Management Communication

A CASE-ANALYSIS APPROACH

James S. O'Rourke, IV

Teaching 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

Boston Columbus Indianapolis New York San Francisco Upper Saddle River Amsterdam Cape Town Dubai London Madrid Milan Munich Paris Montreal Toronto Delhi Mexico Sao Paulo Sydney Hong Kong Seoul Singapore Taipei Tokyo

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 6 Talk /s the Work 7 The Major Channels of Management Communication Are Talking and Listening 8 The Role of Writing 8 Communication Is Invention 9 Information Is Socially Constructed 10 Your Greatest Challenge 10 Your Task as a Professional 11 For Further Reading 11 **Endnotes 11** CASE 1-1 Odwalla, Inc. (A) 13 CASE 1-2 Great West Casualty v. Estate of G. Witherspoon (A) 17 CASE 1-3 Domino's "Special" Delivery: Going Viral Through Social Media 19 Chapter 2 Communication and Strategy 26 **Defining Communication 26** Elements of Communication 27 Principles of Communication 27 Levels of Communication 28 Barriers to Communication 29 Communicating Strategically 29 Successful Strategic Communication 30 Why Communicating as a Manager Is Different 32

Crisis Communication 33 For Further Reading 36

Endnotes 37

CASE 2-1 Starbucks Coffee Company: Can Customers Breastfeed in a Coffee Shop? 37

CASE 2-2 Taco Bell Corporation: Public Perception and Brand Protection 43

Chapter 3 Communication Ethics 50

The Ethical Conduct of Employers 52

Defining Business Ethics 52

Three Levels of Inquiry 53

Three Views of Decision Making 54

An Integrated Approach 55

The Nature of Moral Judgments 55

Distinguishing Characteristics of Moral Principles 56

Four Resources for Decision Making 57

Making Moral Judgments 58

Applying Ethical Standards to Management Communication 60

Statements of Ethical Principles 60

The "Front Page" Test 63

For Further Reading 64

Endnotes 64

CASE 3-1 Excel Industries (A) 66

CASE 3-2 A Collection Scandal at Sears, Roebuck & Company 69

CASE 3-3 The Tiger Woods Foundation:
When Values and Behavior Collide 72

CASE 3-4 Google's New Strategy in China: Principled Philosophy or Business Savvy? 79

Chapter 4 Speaking 88

Why Speak? 89

How to Prepare a Successful Management Speech 90

Develop a Strategy 90

Get to Know Your Audience 90

Determine Your Reason for Speaking 92

Learn What You Can About the Occasion 93

Know What Makes People Listen 93

Understand the Questions Listeners Bring to Any Listening Situation 94

Recognize Common Obstacles to Successful Communication 95

Support Your Ideas with Credible Evidence 96

Organize Your Thoughts 97

Keep Your Audience Interested 100

Select a Delivery Approach 102

Develop Your Visual Support 103

Rehearse Your Speech 104

Develop Confidence in Your Message and in Yourself 105

Deliver Your Message 106

For Further Reading 107

Endnotes 107

CASE 4-1 A Last Minute Change at Old Dominion Trust 108

CASE 4-2 Preparing to Speak at Staples, Inc. 110

Chapter 5 Writing 112

An Introduction to Good Business Writing 114

Fifteen Ways to Become a Better Business Writer 114

Writing a Business Memo 116

The Six Communication Strategies 116

Writing an Overview Paragraph 116

Sample Overviews 117

The Informative Memo 118

The Persuasive Memo 118

Standard Formats for Memos 119

Meeting and Conference Reports 120

Project Lists 120

Make Your Memos Inviting and Attractive 121

Editing Your Memos 121

Writing Good Business Letters 122

When You Are Required to Explain Something 123

When You Are Required to Apologize 124

A Few Words About Style 124

Make Your Writing Efficient 124

Speak When You Write 126

How to Make Passive Verbs Active 127

Make Your Bottom Line Your Top Line 128

How to Encourage and Develop Good Writers 128

For Further Reading 129

Endnotes 130

CASE 5-1 Cypress Semiconductor Corporation 130

CASE 5-2 Carnival Cruise Lines:

Fire Aboard a Stranded Cruise Ship 137

CASE 5-3 AntennaGate: Apple's Loss of Signal (A) 146

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 159

Successful Attempts at Persuasion 160

Should You Use a One- or Two-Sided Argument? 167

Managing Heads and Hearts to Change Behavioral Habits 169

Being Persuasive 170

Endnotes 171

CASE 6-1 The United States Olympic Committee:

Persuading Business to Participate in the Olympic

Movement 172

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 176

Chapter 7 Technology 182

Life in the Digital Age 182

Communicating Digitally 183

Electronic Mail 184

Privacy and Workplace Monitoring 188

The Internet and Online Behavior 193

Text Messaging 193

Social Media 194

Etiquette and Office Electronics 195

Working Virtually 197

Teleconferencing 199

For Further Reading 202

Endnotes 202

CASE 7-1 Cerner Corporation: A Stinging Office Memo Boomerangs 205

CASE 7-2 Johnson & Johnson's Strategy with Motrin: The Growing Pains of Social Media 209

