Active Women in Ads: An Update
Jennifer V. Tarvin, 1997
ABSTRACT: Advertising helps create and perpetuate stereotypes about women and their interests. Sport for women has grown significantly over the past two decades. This study, in part a replication of the Poe (1976) study “Active Women in Ads” and also an extension of her study, was conducted to determine if there have been changes in the depiction of women in sport in magazine advertisements over the past twenty years reflecting this growth. Results show active women appear both more frequently and in more varied depictions in Life, Saturday Evening Post, and Ladies Home Journal in 1996 than they did in 1928, 1956, or 1972. A similar analysis of three sport interest magazines Women’s Sports & Fitness, Sports Illustrated, and Sports Illustrated for Kids also find numerous and varies depictions of active women.

The Relationship Between Organizational Work Climate and Perceived Effectiveness in Protestant Church Leaderships
Charlie Chung, 1995
Faculty Advisor: John C. Lammers
ABSTRACT: Little research has been conducted with the leadership of a church as the unit of analysis, which would capture a greater picture of administrative processes. The International Communication Association (ICA) Communication Audit Organizational Climate Survey, the ICA Communication Practices measure, and A. Nauss’s (1994) Ministerial Activities Scale (MAS) are all adapted for church leaderships to assess the relationship between climate and perceived effectiveness, taking communication and structural variables into account. 15 church leaders were surveyed (N=152), and regression analysis was used to predict four scales of the MAS. Significant climate scales include managerial support and structure, planning, and adaptability/change. Communication accuracy and whether the church was mainline or not also were significant predictors. The reliability and validity of the scales as applied to church leaderships was established, as was the importance of perceived climate for their effectiveness.

Sex, Power and Managerial Effectiveness: Does Language Make a Difference?
Jessica S. Levin, 1995
Faculty Advisor: Kathy Boggs
ABSTRACT: Leader effectiveness involves a manager’s ability to demonstrate competence on the job and to satisfy subordinates’ needs. Findings from prior research provide contradictory views of the extent to which gender stereotypes continue to influence subordinates’ ratings of managers’ leader effectiveness. This study looks at the effects of language use, manager sex, and student sex on ratings of leader effectiveness. Questionnaires were distributed to 246 lower division undergraduates at the University of California, Santa Barbara. Each questionnaire contained a vignette showing a male or female manager giving orders using either stereotypical male or female language. Participants were asked to assume the role of a subordinate and rate the manager on the three characteristics of the Gender-Linked Language Effect (GLLE), French and Raven’s (1959) five bases of power, use of a relational or task-oriented management style, and leader effectiveness. Results indicated that study participants perceived the masculine language version of the vignette, whether spoken by a male or female, to be more masculine, powerful and direct than the feminine language vignette, with gender and power being the two significant
predictors of language type. Participant sex had no significant effects on the dependent variable, but manager sex was related to ratings of aesthetic quality and reward power. Significant differences based on language type were found for the three GLLE dimensions and three bases of power (coercive, reward, and legitimate). However, testing for the existence of significant paths among the variables showed that only dynamist and aesthetic quality were significant predictors of language, and that none of the variables were significant predictors of manager sex. Lastly, a combination of seven variables were found to predict 66% of the variance in leader effectiveness ratings. Two of these variables, socio-intellectual status and aesthetic quality ratings, together accounted for 55% of that total, with higher amounts of each leading to higher leader effectiveness ratings. Use of feminine language directly resulted in a small decrease in ratings of leader effectiveness, but indirectly increased effectiveness ratings by positively influencing ratings of aesthetic quality. Overall, the results indicate that a combination of male and female leadership styles led to higher leader effectiveness ratings than use of either stereotypically masculine or stereotypically feminine behaviors alone.

Organizational Climate and Commitment on a Sample of Volunteers
Lisa Ann K. Sato, 1995
Faculty Advisor: John Lammers
ABSTRACT: This paper reports the findings of a study of 42 volunteers at a small, non-profit homeless agency. It was hypothesized that organizational climate and communication patterns would influence volunteers’ levels of commitment. The results of the study indicated that volunteers’ perceptions of climate and communication patterns were positively related with levels of commitment. A research question is also posited to examine whether high climate and commitment levels coincide with high reputation scored for the non-profit organization.

The Predictive Potential of Structuration
Steven Gregory, 1994
Faculty Advisor: David Seibold

Review of Research on Self-Directed Work Teams: Investigation into Group Processes Mediating SDWT Effectiveness
Heather N. Pintane, 1994
Faculty Advisor: David Seibold
ABSTRACT: In the past decade American industries have experienced increasing problems in competing nationally and in the global market place. Advanced technology has intensified demands on performance standards, quality, speed and cost (Lawler, 1991). The need for change in business organizations has introduced, among other things, a “new plant revolutions” characterized by new management technologies. Many organizations have abandoned the pyramidal structures and rigid bureaucratic designs of the traditional work place in an attempt to address problems of decreased productivity, and satisfaction and increased turnover and absenteeism (Cotton, 1993; Seibold, in press). In the past American industries have focused their efforts on “portfolio strategies, investment in automation, (and) offshore manufacturing” while ignoring human capital as a powerful and valuable resource (cotton, 1993), p.1). Currently, a variety of employee involvement efforts have introduced team based programs that increase employee participation and empowerment in an attempt at utilizing this capital. One of the more
radical approaches to employee participation is the Self-Directed Work Team (SDWT)/Autonomous Work Group.

