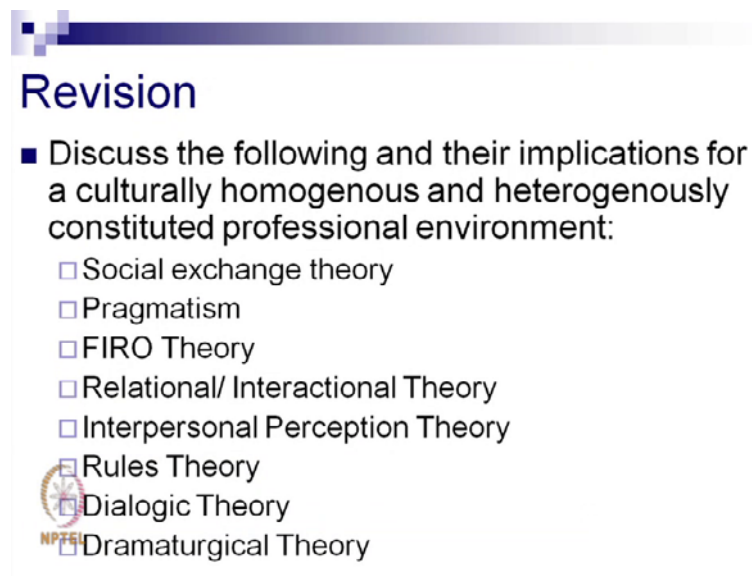


International Business Communication
Prof. A. Malik
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Lecture - 23
Organizational Communication

Welcome back to the class on international business communication. Today we will talk about organizational communication; I know I am giving you a lot of these supposedly boring theories. But we will revise a little bit, I will tell you the implications of discussing these theories in light of your work in the international businesses environment; these theories have not come out of teenager. They have come out of years and centuries of observations what happens in real environments. And an attempt by researchers and educators and people who are really concerned about this success of this organization trying to make sense of what is going on in these organizations.

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Revision

- Discuss the following and their implications for a culturally homogenous and heterogeneously constituted professional environment:
 - Social exchange theory
 - Pragmatism
 - FIRO Theory
 - Relational/ Interactional Theory
 - Interpersonal Perception Theory
 - Rules Theory
 - Dialogic Theory
 - Dramaturgical Theory

So, let us get back to it. The first thing I would like to do is? Of course, revise please discuss the following and their implications for a culturally homogenous and heterogeneously constituted professional environment. We talked about the social exchange theory, pragmatism, the FIRO theory, relational interactional theory, interpersonal perception theory, rules theory, dialogic theory, dramaturgical theory etcetera.

So, we discussed all these things. And I would really like you to do is discuss these in the light of what you do in the real business environment; especially, if you consider these 2 scenarios; one is consider, that you are in your hometown or in your home state you are working with people who probably gone to the same school. You did speak the same language have the same kind of cultural background are the approximately in the of course ages would be different. But they understand what you say without to you having say much.

So, that is more of a culturally homogenous kind of environment. I would also like to discuss these theories in light of a heterogeneously constituted professional environment; which is place where people come from the different backgrounds and different states; in case of India you go board different countries. But Indians as culturally diverse at any place gets. So, you if you working in a metro people you know you could have about 1920 state related represented in one office. And that is really were all these things start coming into play what are the people intention, why do they form relationship, how do? What is difference between with the manner in which people from rural background form a relationship or communicate with their peers, burnets and superiors bosses.

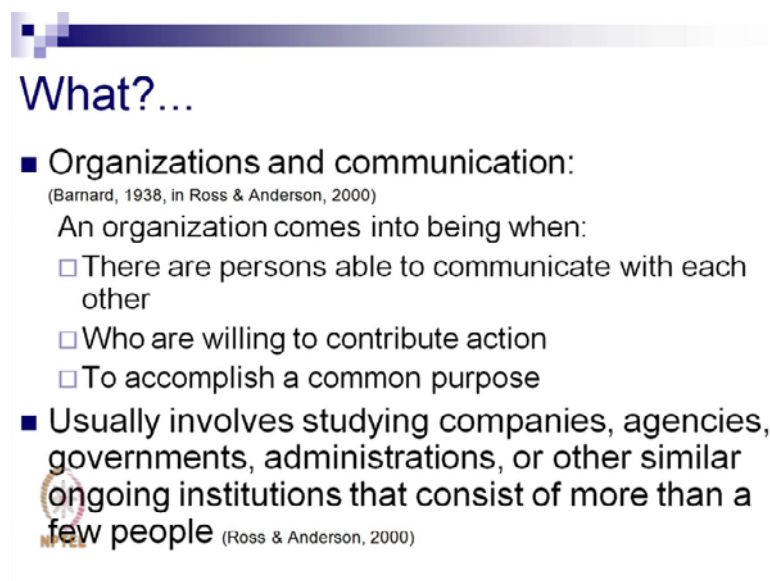
The manner in which people from metro politon cities form these relationships; and I know some of the people may say that we should not be talking about these difference. Because we are all same unfortunately or fortunately we are not whether; we are like to admit or not; we are not the same, we have different ways and in which do the thing we have different internal dispositions. And we have different experiences that we have shaped our preferences for the certain kinds of behaviors and the certain kinds of certain personalities that we find certain kind of work with; everybody is right from their own point of view. But we behave differently and these differences in behavior can impact the manner in which we form our professional relationship; which intern have a bearing on the productivity of the organization. The organizational climate in any organization which is something we will come to in one of the following session.

But so I really want you to observe these differences. And I would you like to also see whether these relational; you know which of these theories are more applicable in which situation. Now, small disclaimer here I have not I have brief to the most of the theories. I have told you very brief overviews of these theories.

We can have an entire course we can have a series of courses only on the theoretical underpinning of organizational and relational communication. That is not a purpose of this course; all I want to do through these discussion is to give you key words. I do not want to give you patch word; I want to give you key words that I hope you will take and explore further.

That is the main purpose of these series of lectures. I wish I could give you access to whole library we have here, I wish I could give access, I could help you access to the resources; I have to everything I have learnt. But unfortunately that is not the case. So, I can give you key words and I am suggest that to look at these things in your libraries and also tie in or try to tie in these things with what to see in the environment; again I am sorry discussion or if the explanation have not been enough. I wish I had more time may be in future we might even develop such a course I will see that is possible again. So, let us back to this; once you have discussed these things then lets moving move into a organizational communication.

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What?...

- **Organizations and communication:**
(Barnard, 1938, in Ross & Anderson, 2000)
An organization comes into being when:
 - There are persons able to communicate with each other
 - Who are willing to contribute action
 - To accomplish a common purpose
- **Usually involves studying companies, agencies, governments, administrations, or other similar ongoing institutions that consist of more than a few people** (Ross & Anderson, 2000)

What is the organizational communication? Again another disclaimer whatever I put on the slides has been taken from the verity of sources. And I have been referring wherever possible to the sources that I have taken these things from most of the time even same the same words have been reproduced. And that is what I am acknowledging the

contribution of the original authors. So, if you really want to go through the this book that I have refer to for these theories.

This is the book I have been using; question of communication a practical introduction to the theory. This is the 3 rd edition you can find the later edition grate please refer to it. It is a very overview on the theories of the, of communication; that theories of the types of communications we find in the organizations and elsewhere anyway ok; organization and communication.

