**Strategic Management Communication for Leaders 4e**

**Chapter 11 – Strategic Organizational Communication**

1. One common reason that organizations do not have internal communication programs is that management assumes communication just happens.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 11-4

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Consequences

TOPICS: Models of Strategic Organizational Communication: Strategic Internal Communication

KEYWORDS: Bloom’s: Knowledge

1. Chaffee’s adaptive model of communication model shifts the focus of strategy from sequential planning and implementation to continuous adjustment of the relationship between the organization and its environment.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Moderate QT: True/False

HAS VARIABLES: False LO: 11-1

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Models of Strategic Organizational Communication

KEYWORDS: Bloom’s: Comprehension

1. A critical incident analysis involves asking staff to describe, through an interview or questionnaire, specific effective and ineffective experiences with communications.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 11-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Stakeholders

TOPICS: Conducting a Communication Audit

KEYWORDS: Bloom’s: Knowledge

1. The most common communication audit method involves the use of surveys or questionnaires to gather data from employees.

❏ True

❏ False

ANS: False PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 11-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Stakeholders

TOPICS: Conducting a Communication Audit

KEYWORDS: Bloom’s: Knowledge

1. Formal communications audits should be conducted about every five years.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 11-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Conducting a Communication Audit

KEYWORDS: Bloom’s: Knowledge

1. Two common methods to develop an internal communication plan are to do so by flow or media.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 11-4

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Models of Strategic Organizational Communication: Strategic Internal Communication

KEYWORDS: Bloom’s: Knowledge

1. When performing a news interview, becoming emotional can undermine your credibility and make you look as if you have lost control and composure.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 11-8

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Receiver Reactions

TOPICS: Handling the News Media

KEYWORDS: Bloom’s: Knowledge

1. Public communication is the management function that evaluates public attitudes, identifies the policies and procedures of an individual or an organization with the public interest, and executes a program of action to earn public understanding and acceptance.

❏ True

❏ False

ANS: False PTS: 1 DIFF: Moderate QT: True/False

HAS VARIABLES: False LO: 11-6

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Strategic External Communication

KEYWORDS: Bloom’s: Comprehension

1. There is really no good way to plan and prepare for communicating during a crisis.

❏ True

❏ False

ANS: False PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 11-7

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Consequences

TOPICS: Risk Communication and Crisis Communication

KEYWORDS: Bloom’s: Knowledge

1. When handling the news media during a crisis communication situation, it is acceptable to make “off the record” comments as long as you make it clear to the media that your comments should not be made public.

❏ True

❏ False

ANS: False PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 11-8

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Audience

TOPICS: Handling the News Media

KEYWORDS: Bloom’s: Knowledge

1. \_\_\_\_\_\_\_\_\_ communication is management's efforts to provide information to and exert influence with the organizational membership.

a. Internal strategic

b. Public

c. Advocacy

d. External strategic

ANS: a PTS: 1 DIFF: Easy QT: Multiple Choice

HAS VARIABLES: False LO: 11-4

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Models of Strategic Organizational Communication: Strategic Internal Communication

KEYWORDS: Bloom’s: Knowledge

1. The costs to an organization from poor employee communication include all of the following, EXCEPT:

a. Dissatisfied customers from poor customer service

b. Higher product defect rates

c. Stifled innovation

d. Increased governmental regulation

ANS: d PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 11-4

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Consequences

TOPICS: Models of Strategic Organizational Communication: Strategic Internal Communication

KEYWORDS: Bloom’s: Comprehension

1. Aspects of successful internal communication programs include all of the following, EXCEPT:

a. Management is supportive

b. Professional communication staff is close to the issues and included in strategic planning

c. Government regulators are included in the process

d. Communication reinforces strategic objectives to all employees

ANS: c PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 11-4

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Models of Strategic Organizational Communication: Strategic Internal Communication

KEYWORDS: Bloom’s: Knowledge

1. \_\_\_\_\_\_\_\_\_ is the visual manifestation of the image of the organization as conveyed through its logo, products, services, buildings, stationery, uniforms and other tangible items created by the organization to communication with a variety of constituencies.

a. Corporate image

b. Corporate identity

c. Public relations

d. Public communication

ANS: b PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 11-6

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Public Relations, Reputation Management, and Image Building

KEYWORDS: Bloom’s: Knowledge

1. \_\_\_\_\_\_\_\_\_ is the organized activity of identifying emerging trends, concerns, or issues likely to affect an organization in the next few years and developing a wider and more positive range of organizational responses.

