

***Business Communication, 2e* (Shwom/Gueldenzoph Snyder)**

Chapter 1 Becoming a Successful Business Communicator

1) Which of the following is an example of communicating?

- A) taking notes in a meeting
- B) emailing your manager to inform him about scheduling issues
- C) maintaining a personal diary
- D) writing a personal travel journal
- E) reciting a list of dates to memorize them for an upcoming exam

Answer: B

Explanation: B) Writing an email to your employer is the only choice where you are conveying a message to another person. In all of the other choices the process or its outcome is not directly conveyed to another person.

Classification: Application

AASCB: Analytic Skills

Objective: 1.1

Difficulty: Moderate

Learning Outcome: Explain how to create brief messages for different electronic media

2) The communication skills you already possess _____ in the workplace.

- A) will likely hamper your attempts to communicate
- B) are inapplicable to communication
- C) are most likely sufficient to meet every challenge of communication
- D) will be valuable to you for communicating
- E) must all be unlearned if you want to successfully communicate

Answer: D

Explanation: D) The communication skills you have already developed will be valuable to you in the workplace, where communication is considered to be the most important of all abilities you can possess. However, your current skills may not be sufficient to meet many challenges of communicating in the workplace.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.1

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

- 3) _____ is an example of communication.
- A) Writing the plotline of a book that you intend to write
 - B) Setting a reminder text on your cellphone
 - C) Updating your status on a social networking site
 - D) Listening to classic tunes on an MP3 player
 - E) Reading the newspaper

Answer: C

Explanation: C) Updating your status is the only choice which results in some kind of message being conveyed to others. None of the other choices are directed toward others.

Classification: Application

AASCB: Analytic Skills

Objective: 1.1

Difficulty: Moderate

Learning Outcome: Describe steps for developing oral and online presentations

- 4) Which of the following workplace activities is most likely to be the one in which your communication skills will be utilized?
- A) calculating whether sales are up this quarter using the latest figures
 - B) formulating strategies to manage your new team
 - C) persuading your colleagues that your idea will likely lead to increased sales
 - D) analyzing the pattern of errors found in your new product
 - E) designing algorithms for the to-be-developed software

Answer: C

Explanation: C) None of the other options require communication skills as they are not intended to be directed toward someone, while persuading colleagues requires talking to them and making them understand what you wish to convey.

Classification: Application

AASCB: Analytic Skills

Objective: 1.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

5) The New Graduates' Workforce Readiness study found that many employers were dissatisfied with the communication skills of their college-graduate employees. Which of the following is one of the deficiencies specifically cited in this study?

- A) following the company policies
- B) leadership
- C) work ethic
- D) business planning
- E) marketing skills

Answer: B

Explanation: B) Leadership is one of the deficiencies cited in the study that dissatisfied the employers.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.1

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

6) In its annual survey of corporate recruiters, the Graduate Management Admissions Council routinely finds that _____ tops employers' list of complaints about potential MBA job recruits.

- A) lack of communication ability
- B) inability to solve problems
- C) poor cognitive skills
- D) unfamiliarity with new channels of sales
- E) over reliance on technology and social media

Answer: A

Explanation: A) Even MBAs are not sufficiently prepared for the communication challenges they face, as this item tops the list of complaints about potential MBA job recruits.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.1

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

Ryan, a recent college graduate, possesses exemplary written and oral communication skills. He has always received top marks in the papers he wrote as part of his course work, and was also a successful member of the school debate team.

7) As he begins his job search Ryan can expect that _____.

- A) his effectiveness as a communicator will give him a competitive advantage
- B) he will not stand out from the pack, as most college graduates possess similar communication skills
- C) employers will not be unduly impressed by these skills, as most people in the workplace have mastered them
- D) this ability might hinder his chances as a job candidate
- E) his speaking skills will be a plus for him, but his writing skills will be taken for granted in the workplace

Answer: A

Explanation: A) Ironically, although communication skills are important, few people in the workplace have mastered them. Several studies show that employers are not impressed with the communication skills exhibited by recent college graduates and even MBAs. So having first-rate communication skills will give you a competitive edge.

