

SOLUTIONS MANUAL



**MANAGEMENT
COMMUNICATION**

A
CASE-ANALYSIS
APPROACH

THIRD EDITION

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COMMUNICATION AND STRATEGY
CHAPTER 2

Communication is the transfer of meaning.

- I. Defining communication.
 - A. Communication is the transfer of meaning.
 - B. Managers must not confuse communication with simply delivering messages.
- II. Communication is complex and thus comprised of many elements.
 - A. Every message comes from a sender who encodes its contents.
 - B. The sender selects a medium through which to transmit what she knows or feels.
 - C. The message may be impeded by noise because of cultural context against which it was delivered or the field experience of the receiver.
 - D. The effect of the message will depend on the frame of mind or attitudinal set you bring to the situation and your system of ethics.
- III. Communication is a process that involves six basic principles.
 - A. Dynamic. Human communication is constantly undergoing change.
 - B. Continuous. Silence is among the more powerful forms of communication.
 - C. Circular. The cycle known as feedback consists of receivers becoming senders and vice versa.
 - D. Unrepeatable. Once we have heard or seen a message, we have some notion of what to expect.
 - E. Irreversible. You cannot *unsay* a message you have conveyed.
 - F. Complex.
 - 1. There are various elements and principals involved in communication.
 - 2. Variances among human beings also add to the complexity of communication.

- IV. Human communication occurs at various levels.
 - A. The complexities of the communication process elevate as the level of communication elevates.
 - B. Intrapersonal. Communicating within ourselves.
 - C. Interpersonal. Communicating between or among ourselves, verbally and nonverbally.
 - D. Organizational. Communicating with one another in the context of the group we belong to or the company we work for.
 - E. Mass or Public. Sending messages from one person or source to many people simultaneously.

- V. Two barriers keep us from communicating successfully.
 - A. Physiological Barriers. We depend on the five senses (sight, sound, touch, smell, and taste) to report accurately on what is going on around us.
 - B. Psychological Barriers. To truly understand messages from others, we must first move beyond personal prejudices, stereotypes, and cultural beliefs that can distort or impede such understanding.

- VI. The keys to communicating strategically lie in a few questions related to the *elements of communication*.
 - A. Sender. Who should send this message?
 - B. Receiver. Who is the intended audience for this message?
 - C. Message. What should your message contain?
 - D. Medium. What is the best way to send this message?
 - E. Code. What words and images should you select?
 - F. Feedback. What is your reaction to the audience?
 - G. Noise. How many other senders and messages are out there?

- H. Effect. You must show your receiver that the information or ideas you have shown them are useful and worth acting on.
- VII. Successful strategic communication usually involves a few steps.
- A. Link your message to the strategy and goals of the organization.
 - B. Attract the attention of your intended audience.
 - C. Explain your position in terms they will understand and accept.
 - D. Motivate your audience to accept and act on your message.
 - 1. Ask your audience to respond to your forms of authority.
 - 2. Use the concept of social conformity to move your audience.
 - 3. Show the audience your message is rational and is consistent with what they already believe.
 - E. Inoculate them against contrary messages and positions.
 - F. Manage audience expectations.
- VIII. Communicating as a manager differs from everyday communication.
- A. The higher your level of responsibility in an organization, the more you must alter your communication focus. A higher level of accountability also requires more detailed record keeping to remain updated on important issues in your field.
 - B. The organizational culture most often dictates the means by which day-to-day information moves throughout the company.
 - C. Your communication must adapt to the ever changing conditions of the firm.
 - D. Although we each have our own preferences for gathering, organizing, and disseminating information, each of us must accommodate those we work with to succeed in business.
- IX. Crises can come in many shapes and forms, but each will require a special commitment to communication to be resolved successfully.
- A. A crisis can represent a potential threat to the reputation, financial health, and survival of the companies involved.

- B. A crisis is more than an ordinary or routine management problem. It is a major, unpredictable event that has potentially negative results. The event and its aftermath may significantly damage an organization and its employees, products, services, financial condition, and reputation.
- C. Crises may be distinguished as internal in nature, or fully contained within an organization, or they may be external or oppositional in nature.
- D. In preparing for a crisis, managers should consider five action steps:
 - 1. Develop a detailed crisis management action plan that includes detailed research.
 - 2. Set specific objectives and principles.
 - 3. Establish a crisis-control team and an outline of responsibilities and authority for taking action when a crisis develops.
 - 4. Speak with one voice.
 - 5. Train for a crisis.