

Answer Key:

Question: What is wrong with Fred Davis?

The main problem is his failure to manage. This is based upon his perception of his role and his belief about how he should act and communicate as a manager. He sees himself as an expert and as a 'doer'. He makes decisions based on his expert knowledge and then concentrates on making those decisions happen. During the planning and installation he arranged everything in precise detail. What he did not do was communicate in any meaningful way with the prospective users of the new system. He did not make sure that the users knew exactly what was happening, why it was happening, and how they could benefit from the new system. He had not built a consensus within the organization which supported his plans. Of course, such communication would have slowed him down and he would not have been able to implement the system in such a short time. But a system which is not used cannot be effective. Unless Fred reconsiders his role very quickly, his career in this organization will come to an end. He needs to think what managing really means and what he can achieve by working with and through other influential members of the organization. Only by adopting a new managerial style will he be able to rescue the situation - 'he has not yet begun to shed his doer role to become an enabler' (Rogers et al., 1999, p. 580). In the same way that we all have views about how to manage, which may be more or less effective, we also have views on how to communicate. In other words, we have an implicit view or theory of communication.

Q3: In the given, we do not know which conversation Chris is referring to. If Chris had met Pete on multiple occasions that day then he wouldn't know what Chris is actually talking about.

Revised Message with Clarity:

Hi Pete,

I would like to schedule a meeting with you in regards to your presentation on email marketing. The topics you covered were great, and I would like to discuss implementation on our current clients. Please let me know when you have the time so that we can discuss it in detail.

Regards

Chris

C2: There is a lot of repetition in this email and it is quite long. The email can be made shorter and to the point.

Dear Anne,

I wanted to discuss the video editing ideas we planned out yesterday. It would be better to add additional elements to the video in order to have a stronger impact on the client's message.

A dissolve transition would give a seamless flow to each movie and make the videos cleaner and appealing in the minds of the target audience.

What do you think?

Regards

Aaron

C3: Concreteness:

Explanation of Violation: This kind of tagline does not give the user any details. There are no facts and it's vague. People might not download this application since it's not concrete enough to entice the user.

Revised Message: Have you ever been late for a meeting just because you didn't know the train schedule? Hate waiting for a bus because you don't know its timings? Then download the Indicator Master app. It will give you all the train and bus schedules so that you can avoid delays and save time!

C4: Correctness

If you noticed in the above email, there are two errors. The first one is the writer has spelled week incorrectly and the second is the use of the word weather instead of whether. Spell checkers don't always work so make sure you proofread everything.

C5: Your memo to Evan crisp is well written, however some tips on how to write with YOU attitude will improve **your** communications.

C6: The message is clearly incomplete. There are no details as to what items, which meeting, and at what time.

Hi Guys,

Just a reminder that we have a meeting scheduled at 10.00 am tomorrow to discuss the Britannia event. Please make sure you get all the event props that need to be presented to the client.

Regards

Amar

C7: Courteous:

Explanation: There is a very good chance that the reader will get angry if they receive a message like this. It might result in creating a toxic environment rather than solving any issues. Here is another way you can convey the same message:

Dear Suzie,

Thank you for your work at the book fair. I have noticed that there are orders pending which need to be cleared on priority. I would appreciate it if you could focus on getting these cleared so that we can avoid any delays to the customer.

Thanks a lot, and please let me know if you have any questions regarding the same.

Best,

Greg

Now you can see that the same message has been conveyed in a constructive and positive manner. The reader would be more likely to respond positively in this case rather than react.

Q5: This is an example complaint letter. The content may vary from student to student

123 Main Street
Town, TX, 77008

March 10, 2017

Mark Smith
Consumer Relations Director
Furniture Gallery and Showroom
555 Broadway
Cityville, KS, 66214

Dear Mr. Smith:

Re: Broken sofa

On February 5,, 2017 I bought a sofa, model number 25811, serial number 850599-4204 at the Furniture Gallery and Showroom located at 1834 W. Elm Ave. Town, TX 77001. I paid \$650.00 for the sofa on my credit card. Furniture Gallery delivered the sofa to my home on February 12, 2017.

Unfortunately, your product has not performed well because the sofa is defective. I am disappointed because one of the legs broke off on February 28, 2017. The sofa is unsteady and rocks while I sit on it, so it is not comfortable or relaxing. I have not used this sofa in a way that would cause any damage. I returned to the store on March 3 and March 5 but the store manager, Aaron, would not speak to me.

To resolve the problem, I would appreciate if your company would pick up this sofa, for free, and refund the \$650 I paid. Enclosed are copies of my records, including my receipt, delivery invoice, and photos of the broken sofa.

I look forward to your reply and a resolution to my problem and will wait until April 5, 2017 before seeking help from a consumer protection agency or Better Business Bureau. Please contact me at the above address or by phone at (281-555-1234).

Sincerely,

Morgan Wilson

Enclosure(s)

[THIS IS AN EXAMPLE COMPLAINT LETTER]