216 organizations, community development agency and interorganizational communication.


The State of Oregon has initiated a review of how well state agencies use their human resources. This program involves planning, onsite review, and follow-up. Paper discusses the Oregon experience.
climate for those who are working in administrative environments.


Getting the right information to the right place in time is a serious problem. Discusses how to get information moving by employing horizontal and diagonal approaches to communication to supplement the traditional vertical approach.


Many computer-based information systems fail to support the decision-making process because of emphasis on large centralized computing facilities. A viable alternative is to distribute data bases into functional/operational units.


The chief executive has elaborate strategems for keeping in touch with all his other executives. A number of these techniques have proved effective for some successful chiefs.


Report develops a conceptualization of proximity which attempts to deal with the weakness of it in large organizations. Three common weaknesses are given and describes a computer program, PROXVAL.


Describes a set of procedures for analyzing communication networks in large organizations. Procedures include the identification and evaluation of various networks, assessment of organizational hierarchy, and evaluation of individual communication behavior.


Recommends that school counselor and organizational specialist roles could be made to fit into a single job description. Contends that counselors should modify their targets to improvements in organization's interpersonal processes. Author sees this as a natural fit.
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between preventive approach to mental health and a systems orientation to human behavior


Proposes a new operational measurement of span of control
Seeks to improve understanding of organizational structure by developing a common language of measurement


The paper describes a study of an organization development intervention with an eight-person teaching-support-administrative team in a suburban elementary school. Interviews conducted one month after departure of the external consultant revealed that the team showed improvement in task orientation, communication, time utilization, conflict management, collaboration, openness, and personal and professional relationships.


Interviews with seventy executives reveal political and interpersonal problems, as well as difficulties collecting and analyzing data. Author suggests a four-stage approach to increasing performance appraisal effectiveness. These are (1) keep it simple, (2) keep it separate, (3) keep it contained, and (4) keep it participative.


Examines power of organizational subunits in decisions on resource allocation in a university. A significant relationship seems to exist between measures of departmental power and proportion of budget received.


Faces up to the lack of longevity of performance appraisal programs. Suggests feedback and monitoring techniques as devices for maintaining an effective appraisal program while protecting the investment such programs require.

Suggests most employee attitude surveys uncover problems amenable to treatment with organizational development strategies. Outlines objectives and techniques for approaching attitude surveys and organizational development in a complementary manner. Some of these objectives are upward/downward communication, morale, education, and productivity.


"Performance is measured in profits and accomplishment of management objectives while personal characteristics remain secondary. Subjective factors are an admitted influence but difficult to quantify," says this study of top executives.


The results of a comparative study of 30 manufacturing firms in India indicated that the most effective organizations tended to choose a unidimensional strategy of administrative control.


Article presents procedures for measuring informal communication links in an organization. Specific orientation is toward planning a major facility move but may also serve as a type of communication audit. Authors list nine steps, including computer processing of tally sheet information, and construct a communication tally matrix.


Develops a systems model for labor-management negotiations based on Executive Order 11491. Diagrams schematically the evolution of the collective bargaining system. Describes model testing procedures with the Air Force Industrial Relations System.


Presents a communication flow chart. Includes information designed to improve the community-school relationship as well as intraschool communication.

A comparative study of thirty-one factories in the divergent industries of food processing and electronics reveals that the more channels of communication between bottom and top, the more innovative the organization's output


Examines two main questions. What indicators of staff readiness are useful in planning an organizational consultation with a school staff? How can evidence of those indicators be effectively gathered? It is concluded that schools will benefit if, after a four-day training session, staff members are able to communicate in emotional situations, and if collaborative organizational innovation has been attempted at the school fairly recently. Included in the paper are samples of survey instruments suitable for gathering data about staff readiness.

Runkel, Philip and Richard Schmuck "Findings From the Research and Development Program on Strategies of Organizational Change," CASEA, Oregon University Center for Education Policy Management, September 1974, 41 p. ERIC ED 095 618.

Reports on a program to develop a theory and technology for structural and cultural change within public schools. Findings reported are sufficiently supported by evidence to act as useful guides. Publication lists findings of interest to consultants and researchers.