Classification: Application

AASCB: Analytic Skills

Objective: 1.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

8) In terms of his career, Ryan's communication skills _____.

- A) will neither help him find a job nor help him keep it
- B) won't make any difference in his salary potential
- C) will be perceived as important by his employers, but they cannot be translated into savings for his company
- D) will make him a valuable employee
- E) may have a positive impact on his professional life, but will have a negative impact on his personal life

Answer: D

Explanation: D) Even a small change in communication can have a large return on investment for an organization, enabling it to save money or generate income. A skilled communicator can also improve a company's public image and employee satisfaction, earn more than a poor communicator, and can apply those skills to improve one's personal life as well.

Classification: Application

AASCB: Analytic Skills

Objective: 1.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

9) Which of the following terms best describes web-based applications designed to promote interactions among people?

- A) cookie
- B) social media
- C) filter
- D) firewall
- E) router

Answer: B

Explanation: B) The term "social media" refers to web-based applications designed to promote social interactions among people.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.1

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

10) Good business communication skills _____.

- A) can have a positive impact on your life outside of work
- B) will help you advance in your career but will hinder your personal relationships
- C) will improve personal relationships, although they offer no financial benefits in your personal or professional life
- D) are inapplicable to your personal life
- E) are not worth the investment of time and energy necessary to acquire them

Answer: A

Explanation: A) If you learn good business communication skills, you can apply them in your personal life to improve your relationships. You may also be able to use them to negotiate a better deal on a car, persuade your cell phone provider to give you a refund, or write an effective application letter for graduate school.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

11) In which of the following situations can good business communication skills have a positive impact on your life?

- A) negotiating a better deal on a car
- B) driving through busy streets
- C) keeping your personal valuables safe
- D) calculating your monthly expenses
- E) managing your family's grocery

Answer: A

Explanation: A) None of the other choices involve developing, creating, delivering, and interpreting verbal and nonverbal messages. Negotiating a better car deal involves conversation and persuasion.

Classification: Application

AASCB: Analytic Skills

Objective: 1.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

12) Which of the following is a form of social media?

- A) performance report
- B) company newsletter
- C) Twitter
- D) industry journals
- E) email

Answer: C

Explanation: C) Social media are web-based applications designed to promote social interaction. Twitter is an example of social media.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Easy

Learning Outcome: Explain how to create brief messages for different electronic media

13) Why is it that many students do not acquire sufficient communication skills as they pass through school?

- A) Business communication skills can be learnt only through experience and they cannot be taught.
- B) Most schools don't offer any business communication courses.
- C) Since many perceive it to be such a difficult course they are discouraged from taking it.
- D) Business communication is complex even for dedicated students.
- E) It is an innate skill that cannot be taught.

Answer: D

Explanation: D) Some students do not take business communication courses, while others do but do not devote enough time to understand what communication involves because they think it is an "easy" course. However, even for a dedicated student, communicating well in a business context is complex.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

14) Which of the following is an example of unsuccessful communication?

- A) ordering an item online and deciding, after it arrives, that you don't like it
- B) asking a friend for advice and then trying to apply it to your problem
- C) receiving instructions on how to put something together and then assembling the item
- D) making an urgent request on a colleague's voice mail and getting no reply for a week
- E) writing a letter to a manufacturer complaining about a recent purchase and receiving a discount on a future purchase

Answer: D

Explanation: D) In this example your urgent request goes unanswered. Your colleague may have misunderstood your request, or your message may have been unclear. There might even have been a technical problem with the recording or playing of the message.

