

Contents

Part I	Towards a Cognitive Theory of Communication	1
1	The Phenomenon of Human Communication	3
	The Origins of the Philosophical Interest in Communication	3
	The Society of Communication	5
	What's Special about Humans?	7
	The Ninth Month Revolution and the Role of Language	10
	The Code Model	12
	Chapter Summary	16
	Focus Points	17
	Further Introductory Reading	17
	Further Advanced Reading	17
	Study Questions	18
	Sample Essay Questions	18
2	The Semiotic Approach	19
	What Is Semiotics	19
	The Peircean Model of Sign	20
	The Saussurean Model of Sign	22
	<i>Langue</i> and <i>Parole</i>	23
	Systems of Signs	24
	A Semiotic Analysis of Communication?	26
	Chapter Summary	27
	Focus Points	28
	Further Introductory Reading	28
	Further Advanced Reading	28
	Study Questions	28
	Sample Essay Questions	29
3	Syntactic, Semantic, and Pragmatic Rules	31
	X-bar Theory	31
	Truth-Conditional Semantics	37

Speech Acts	40
Chapter Summary	43
Focus Points	44
Further Introductory Reading	44
Further Advanced Reading	44
Study Questions	45
Sample Essay Questions	45
4 The Limits of the Code Model	47
Contextual Information	48
Saturation	48
Ambiguity	49
Free Enrichment	50
Indirect Speech Acts	51
Inferences	53
Mutual Knowledge	55
Chapter Summary	60
Focus Points	61
Further Introductory Reading	61
Further Advanced Reading	61
Study Questions	62
Sample Essay Questions	62
5 Grice's Inferential Model	63
What a Speaker Means	63
Natural Meaning and Non-natural Meaning	63
Sentence Meaning and Speaker Meaning	64
The Role of Communicative Intentions	66
A Challenge for Grice's Approach	68
Conversational Implicatures	69
What Is Said and What Is Implicated	69
Principle of Cooperation and Conversational Maxims	71
Examples of Violation of the Maxims	74
Chapter Summary	76
Focus Points	77
Further Introductory Reading	77
Further Advanced Reading	77
Study Questions	78
Sample Essay Questions	78
6 Levels of Meaning	79
Kinds of Implicatures	79
Entailments	79
Conventional implicatures	80
Generalized Conversational Implicatures	80
Scalar Implicatures	81

Properties of the Implicatures	83
Calculability	83
Being Part of What is Said	85
Cancellability	86
Non-Detachability	87
How Many Levels of Content Are There?	88
Chapter Summary	91
Focus Points	92
Further Introductory Reading	92
Further Advanced Reading	92
Study Questions	92
Sample Essay Questions	93
7 Relevance Theory	95
Mutual Cognitive Environments	96
Relevance and Information Processing	99
An Attentional Bottleneck	99
Processing Effort and Contextual Effects	101
Relevance	103
Ostension and Communication	105
Ostensive Stimuli	105
The Principle of Relevance	106
The Role of Contextual Information	109
Relevance at Play: Cognitive Environments, Echo Chambers, and Fake News	111
Explicatures and Implicatures	114
Logical Forms	114
Lexical Pragmatics	116
Implicatures	118
Poetic Effects	119
Figures of Speech	120
Conclusions	121
Problems for Relevance Theory	121
What Role is Left for Literal Meaning?	123
What Communication is not and What it Probably is	124
Chapter Summary	125
Focus Points	126
Further Introductory Reading	127
Further Advanced Reading	127
Study Questions	127
Sample Essay Questions	128