Planning, management, and evaluation are discussed as vital to implementing a program of community action. Emphasis is placed on problems encountered in developing community systems to implement an Alcohol Safety Program.


Report contains an interpretive summary of the 1974 conference on improving ship management through the use of behavioral and social science approaches.


Recommends system analysis as a means of assessing an organization's strengths and weaknesses. Includes recommendations for
utilizing the systems approach in structuring organizations and training programs


Attributes failures in the implementation of management information systems to a lack of managerial "involvement" and "appreciation." The concepts in a real-world research setting are presented.


Examination of technical communication variables in an R and D laboratory revealed specific reactions to administrative change at eighteen month intervals. Network studies showed the significance of the gatekeeper role.


Swedish industry experiments with worker's environments (e.g., no assembly line in auto plants) providing meaningful work is the challenge in advanced societies. A professor describes several organizational innovations.


Paper exposes communication theorists to the concept of planning and accentuates three specific types of scientific planning dialectic, delphi, and participatory online. Divided into three sections, contents include historical overview of the study of planning, inspection of the communicative implications resulting from scientific techniques, and future research needs.


Presents a model of structural variations between work-units in complex organizations. Suggests a taxonomy of alternative work-unit structures based on an analysis of the effects of task difficulty and task variability on intraorganizational structure.

Walker, Celine F. "Information Service for the National Organization for Women Studies Center, Design Recommendations," available from National...
An information center designed to meet the needs of the National Organization for Women, Los Angeles Chapter, is described. System design is applicable to other subject information centers.


Describes the implementation of the Management by Objectives (MBO) system in Pasadena. Provides information on why a system is needed, the prerequisites for implementing the system, common pitfalls to avoid, and justification.


Provides social services administrators and supervisors with a foundation for designing and implementing a delivery system. Presents theory of case management, and means to plan and mobilize resources to perform evaluation studies to determine if agency is effectively meeting responsibilities.


Howard Deem (President of Conical International) explains his system of employee motivation. He encourages fraternization among managers and workers, thus reducing friction between foremen and workmen. He also sees response to workers’ feedback essential.


Presents a common sense proposal, as opposed to a documented proposal. Argues for the adoption of a periodic communication audit procedure in organizations. Paper does not furnish a communication audit procedure but proposes a rationale for adopting such a procedure.


Focuses on the environmental influences of change in the communication structure of organizations and argues that structural changes in communication networks are increasingly externally...
Examples of interorganizational communication are discussed, and the implications of interorganizational communication are presented.


Report on "state of the art" of job on the subject of job analysis. Discusses four major job analysis methods—the Department of Labor approach, the Upjohn Institute's Functional Job Analysis, the Health Services Mobility Study method, and the Position Analysis Questionnaire.


(No author; alphabetized by title)


Management needs to focus its information flow, emphasize good documentation, give engineers an opportunity to talk with people at all levels of the organization. Only a caring and sensitive management can do this.


Reports on six areas of decision making in regional offices of the Public Health Service component of Kansas City, Philadelphia, and Boston. Discussion of characteristics of the decision-making process and information resources through tables and figures of the data in the study survey.


Two companies find that annual reports to employees (added to ongoing communication programs) produce positive feedback. Follow-up must come after report distribution for maximum upward communication.

California's Saga Corporation has tried OD and likes it. Managers report improved performance based on team-building sessions which are truly open.
RESEARCH METHODOLOGY IN ORGANIZATIONAL COMMUNICATION

Literature concerned with research instruments, scales, tests, needs, and validation reports.

The following topics were among those placed in this classification field: research strategies, problems and techniques, and specialized bibliographies restricted to this area.

BOOKS AND DISSERTATIONS


Develops a conceptual model capable of serving as a guide for educators seeking to improve the school principal's decision making by utilizing a management information system (MIS). This model is an on-line, real-time, computerized system consisting of hardware, software, documentation, and personnel.


Develops an instrument to assess the business writing achievement of the entering Master of Accountancy and Master of Business Administration students at the University of South Carolina. The assessment instrument is intended to perform two functions: (1) identify students with satisfactory or outstanding business writing skills, and (2) diagnose deficits in business writing skills of students who failed the examination so that remediation can be undertaken.