CASE 7-3 Facebook Beacon (A): Cool Feature or an Invasion of Privacy? 215

Chapter 8 Listening and Feedback 221

An Essential Skill 221

Why Listen? 222

The Benefits of Better Listening 223

The Role of Ineffective Listening Habits 224

An Inventory of Poor Listening Habits 224

Developing Good Listening Habits 227

The Five Essential Skills of Active Listening 228

A System for Improving Your Listening Habits 229

Giving and Receiving Feedback 230

Guidelines for Constructive Feedback 230

Knowing When Not to Give Feedback 232

Knowing How to Give Effective Feedback 232

Knowing How to Receive Feedback 235

For Further Reading 236

Endnotes 236 /

CASE 8-1(A) Earl's Family Restaurants: The Role of the Regional Sales Manager 237

CASE 8-1(B) Earl's Family Restaurants: The Role of the Chief Buyer 239

CASE 8-1(C) Earl's Family Restaurants: The Role of the Observer 241

CASE 8-2(A) The Kroger Company: The Role of the Store Manager 243

CASE 8-2(B) The Kroger Company: The Role of the Pepsi-Cola Sales Manager 245

CASE 8-2(C) The Kroger Company: The Role of the Instructional Facilitator 246

CASE 8-3 Three Feedback Exercises 248

Chapter 9 Nonverbal Communication 250

A Few Basic Considerations 251

Nonverbal Categories 251

The Nonverbal Process 252

Reading and Misreading Nonverbal Cues 252

Functions of Nonverbal Communication 253

Principles of Nonverbal Communication 254

Dimensions of the Nonverbal Code 255

The Communication Environment 255

Body Movement 255

Eye Contact 256

A Communicator's Physical Appearance 256

Artifacts 257

Touch 257

Paralanguage 258

Space 259

Time 261

Color 262

Smell 263

Taste 264

Sound 264

Silence 264

For Further Reading 267

Endnotes 267

CASE 9-1 Olive Garden Restaurants Division: General Mills Corporation 269

CASE 9-2 Waukegan Materials, Inc. 271

Chapter 10 Intercultural Communication 273

Intercultural Challenges at Home 273

Cultural Challenges Abroad 275

Business and Culture 277

Definitions of Culture 277

Some Principles of Culture 278

Functions of Culture 281

Ethnocentrism 281

Cross-Cultural Communication Skills 282

For Further Reading 282

Endnotes 283

CASE 10-1 Oak Brook Medical Systems, Inc. 284

CASE 10-2 LaJolla Software, Inc. 286

Chapter 11 Managing Conflict 289

A Definition of Conflict 291

Conflict in Organizations 291

Sources of Conflict in Organizations 292

Sensing Conflict 292

The Benefits of Dealing with Conflict 294

Styles of Conflict Management 295

So, What Should You Do? 296

What If You're the Problem? 298

For Further Reading 299

Endnotes 300

CASE 11-1 Hayward Healthcare Systems, Inc. 301

CASE 11-2 Dixie Industries, Inc. 303

CASE 11-3 Hershey Foods: It's Time to Kiss and Make Up 307

Chapter 12 Business Meetings That Work 316

What's the Motivation for Meeting? 317

So, Why Meet? 318

What Is a Business Meeting? 318

When Should I Call a Meeting? 319

When Should I Not Call a Meeting? 319

What Should I Consider as I Plan for a Meeting? 320

How Do I Prepare for a Successful Meeting? 321

What Form or Meeting Style Will Work Best? 323

How Do I Keep a Meeting on Track? 324

What Should I Listen for? 325

What Should I Look for? 325

What Should I Write Down? 326

How Can I Make My Meetings More Productive? 327

Can Business Meetings Ever Improve? 328

For Further Reading 328

Endnotes 329

CASE 12-1 Spartan Industries, Inc. 330

CASE 12-2 American Rubber Products Company (A) 332

Chapter 13 Dealing with the News Media 336

Introduction 336

Why Interviews Are Important 338

Should You or Shouldn't You? 341

A'Look at the News Media 343

Getting Ready 347

Making It Happen 350

Staying in Control of an Interview 351

Follow-Up 353

For Further Reading 353

Endnotes 354

CASE 13-1 L'Oreal USA: Do Looks Really Matter

in the Cosmetic Industry? 355

CASE 13-2 Taco Bell: How Do We Know It's Safe to Eat? 359

Exercise 13-1 Buon Giorno Italian Foods, Inc. 368

Exercise 13-2 O'Brien Paint Company 369

Appendix A Analyzing a Case Study 371

Appendix B Writing a Case Study 378

Appendix C Sample Business Letter 385

Appendix D Sample Strategy Memo 387

Appendix E Documentation 390

Appendix F Media Relations for Business Professionals: How to Prepare for a Broadcast or Press Interview 399

Index 405