Part II The Role of Communication in Conflict Transformation	129
8 What Are Conflicts and Why Do They Occur?	131
The Idea of Conflict	131
The Ancient World	132
The Debate on Modern Jusnaturalism	133
Classical Liberalism	135
The Dialectic Approach	136
Sociology	137
Understanding Conflicts	140
Different Approaches to a Definition	140
Conflict Formations	142
Characteristics of a Conflict	145
Conclusions	149
Chapter Summary	149
Focus Points	150
Further Introductory Reading	150
Further Advanced Reading	150
Study Questions	150
Sample Essay Questions	151
9 Conflict Analysis	153
Parties	153
Actions and Responsibilities	154
Allies and Third Parties	155
Attitudes and Interpretations	157
Issues	159
Resources	159
Values and Beliefs	160
Needs	161
Adversarial Actions	163
A Typology	163
Questioning Some Distinctions	165
Conflict-Copying Styles	166
Conclusions	168
Chapter Summary	169
Focus Points	169
Further Introductory Reading	170
Further Advanced Reading	170
Study Questions	170
Sample Essay Questions	170
10 Conflict Dynamics	171
Interaction and Strategies	171
Game Theory	173
The Prisoner's Dilemma: Rationality vs. Cooperation	179

Reiterated Games	183
The Evolutionary Perspective on Reiterated Games	188
Conclusions	193
Chapter Summary	194
Focus Points	195
Further Introductory Reading	195
Further Advanced Reading	195
Study Questions	195
Sample Essay Questions	196
11 Conflict Transformation	197
Resolution vs. Transformation	197
Escalation and De-escalation	199
Reframing	206
Frames as Cognitive Environments	206
Reframing Conflicts	208
Overcoming Obstacles in Reframing	211
Chapter Summary	215
Focus Points	215
Further Introductory Reading	215
Further Advanced Reading	216
Study Questions	216
Sample Essay Questions	216
Part III The Communicative Constitution of Organizations	217
12 Organizations and Communication	219
What Is an Organization?	219
The CCO Thesis	223
Different Approaches to the Study of Organizations	226
Chapter Summary	227
Focus Points	228
Further Introductory Reading	228
Further Advanced Reading	228
Study Questions	228
Sample Essay Question	228
13 Classical Theories of Organizations	229
Scientific Management	229
Frederick Taylor	231
Henri Fayol	233
Max Weber	235
Communication in the Scientific Management Approach	236
Human Relations	238
Elton Mayo	238
Douglas McGregor	240

Rensis Likert	243
Communication in the Human Relations approach	245
Chapter Summary	246
Focus Points	247
Further Introductory Reading	247
Further Advanced Reading	248
Study Questions	248
Sample Essay Question	248
14 Systems Theory	249
Organizations as Systems	250
A General Theory of Systems	250
Organizations and Their Environment	252
Organizations as Systems of Roles	254
Learning Organizations	256
The Beer Game	257
The Fifth Discipline	258
Systems Archetypes	260
Communication in Systems Theory	262
Chapter Summary	263
Focus Question	264
Further Introductory Reading	264
Further Advanced Reading	264
Study Questions	264
Sample Essay Questions	265
15 Sensemaking	267
Organizing	268
Loose Couplings	268
Making Sense of Experience	269
The Need for Sensemaking	270
The Ingredients of Sensemaking	271
Enactment	271
Selection	273
Retention	275
Cause Maps and Stories	276
Sensemaking as a Social Process	278
A Tension in Sensemaking	279
Chapter Summary	280
Focus Points	281
Further Introductory Reading	281
Further Advanced Reading	281
Study Questions	282
Sample Essay Questions	282

16 Emergent Organizations	283
The Notion of Emergence	283
Emergentism About Mental Episodes	284
A Powerful Analogy	286
Neural Networks	289
Upshots of the Computational Analogy	291
Chapter Summary	292
Focus Points	293
Further Introductory Reading	293
Further Advanced Reading	293
Study Questions	294
Sample Essay Questions	294
17 Objectivity	295
Artifacts and Culture	295
Texts and <i>Actants</i>	299
Norms and Statuses	302
Chapter Summary	306
Focus Points	307
Further Introductory Reading	307
Further Advanced Reading	307
Study Questions	308
Sample Essay Questions	308
18 Normativity	309
Shared Intentions and Cooperation	310
We-Intentions and Recognition	315
Chapter Summary	321
Focus Points	322
Further Introductory Reading	322
Further Advanced Reading	322
Study Questions	322
Sample Essay Questions	323
Bibliography	325
Index	341