An organization comes into being when there are persons that are able to communicate with each other. That is the first condition for any organization to coming to being any organization to exist. There should be people who are able and willing to talk to each other. They are willing to exchange messages; they are willing to exchange ideas and information. Secondly, the goal of any organization is to be productive. Usually, for profit organization wants to make money at the end of the day; whatever they do in corporate social responsibility contribution to societies are all good. But the ultimate goal of a profit making organization is to make money. So, everybody start feeling more comfortable life styles. For a nonprofit organization they are various motivations; you want to help the needy you want to help people who are not so advantage, who do not have so many resources.

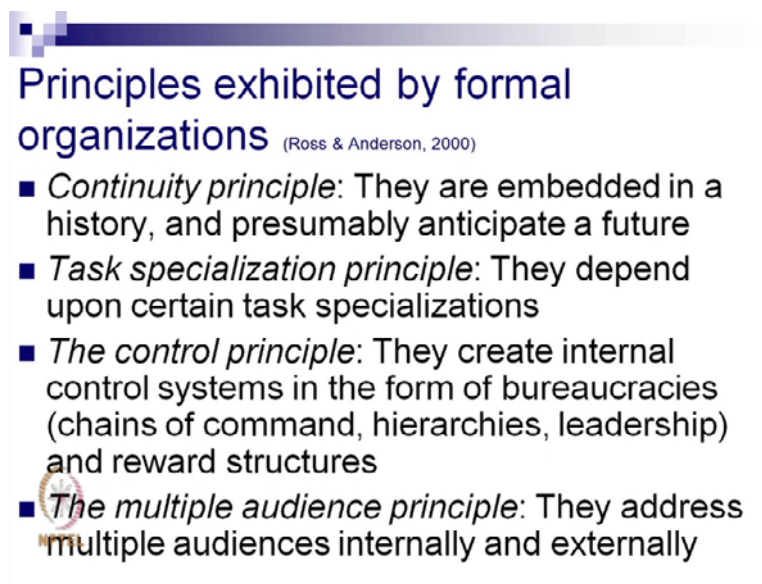
So, we have different goals, but their the ultimate goal of any organization is action that results in the fulfillment of any goal. So, we need an organization comes into being when people are willing talk to each other. Secondly, when people are willing to do something about what they want; when they are willing to work with each other. And reach that common goal of the organization. And to accomplish a common purpose they want to they should be willing to work. And they should be willing to accomplish a common purpose they should have that end in inside. And they should be willing to work towards it.

So, an organization there shown people; we make up any organizations we are the constituting parts of the any organization. And organization cannot function without people. An organization usually in organization communication usually involves studying companies, agencies, governments, administrations or other similar ongoing institutions that consist of more than of a few people. An organization you will say what

about these small nonprofit organizations that consist of 2 or 3 people; that is a special case.

Most organizations consists of more than a few people. An organizational communication usually involves studying this organization; it involves studying the interaction between the constituting parts of these organizations between the organization and outside of this organization. And that is how two are linked; no organization can exist without people. And where there are people there is bound to be interaction; that is what we have talked about it yesterday ok. So, we communicate we setup we work towards common goal by interacting with each other by sharing an idea, by sharing a common vision, by sharing the work we do, by distributing the work among ourselves.

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Principles exhibited by formal organizations (Ross & Anderson, 2000)

- *Continuity principle*: They are embedded in a history, and presumably anticipate a future
- *Task specialization principle*: They depend upon certain task specializations
- *The control principle*: They create internal control systems in the form of bureaucracies (chains of command, hierarchies, leadership) and reward structures
- *The multiple audience principle*: They address multiple audiences internally and externally

Let us get into what the theoretical; some principle exhibited by formal organizations. Now, formal organizations have a continuity principle. They are embedded in a history and presumable anticipate a future. Formal organization that can be categorize as organizations are embedded in a history. They have a reason for their existence, a historical reason something did not go right; that is why people got together and or something is going on and people got together. And they started doing something new in addition adds to something that is already in existing. And they anticipate a future this is not just about to getting together. It is about achieving goal after goal after goal and reaching an ultimate end.

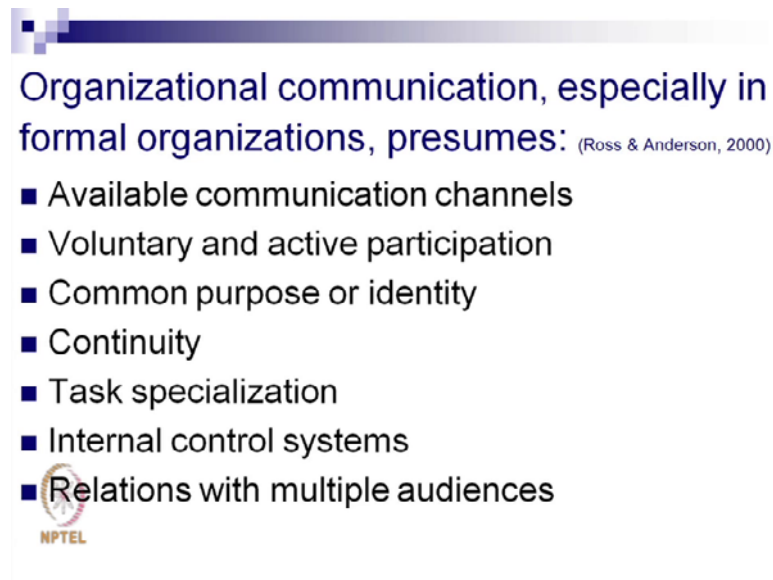
Task specialization principle they depend upon certain task specializations. All organizations are dependent on the specialization or categorization of different tasks; and people who are expert in those tasks. And also are experts in tying in those task with the people around them. Control principle; they create internal control systems in the form of bureaucracies; chain of command hierarchies leadership and reward structures.

Now, what happens is that in any organization there is a there has to be some way of controlling; it is not like an ameba that just moves around in any direction. An organization has a specific vision and mission. And there are people who are moving towards this common goal. So, when we talk about the control principle they create internal control systems, they create internal regulatory mechanism in the form of bureaucracies. There are people who direct you, who supervise you, who you are responsible for, who channelized the communication.

And that is way the chain of command comes in. And leadership, and reward structures; which means that in this in any organization you have channel of communication; you have set patterns for how the communication suppose to proceed, you somebody responsible to somebody, somebodys trying to coordinating the activities to someone else. And somebody actually keeping the goal in view and helping everybody move towards that goal; and that is the leader. And the reward structures are there to regulate the work of any organization; which means that organizations have positive reinforcement. They offer positive reinforcement as a means of pulling people closer to the goal; and that is what reward system structures are? So, this is a control principle.

The last principle here is the multiple audience principle; organizations address multiple audiences internally and externally. Now, what that this means organizations address different kinds of people, different categories of people, different groups of people who are involve in different activities within the organization and outside the organization. So, this is the multiple audience principle they are not direct towards one person they are direct towards a group of people outside and group of people inside.

