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Intended for those new to the study of organizational communication, this revised annotated bibliography cites books and articles selected on the basis of clarity and comprehensiveness in providing background material or critical perspectives on organizational communication. The 27 citations in the bibliography focus on original literature (excluding current textbooks), theoretical considerations (excluding communications management and how-to-do-it), and general concepts (excluding specific concerns). (SKC)
ORGANIZATIONAL COMMUNICATION
A Selected, Annotated Bibliography, Revised Edition
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This is a revised edition of a bibliography of basic resources for the person new to the study of organizational communication. Books and articles were selected for inclusion on the basis of clarity and comprehensiveness in providing background material and/or critical perspectives. This bibliography focuses on original literature (excludes current textbooks), theoretical considerations (excludes communications management and how-to-do-it), and general concepts (excludes specific concerns, i.e., report writing, interviewing). Inclusions are appropriate as supplementary readings for courses in Organizational communication.

I. The Literature of Organizational Communication

Reviews:


This review of research on the operations of internal communication systems focuses on message flows, message contents, and the interdependent relationship of flows and contents to organizational task performance.


This is a collection of four papers which briefly trace the development of Organizational communication in this century. The authors concentrate on seminal thinkers and their works.


An excellent background review of psychologists' ways of looking at communication. Unfortunately it suffers from the authors' lack of knowledge of the organizational communication literature.


This book can be viewed as a comprehensive survey of published research relevant to O.C., but it is more important as a statement of the Organizational Communication Theory.


Subtitled "How and why U.S. Business fumbles when it talks with human beings," this is the classic, critical review of business communication practices.

Bibliographies:


The most comprehensive bibliography on the topic, this contains more than a thousand annotated references divided into nine sections and more than seventy subsections.


ERIC Document ED 114 866.

BEST COPY AVAILABLE
The first in a series of annual abstracts, this bibliography contains more than 400 annotated references representing the literature produced in 1974 relevant to organizational communication. Since 1979, the abstracts have been published by Sage Publishers. This is THE place to start literature review in organizational communication.


This bibliography contains 301 annotated references covering fifteen major concepts related to theory, research, and/or management of organizational communication.

II. Theories of Organizational Communication


This is the classic work on the importance of communication to organizational theory, managerial performance, and the executive functions. Based on personal experience, the book describes Barnard's normative theory of executive behavior.


An introduction to the idea that natural language may be superior to mathematical language for describing many organizational processes.


This review presents and analyzes come twenty-one criteria for evaluating the effectiveness of organizational communication structures, messages, media, communicators, costs, and efficiency.


This is an argument that the theoretical concepts employed in organizational communication can best be ordered according to the dimensions of Structure, Function, and Systems Level. This leads to analysis of specific concepts and research implications.


Presents, operationalizes and tests a theory of interpersonal communication behavior in organizations.


An excellent study documenting that increasing specialization in professional organizations is causing a shift from mechanical models of authority feedback control to organic models of feedback control through socialization.


Presents and tests a model for viewing an organization as a culture defined by a collectively accepted master contract.


Two articles focus on the relationship of General Systems Theory to organizational communication.

Focusing on internal communication and written from a mass communication theory perspective, this is a normative consideration of factors involved in communication systems design.


A good attempt to argue that organizational variables influence communication networks and roles thus affecting the communication process and producing certain communication outcomes.


A discussion of the role of communication in Organization Theory, this article covers forms of communication, research questions, uses of organizational communication, and mathematical theories.


This is the best statement of a Systems Theory approach to organizational communication.

III. Teaching, Research, and Consulting


This article summarizes the S.I.U. studies of what information employees are interested in receiving.


Discusses the process of organizational consulting with specific applications to communication.

Gildea, Joyce A. "45,000 Employees Judge Effectiveness of Internal Communication," Journal of Organizational Communication, 10, 3, 1981, pp. 3-11.

This article discusses the results of the 1980 IABC/TPF&C Employee Communication Survey including major sources of information and subjects of interest.


Describes in great detail the methods and results of the I.C.A. Communication Audit.

Hellweg, Susan A. "Sources of Funding for Organizational Communication Research," ERIC Document ED 175 066, 18 pp., 1979.

This paper is intended to help researchers get grant money by showing them how grant agencies classify and evaluate proposals.


Educational resources contained include: 12 texts readers, 75 reference books, 1' publishers active in the field, more than 300 articles, almost 200 journals, over 50 films, 9 film distributors, and sources of simulations and games.


Originally published in Finnish, this work is the most comprehensive analysis of the LTT Communication Audits yet published.
IV. General Concepts in Organizational Communication


This is the earliest report of the M.I.T. Rand experiments on communication which pioneered the laboratory studies approach to organizational communication.


In three related experiments, Dahle found that the combination of oral and written media was the most effective method of transmitting information to employees.


This is a report of the Jason Company study describing the grapevine as an informal communication system which is fast, selective, and internal. The structure of the organization creates cross-communication and isolated groups.


An excellent and practical introduction to the problem of information flow in organizations.


This study of 975 employees of a package delivery company found that the openness of communication channels between superior and subordinate was directly related to job performance and organizational effectiveness.


Explains the concept of corporate advocacy and discusses the developing literature.


This was a description of the network experiments, mathematical indices of dispersion, centrality, and peripherality and the effects of different communication structures on speed, accuracy, organization, leadership, and morale.


An excellent introduction to the metrics of network analysis and their use in organizational research.


This is an analysis of the strategies employed by an organization when the demands on its communication system exceed the network's capacity.


In this classic study, Reed found that subordinates with high upward mobility aspirations tended to distort problem related information even when they perceived their supervisors as trustworthy or powerful.


A study intended to explore the causal relationship between open communication and organizational success by positioning an intervening variable—innovativeness.

Steele, Frite. The Open Organization: The Impact of Secrecy and Disclosure on People and Organizations. Addison-Wesley, 1975.

A thought provoking discussion of organizational communication openness including sections on the limits of openness, the dynamics of low disclosure, and the potential outcomes of increasing disclosure.


Describes the process of whistle blowing and reviews the literature relating it to the study of organizational communication.