Develops a Customer Service Information System useful to customer service intensive industries. The research concentrated on the supplier-customer relationships existing in the manufacturer-distributor-echelons of the plumbing and heating industries.


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A theoretical framework and an accompanying research methodology for studying managerial value systems are developed. The methodology was applied to organizations in five countries and the resulting data in the form of 35 tables is included.


Proposes to accomplish two major purposes. (1) to determine whether the Delphi technique for collecting and converging group opinions can serve as an aid to educational decision making and (2) to determine the feasibility of developing a system (a self-explanatory manual and standardized forms) for enabling an administrator to use the Delphi technique in decision making.


ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS


A simulation model of a work group is tested against a work group formed in the laboratory. Some validity for the model is found.


The authors illustrate the usefulness of a methodological approach which simulates projected task instructions. Applicants know that their employment depends on their test performance. The authors suggest data collected in initial assessment may be more valuable than commonly realized.


Report describes the Job Diagnostic Survey (JDS). The JDS has gone through three cycles of revision and testing. Reliability and
validity data are summarized for 685 employees in 62 different jobs in seven organizations. Two supplementary instruments are described: (1) a rating form for assessing "target jobs" and (2) short form of the JDS.


To gain greatest meaning and satisfaction from their work activities, persons should be able to more accurately identify and define their feelings, attitudes, and values related to the work world. The Occupational Expectations Inventory developed in this study is offered as a device to clarify expectations, values, and ethics.


Four problems with the contingency model are identified with the implication that a noncontingency approach may be appropriate in more cases than now believed.


Reports describe use of test instruments and methodology in a large-scale study of naval and civilian organizations. The summary of procedures and instruments represents a comprehensive measurement system for analysis of naval organizations.


Reports the development of a measure of perceived homophily. Four dimensions of response are observed: attitudes, values, appearance, and background. Additional results indicate that opinion leaders are perceived as more homophilous than non-leaders based on the dimensions of attitudes, values, and background.


Contends that researchers in organizational communication must be able to take their knowledge into the work-a-day world and make...
themselves understood by people who are not social scientists. A theoretical approach supplies an alternative and is compatible with many techniques of research.


Purpose of study is to determine the nature of school organizational processes, as measured by the School Organizational Development Questionnaire (SODQ). Study (1) measures discrepancies nationwide in school organizational processes; (2) provides results of study to participating school; (3) provides documentation for replication; and (4) determines measurement characteristics of SODQ.


Report describes the development, use, and evaluation of standard on-the-job observations as a new source of information about the nature and quality of jobs.


Divided into five major sections, this paper describes a new algorithm which has been implemented in an extended FORTRAN program which runs on a CDC 6500 Computer. The sections consist of network analysis and context, the algorithm and rationale, program considerations, general running of program, and historical development.


This paper discusses the concept of the critical incident technique, traces its early development in the training of airplane pilots during WW II, sketches the requirements of the typical steps, describes the few studies in communication using this technique, provides an evaluation, and briefly describes a study concerning department chairman.

Government Report No DLMA-82-17-71-48-F Contract DL-82-17-71-48

Study produces performance tests that are economically feasible, reliable, and content-valid. Asserts tests to be less disadvantageous to minority group members than paper-and-pencil measures. Study utilizes apprentices in the metal trades.


Discusses characteristics of school organizations and strategies of organizational development (OD) consultation as they relate to organizational change in schools. Reviews the characteristics of school organization, the sequential and cyclical aspects of OD intervention, dynamics of entry into an OD intervention, and various other issues. An annotated bibliography of relevant papers and books is included.


Studies factorial similarity across the three scale versions within the sample. Facts available show the SBDQ is the most complex with LBDQ and LBDQ-XII following with decreasing complexity. The prior is the most useful for measuring consideration and initiating structure while the others are best suited for describing leadership behavior.


An operational model (an analogy compares a complex organization with an iceberg) provides a means to bridge the gap between OD practitioner and manager with 10 levels of specific change interventions.


Presents results of a three year study in the area of organizational structures, organizational climate, organizational models and relationships in that model, physical environment and its relationship to outcomes in an organization.

Describes a procedure for obtaining information about a project's completion time when the project is composed of a large number of activities spanning several networks and subnetworks. Models are given and a computer program is offered.