a. Investor relations

b. Public relations

c. Issues management

d. Issues advocacy

ANS: c PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 11-7

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Issues Management

KEYWORDS: Bloom’s: Knowledge

1. \_\_\_\_\_\_\_\_\_ refers to matching up opportunities and risks in the environment with the capabilities and resources of the organization.

a. The adaptive model

b. Co-alignment

c. The strategic model

d. Image building

ANS: b PTS: 1 DIFF: Easy QT: Multiple Choice

HAS VARIABLES: False LO: 11-1

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Purpose

TOPICS: Models of Strategic Organizational Communication

KEYWORDS: Bloom’s: Knowledge

1. \_\_\_\_\_\_\_\_\_ is the process of communicating responsibly and effectively about the risk factors associated with industrial technologies, natural hazards, and human activities.

a. Issues advocacy

b. Public communication

c. Risk management

d. Risk communication

ANS: d PTS: 1 DIFF: Easy QT: Multiple Choice

HAS VARIABLES: False LO: 11-7

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Purpose

TOPICS: Risk Communication and Crisis Communication

KEYWORDS: Bloom’s: Knowledge

1. Chaffee’s three basic models of strategic communication at the organizational level include all of the following, EXCEPT:

a. Horizontal

b. Linear

c. Adaptive

d. Interpretive

ANS: a PTS: 1 DIFF: Easy QT: Multiple Choice

HAS VARIABLES: False LO: 11-1

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Models of Strategic Organizational Communication

KEYWORDS: Bloom’s: Knowledge

1. Creating a company web site enables organizations to accomplish a number of activities, including all of the following, EXCEPT:

a. Updating employees and customers about organizational changes

b. Selling products and services

c. Reporting to the government

d. Creating a first point of contact for customers through order entry, customer service systems, and online call centers

ANS: c PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 11-7

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Communication Evolution

TOPICS: Strategic External Communication

KEYWORDS: Bloom’s: Knowledge

1. List four aspects of the news and briefly explain each.

ANS: Aspects of news include the following:

* **Timeliness.** One way to makes news timely is to announce something when it happens. Another way is to offer information linked to events or holidays already of interest to the public. A third approach is to link announcements to current issues that are already in the news.
* **Prominence.** Prominence relates to the importance of the person or company involved in the announcement. Celebrities are more likely to get news attention, just as are influential business leaders and organizations.
* **Proximity.** News that has a local angle is more likely to get published or broadcast, so it is important to “localize” information to the media outlets being targeted.
* **Significance.** Any event that affects a large number of people is more likely to get publicized by the media.
* **Unusualness.** Events or announcements that are out of the ordinary make them more attractive to the media.
* **Human interest.** Stories about other people are more interesting to the public, so it can be helpful to “humanize” announcements by connecting them to real people and telling about it through their eyes.
* **Conflict.** Controversial issues are more likely to get coverage in the news media.
* **Newness.** Information about new products or services is more likely to get publicized.

PTS: 1 DIFF: Moderate QT: Subjective Short Answer

HAS VARIABLES: False LO: 11-8

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Audience

TOPICS: Handling the News Media

KEYWORDS: Bloom’s: Comprehension

1. List the four questions that organizations must answer to develop a formal investor relations program.

ANS: The four questions that organizations must answer to develop a formal investor relations program are 1) What is the current perception of the company in the investment community? 2) Where does investor relations fit within the company? 3) What are the objectives of the investor relations program? 4) What activities are necessary to achieve these objectives?

PTS: 1 DIFF: Moderate QT: Subjective Short Answer

HAS VARIABLES: False LO: 11-7

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Investor Relations

KEYWORDS: Bloom’s: Knowledge

1. Define issues management and list three methods organizations can use to track and predict the development of relevant issues.

ANS: Issues management is the organized activity of identifying emerging trends, concerns, or issues likely to affect an organization in the next few years and developing a wider and more positive range of organizational responses. The techniques that can be used to track and predict the development of relevant public issues include:

* **Trend extrapolation.** A factor or variable is measured over time and statistical forecasting techniques are used to project a trend from these measurements.
* **Trend impact analysis.** After a trend is extrapolated, future events are identified that would affect the extrapolation and the trend is modified in light of these possible events.
* **Scanning.** Issues that might affect an organization are identified and monitored by use of volunteers who regularly scan print and electronic media for information.
* **Monitoring.** Monitoring tracks issues that have been identified through scanning using a systematic analysis of data. Monitoring may include public opinion polling, focus groups, and other forms of social science research.
* **Scenario writing.** Some organizations hire writers to develop and write scenarios that address the question, “What would happen if X came to pass?”

PTS: 1 DIFF: Moderate QT: Subjective Short Answer

HAS VARIABLES: False LO: 11-7

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Issues Management

KEYWORDS: Bloom’s: Comprehension

1. Discuss four of the 12 essential elements of a successful internal communications strategy and explain why they are important.

