FOURTH EDITION

MANAGEMENT
COMMUNICATION
A CASE-ANALYSIS APPROACH

James S. O’Rourke, IV
Concurrent Professor of Management
Arthur F. and Mary J. O’Neil Director
The Eugene D. Fanning Center for Business Communication
Mendoza College of Business
University of Notre Dame

Prentice Hall
Upper Saddle River, New Jersey 07458
CONTENTS

Preface xv

Chapter 1 Management Communication in Transition  1
What Do Managers Do All Day?  2
The Roles Managers Play  3
Major Characteristics of the Manager’s Job  5
What Varies in a Manager’s Job? The Emphasis  6
Management Skills Required for the Twenty-First Century  7
Talk is the Work  7
The Major Channels of Management Communication
  Are Talking and Listening  8
The Role of Writing  9
Communication Is Invention  9
Information Is Socially Constructed  10
Your Greatest Challenge  11
Your Task as a Professional  11
For Further Reading  11
Endnotes  12
CASE 1-1 Odwalla, Inc. (A)  13
CASE 1-2 Great West Casualty v. Estate of G. Witherspoon (A)  17
CASE 1-3 Great Lakes Garments, Inc.  21

Chapter 2 Communication and Strategy  24
Defining Communication  24
Elements of Communication  25
Principles of Communication  25
Levels of Communication  26
Barriers to Communication  27
Communicating Strategically  27
Successful Strategic Communication  28
Why Communicating as a Manager Is Different  30
Crisis Communication  31
For Further Reading  35
Endnotes 35
CASE 2-1 Starbucks Corporation: Can Customers Breastfeed in a Coffee Shop? 36
CASE 2-2 Augusta National Golf Club: Membership for Women or Staying the Course? 42
CASE 2-3 Taco Bell Corporation: Public Perception and Brand Protection 51

Chapter 3 Communication Ethics 59
The Ethical Conduct of Employers 61
Defining Business Ethics 62
Three Levels of Inquiry 62
Three Views of Decision Making 63
An Integrated Approach 64
The Nature of Moral Judgments 64
Distinguishing Characteristics of Moral Principles 65
Four Resources for Decision Making 66
Making Moral Judgments 67
Applying Ethical Standards to Management Communication 69
Statements of Ethical Principles 69
The "Front Page" Test 72
For Further Reading 73
Endnotes 73
CASE 3-1 Excel Industries (A) 75
CASE 3-2 A Collection Scandal at Sears, Roebuck & Company 79
CASE 3-3 The Soul of Dell: The Value of Corporate Philosophy Statements 82
CASE 3-4 Citigroup: Restoring Ethics and Image Before Growth 87

Chapter 4 Speaking 96
Why Speak? 97
How to Prepare a Successful Management Speech 98
Develop a Strategy 98
Get to Know Your Audience 98
Determine Your Reason for Speaking 100
Learn What You Can About the Occasion 101
Know What Makes People Listen 101
Understand the Questions Listeners Bring to Any Listening Situation 102
Recognize Common Obstacles to Successful Communication 103
Support Your Ideas with Credible Evidence 105
Organize Your Thoughts 105
Keep Your Audience Interested 108
Select a Delivery Approach 110
Develop Your Visual Support 111
Rehearse Your Speech 113
Develop Confidence in Your Message and in Yourself 114
Deliver Your Message 114
For Further Reading 115
Endnotes 116
CASE 4-1 A Last Minute Change at Old Dominion Trust 117
CASE 4-2 Preparing to Speak at Staples, Inc. 118

Chapter 5 Writing 121
An Introduction to Good Business Writing 123
Fifteen Ways to Become a Better Business Writer 124
Writing a Business Memo 125
The Six Communication Strategies 125
Writing an Overview Paragraph 126
Sample Overviews 126
The Informative Memo 127
The Persuasive Memo 128
Standard Formats for Memos 129
Meeting and Conference Reports 130
Project Lists 130
Make Your Memos Inviting and Attractive 130
Editing Your Memos 131
Writing Good Business Letters 131
When You Are Required to Explain Something 133
When You Are Required to Apologize 134
A Few Words About Style 134
Make Your Writing Efficient 135
Chapter 6  Persuasion  154
   The Human Belief System  155
   Two Schools of Thought  155
   The Objectives of Persuasion  158
   Outcomes of the Attitudinal Formation Process  159
   The Science of Persuasion  160
   Successful Attempts at Persuasion  161
   Should You Use a One- or Two-Sided Argument?  167
   Not All That We Remember Is Actually True  168
   Managing Heads and Hearts to Change Behavioral Habits  169
   Five Myths about Changing Behavior  170
   Being Persuasive  170
   Endnotes  171

   CASE 6-1 The United States Olympic Committee: Persuading Business to Participate in the Olympic Movement  173

   CASE 6-2 An Invitation to Wellness at Whirlpool Corporation  175

   CASE 6-3 Kraft Foods, Inc.: The Cost of Advertising on Children's Waistlines  177

Chapter 7  Technology  184
   Life in the Digital Age  184
   Communicating Digitally  185
   Electronic Mail  186
   Privacy and Workplace Monitoring  190
   The Internet and Online Behavior  195
   Etiquette and Office Electronics  198
   Working Virtually  200
Contents xi