Uses factor analysis to explore the validity and reliability of the Litwin and Stringer Organizational Climate instrument. Views organizational climate to be a perceptual filter generated from the sum of individual perceptions. Finds it unreliable and merely to be a measure of general affect tone toward other people and management.


Takes a systems approach to performance appraisal as way of modeling interrelation of discrete aspects. As an open system concept, it is characterized by inputs and outputs which permit boundaries to shift in response to the environment.


Article presents the results of an analysis of an accounting department to demonstrate the feasibility of a Climate Analysis Instrument (Semantic Differential). Helpful in isolating climate variables. Suggests corrective measures as a result of the findings.


Article describes a method of interview analysis in a clinical encounter toward efficient diagnosis of patients. It quantifies verbal and nonverbal behavior which is subsequently analyzed via digital computer. Twenty-nine categories are developed for both verbal and nonverbal behavior.


Examination of the Porter Need Satisfaction Questionnaire (PNSQ) a thirteen-item questionnaire designed to measure a respondent's need satisfaction in five areas—security, social, esteem, autonomy, and self actualization. Sample consisted of 2,049 middle and upper-level managers from 29 independent organizations and
Agencies of State Government Discusses findings for past and future research on job satisfaction


Outlines problem areas in the actual administration of questionnaires to employees. Considers location to avoid "demand characteristics" of the administration site or classroom environment. Suggests approaches to introductions, proctoring, and the issue of anonymity.


Analyzes the dimensionality of two scales—Mach IV (a twenty-item Likert type) and Mach V (a twenty-item force-choice type)—to measure Machiavellianism. Data collected from 246 undergraduates enrolled in a speech course at the University of Oklahoma. Appendixes include Mach IV questionnaire and Mach V attitude inventory with scoring sheet.


Describes R and D management methods used by selected U.S. Government Agencies intended as a reference for agency managers who can use it as a source of ideas for improving the management of their R and D programs.


Suggests straightforward methods for collecting and analyzing data which might be modified by a company in determining whether assessment procedures are related to demonstrated supervisory performance. Advocates multi-company research to permit generalization to all leader group situations.

(No author, alphabetized by title)


Report describes development of occupational survey instrument, its administration to job incumbents, and resulting summaries of performance of tasks by airmen grouped by skill level, experience level, and similarity of tasks.
TEXTS, ANTHOLOGIES, REVIEWS, AND GENERAL BIBLIOGRAPHIES

Literature relative to organizational communication that may be regarded as a text, collection of outstanding writings, or general bibliography.

Includes interpretive literature reviews relevant to the nature of the field, overviews of writings and research, shortcomings of research, etc.

Excludes texts, anthologies, reviews, and bibliographies devoted to only one of the other classifications. Such specialized works are classified under the particular area concerned.

BOOKS AND DISSERTATIONS


Investigates communication in five areas including strategies, interpersonal, intrapersonal, terminology, and groups. These are discussed by noted authors in the field of group think, perception, conflict situations, and organizational communication.


This book discusses the differences between the theory of organizational behavior and actual organizational behavior. It develops a methodology for the application of theory in order to increase organizational effectiveness.


Examines a variety of organizations and concentrates on optimum manpower utilization in public and private sectors. The book offers organizational criteria including case materials on technological change, integrating planning and managerial obsolescence. Study questions and a bibliography are included.

A book of selected essays primarily focusing on interpersonal communication. It includes sections on general, nonverbal and verbal, interpersonal, intragroup, and mass communication. Communication problems (breakdowns and barriers) and guidelines to effective communication are also included.


This book is a collection of writings on the problems, implications, and effects of integrating an organization. Included are discussions of job selection for minorities, communication structures, minority personality factors, social structure and organizational change, and motivation.


Provides 400 abstracts of the literature for the year 1974 in the form of a classified and annotated bibliography. Abstracts are divided into nine classifications of the organizational communication discipline, and each classification is divided as to (1) books and dissertations and (2) articles, papers, and U.S. Government publications. Research methods and limitations are outlined.


This book integrates theoretical and empirical research into a framework for studying the complex organization. An integral part of this framework is the organization's interpersonal structure. There are chapters on groups within the organization and organizational change.