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Organizational communication, especially in formal organizations, presumes: (Ross & Anderson, 2000)

- Available communication channels
- Voluntary and active participation
- Common purpose or identity
- Continuity
- Task specialization
- Internal control systems
- Relations with multiple audiences

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Organizational communication; especially in formal organizations presumes; one, available communication channels; again communication comes in and you say why I am teaching you all those difficult theories. This is the reason no class on communication can be no class on organization and management can be complete without the theoretical underpinnings of communication.

And, no class on communication can be complete without especially business communication can be complete without discussing the theoretical underpinning presumes what organization are made of and what management means. So, all these interconnected; available communication channels we assumed that there are there is more than one communication channel. That is available; it could be face to face communication, it could be emails, it could be some found mass communication, voluntary and active participation.

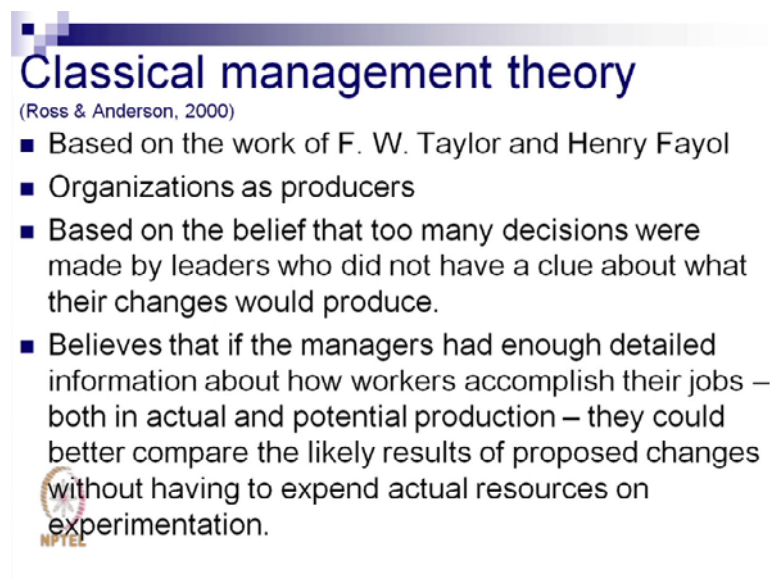
People are in the organizations, because they were working toward common goal. And when we talk about voluntary participation there is something that is motivating them to move towards that common goal. Active participation means that they are focusing on the common goal; and they are actually moving towards it. They want to do it and they showing some progress on a daily basis or regular basis.

They have a common purpose or identity we are assuming these things. You part of an organization you have a common purpose we all want to make money by doing x, y, z.

Continuity they are constantly moving they are constantly; there is continuity between the task all the task are tie den with each other. There is something that preceding you do not do task randomly they are all connected with each other.

There is a task specialization; even though tasks are connected each other. There are specialized, there are experts are do them. And then ultimately there are people who help tying the work at these experts are these specialists have done with the ultimate goal of the organization. There are internal controls systems which we discussed; and they have relationship with multiple audiences. Theoretical underpinnings now here comes the tough part and I promise you this wont very long this lecture on probably the next lecture on we should be done most of the theories that I want to discuss on the series of lectures.

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Classical management theory
(Ross & Anderson, 2000)

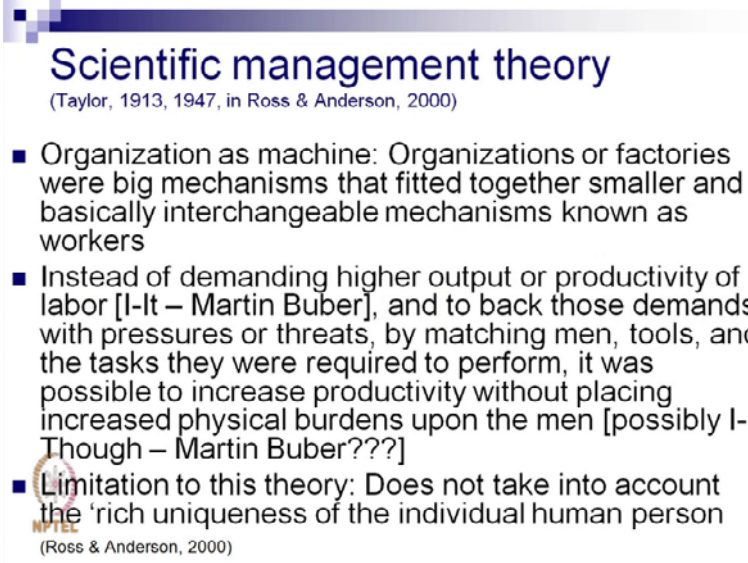
- Based on the work of F. W. Taylor and Henry Fayol
- Organizations as producers
- Based on the belief that too many decisions were made by leaders who did not have a clue about what their changes would produce.
- Believes that if the managers had enough detailed information about how workers accomplish their jobs – both in actual and potential production – they could better compare the likely results of proposed changes without having to expend actual resources on experimentation.

First theory here is the classical management theory; this is based on the work of the F.W. Taylor and Henri Fayol. But Taylor was based on the United States; Fayol was based in France; if I am correct. And they did their work independently, but then later researchers just brought this the work of these people together and came up with what are known as classical management theories. According, to these theories organizations are producers; the ultimate goal of any organization is to produce something that will sell. And sell for money or sell for emotion or sell for contribution or sell for voluntary activity.

Organizations are based on the belief that too many decisions were made by leaders who did not have a clue about what their changes would produce. So, they feel both these authors or both these researchers feel; that many decisions that taken by the people. The people who are leading or who are at Henry Fayol rarely know what is really going at the frontline. According, to this theory if the managers had enough detailed information about how workers accomplish their jobs both in actual and potential production.

They could better compare the likely result of proposed changes without having to expand actual resources on experimentation; which means that if people knew. If these people at Henri Fayols knew. What was going on? If they knew about the nitric reason; whatever is happening they would be able to reach their goals much faster with a more optimum use of resources ok.

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Scientific management theory
(Taylor, 1913, 1947, in Ross & Anderson, 2000)

- Organization as machine: Organizations or factories were big mechanisms that fitted together smaller and basically interchangeable mechanisms known as workers
- Instead of demanding higher output or productivity of labor [I-It – Martin Buber], and to back those demands with pressures or threats, by matching men, tools, and the tasks they were required to perform, it was possible to increase productivity without placing increased physical burdens upon the men [possibly I-Though – Martin Buber???
- Limitation to this theory: Does not take into account the 'rich uniqueness of the individual human person

(Ross & Anderson, 2000)

The first of these theories that we will discuss here is a scientific management theory; that was developed by Taylor 1930 and 1947; and discussed in this book by Ross and Anderson. According, to this theory the organization is a machine. And I am sorry there are just too much on the slide, but please bear with me. I thought it could be better if read all those things and have me explain in the background. So, you not seen my face you seen the slide. Organization is machine organizations or factories are big mechanisms that fitted together smaller and basically interchangeable mechanisms known as workers. And you will say this is what happening in the industries these days. This is what is

happening in the business process outsourcing industries these days. They want to produce results and they refer to people who working there as human resources and the terminology. I have never worked in such an organization, but I have heard that the terms I used are pleasant 2 resources here and 3 resources there depending on their skill set.

