

Managerial Communication

Strategies and Applications

2nd Edition



Smeltzer

Leonard

Hynes

MANAGERIAL COMMUNICATION

Strategies and Applications

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To my family—Jim, Maureen, Kellie, and Bob. Because they love and believe in me, I can achieve any goal.

Larry R. Smeltzer (Arizona State University) has taught managerial communication at the undergraduate and graduate levels at Arizona State University, Louisiana State University, the Helsinki School of Economics and Business, and the Oslo Business School. In 1991, he received the Association for Business Communication Outstanding Researcher Award.

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Geraldine E. Hynes (Sam Houston State University) has taught business and managerial communication since 1988. She is also a communication consultant and contract trainer for business, government, and non-profit organizations.

When this textbook was first published in 1993, I was an early adopter. I had been looking for a graduate-level text that presented a balanced approach to workplace communication and that was written for managers. When the publisher, Irwin (now McGraw-Hill), asked me to write a review of the new book, I responded, "I'm excited about this book for three reasons: (1) it provides comprehensive coverage of current issues, (2) it's written for and about business professionals, and (3) it gives equal attention to oral and written communication skills."

The strengths of the first edition made it stand out in the field:

- A strategic approach.
- A solid research base.
- A comprehensive range of topics.
- An even-handed examination of oral and written channels.
- A focus on managerial rather than entry-level competencies.

Those unique qualities are still present in the second edition. Truth is truth. It doesn't change with the times. My goal as principal reviser was to preserve the book's strengths while bringing it into the early 21st century workplace. To meet the needs of a busy contemporary manager, I streamlined and condensed the chapters. I added content reflecting current business practices such as casual dress codes, new titles for executives, and the ubiquitous reliance on teams. And I deleted references to characters in television sitcoms that are no longer on the air.

Changes to the first edition's organization include:

- Collapsing the two chapters on interviewing into one.
- Combining the two chapters on communication theory and process models into one.

- Integrating the chapter on intercultural communication with the other chapters on interpersonal communication, thus reflecting the importance of daily interaction with diverse stakeholders in the postmodern workplace.
- Repositioning the chapter on technology as part of the first section, since electronic communication has become the channel of choice for information flow today.
- Reminding students in every chapter of the legal dimension and their ethical responsibility.

In short, the second edition preserves the best features of the first edition while bringing them up to date and presenting them in a concise, easy-to-read format. Today's managers will learn the skills and strategies necessary for successful and effective business communication.

New to the Second Edition

1. A focus on skills and strategies that managers need in today's workplace. For instance, students will learn how to conduct an employment interview, how to detect deception through nonverbal behaviors, how to negotiate, how to mediate conflict, how to conduct virtual meetings, and how to choose the best channel for their audience and purpose.
2. More coverage of high-tech communication media such as e-mail, electronic meetings, videoconferencing, Web resumes, and GroupWare for collaborative writing.
3. Content that is organized and packaged for a single semester. By retaining only the most current and critical topics, the length of the book has been reduced from 17 chapters and two lengthy appendixes to 15 chapters—without compromising integrity.
4. References throughout the book to managing and capitalizing on the advantages of a multicultural work force.

—Geraldine E. Hynes

Most importantly, I wish to acknowledge Larry Smeltzer and Don Leonard, who pioneered this textbook. I now understand the enormity of the task they undertook. They accomplished it with competence, grace, and professionalism. They have my deepest respect.

Second, I wish to acknowledge the McGraw-Hill staff who supported my efforts. Andy Winston, senior sponsoring editor, believed in this project before I did. Sara Strand, editorial coordinator, held my hand and kept me from stumbling as I lurched down the path to completion. Dave Fournough, field sales supervisor, first introduced the textbook to me in 1993. Then he introduced the concept of the second edition to me in 1999. His persistence brought rejuvenation.

Finally, a special thanks goes to my students, because they are dedicated to improving their managerial communication skills and strategies, and because they believe that I can help them do it. This book is for you.

—Geraldine E. Hynes

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