This book is a collection of 20 original essays on different aspects of communication. It includes sections on information diffusion, organizational communication, advertising, mass communication, and communication research as well as discussions on communication processes, nonverbal communication, interpersonal communication, and persuasion.


A study showing how organizational effectiveness is affected by organizational structure, environment, and member disposition. It elaborates the specific organizational elements which compose these variables.

Presents principles of behavior modification based on operant learning theory. Describes an understanding of human behavior through the learning approach.


This text in interpersonal communication includes a discussion of verbal and nonverbal communication. Interpersonal communication in small groups is also considered. It integrates empirical research findings into a humanistic framework.


A book of readings on communication in conflict situations. Each article takes a different approach to the issues and methodologies associated with the subject. The book provides a useful summary of the literature on the role of communication in social conflict.


This book is a study of the practices and effectiveness of 126 industrial organizations in 7 countries. It includes discussion of manpower planning, selection, training, compensation, and motivation. It concludes with a discussion of the diffusion of advanced management practices to undeveloped countries.


Summarizes the contributions of Argyris, Barnard, Fayol, Herzberg, Likert, McGregor, Taylor, and others. Categorizes their approaches to management in three groups: through the study of work, through an analysis of managerial experiences, and through knowledge from the "psychosocial sciences."


Covers five basic subject areas: the nature of individuals and organizations, the development of individual/organization relationships, the structural influences on work behavior, the influence of organizational and social processes on work behavior, and suggestions for improving organizational effectiveness.


Analyzes traditional managerial approaches to organizational con-
Conflict and concludes that these approaches are inadequate. Views conflict as functional as well as dysfunctional. Thus, he advocates strategies for optimizing conflict, and in some cases creating it.


Introduces two popular theories of management (1) management by objectives (MBO) and Planning, Programming, and Budgeting (PPB). Unfortunately, the authors do not make clear how one makes the best use of communication skills to achieve MBO or PPB goals. The text can be divided into three sections: importance of communication, overview of current management practices, and discussion of MBO and PPB. Does provide sufficient insight into complexities of management to be useful.


This is a book which considers various management aspects of communication, but the language level places it beyond the reach of those who are beginners in the field. The book offers a good introduction to communication theory and provides many practical details which can be applied in many courses in communication and communication systems.


This book first summarizes briefly the general research findings concerning organizational behavior and then provides an abstracted reference section of the literature in that particular area. It deals with both general and applied research.


Undertakes to bring out clearly the true nature of labor relations, conflicts, and collective negotiations. Discusses how personnel should be represented and what part they should play. Includes chapters on the nature of information for all employees and communication within the organization.

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS


Citizen participation in planning in urban administration is the basis for this 99-page bibliography. Discussions include advisory groups, feedback systems, involvement programs, leadership and
economic development. Use of mass media and communication are also included.


Bibliography covers audiovisual aids, visual aids, and other supports useful for instruction in training. Domestic and foreign methods are included. Approximately 69 citations are included in the bibliography.


Presents the proceedings of the symposium, containing papers dealing with management information systems, human resources, computer programing data management, and methodological issues.


Papers in this special issue of "Speech Monographs" focuses on the communicative aspects of conflict as an important but neglected area of research. Bowers introduces the publication with "Beyond Threats and Promises," while David W. Johnson analyzes conflict literature in the longest paper, "Communication and the Inducement of Cooperative Behavior in Conflicts A Critical Review."


Literature dealing with various aspects of the relationship between work and nonwork are reviewed. An assessment is made of current theoretical and empirical knowledge. Suggestions for directions of future research are given.

Dachler, Peter H. "Work Motivation and the Concept of Organizational Climate," Research Report No. 4, Department of Psychology, University of Maryland, College Park, MD, May 1974, 20 p. ERIC ED 097 533.

Reviews literature on organizational climate and its relationship to organizational behavior in an attempt to find a framework for interact between personal and environmental variables and job satisfaction. Paper argues that explicitly stated expectancy models of motivation add clarity to the concept of organizational climate.

Summarizes research activities at the Center for the Study of Organizational Performance and Human Effectiveness. Presents activities under these major areas: personal evaluating systems, ability testing, manager's values, motivation studies, test construction methods, significance of guidance tests, organizational studies, vocational interest measurement, manpower allocation.