So, the more number of skills or the larger the your skills set; the more interchangeable you are; and more the better fit you are in the organizations. Because I can just send you from one place to another; you are assumed to know x, y and z. and they could shift you from x to y to z depending on the need. So, it is all about productivity; what can you organization produce that becomes sell. And if you have that skill that can help you organization produced that then you move from point a to point b.

So, you are more about it is more about having this all in one screwdriver or all in one torch; you know you have a torch that also has an alarm clock in it. That also has may be you know different things we have all these all in one kind of devices; and you are consider to be one such device ok. Organization as machine; so organization or factories, the second thing that the scientific management theory assumes is that instead of demanding higher output or productivity of labor; this is the Taylor. This is the theory proposed by the Taylor. And to back those demands with pressures or threats by matching men tools and the takes they were required to perform.

It was possible to increase productivity without placing increased physical burdens upon men. Now, I this is my interpretation I could be wrong, but we talked about Martin Buber theory yesterday. And I feel that the I-It portion; what Buber had discussed fits in with this demand for higher output or productivity of labor. I do not care who you are, I do not care what your internal feelings are I do not care what is going on you are the machine. And I am ordering you to move from one point another, I am ordering you to function in a certain manners. So, this is probably comparable to the I-It paradigm proposed by Martin Buber.

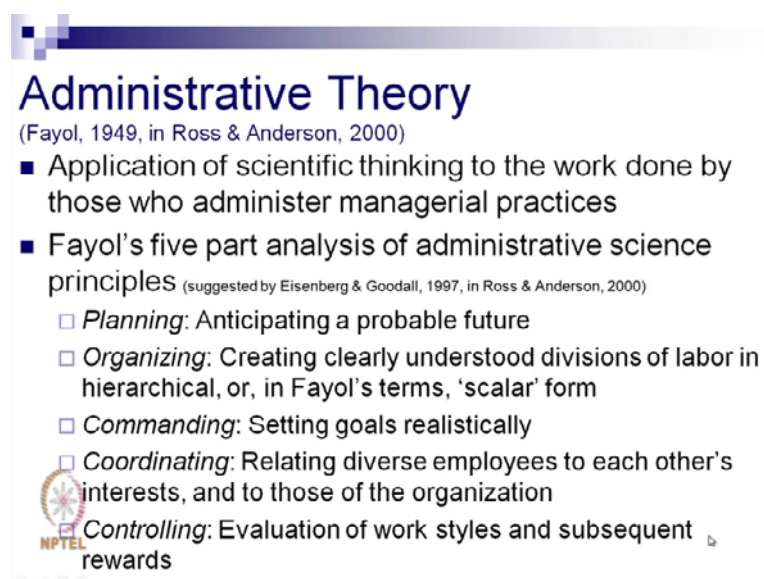
And, when we say that instead of doing this; it was possible to increase the productivity without placing increased physical burdens upon the men; it is not about the number of hour you put in, it is not about the number of books placed on a cart and shelf in the library. It is not about the number of trips you can make from point 1 to point 2; it is not about the number of trips or taxi driver can make during the day. It is about it is still

possible to increase the productivity by judiciously managing the resources we have. So, this is probably either again I am not the expert on theories of communication if doctor had listened to this.

He is the expert and I welcome his inputs. And I will revise, this based on what he says; anyway this is my insight. The limitation to this theory is it does not take into account the rich uniqueness of the individual human person; we are still creating the machine. So, instead of placing too much burdens on individual resources; what we are doing is according to this theory we say let's observe the difference processes instead of placing the burden individually on these resources; what we do is? We look for those places that can take more burdens that can be more productive.

And, we judiciously spread out the work among different resources; we if things can be done simultaneously we do them simultaneously. But still the organization is a machine and the ultimate goal has to be productivity it is factory. The big limitation is that individual uniqueness of the human person is not taken into account. I may not be able to do hope something on one day. But depending on what I get trained for depending on my internal dispositions, depending on my intrapersonal and interpersonal. Specifically, interpersonal communication with others in my environment; I may be able to make more productive on a different day. And this theory does not take things into account. So, that was the big limitation of course there are other critics also.

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Administrative Theory

(Fayol, 1949, in Ross & Anderson, 2000)

- Application of scientific thinking to the work done by those who administer managerial practices
- Fayol's five part analysis of administrative science principles (suggested by Eisenberg & Goodall, 1997, in Ross & Anderson, 2000)
 - *Planning*: Anticipating a probable future
 - *Organizing*: Creating clearly understood divisions of labor in hierarchical, or, in Fayol's terms, 'scalar' form
 - *Commanding*: Setting goals realistically
 - *Coordinating*: Relating diverse employees to each other's interests, and to those of the organization
 - *Controlling*: Evaluation of work styles and subsequent rewards

The administrative theory is the second type of this classical management theory. That we are discussing we would not really discuss many theories today. But I just want to get on overview. Now, according to Henry Fayol who did his work in France discussed in this book by Ross and Anderson; the application it involves the application of scientific thinking to the work done by those who manager who administer managerial practices.

So, we do not treat the organization as a machine; what we are essentially focusing on is how these functions are administrated, how these functions are managed by the people who are trying to make the organization more productive. It is more on the based on the process. Fayol came out with the 5 part analysis of administrative science principles. According, to him he says that managers are expected to plan which is anticipate a probable future and works towards it.

You have an ultimate goal you have an end goal this something out there. So, you move from point a to point b through a series of steps that are going through a death line. And that is what planning means? Organizing is clearly creating clearly understood divisions of labor in hierarchical or in Fayols terms scalar form and these things. Of course, Eisenberg and Goodall studied this and suggested these divisions which are published in this book by Ross and Anderson. So, according Anderson and Eisenberg and Goodall interpretation that I am sharing with you and recreating knowledge not you know I am reproducing knowledge. I am not innovatively coming with new ideas. I told you where I have a new idea anyway.

So, organizing is creating clearly understood divisions of labor in hierarchical or scalar forms; which means that in any organization we have different people doing different things. Now, in order to control people at different stages we organize things; we create hierarchical structures, we create specialized teams, we have somebody monitoring these specialized teams. So, that is what organizing means you have to this mess of what people are doing, what they are trying to achieve, what how this organization functioning and you categorized it and slotted into these different sections. The next one is commanding setting goal realistically.

And this is a hardest part of any administrator how do you know what is achievable and what is not? It comes with an experience, it may come down from discussions with people who work who been doing this for a while. But commanding essentially involves

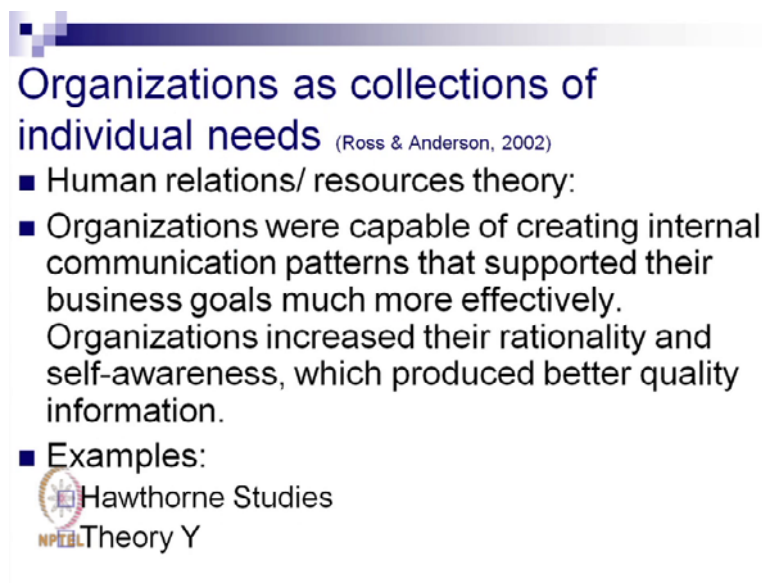
setting the realistic and feasible setting of goals. What is realistic, what can be done, what cannot be done by this organization? You cannot expect worker; you may be able to expect your worker to work for 12 hours; may be for 2 weekends in a row. You may be able to expect your worker come to the office on Saturdays and Sundays for 2 weeks in a row 3 week. And then we say we cannot do it; we need to recharge our battery we need to spend our time with our children.

