

## MEDIA SELECTION AS A STRATEGIC COMPONENT OF COMMUNICATION

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## Appendix A

### Selected Parts of the Survey Instrument

Q.15 Please go on to read the following scenario and answer the questions that follow it.

Q.16 **The Situation (one of 4 possible)**

You are a manager at Global Automobile Corporation (GAC) which is a manufacturer of cars and trucks for domestic and international customers. You work in the contracting department where your responsibilities include managing relationships with GAC's suppliers. Your supervisor has asked you to deal with an inquiry from another department about a part used by GAC that is manufactured by one of your suppliers.

The other department is requesting information about the part, which is a component in the ignition system, because they believe that a lower cost part may be available that would still meet both the design guidelines and GAC's rigid quality-assurance commitment. Changing to this lower cost part would reduce the total cost of the ignition system by nearly 4%.

You know that the part was actually *mis-specified by your department* in the original contract. This mistake was discovered and corrected by your department, but only after several thousand of the more expensive parts had already been delivered and used. The part was re-specified in a contract change-order and the parts currently being delivered and used are fine.

Your supervisor has decided that admitting to the mistake would make the contracting department look bad, since our own contracting guidelines were not fully followed. Therefore, your department has decided to *deny knowledge* of any contracting irregularities with the part in question and to tell the other department that we are, in fact, using the lower cost part and that they must be referring to a draft copy of the contract, as opposed to the final version.

**Your Task**

Your supervisor has asked you to communicate with the other department and to provide them with the following response:

- We have contracted for and are using the lower cost part.
- Your department must be referring to a *draft copy* of the contract as opposed to the *final version*. We will send you a new copy of the final version ASAP.

You don't want the contracting department to look bad and you are also in no position to argue with your supervisor or to refuse to carry out this task. Your supervisor lets you know that it is up to you how you communicate this to the other department, however, it is clearly important that they believe you.

*Please take a moment to think about the above scenario. When you are ready, respond to the questions that follow.*

Q17. Please rate each of the following methods of communicating this information in terms of how *appropriate* they seem to you, given the scenario described above. For each item, circle a number on the scale to the left of the item which best describes your feeling about its appropriateness, where 1 = "not at all appropriate" (NA), 4 = "neutral" (N), and 7 = "very appropriate" (VA).

- Q18. Please select the one method that you would use in this scenario: \_\_\_\_\_
- (a) telephone
  - (b) memo
  - (c) e-mail
  - (d) face-to-face
  - (e) letter
  - (f) video-conference
  - (g) voice mail
  - (h) instant messaging
  - (i) I would not comply with my supervisor's wishes under these circumstances.

Q19. If you chose any answer except (i), please describe why you would select this medium: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Q20. If you chose (i), please explain why you would not comply with your supervisor's wishes: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Appendix B

### Examples of Coding for Te'eni's (2001) Communication Strategies

Communication Strategy or Medium Characteristic	Sample Response
Interactivity	"GIVES BOTH PARTIES THE ABILITY TO EXCHANGE AS THE CONVERSATION DEVELOPS."
Capacity	"Easy to understand, can detect subtle [sic] body language [sic]"
Rehearsability	"Using email, I am able to go back and correct a mistake before sending it. I may type something and read it several times before actually sending it. That's not a luxury given in a face-to-face meeting, and other forms of communications seem too impersonal."
Reprocessibility	"So that you have an electronic trail of the information to refer to later."
Contextualization	"to be able to more fully explain the circumstances"
Affectivity	"more personal and builds trust"
Control by Testing and Adjusting	"I can gauge the response of my friend and react and adjust my presentation immediately and appropriately. I can better control delivery of my message."
Control by Planning	"This is an internal communication. It always helps to have something in writing. Using the Memo would make the response more official than using email. It also allows you to think about the verbiage and prepare how it will be presented in the memo."
Perspective Taking	"It shows you are listening and taking their concerns with the up most importance. Easier to persuade and get their buy in to the dishonesty. That's assuming you have these skill sets on selling the message."
Attention Focusing	"It would be difficult to express the instructions with a face to face encounter. The Memo could suggest small problems with the startup of the ignition production and not admit the specification errors. Since a Memo is impersonal it would be easier to edit and be sure the message is clear in what you mean to state."

# Appendix C

## Examples of Coding for Conveyance and Convergence (Dennis, et al 2008)

Communication Strategy	Sample Response
Conveyance	"You avoid giving the other party the opportunity to reply to your statement, and given how people usually are, there is a chance that your reply might satisfy their immediate need and push the request back to a lower priority project."
	"It's quick and would provide me with a tracking and copy of the e-mail to delay any question as to whether it was completed, recieved [sic] and read."
Convergence	"I wouldn't want there to be any room for misunderstanding or miscommunication. I would be able to answer all questions up front and know the issue was resolved when I walked away."
	"I can gauge the response of my friend and react and adjust my presentation immediately and appropriately. I can better control delivery of my message."

### References

- Dennis, A. R., Fuller, R. M., and Valacich, J. S. 2008. "Media, Tasks, and Communication Processes: A Theory of Media Synchronicity," *MIS Quarterly* (32:3), pp. 575-600.
- Te'eni, D. 2001. "Review: A Cognitive-Affective Model of Organizational Communication for Designing IT," *MIS Quarterly* (25:2), pp. 251-312.