



FUNDAÇÃO ARMANDO ALVARES PENTEADO
CENTRO UNIVERSITÁRIO ARMANDO ALVARES PENTEADO

Course: ORGANIZATIONAL COMMUNICATION IN COMPLEX ENVIRONMENTS	Code: GRA1269	Workload: 36
Program: AG - BUSINESS ADMINISTRATION		

COURSE DESCRIPTION

Complexity as a paradigm for reading organizational environments. Social, political, economic, technological and environmental transformations of the contemporary landscape. The organization as a communicative system in a complex world: self-organization, order and disorder. Impacts on organizational communication: culture, learning, voice, silence and psychological safety. Development of the ability to understand, analyze and design organizational communication strategies in complex environments, considering the impacts of contemporary transformations on organizations, their multiple stakeholders and the challenges of professional communication practice.

COURSE OBJECTIVES

By the end of the course, students should be able to:

- Read organizational scenarios through the complexity paradigm, identifying interdependence, contradiction, ambiguity, uncertainty and context, rather than linear cause-and-effect explanations.
- Relate global social, political, economic, technological and environmental transformations to the concrete communication decisions organizations make.
- Analyze organizational culture as a dynamic and multifaceted phenomenon through the dimensions of knowledge, code, existence and action.
- Assess the communicative conditions — voice, silence, trust and psychological safety — that enable or block learning in teams.
- Build and defend a reasoned critical reading of an academic text, leading a class debate and connecting theory to contemporary organizational cases.

METHODOLOGY

- Lectures with multimedia support (slides, videos and interactive presentations).
- Student-led seminars: each student or pair leads a session based on a previously assigned text, presenting an interpretive reading of the text and promoting a class debate that connects theory to contemporary organizational cases.

COURSE CONTENT

1. Complexity as a Paradigm.
 - 1.1 Edgar Morin and complex thought: the whole and the parts.
 - 1.2 Restricted complexity and general complexity.
 - 1.3 Premises of complexity: uncertainty, contradiction, ambiguity, interdependence and context.
2. A Complex World.
 - 2.1 Social, political-economic and organizational transformations of the contemporary landscape.
 - 2.2 Global flows and their disjunctures: migration, media, technology, capital and ideology.
 - 2.3 The climate crisis as a question of power.
3. Organizations in a Complex World.
 - 3.1 The organization as communication: relations between the macrosystem (social structure) and the microsystem (the organization).
 - 3.2 Self-organization, order and disorder in organizational studies.
 - 3.3 Innovation and containment: what is preserved so that innovation can happen.
4. Impacts on Organizational Communication.
 - 4.1 Organizational culture as a dynamic phenomenon: knowledge, code, existence and action.
 - 4.2 Managing culture: preserving core values while renewing competencies.
 - 4.3 Voice, silence and psychological safety as communicative conditions for learning.
 - 4.4 From the instrumental to the interpretive approach to organizational communication.

BIBLIOGRAFIA BÁSICA

MORIN, Edgar. Introdução ao pensamento complexo. Porto Alegre: Sulina, 2015.

KUNSCH, Margarida Maria Krohling (org.). Comunicação organizacional: histórico, fundamentos e processos. São Paulo: Saraiva, 2009.

EDMONDSON, Amy C.. A organização sem medo: criando segurança psicológica no local de trabalho para aprendizado, inovação e crescimento. Rio de Janeiro: Alta Books, 2020.

BIBLIOGRAFIA COMPLEMENTAR

MORIN, Edgar. Os sete saberes necessários à educação do futuro. São Paulo: Cortez, 2000.

SCHEIN, Edgar H.; SCHEIN, Peter.. Cultura Organizacional e Liderança. 5.ed.. São Paulo: Atlas, 2022.

TORQUATO, Gaudêncio. Cultura, Poder, Comunicação, Crise e Imagem: fundamentos das organizações do século XXI. 2.ed.. São Paulo: Cengage Learning Brasil,, 2024.

GOMES, Emerson C.. Propósito Organizacional e Estratégias de Comunicação Interna. São Paulo: Saraiva, 2021.

FREITAS, Maria Ester de. Cultura Organizacional: evolução e crítica. São Paulo: Cengage Learning, 2012.

OUTRAS PUBLICAÇÕES, VIDEOS E SITES

ASSESSMENT CRITERIA

TRUNCATE((((N1F*4) + (N2F*6))/10),1)

ASSESSMENT CRITERIA DESCRIPTION

N1F Assessment 1 (40%): Individual written exam

N2F Assessment 2 (60%): Seminar and individual exam