So, there has to be some realistic goals setting. You cannot have an organization that have work 7 days a week. You cannot have an organization that does not give more than 10 days off to its employees in a whole year. You have to specifying you have to; you cannot have of 50 people looking after IT all the time. If they are efficient it depends again you know I am just giving you an example may be you need 50 people looking after IT, but then their work is segregated.

So, this is commanding; how much you need to do by when you need to finish it and what comes next and there has to be some flexibility. And this is what Fayol says that you have to able to do this thing and they will ultimately determine the success of the organization. The next one is coordinating is relating diverse employees to each others interests. And to those of the organization; which means that you need to know what every employee is coordinate is capable of doing what their contribution is?

And, then you take peace with people specialized task. And you connect them to each other. So, that is coordinating. You have different people specializing in different areas as a manager; it is a manager's responsibility to connect these specialized parts into a whole. Controlling is the evaluation of work styles and subsequent rewards; this is where the managers were comes in again and an administrators were come in. So, you plan you organize you command you coordinate. And then you control what is going on by way of evaluation and positive or negative reinforcement.

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Organizations as collections of individual needs (Ross & Anderson, 2002)

- Human relations/ resources theory:
 - Organizations were capable of creating internal communication patterns that supported their business goals much more effectively. Organizations increased their rationality and self-awareness, which produced better quality information.
- Examples:
 - Hawthorne Studies
 - Theory Y


Organization to 3 rd set of theories here is organizations as collections of individual needs; we have a human relations or human resources theory. According, to which organizations were capable of creating internal communication patterns that support their business goals much more effectively; organizations increased their rationality and self awareness which produced better quality information. Again, they are dependent more on human relation human resources.

The discussion of these theories unfortunately is outside the purview of this course. I am sure you will be discuss these theories in our course on a organizational behavior or human behavior on management; which I have belief has been taught by the doctor Susmita Mukhopadhyay. I am not sure if she taught this course that is what she does? I mean that is one of the course she teaches here at this one; I am not sure she has a web course or video course. But this is discuss extensively in that course. So, I will not touch it on I will just tell you where you can find these this information; some examples of human resources theories are hawthorn studies and theory Y.

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Systems based theorizing: Organizations contain communication subsystems




Now, let us come to the actual links between organizations and communication. And you say what you were doing for the past 40 minutes. I was trying to give you a background for the next set for theories whatever we are going to discuss.

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Basic concepts (Ross & Anderson, 2002)

- Organization as the organism: Organization, in addition to producing, feels, communicates, and evolves like a biological organism
- Organization is an *open* system



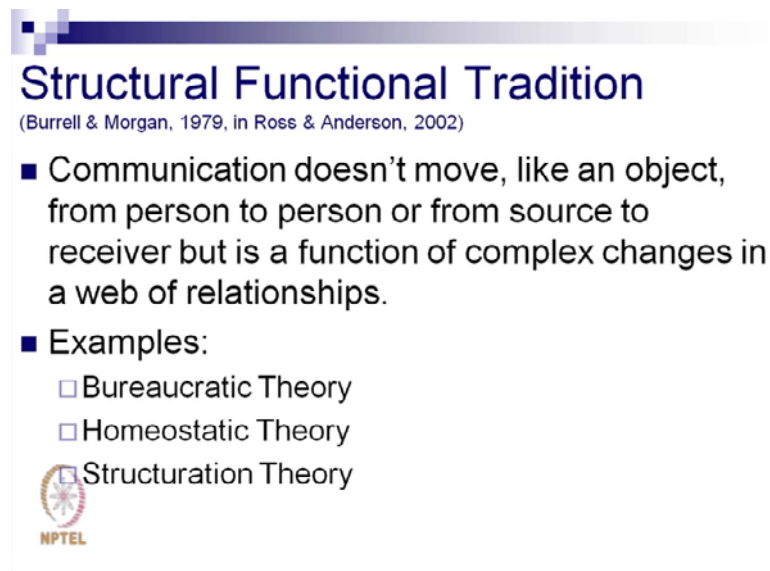
The basic concepts in these theories that are based on systems on considering organization; the system and not as machine our first one is organization is an is like an organism not like a machine. It is not only made to produce; it is it evolves like a

biological organization, it is born. it grows, it moves, it achieves. You can have some tentative plans for the evolution, but it eventually takes on its own shape and it grows.

It is like a human being; we know when the medical science rest on what human beings are on the similarities between human beings. But it is a biggest challenge of medical science is the individual responses to treatment; the individual sensitivities to different things in the physical environment. And that is something the doctor do then they become expert as after years and years and years of practice and years and years of reading reports of reading papers of reading other peoples accounts of how they tackles similar things.


So, medical science is one such field of study that rest on this whole uncertainty of the evolution of any organism. And here we can compare the any organization to the human body; it is it produces it feels it communicates. But it also takes on its own shape to genetically similar people to in twines do not ultimately grow up to be a exact same people. They do not grow to be clones to each other; they take on their own personalities, they charted own path and then move. Similarly, organization also evolve it is an open system.

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Structural Functional Tradition
(Burrell & Morgan, 1979, in Ross & Anderson, 2002)

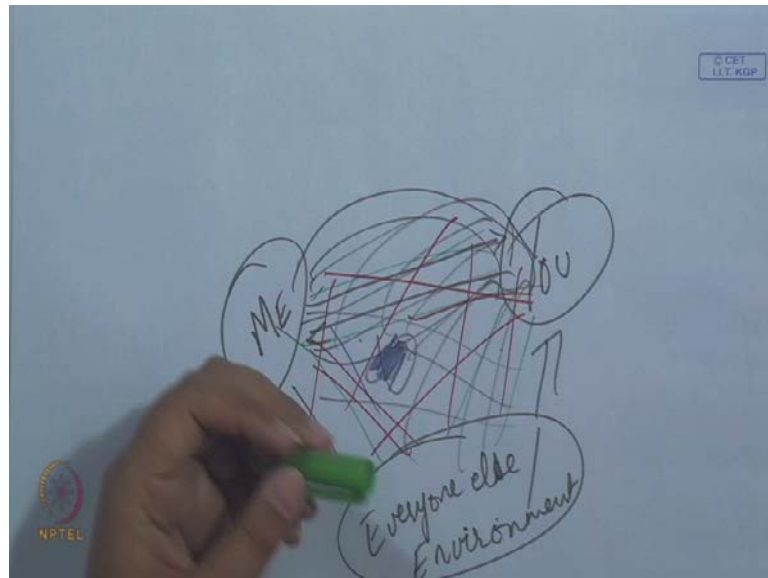
- Communication doesn't move, like an object, from person to person or from source to receiver but is a function of complex changes in a web of relationships.
- Examples:
 - Bureaucratic Theory
 - Homeostatic Theory
 - Structuration Theory



Excuse me; the first set of theories that we will discuss in this is the structural functional tradition. According, to structural functional tradition communication does not move like an object from person to person or from source to receiver, but it is a function of

complex changes in a web of excuse me sorry about that according to this structural function tradition communication does not move like an object from person to person or from source to reviewer, but it is the function of complex changes in the web of relationship what we saw yesterday was this.