The bibliography is an annotated compilation of 163 references dealing with theoretical and applied studies in industrial psychology.


Contains 216 abstracts of research reports on job satisfaction, both civilian and military. Emphasis is placed on improvement of personnel development and management techniques.


Presents 163 abstracts of studies on the application of game theory to management. Includes aids for decision making in education, military planning, economics, city planning, library systems, and water resources.


The status of organizational development in terms of level of awareness among managers and its application. Interventions in OD programs determined and major criticisms identified. Survey finds reported.


This is an edited transcript of a program at the Eastern Communication Association held in March, 1975. The authors look at the current status of organizational communication through application, teaching, and research.


Reviews five papers presented at Research Conference in Instruc.
TIONAL SYSTEMS TECHNOLOGY. Discusses the need for developing behavioral science and applying it to the problems of organizational development. Points out the importance of applied behavioral science concepts and its emphasis on the system instead of on the individual.


Annotated bibliography devoted to maintaining a record of graduate work in speech communication. Provides abstracts of doctoral dissertations, and makes subject area of bibliographies available. Also included is an “Index to Academic Departments Report Masters Theses and Doctoral Dissertations,” by Flora Lisa Miller.


Reviews consideration-initiating structure literature. Consideration refers to job related mutual trust, while initiating structure reflects role structure and goal attainment. Resolves these leadership behavior dimensions by suggesting additional research.


Reviews the relative merits of tools for measuring organizational climate. Refers to research while commenting on Litwin’s and Stringer’s Organizational Climate Questionnaire and the Organizational Practices Questionnaire by House and Rizzo. Concludes with discussion of the importance of organizational climate.


Previous organizational climate research, definitions, and measurement approaches are reviewed and differentiated into three categories: (1) a multiple measurement organizational attribute approach, (2) a perceptual measurement individual attribute approach, and (3) a perceptual measurement organizational approach.

ogy, Ohio State University, Columbus, OH, August 1974, Government Report No AFHDL-TR-74-9 (I)

Summarizes major studies and theoretical positions available to incentive motivation research. Concludes with a summary of social reinforcement concepts and research in motivation, performance, training, and awards.


Directory contents include the following lists: Associations, Association Meeting calendars, Research Centers, Research Organizations, Research Data Sources, Research Glossaries, Education Information Sources, Subject Index, and Organizational Index.


Studies in communication behavior listed in a selected bibliography published during 1973. Entries are listed under 12 categories.


Bibliography consists of pertinent articles in academic journals related to behavior studies and communications during the period of January 1, 1972 through May 31, 1973. Eleven categories are covered (e.g., research methodology, theory and theory construction, teaching, persuasion and attitude change, and nonverbal communication).


Bibliography includes studies of procedures, management, training, and behavior which will be of interest to police departments, urban planners, and others involved in studying the police functions. Bibliography contains 200 abstracts.


The sixty reports abstracted present methods used to determine user needs in information systems.


Cites 169 studies dealing with various aspects of labor problems.

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in the U.S.; labor union's relation with management, minority problems, job satisfaction, and economic problems.


The attitudes of military personnel towards their jobs is presented in 98 citations. Also included are reports on the work attitudes of civilian personnel employed by the military

(No author; alphabetized by title)


Annotated bibliography includes documents on setting and managing objectives. Reproduction service, and the abstract documents are listed alphabetically by author and in number.


This report reviews theories of supervision, supervision and leadership, understanding human behavior, human relations, delegation of authority, effective communication, dealing with problem workers, the employee interview, and the supervisor's role in labor relations.


Lists publications and presentations of 1974 and an annotated section incorporates material from the "Bibliography of Publications and Presentations 1972-1973." Abstracts are provided. Appendices list technical reports and professional papers by number, author index, sponsor index, and subject index.

"Leadership, Styles, the Best of ERIC," Number 5, Oregon University, Eugene, OR, ERIC Clearinghouse on Educational Management, January 1975, 5 p. ERIC ED 099 953.

Annotated bibliography presents 24 articles and documents from the ERIC system. The sources cited discuss leadership in relation to personal qualities, behavior theories, organizational influence, and changing administrator roles.