

thirty years as the workplace has changed and evolved. These “emerging” processes in organizational communication certainly existed in past organizations, but current developments in the workplace have brought these issues to the forefront, and they increasingly demand the attention of both organizational practitioners and researchers. In Chapter 11, we will look at a fundamental shift in the way we have come to view organizations and the people in them. This is the shift from assuming organizations are always “rational” and “logical” to acknowledging the role of emotion in organizational life. In Chapter 12, we discuss the phenomenon of diversity in the workplace, considering the ways in which various aspects of diversity—race, culture, gender, age, sexual orientation, and others—affect communication in the workplace. In Chapter 13, we examine communication technology in the workplace and how technology has shifted the way we work and think about work. Finally, in Chapter 14, we conclude in much the same way we began—by considering trends that are changing the landscape of organizations.

DISCUSSION QUESTIONS

1. How have organizations that you work in or have dealings with been affected by issues such as globalization, terrorism, climate change, and changing demographics? How do these issues have different effects on different people and different kinds of organizations?
2. Consider how airports deal with homeland security. What organizational communication processes have changed as a result of the threat of terrorism? Do you think airports and airlines have dealt effectively with these changes? Why or why not?
3. What kinds of organizational structures and processes stem from globalization? Why are these new structures and processes necessary? How do they enhance—or detract from—the quality of life for individuals working in or with the organizations?
4. How would each of the communication domains considered in this chapter approach the organizational issues that arose in the aftermath of events such as the BP oil spill, the Boston Marathon bombings, or tornadoes that often strike the midsection of the United States? How do these different lenses help us understand the complexity of organizational communication processes?

KEY CONCEPTS

globalization
outsourcing
terrorism
war on terror
homeland security

climate change
“green” companies
demographics
generational cohorts
requisite variety

transmission model of
communication
constitutive model of
communication
domains of communication theory