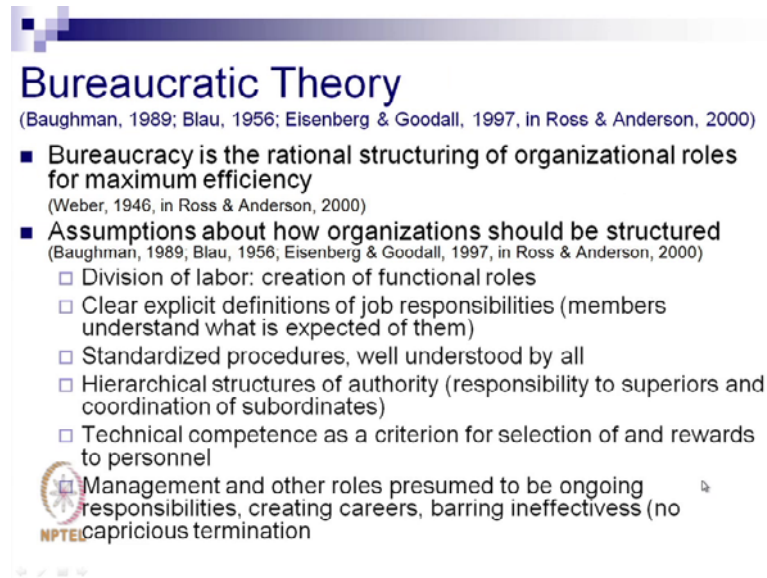
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Me, you, or. So, communication is not only this or this or this or this. Communication is what happens here I exchange million and millions, millions and millions of messages with you. And you exchange billions and millions and millions of messages with me and with everyone else. And this starting effecting each other and communication is something that happens right here. So, it is impacted by the different messages you have different types of messages going on; you have I am using different colors to just showed of the demonstration what is going on here ok.

So, all these complex relationship we have with each other and with everyone else in the environment; some how sorry their impact the manner which we communicate each other. And communication is essentially dependent on the shape each of this different relationship states. And the impact each of this relationship has on you and me and everyone else in the environment. Some examples of these construction functional theories are bureaucratic theory, homeostatic theory, structuration theory; we will discuss each of this today.

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Bureaucratic Theory
(Baughman, 1989; Blau, 1956; Eisenberg & Goodall, 1997, in Ross & Anderson, 2000)

- **Bureaucracy is the rational structuring of organizational roles for maximum efficiency**
(Weber, 1946, in Ross & Anderson, 2000)
- **Assumptions about how organizations should be structured**
(Baughman, 1989; Blau, 1956; Eisenberg & Goodall, 1997, in Ross & Anderson, 2000)
 - Division of labor: creation of functional roles
 - Clear explicit definitions of job responsibilities (members understand what is expected of them)
 - Standardized procedures, well understood by all
 - Hierarchical structures of authority (responsibility to superiors and coordination of subordinates)
 - Technical competence as a criterion for selection of and rewards to personnel
 - Management and other roles presumed to be ongoing responsibilities, creating careers, barring ineffectiveness (no capricious termination)

Bureaucratic theory; bureaucracy according to Max Weber 1946 as discussed in Ross and Anderson 2000 is the rational structuring of organizational rules for maximum efficiency. So, bureaucracy has come to acquire a very negative meaning, bureaucracy has come to be treated or perceived as something we all need to deal with a has more of the a hindrance in the actual movement of things. But it essentially even the word bureaucracy came up and when bureaucracy came to be studied as a philosopher construct. It really refer to the rational structuring of organizational roles for the maximum efficiency; we divide the roles in order to achieve an optimum input. Based on some rational logic we structured the organizational based on some rational logic.

Now, the bureaucratic theory was discussed by a Baughman in 1989, Blau in 1956, Eisenberg and Goodall in 1997. And these are some of the theorist who discuss bureaucratic theory these are discussed in the book by Ross and Anderson.

Now, assumptions according to this theory about how organization should be structure are; the first assumption here is division of labor. Any organization should divide labor according to the people, according to the specialization, according to the individual specific contributions that people involved in the your organization can bring to the table. So, you create functional roles; you have different people looking after the server of the and taken place like this that is make coming up with all these videos. You have different set of people who are doing the editing; you have a different set of people who are

manning the control room, who are deciding where and how to move the camera. You have different set of people who are coordinating with faculty, who are recording these lectures. So, you know people who are editing may not necessarily be comfortable constantly coordinating with the people who are involve in this process. You have different set of people who are heading the organization. You have different set of people who are maintaining records they are not interchangeable. You divide the labor, you create roles, you trained them to perform those functions really well.

This second thing here is clear explicit definitions of job responsibilities. The more explicit you are about what people are doing, the more explicit you are about what you are as an organization expect of the employees. The easier it will be for the organization to succeed. Blurred expectations, unclear expectations always form a barrier; why does that happen, when the expectations are blurred when the expectations are not clear. It creates a lot more intrapersonal communication.

Am I doing this right am I really suppose to do this is this really my work; what if I do not know how to do this, who do I go to, who is who else can help me. That is what happens; when the expectation are not clear. Am I getting paid enough for do work I am contributing; how can I be doing a and b and c and d and e. I am getting paid to do 3 things. So, I either will do a, b and c or I will do a, d and e or I will do a c and d. But I will not do anything more, because I am not getting paid for it. And that is what happens when the expectations are not made. The expectations need to be very clear about what you expect your employees. And that is how any organization should be structured and permit for the bad throat.

Standardization procedures well understood by all the procedures that I are let down should be standardize. They should bench mark, they should be clearly laid out. And attempts should be made to make them understood by everybody whose involved. Hierarchical structure of a authority you have a sense of responsibility to superiors and coordination of subordinates. So, we decided we have a very clear demarcation of who is higher up and who is lower in the chain of hierarchy; who am I responsible to, who do I report to, who decides, what I do who defines my responsibilities? And at the same time this person showed of this person coordinates the work of the juniors consolidate whatever this subordinates have done and takes it. And then takes the information to a higher level.

