
Organizational communication and group processes
Master: ORGANIZATIONAL AND OCCUPATIONAL HEALTH PSYCHOLOGY
1st year / 1st semester

Coordinator	Coralia Sulea, PhD, assistant professor
Type of discipline:	Compulsory
Number of allocated hours	28
Credits	5

Short description

This course is designed to present you with various approaches that researchers and practitioners have used to understand and improve communication in organization. The applied nature of organizational communication will be emphasized, using foundational and current research in the field. Issues and techniques of communication in organizations will be analyzed through case studies and experiential exercises, with the main goals of understanding the principles of organizational communication and develop practical skills to deal with the complexity of real communication problems within organizations.

Competencies (to be developed)

- How to reflect and assess one's own competence in communication-based skills required for effective participation in organizational life
- How to build basic and advanced skills in organizational communication diagnosis and intervention
- Develop practical skills in dealing with communication issues

Objectives

- Understanding the application of communication theories to organization and employees
- Applying communication concepts, models and theories using multiple perspectives
- Developing practical experience in the assessment of organizational communication and interventions

Content

1
<p>THE CHALLENGE OF ORGANIZATIONAL COMMUNICATION</p> <p>References George, J.M., Jones, G.R. (2012). Communicating effectively in organizations. In J.M. George & G.R. Jones. <i>Understanding and managing organizational behavior</i> (6th edition) (pp. 400-428). New Jersey: Prentice Hall</p>
2
<p>HUMAN RELATIONS, HUMAN RESOURCES AND SYSTEM APPROACHES</p> <p>References Schemerhorn, J.R. Jr., Hunt, J.G., Osborn, R.N. (2002). <i>Organizational Behavior (7th edition)</i> (Chapter: Organizational Communication)(pp. 197-200). USA: John Wiley & Sons.</p>
3
<p>COMMUNICATION AND CULTURAL DIVERSITY</p> <p>References McGee Wanguri, D. (1996). Diversity perceptions of equity, and communicative openness in the workplace. <i>Journal of Business Communication</i>, 33, 443-457.</p>
4
<p>LEADERSHIP COMMUNICATION STYLES</p> <p>References Choi, J. (2006). A motivational theory of charismatic leadership: envisioning, empathy and empowerment. <i>Journal of Leadership & Organizational studies</i>, 13, 24-43. Mueller, B.H., Lee, J. (2002). Leader-Member Exchange and Organizational Communication Satisfaction in multiple context. <i>Journal of Business Communication</i>, 39, 220-244</p>
5
<p>EMPOWERMENT</p> <p>References Konczak, L.J., Stelly, D.J., Trusty, M.L. (2000). Defining and measuring empowering leader behaviors: development of an upward feedback instrument. <i>Educational and Psychological Measurement</i>, 60, 301-313.</p>
6
<p>UPWARD, DOWNWARD AND HORIZONTAL COMMUNICATION</p> <p>References Harris, T.E., Nelson, M.D. (2008). Networks and channels. In T.E. Harris and M.D. Nelson (Eds.) <i>Applied organizational communication. Theory and practice in a global environment</i> (3rd edition) (pp. 177-219). New York: Lawrence Erlbaum Associated</p>

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TECHNOLOGY AND COMMUNICATION

References

Derks, D., & Bakker, A. (2010). The Impact of E-mail Communication on Organizational Life. *Cyberpsychology: Journal of Psychosocial Research on Cyberspace*, 4(1), 1-14

Zhu, Y., White, C. (2009). Practitioners' views about the use of business email within organizational settings: Implications for developing student generic competence. *Business Communication Quarterly*, 72-289-303

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DEALING WITH INTERPERSONAL MISBEHAVIOR

References

Lim, S., Cortina, L.M., Magley, V.J. (2008). Personal and workgroup incivility. Impact on work and health outcomes. *Journal of Applied Psychology*, 93, 95-107.

Tepper, B.J., Moss, S.E., Lockhart, D.E., Carr, J.C. (2007). Abusive supervision, upward maintenance communication, and subordinates' psychological distress. *Academy of Management Journal*, 50, 1169-1180

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IDENTIFYING AND DEALING WITH INTERPERSONAL AND ORGANIZATIONAL COMMUNICATION BARRIERS

References

Schemerhorn, J.R. Jr., Hunt, J.G., Osborn, R.N. (2002). *Organizational Behavior (7th edition)* (Chapter Communication barriers) (pp. 195-197). USA: John Wiley & Sons.

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INTRA AND INTERGROUP CONFLICTS AND NEGOTIATION

References

Roberto, M.A. (2005). Managing conflict. In M.A. Roberto *Why great leaders don't take yes for an answer. Managing for conflict and consensus* (pp. 59-85). New Jersey: Pearson Education Inc.

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DECISION MAKING PROCESS

References

Schemerhorn, J.R. Jr., Hunt, J.G., Osborn, R.N. (2002). *Organizational Behavior (7th edition)* (Chapter: Decision making process and model) (pp. 114-118). USA: John Wiley & Sons.

Roberto, M.A. (2005). The leadership challenge. In M.A. Roberto *Why great leaders don't take yes for an answer. Managing for conflict and consensus* (pp. 3-27). New Jersey: Pearson Education Inc.

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INTERPERSONAL AND GROUP COMMUNICATION PROCESSES

References

Barrow, G. (2004). Taking the drama out of a crisis: how school managers use game theory to promote autonomy. In G. Barrow and T. Newton (Eds.). *How transactional analysis is improving behavior and raising self-esteem* (pp. 80-91). London: David Fulton Publishers Ltd.

Eisenberg, E.M., Goodall, H.L., Trethewey, A. (2010). *Organizational communication. Balancing creativity and constraint* (Chapter Teams and networks, pp. 206-245). Boston: Bedford/St. Martin's

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HIGH PERFORMANCE WORK PRACTICES AND COMMUNICATION PROCESSES

References

Tsai, M.T., Chuang, S.S. (2009). An integrated process model of communication satisfaction and organizational outcomes. *Social Behavior and Personality*, 37, 825-834.

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TRAINING ON COMMUNICATION AND INTERPERSONAL RELATIONS

References

Napper, R. (2009). Positive psychology and transactional analysis. *Transactional Analysis Journal*, 39 (1), 61-47.

Woods, M.J. (2000). Interpersonal communication for police officers: using needs assessment to prepare for skeptical trainees. *Business Communication Quarterly*, 63, 40-48.

EVALUATION

1. Oral exam (5 points) (compulsory)

For the oral examen you need to choose 1 topic that we have discussed during the semester and be prepared to answer related questions.

2. Analysis paper (4 points) (optional)

At the last seminar, hand in a 2-3 pages *analysis paper*. Choose a real communication problem that you are confrunted with in your organization and, based on the literature that we have analyzed, present your thoughts on the potential causes and means of intervention. It is required to use resources to argue your paper. You will also present orally a short synthesis of your paper.

3. Organizational communication in the field (4 points)(optional)

Using the Eisenberger's (2009) guide for studying organizational communication, prepare a paper where you present an analysis regarding communication features and processes in an organization of your choice.

The same evaluation method will be maintained for each evaluation session.

ATTENDANCE:

Is required for 10 out of 14 seminars.

Contact: csulea@socio.uvt.ro