

1. Because of your excellent communication skill, your boss always asks you to write his reports for him. When you overhear the CEO complimenting him on his logical organization and clear writing style, he responds as if he'd written all those reports himself. You're angry, but he's your boss. What can you do?
2. As a personnel officer, you receive a brief application letter from a man who states that he really needs a job because he has been out of work for six months. He writes, "I have completed only one year of college, and my grades are just average, but I am willing to work hard." What is your reaction to the letter?
3. You've just been promoted to manager and you've developed a good rapport with most of your employees, but Richardson and Blake are always going to your supervisor with matters that should go through you. Both employees have been at the company for at least ten years longer than you have, and both know your supervisor very well. Should you speak with them about this? Should you speak with your supervisor? Explain briefly.
4. When you report negative information to your boss, he never passes it along to his colleagues or supervisors. You believe the information is important, but whom do you talk to? Your boss? Your boss's supervisor? A co-worker who also reports to your boss? A co-worker who reports to a different boss? Briefly explain your answer.
5. Debora Reyes has recently joined a new company as a communications executive and has been told by a colleague that the organization has a high-context culture. How could this piece of information help Reyes in communicating better with her peers and superiors?
6. Marcel had finished writing his résumé. He was reading his job application letter over one more time before he put them both in the mail. The letter read as follows:

"Dear Mr. Jenkins:

Enclosed please find my résumé, which I would like you to consider as my official application for the job for which you are currently advertising. I am sure you will find it to your liking."

Marcel thought it sounded pretty good. It was short, but then, the résumé really said it all without wasting anyone's time.

Several days later, Mr. Jenkins's personal secretary brought Marcel's newly arrived letter and résumé into the conference room where the search committee was already reviewing applications. Jenkins picked it up to read.

Moments later, he starts laughing. "Hey Larry", he said, tossing Marcel's letter over to another member of the committee, "Get a load of this!"

Why do you think Mr. Jenkins reacted that way? What's wrong with Marcel's letter? Is Marcel correct in thinking that he résumé "speaks for itself"?

Explain where Marcel went wrong, what a job application letter should contain, and how job letters differ from résumés. Use specific examples in your discussion.