## Contents

	Preface	vii
1	Management Communication in Transition	1
	Case 1.1: Airbnb: Scaling Safety with Rapid Growth	12
	Case 1.2: Twitter Inc.: The Suspension of Former US President Donald J. Trump's	
	Twitter Account	23
	Case 1.3: Domino's "Special" Delivery: Going Viral through Social Media	32
2	Communication and Strategy	41
	Case 2.1: Chipotle Mexican Grill, Inc.: Supply Chain in Crisis	53
	Case 2.2: Accenture PLC: Managing Employee Trauma and the Reality of	
	Content Moderation	63
	Case 2.3: Amazon.com, Inc.: GOing Shopping with Al	71
3	Communication Ethics	77
	Case 3.1: Target Corporation: Predictive Analytics and Customer Privacy	93
	Case 3.2: Hennes & Mauritz AB (H&M): Should Fast Fashion Slow Down?	102
4	Speaking	111
	Case 4.1: Old Dominion Trust Company	132
	Case 4.2: Staples, Inc.: Preparing the CEO for a Press Conference	134
5	Writing	137
	Case 5.1: Microsoft Corporation: Communicating Layoffs to 18,000 Employees	154
	Case 5.2: Carnival Cruise Lines: Wreck of the Costa Concordia	163
	Case 5.3: Cerner Corporation: A Stinging Office Memo Boomerangs	173
6	Persuasion	179
	Case 6.1: JUUL: An Addictive, Compulsive Product or a Path Away from Tobacco?	195
	Case 6.2: Whirlpool Corporation: An Invitation to Wellness	204
	Case 6.3: The United States Olympic Committee: Persuading Business to Participate	
	in the Olympic Movement	206

7	Technology	209
	Case 7.1: Apple Incorporated: AirTags and Unwanted Surveillance	233
	Case 7.2: Facebook, Inc.: Curating Moods in a Newsfeed Experiment	243
8	Listening and Feedback	253
	Case 8.1: Earl's Family Restaurants (A): The Role of the Regional Sales Manager	270
	Case 8.1: Earl's Family Restaurants (B): The Role of the Chief Buyer	273
	Case 8.1: Earl's Family Restaurants (C): The Role of the Observer	275
	Case 8.2: The Kroger Company (A): The Role of the Store Manager	279
	Case 8.2: The Kroger Company (B): The Role of the Pepsi-Cola Sales Manager	282
	Case 8.2: The Kroger Company (C): The Role of the Instructional Facilitator	284
	Case 8.3: Three Feedback Exercises	287
9	Nonverbal Communication	289
	Case 9.1: L'Oréal USA: Do Looks Really Matter in the Cosmetics Industry?	307
	Case 9.2: The National Football League: Who Gets to "Take a Knee?"	312
10	Intercultural Communication	321
	Case 10.1: The Washington Football Team: When Public Perception Challenges a Brand	332
	Case 10.2: Hennes & Mauritz (H&M): Standing Up for Human Rights in China	338
	Case 10.3: Quaker Oats Company: Fashioning a Future for Aunt Jemima	353
11	Managing Conflict	363
	Case 11.1: Goodyear Rubber and Tire Company: Corporate Policies on Politics	
	and Free Speech	376
	Case 11.2: Excel Industries, Inc.: Family Issues of Employees and a Conflict with Public Perception	386
	Case 11.3: Burberry, Ltd.: Is It Okay to Burn Unsold Goods?	390
12	Business Meetings That Work	397
	Case 12.1: Yahoo!: A Female CEO and New Mother Forbids Working from Home	414
	Case 12.2: Dixie Industries, Inc.	423
13	Dealing with the News Media	429
	Case 13.1: Walgreens Boots Alliance, Inc.: Retail Trade in Unregulated Dietary Supplements	446
	Case 13.2: The United States Olympic Committee: Protecting their Girls or the Gold?	456
	Case 13.3: "Fake News" and The Washington Post: Delivering the Truth in the Face of	
	Untruthful Criticisms	467
	Appendix A: Analyzing a Case Study	479
	Appendix B: Sample Business Letter	487
	Appendix C: Sample Strategy Memo	489
	Appendix D: Documentation: Acknowledging the Sources of Your Research	491
	Appendix E: Media Relations for Business Professionals: How to Prepare	
	for a Broadcast or Press Interview	501
	Index	507