

**MA-WW-BWL-2005; D-WW-WIWI-2005**

**Topic: Voice and Silence in Organizations**  
**Lecturer: Prof. Dr. Frank Schirmer**

**Course Description / Content:**

In general, this seminar will focus on theories in the field of management and organization. Thus, participants should be prepared and willing to deal with current scientific concepts in this field. In particular, this year we will focus on how voice and silence in organizations emerge and how they will affect learning, innovation and change.

When organization members voluntarily communicate dissent, concerns or information about problems in organizations to leaders or co-workers, they are engaging in voice. When such input is withheld, they are displaying silence. Voice is considered in the literature as a means to foster innovation, learning and change in organizations. Accordingly, silence is supposed to weaken these processes and seen as detrimental to organizations. Employee silence may have many reasons, such as anxiety, pro-social or opportunistic behavior. Although there are some empirical studies dealing with voice and silence in organizations, the social dynamics are not yet understood in detail.

In this seminar, participants will review the current state of knowledge regarding the factors and processes which affect whether organization members engage in voice or remain silent. Research findings on the organizational and individual effects of employee voice and silence are also reviewed. Last but not least, practical implications for the management of organizations will be drawn.

More nuanced details on class content will be announced during the seminar kick-off.

**Learning objective:**

The course has the following objectives:

- To advance your understanding of human behavior in organizations in general
- To get familiar with current research on voice and silence in organizations in particular
- To deepen the knowledge from this research to effectively deal with voice and silence within organizational settings.

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To reach these objectives, the willingness to read scientific papers, and the contributions of the participants are essential. We will use a mixture of homework, presentations and discussions, based on the seminar papers of the participants.

### **Participants & Enrollment**

The number of participants is limited to 12 students (master level/ advanced diploma level).

Students interested in attending the course can apply by sending an email to [bwl.organisation@tu-dresden.de](mailto:bwl.organisation@tu-dresden.de), which should include a short motivation letter and an up-to-date overview of grades from HISQIS. In case of more than 12 registrations, participants will be selected by lot.

Deadline for application will be Monday, 6th of April, 2020. All candidates will receive the decision on Wednesday, 8th of April via email. Students chosen for participation also will get an invitation to the corresponding OPAL course.

### **Credit Points: 5**

The credit points are earned when the module examination has been passed. Your performance in this course will be evaluated with a mixture of seminar paper and presentation. Students write and present seminar papers (20-25 pages) in dyads, i.e., 2 students per topic.

More details and the topics will be announced during the kick-off event.

**Course Language:** English

**Schedule:** (rooms will be announced in time)

The course is designed as block seminar.

- ~~16.04.20, 11:10-12:40~~, Kick-Off, introduction and assignment of topics  
The start date must be postponed due to the current situation. You will find up-to-date information on this in good time on our homepage and in the OPAL.
- 14.05.20, 11:10-14:30, student's presentations
- 11.06.20, 11:10-14:30, student's final presentations
- 08.06.20 deadline for submitting the seminar papers (as pdf via email)

### **Registration:**

16.03.-06.04.2020 via email to [bwl.organisation@tu-dresden.de](mailto:bwl.organisation@tu-dresden.de)

### **Basic Literature:**

Elizabeth W. Morrison (2014), *Employee Voice and Silence*. In: Annu. Rev. Organ. Psychol. Organ. Behav. 2014. 1:173-97.

The Annual Review of Organizational Psychology and Organizational Behavior is online at [orgpsych.annualreviews.org](http://orgpsych.annualreviews.org)