Teleconferencing 202
Technology on the Horizon 205
For Further Reading 207
Endnotes 207
CASE 7-1 Cerner Corporation: A Stinging Office Memo
Boomerangs 210
CASE 7-2 Vitruvius Sportswear, Inc.: A Question of Online
Privacy 215
CASE 7-3 Facebook Beacon (A): Cool Feature or an Invasion
of Privacy? 218

Chapter 8 Listening and Feedback 224
An Essential Skill 224
Why Listen? 225
The Benefits of Better Listening 226
The Role of Ineffective Listening Habits 227
An Inventory of Poor Listening Habits 227
Developing Good Listening Habits 230
The Five Essential Skills of Active Listening 231
A System for Improving Your Listening Habits 232
Giving and Receiving Feedback 233
Guidelines for Constructive Feedback 234
Knowing When Not to Give Feedback 235
Knowing How to Give Effective Feedback 236
Knowing How to Receive Feedback 238
For Further Reading 239
Endnotes 240
CASE 8-1(A) Earl's Family Restaurants: The Role of the Regional
Sales Manager 241
CASE 8-1(B) Earl's Family Restaurants: The Role of the Chief
Buyer 243
CASE 8-1(C) Earl's Family Restaurants: The Role of the
Observer 245
CASE 8-2(A) The Kroger Company: The Role of the Store
Manager 248
CASE 8-2(B) The Kroger Company: The Role of the Pepsi-Cola
Sales Manager 250
CASE 8-2(C) The Kroger Company: The Role of the Instructional
Facilitator 252
CASE 8-3 Three Feedback Exercises 254
Chapter 9 Nonverbal Communication 256
A Few Basic Considerations 257
Nonverbal Categories 257
The Nonverbal Process 258
Reading and Misreading Nonverbal Cues 258
Functions of Nonverbal Communication 259
Principles of Nonverbal Communication 260
Dimensions of the Nonverbal Code 261
The Communication Environment 261
Body Movement 261
Eye Contact 262
A Communicator’s Physical Appearance 262
Artifacts 263
Touch 263
Paralanguage 264
Space 265
Time 267
Color 268
Smell 269
Taste 270
Sound 270
Silence 270
For Further Reading 273
Endnotes 273
CASE 9-1 Olive Garden Restaurants Division: General Mills Corporation 275
CASE 9-2 Waukegan Materials, Inc. 277

Chapter 10 Intercultural Communication 280
Intercultural Challenges at Home 280
Cultural Challenges Abroad 282
Business and Culture 284
Definitions of Culture 284
Some Principles of Culture 285
Functions of Culture 288
Ethnocentrism 288
Cross-Cultural Communication Skills 288
For Further Reading 289
Chapter 11 Managing Conflict 296
A Definition of Conflict 298
Conflict in Organizations 298
Sources of Conflict in Organizations 299
Sensing Conflict 299
The Benefits of Dealing with Conflict 301
Styles of Conflict Management 301
So, What Should You Do? 303
What If You're the Problem? 305
For Further Reading 306
Endnotes 307
CASE 11-1 Hayward Healthcare Systems, Inc. 308
CASE 11-2 Dixie Industries, Inc. 310
CASE 11-3 Hershey Foods 314
Appendix A Timeline 321
Appendix B Impact on Hershey Stock 323

Chapter 12 Business Meetings That Work 324
What's the Motivation for Meeting? 325
So, Why Meet? 326
What Is a Business Meeting? 326
When Should I Call a Meeting? 327
When Should I Not Call a Meeting? 327
What Should I Consider as I Plan for a Meeting? 328
How Do I Prepare for a Successful Meeting? 329
What Form or Meeting Style Will Work Best? 331
How Do I Keep a Meeting on Track? 332
What Should I Listen for? 333
What Should I Look for? 333
What Should I Write Down? 334
How Can I Make My Meetings More Productive? 335
Can Business Meetings Ever Improve? 336
For Further Reading 337
Endnotes 337
CASE 12-1 Spartan Industries, Inc. 338
CASE 12-2 American Rubber Products Company (A) 340

**Chapter 13 Dealing with the News Media** 345

- Introduction 345
- Why Interviews Are Important 347
- Should You or Shouldn’t You? 350
- A Look at the News Media 353
- Getting Ready 357
- Making It Happen 359
- Staying in Control of an Interview 360
- Follow-Up 362
- For Further Reading 363
- Endnotes 363

**CASE 13-1 L’Oreal USA: Do Looks Really Matter in the Cosmetic Industry?** 364
**CASE 13-2 Taco Bell: How Do We Know It’s Safe to Eat?** 369

**Exercise 13-1 Buon Giorno Italian Foods, Inc.** 378
**Exercise 13-2 O’Brien Paint Company** 380

**Appendix A Analyzing a Case Study** 382
**Appendix B Writing a Case Study** 389
**Appendix C Sample Business Letter** 397
**Appendix D Sample Business Memo** 399
**Appendix E Sample Strategy Memo** 401
**Appendix F Documentation** 404
**Appendix G Media Relations for Business Professionals: How to Prepare for a Broadcast or Press Interview** 413
**Appendix H Sample Press Release** 419

**Index** 421