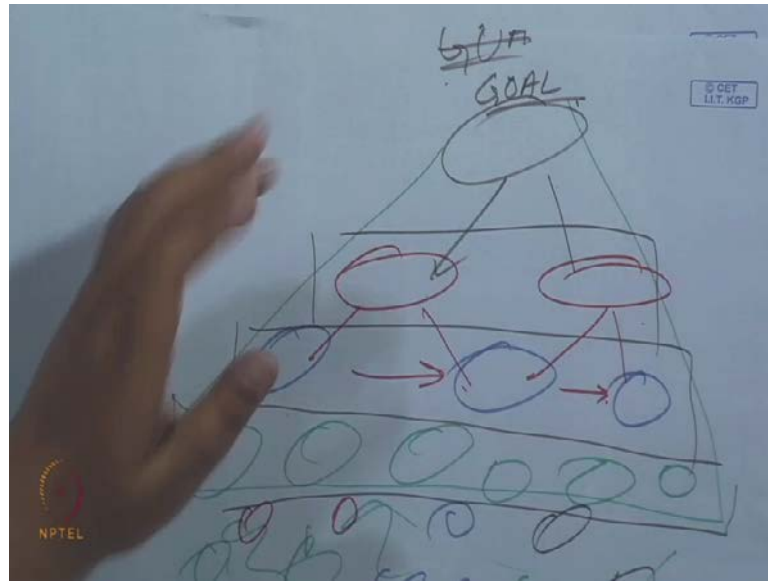
So, if your hierarchical structure of authority even in a flat organizations; we will have some levels of hierarchy to take the organization in a different direction. And I will you a pictorial representation of what I think again and I could be wrong, but this is my insight in any organization no organization can function.

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If the constituting parts are scattered like this; we do not know. So, if here is a goal you do not know; you could be moving on in this direction in one day, you could start moving this direction in the other day; you could start moving in this direction in the other day. This is what happens? If there is no hierarchy; what a hierarchy does is you have people here ok.

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So, you have people here with specialized tasks; there are people above them. So, this person is responsible for these 2 people; this person is responsible for these 2 people. And this person is responsible for these 2 people. And you have this person is responsible for monitoring these 2 people and interaction between them. And this person is responsible for monitoring these 2 people and the work they do collectively. And the person right at top; take see advice from these peoples and goes towards a goal sorry about that ok.

So, what really happens is if you see this diagram looks like an arrow; that takes all the mess here, all the keos here. You know you have the work done by this, you have the work done by this, you have the work done by this person, you have the work done by this person. And all this work is organized by placing people in a hierarchy. You have these people, you have these people, you have these people. And ultimately you are really moving towards a goal which is any organization needs to do. That is why the hierarchy is important even in the flat organization. Technical competence as a criterion for selection of and rewards to personnel; we need to be technically competent we need to be experts in whatever we are doing. And these are the again assumptions, but then I think they are very valid in our day to day life.

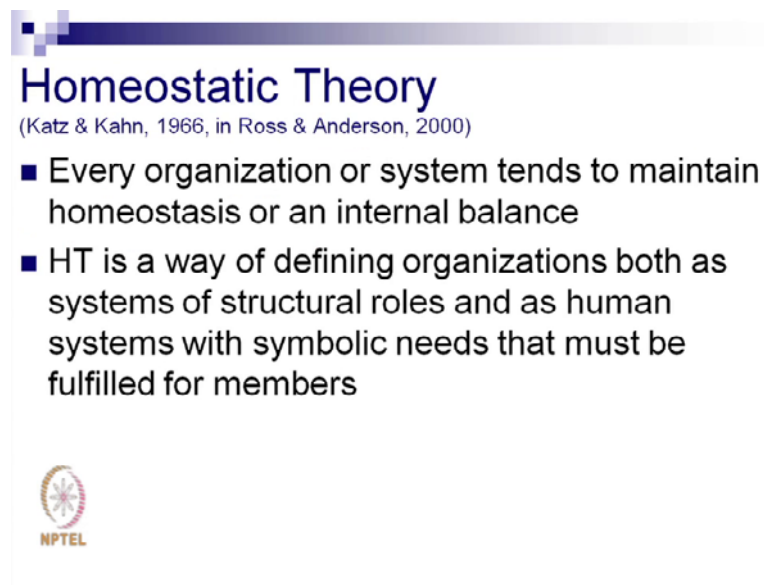
Technical competence is should be or is used as criterion for the selection for personal and rewards to personnel rather than their personal traits; which is something I hope you

all agree with. Your teachers you say my teacher marks me on what on how I behaved with her in class; that may not be true what the time most of the time it is not true.

So, I can speak for a community myself I think that is not true even in organizations. The technical competence what you contribute, how expert, how much of in expert; you are considered in what you do and how you contribute to the overall productivity of the organization is usually taken a bases for the positive reinforcement you get. And that we assumed about the bureaucratic theory.


Management and other roles presumed to be ongoing responsibilities creating careers barring ineffectiveness and no capricious termination. Again, these are ongoing responsibilities; they create careers they prevent ineffectiveness. Of course, there is no random termination, but then we do our best to prevent ineffectiveness as far as possible. And that is what really happens in a bureaucratic in an ineffective organization. That is what the bureaucratic theory proposed? There are critics for this theory and those critics and other opinions about this theory are outside the purview of this course; this is what the theory proposes.

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Homeostatic Theory
(Katz & Kahn, 1966, in Ross & Anderson, 2000)

- Every organization or system tends to maintain homeostasis or an internal balance
- HT is a way of defining organizations both as systems of structural roles and as human systems with symbolic needs that must be fulfilled for members



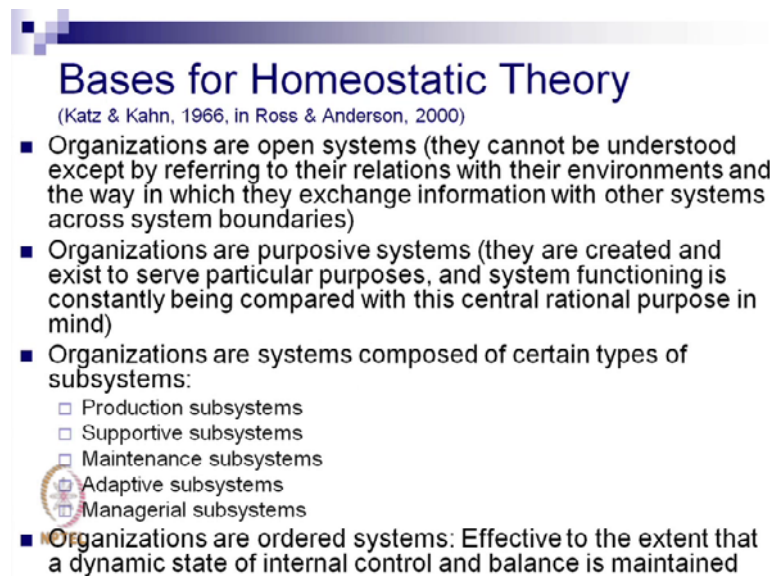
The second theory here is the homeostatic theory; which says that every organization or system tends to maintain homeostasis or internal balance; which means that wherever we are, whatever we do; we come back to normal. There is an imbalance that is create in our environments by virtue of the things that we cannot control. And the ultimate goal of any

organization is to come back to normal; whatever the case may be homeostatic theory is way of defining organization both as systems of structural roles and as human system with symbolic needs. That must be fulfilled for members; which means that according to this theory we define organizations that produced we also define organization as human systems. It is not only about the production; it is also about the human aspect of production.

