Chapter 12

Key Features

- Structure
  - **provides predictability**
  - **chain of command, hierarchy**

Key Features (cont'd)

Communication networks
- **formal and informal links between members of organizations**
- **virtual networks**

Key Features (cont'd)

- Links to external environments
  - **systems in which organizations exist influence communication in organizations**
  - **Must look inside and OUTSIDE organizations to understand their operations**

Organizational Culture

Ways of thinking, acting, and understanding work that are shared by members of an organization and that reflect an organization's distinct identity

Organizational Culture

- Relationship between communication and organizational culture

  - **Member communication creates and sustains organizational culture, while organizational culture influences members' patterns of communication**

Conveying Organizational Culture

- Vocabulary
- Stories
- Rites and Rituals
- Structures

Vocabulary

- Hierarchical language
  - **distinguishes levels of status among members**
    - *Mr., Mrs., Sir, Ma'am, Professor, Dr., etc.*

- Masculine language
  - **related to men's traditional interests and experiences**
    - *homerun, ballpark estimate, plan of attack, get the big guns, etc.*

Stories

- Corporate

- Personal

- Collegial

Rites and Rituals

- Rites
  - **dramatic, planned sets of activities that bring together aspects of an organization's culture in a single event**

    Rites of passage
    Rites of integration
    Blaming rites
    Enhancement rites
    Renewal rites
    Conflict resolution rites

Rites and Rituals (cont'd)

- Rituals

  - **repeated communication performances that communicate particular value or relation**

    Personal rituals
    Social rituals
    Task rituals

Structures

- Roles
  - **responsibilities and behaviors expected of people because of their specific positions**

- Rules
  - **patterned ways of interacting**
    - Constitutive
    - Regulative

Structures (cont'd)

- Policies
  - **formal statements of practices that reflect and uphold the overall culture of an organization**

- Communication networks
  - **links formed through formal and informal forms of interaction and relationship**
    - grapevine

Communication Guidelines

- Adapt to diverse needs, situations, and people

- Expect to move in and out of teams

- Manage personal relationships on the job

Textbook WebLinks

- 10.1:
[Archived copies of "The Entrepreneurial Edge"](#)

- 10.2: [The Idea Café homepage](#)

  Small business ideas for starting a business, marketing, financing, grants, working at home, and internet ecommerce

- 10.3:
["Workplace Friendships or Office Romance"](#)

Websites

- [BNET Business Network](#)
    - Free articles on a multitude of business topics
- [Entrepreneur.com Online Magazine](#)
- [Journal of Computer-Mediated Communication](#)