The use of SDWT’s has increased dramatically in the last several years, reportedly “the fastest growing approach to participation in the late 1980s and early 1990s” (Cotton, 1993, p.173). In a recent poll of Fortune 1000 organizations (Dumaine, 1990) surveyed seven percent of the organizations currently employed SDWT’s, with more than half planning on organizing into teams in the future (Cotton, 1993). This emerging popularity invites a comprehensive and analytical review of the literature to assess the validity of SDWT’s. Further, current literature has focused primarily on implementation and performance of the teams in the context of organizational functioning, while neglecting the communicative processes that mediate the relationship between SDWT characteristics and outcomes. Researchers and practitioners alike must investigate the unique group processes at work in SDWT’s as a means of manipulating the success of the teams. Past literature reviews of SDWT’s have: 1) included treatment of SDWT’s in connection with broad discussions of sociotechnical systems (Beekun, 1989; Cummings et al. 1977; Pasmore et al., 1982), or 2) focused on determining general and specific effects of teams (Cotton, 1993; Gladstein, 1984; Pearce & Ravlin, 1987; Sundstrom et al. 1990).

This paper attempts to address the limitations in existing reviews through two means. First, a thorough and analytical review of the literature on SDWT’s is undertaken that includes discussion and critique of 1) definitions of SDWT’s (paying special attention to researchers’ operationalization of teams), 2) research designed of empirical studies of SDWT’s, 3) variables studies, 4) communication factors related to teams and 5) group processes related to teams. Second, this review will be coupled with literature from other relevant domains (i.e., small group research, communication, organizational) in order to develop SDWT theory and provide implications for future research.

Voter Attitudes Toward Candidates in a Female vs. Male Political Campaign Using Negative Advertising
Deborah Dinzes, 1991
ABSTRACT: Negative advertising in political campaigns has recently received a great deal of attention in the popular press. Indeed, negative advertising was the most discussed issue of the 1988 Presidential election (Hill, 1989). Despite the recent attention, however, negative advertising has been with us for a long time. As Montague Kern, author of 30- Second Politics, said: “As soon as there were spots, there were attack spots” (p.iii).

Information Management Strategies in the Leaving-Home Transition
Melanie J. Mickelson, 1991
Faculty Advisor: John Wiemann
ABSTRACT: People exchange information using unique information management strategies that vary across different relationships and contexts. This strategic communication defines relationships as they build and deteriorate according to the amount and type of information which is intentionally exchanged and withheld.

This is a cross-sectional study that looks at the relationship between college students and their parents. The time when the child goes to college is a transitional period for the parents and young adult because their relationship is changing from the original complementary state into more of a symmetrical one.
Interpersonal relationships can be symmetrical or complementary depending on how equal the amount of exchanged information is (Verderber and Verderber, 1980.) In a symmetrical relationship, the sender discloses information about the self and the receiver reciprocates. This equal exchange of information helps define the relationship, as each individual has equal amounts of perceived control. In a complementary relationship, however, the exchange of information is unequal because each member has certain roles and boundaries. An example of this complementary relationship is the parent-child relationship.

This study investigates this parent-child relationship in transition looking to determine what information management strategies are used by young adults in college when communicating with their parents. Each parent is analyzed separately in order to assess for possible differences in strategies used with mothers and fathers. The study also tests for apparent sex differences that may exist in strategies used by the young adults. Finally, these strategies are investigated to see if certain ones predict higher degrees of relationship satisfaction.

The Perceived Effects of Stress on Communication Patterns in Organizations
Diana Sapp, 1991
Faculty Advisor: Jane Elvins

Beliefs about Talk: A Study of Married Couples
Laura McHugh, 1989
ABSTRACT: This paper explores married couples’ beliefs about the function of talk and silence in their marriage. In the past, beliefs about talk have been studied on a cultural level, for example, finding differences between Caucasian American and native Chinese beliefs about talk. Beliefs about talk have also been studied on a subcultural level, specifically, studying intergenerational beliefs. The findings of these studies are encouraging; they suggest the value of the beliefs about talk concept for understanding functions of talk and silence in informal social conversations. Furthermore, they prompt application of the concept to other “levels” of communication study. The present study employs this idea, extending the concept to the interpersonal “level,” in exploration of individual beliefs about talk among married couples.