Individual needs, individual sets of expertise and individual humans, individually. And the organization as a whole have symbolic needs; that may not always be we are taking about this a little bit yesterday in the convergence theories. I will discuss the convergence theories again when we talk about group and team communication.

So, please do not think that I have showed off left you in the large. So, we will discuss the convergence theories in greater detail when we talk about team communication. But and that is where we will discuss this issue of this symbolic needs again. But it is basically about these needs that are co created with the coordination of meaning with each other. And the human homeostatic theory says that everything to be broad back to the balance; everything needs to come back everything needs to be stabilized.

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Bases for Homeostatic Theory
(Katz & Kahn, 1966, in Ross & Anderson, 2000)

- Organizations are open systems (they cannot be understood except by referring to their relations with their environments and the way in which they exchange information with other systems across system boundaries)
- Organizations are purposive systems (they are created and exist to serve particular purposes, and system functioning is constantly being compared with this central rational purpose in mind)
- Organizations are systems composed of certain types of subsystems:
 - Production subsystems
 - Supportive subsystems
 - Maintenance subsystems
 - Adaptive subsystems
 - Managerial subsystems
- Organizations are ordered systems: Effective to the extent that a dynamic state of internal control and balance is maintained

Bases for homeostatic theory was proposed by Katz and Khan in 1966 discussed in Ross and Anderson. It says that organizations are open system which means they cannot by understood except by referring to their relations with their environments. And the way in

which they exchange information with other systems across system boundaries. This is what we have been taking about right from the beginning; we cannot understand communication, we cannot understand interpersonal relationships, we cannot understand the functioning of any organization; unless we refer to its relationships with its environments. Unless, we prefer to the manner in which these organizations exchange information with other systems across the system boundaries. I have one system I communicate within the system and I communicate outside of the system.

Every human being communicates with themselves and with others there is in environment. And they difference in perception of these 2 sets of the communication really define who they are? The same thing applies to organization as well; we have I am a this is IIT Kharagpur; let me take the example of IIT Kharagpur. They have a certain perception about ourselves when we are in the organization; we know how things work here; we know how the works in the I I T system; we know our limitations; we know our strengths. How does the rest of the world get to know that by and in an through our expression, in an through the work of our students and lamiae what we do outside of the organization helps us redefine ourselves.

The feedback we get from the environment helps us redefine ourselves; we do a lot of teaching here. But this activity me talking to you is really be a outreach activity. This is really going outside the boundaries of this system and interacting with the other system. Taking what I do inside the organization outside of the organization. And of course, expecting some feedback on what I do? So, this is what an open systems is? And this kind of an activity will really determine, will really give us very good very rich feedback on our perceptions about art on the perceptions of an external organizations, about how you teach, about what we do in the external environment; about what people think we are people have an opinions about us.

They feel that we do a certain type of teaching here; we do a certain types of researches. That research is taking outside of the boundaries; when we take it to conferences, when we discuss thing with peers, we discuss things with experts, we discuss things with funding agencies that is when they see us in a different light.

They give us feedback and intern determines how we think about ourselves that intern determine, how we are start communicating internally within the organization or the

outside the organization. If you like what you getting through these lectures; what will happen? You will assume or you will tell others or we will receive either no feedback or positive feedback. So, we come to know that what we doing is right.

So, the next time we do these things the manner will be the same or if you do not like what we doing; if you do not find these things useful? You will let us know and then what we will do is may be if I not able to deliver; what I have been ask to through this series of lectures? I has to something that can be improve. So, what will I do? I will see what I can do best the next time I am interacting with you or what I can improve upon the next time I am interacting with you.

And, also what I can do the next time I am interacting with the students within the same organization. Because it is the feedback about how I teach here. Similarly, for other activities; it also changes the way do things internally. This is something I am I am really going over and over again about this, because this is what really determines how we communicate with our environments.

The next thing here is organizations are purposive systems. They are created and exist to serve particular purposes. And system functioning is constantly being compared with this central rational purpose in mind; we are organizations are created with the purposes in mind. They are created to achieve a goal; and systems functioning is constantly being compared with this central rational purpose in mind.

Whoever, is looking at what we are doing people outside the organization people inside the organization are looking at us in relation to the purposive think we are trying to achieve. So, organization comes together as we discussed right at the beginning. They came to together to achieve a goal with the purpose. Organizations are systems composed of certain types subsystems; we have pa production subsystems, we have parts that are exclusively responsible for production, we have parts that are responsible for support their constant inputs.


Production deals with input output and throughout support essentially deals with input constant input interns of resources, maintenance subsystems something goes wrong. And you fixed it adaptive subsystems something goes wrong. And we change ourselves maintenance adaptation are 2 different things slightly 2 parts of the same coin; managerial subsystems control regulation rewards.

Organizations are ordered systems. So, they are effective to the extent that a dynamic state of internal control and balance is maintained. They are there is again these are the bases of homeostatic theory; we trying bring system back to normal back to its state of balance; that is why? The whole interaction constant feedback from the environment is important. I get feedback from you I change the way do thing in the environment.

So, that the next time I sense something outside the environment; the feedback the quality of feedback is comfortable. And the quantity of feedback is reduced; we noticing only when it goes wrong; we do things only when so you know that that whole thing changes and we come back to a stable system. So, and of course, all these difference systems if they are functioning well what they will do is? They will bring the organization back to status co production will helps us achieve our goals support will keep the organization going. This constant movement everything is balanced, everything is normal maintenance means nothing goes wrong. And it is fixed an organization is board back to it sense to stability adaptable; something changes in the environment I cannot fixed what are change in environment. So, I change myself to align my comfort zone when I say I now I referring me as the organization.

The organizations align itself to the changes in the environment; aligns its comfort zones with the comfort zone of the environment it is in. And managerial systems we have control that brings people back to status co that brings people to normal; we have reinforcement positive and negative. Again indication that I will keep what you are doing or come back; and do what you expected to do; and you know regulation all that and leadership; we have to reach a certain goal. And we are stable we will showed of move our own. So, all this is the bases for the homeostatic theory; which essentially again I said as I said earlier it deals with the maintenance of balance in the organizational environment.


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Structuration Theory

(Giddens, 1993, in Ross & Anderson, 2000)

- Structures are not static and definitive but constantly in motion and contingent.
- Structures define what actions are appropriate but the acts themselves – as we perform them – constitute the structures



The last theory here is the structuration theory; structures are not static and definitive. But they are constantly in motion and contingent. Structures define what actions are appropriate. But the acts themselves as we perform them constitute the structures; what we do is what we think should be doing? But the environment intern in forms of us what we should be doing? And that intern influences what we think we should be doing? This is what I just told to about the feedback to this lecture will determine how I send out or how I structured further lectures for you. It will also change way I structured the lecture in my class. The feedback I receive from within what I think about your feedback will intern change the way I do things next times. So, we will discuss the structuration theory and is implication in light of communication in the organization in the next class.

This is what I want you to think about before at the end of this lecture. Discuss what are the differences between the classical management tradition and the structure functional tradition? What is assumed about communication in each of these traditions? And do these traditions apply to modern day organizational communication why or why not? Please discuss these among yourselves. And we will come back in the next time and we will talk some more about theories of organizational communication.

Thank you.