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Nota di contenuto	THE BREAKDOWN OF HIERARCHY: Communicating in the Evolving Workplace; Copyright; Contents; Preface; Chapter 1Communications, Corporations, and Change; Chapter 2Electronic Media: Sudden Impact or Business as Usual?; The First Electronic Medium: The Telegraph; The Telephone and the Telephone Company; Radio; Broadcast Television Networks; Cable Television; Videotape and Organizational Video Networks; Interactive Videodisc; Multimedia; Satellites and Teleconferencing; Computers and LANs; E-mail; The Internet; Summary; Chapter 3Electrovisual Media and the American Corporation The Evolving American CorporationTechnology Diffusion; The Breakdown of Hierarchy; The Future Structure of American Corporations; Where Will All the People Go?; Chapter 4The Emerging Corporate Landscape; Upsizing, Downsizing, and Corporate Responsibility; Upsizing: Competition Through Acquisition; Downsizing: Growth Through Reduction; Corporate Failure and Social Responsibility; The New Employment Contract; Chapter 5The New

Diversity Benchmark; Gender Diversity; Racial Diversity; Age Diversity; Cultural Diversity; The Communication Diversity Challenge of the Future: Cognitive Diversity

Chapter 6 Reshaping the Boundaries Around Business Going with the Flow: Organization Design and Communication; Corporate Communication: The Structure Behind the Structure; Communication Efficacy and Organizational Size; Alliances; Future Structures: Enter the Networked Organization; The Corporate Manager as a Network Communicator: New Roles, New Rules, New Responsibilities; Bringing Who You Are to What You Do: Communication Behaviors in Organizations; Media Richness; Social Influence Model of Technology Use; Communication and Information Overload

The New Responsibilities of Communicating in the Future The Way Things Are Done Around Here: Organizational Culture and Communication; The Learning Organization; Metaphor; Emotion; Electronic Media and Status; Communicating Amidst Cultural Crisis;

Chapter 7 Harnessing the Power of Electronic Communication Technology; Linear Video; The Benefits for Employee and Management Communications; The Benefits for Employee and Management Training; Teleconferencing, a.k.a. Business Television; Examples; Multimedia (Interactive Videodisc and CD-ROM); E-mail; The Benefits of E-mail; Netiquette

The Internet and the World Wide Web The Office Away from the Office;

Chapter 8 Lessons from the Leaders; Forms of Change: A Framework for the Lessons; Motorola Semi-Conductor Sector: Communicating Amidst Changes in Identity; The Change; The Change Communication Tools; The Change Communication Campaign; The Impact; Lessons Learned; Conclusion; ABC Corporation: Communicating Amidst Changes in Coordination; The Change; The Communication Campaign; Organization Design; The Impact; Conclusion; Honeywell: Communicating Amidst Changes in Control; The Change; The Change Communication Campaign

The Impact

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### Sommario/riassunto

The Breakdown of Hierarchy explores the changes that have taken place in the second half of the 20th century and how organizations of all sizes can harness electronic media to open the lines of dialogue and corporate conversation. Never before published case studies of Honeywell, Motorola and Raychem are discussed. Eugene Marlow has been involved with the strategic application of print and electronic media for over 25 years. He has consulted to dozens of organizations in the media, technology, healthcare, consumer products, and non-profit sectors. Dr. Marlow teach

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