ANS: According to Hopkins (2009), the 12 essential elements of a successful internal communications strategy are:

1. **Effective employee-directed communications must be led from the top.** Effective communications require the active commitment and endorsement of senior managers. It is not enough simply to develop a vision statement or formulate in general terms the values by which the company lives. Behavior is what counts. Managers must be seen to behave in a manner that is consistent with the ethos they are promoting.
2. **The essence of good communications is consistency.** If management tries to improve communications and fails because messages are inconsistent or are “good news only,” the organization probably will settle back into the way they used to be.
3. **Successful employee communications owe as much to consistency, careful planning and attention to detail as they do to charisma or natural gifts.** We might not all be another Zig Ziglar, Tony Robbins, or Bill Clinton, but with planning and attention to detail, successful communication plans can be implemented.
4. **Communication via the line manager is most effective.** Line manager-to-employee communication is an opportunity for people to ask questions and check that they have understood the issues correctly. However, be aware that business urgency and reality may dictate the need, on many occasions, to inform employees directly rather than relying entirely on communication down through the organizational hierarchy.
5. **Employee communications are not optional; they are part of business as usual and should be planned and budgeted for as such.** An employee communications plan—key themes, targets, objectives, and resources—provides a context in which to deliver initiatives that arise at short notice.
6. **There must be integration between internal and external communications.** There must be a fit between what management is telling people and what is being told to customers, shareholders and public. (By the same token, there must be a fit between what management is telling people, and what the external media is telling them.)
7. **Timing is critical.** However clearly expressed and well-presented your message may be, if it arrives at the wrong time you might as well not have bothered. Old news is often worse than no news. Consequently, it is important to ensure that the channels you use can really deliver at the time you need them to.
8. **Tone is important.** Expressing overly-gushing enthusiasm about a technical change of little real significance to employees or the public at large may detract from the your own and the message's credibility.
9. **State your message from your audience's point of view.** Never lose sight of the "what's in it for your audience?" factor. People are more likely to listen if it is clear how the message affects them.
10. **Communication is a two-way process.** Employee communications are NOT a one-way information dump. Capturing feedback is of critical importance, and if management is not perceived as listening and acting on what it has been told, it risks no longer being able to solicit information.
11. **A single key theme or a couple of key themes is a means of giving coherence to a range of diverse employee communication initiatives.** In recent years, the overriding theme of many corporate employee communications has been the impact on the business of competition, regulation and economic forces. Many messages and initiatives can therefore be evaluated according to the light they shed on one or more of these key themes.
12. **Set standards and stick to them.** Determine which channels of communication and media should be mandatory and which should be optional; establish quality standards for all channels and media and review these at least annually.

PTS: 1 DIFF: Moderate QT: Essay

HAS VARIABLES: False LO: 11-4

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Models of Strategic Organizational Communication: Strategic Internal Communication

KEYWORDS: Bloom’s: Comprehension

1. What steps should be included in an internal communication plan to the effective downward flow of communication within the organization? Explain how each step would improve downward flow.

ANS: To ensure the effective downward flow of communication, an internal communication plan should:

* Ensure every employee receives a copy of the strategic plan, which includes the organization's mission, vision, values statement, strategic goals and strategies about how those goals will be reached.
* Ensure every employee receives an employee handbook that contains all up-to-date personnel policies.
* Develop a basic set of procedures for how routine tasks are conducted and include them in standard operating manual.
* Ensure every employee has a copy of their job description and the organization chart.
* Regularly hold management meetings (at least every two weeks), even if there's nothing pressing to report. If meetings are held only when there's something to report, then communications will occur only when management has something to say. The result is that communication will be one way and the organization will suffer. Have meetings anyway, if only to establish that nothing significant has changed and there are no immediate problems.
* Hold full staff meetings every month to report how the organization is doing, major accomplishments, concerns, announcements about staff, etc.
* Leaders and managers should have face-to-face contact with employees at least once a week. Even if the organization has more than 20 employees, management should stroll by once in a while.
* Regularly hold meetings to celebrate major accomplishments. This helps employees perceive what's important, gives them a sense of direction and fulfillment, and lets them know that leadership is on top of things.
* Ensure all employees receive yearly performance reviews, including their goals for the year, updated job descriptions, accomplishments, needs for improvement, and plans to help the employee accomplish the improvements.

PTS: 1 DIFF: Moderate QT: Essay

HAS VARIABLES: False LO: 11-4

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: An Internal Communication Plan Focused on Flow

KEYWORDS: Bloom’s: Comprehension