Classification: Application

AASCB: Analytic Skills

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

- 15) Which of the following statements best expresses the goal of communication?
- A) The goal of communication is that the receiver should be able to receive the message.
 - B) The goal of communication is that the sender should be able to transmit the message.
 - C) The goal of communication is to develop shared meaning by communicating in a dynamic loop.
 - D) The goal of communication is to select the appropriate channel for sending an encoded message.
 - E) The goal of communication is to maximize the potential for feedback.

Answer: C

Explanation: C) The goal of communication is not just for a sender to transmit a message to a receiver, but for a sender and receiver to develop shared meaning by communicating in a dynamic loop, sending messages back and forth.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

- 16) Which of the following is an example of encoding a message?
- A) deciding how to phrase a request to your boss for clarification on your new assignment
 - B) deciding to read the annual financial report of your company
 - C) deciding to purchase a new smart phone so that you can check and send email while you are on the go
 - D) deciding to toss out an advertisement that was mailed to you
 - E) deciding to read an email sent by a friend

Answer: A

Explanation: A) Communication begins when the sender has something to "say" to a receiver. To communicate this thought, the sender must encode the message — put it into words, images, or actions.

Classification: Application

AASCB: Analytic Skills

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

17) Which of the following terms refers to the process of putting your message into words, images, or action?

- A) transmitting
- B) encoding
- C) receiving
- D) interpreting
- E) decoding

Answer: B

Explanation: B) The person initiating the communication, the sender, must first determine what he or she wants to say and then encode it by putting it into words, images, or action.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Explain how to create brief messages for different electronic media

18) Which of the following terms best represents the set of circumstances in which you are communicating?

- A) frontage
- B) power distance
- C) context
- D) semblance
- E) facade

Answer: C

Explanation: C) The term "context" refers to the set of circumstances in which you are communicating.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Easy

Learning Outcome: Compose and shape business messages

19) Which of the following terms refers to the individual person or people for whom a message is intended?

- A) boundary spanner
- B) audience
- C) whistleblower
- D) idea champion
- E) change agent

Answer: B

Explanation: B) The term "audience" refers to the individual person or people for whom a message is intended.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Easy

Learning Outcome: Compose and shape business messages

20) As a sender, immediately after _____ your message, you will most likely _____.

- A) encoding; decode your message
- B) encoding; choose your medium
- C) decoding; choose your medium
- D) decoding; prepare feedback
- E) encoding; close the dynamic loop

Answer: B

Explanation: B) To communicate your idea to the receiver, you must encode the message, that is, put it into words, images, or actions. While you do this you also need to choose your medium, e.g., a phone conversation, an email, etc.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

21) You want to inform your colleague about a change to the project schedule. You decide to call him to inform him about this change. By deciding to use the telephone to complete this communication, you have _____.

- A) encoded the message
- B) closed the dynamic communication loop
- C) filtered the noise in the communication process
- D) selected the communication medium
- E) decoded the feedback

Answer: D

Explanation: D) The sender then has to select a medium — a channel used to transmit the message.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

22) A receiver decodes a message by _____.

- A) putting it into words, images, or actions
- B) selecting a channel through which to transmit it
- C) interpreting its words or actions and attaching meaning to them
- D) determining the appropriate verbal or nonverbal response that should be sent
- E) closing the dynamic loop

Answer: C

Explanation: C) The receivers' prior knowledge, experience, or expectations may affect the way they decode the message, which involves interpreting and attaching meaning to the words, images, and actions.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

23) The process of _____ a message involves interpreting its words and actions and attaching meaning to them.

- A) encoding
- B) decoding
- C) encrypting
- D) channeling
- E) blocking

Answer: B

Explanation: B) Decoding involves interpreting a message. The meaning that a receiver attaches to a message that she decodes is affected by her knowledge, experience, and context.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

24) When a message is decoded, the meaning that is attached to it is filtered by _____.

- A) the transmission medium
- B) the sender's experience
- C) the receiver's knowledge
- D) the sender's emotional state
- E) the dynamic loop

Answer: C

Explanation: C) The receiver decodes the message by interpreting the words and actions of a message and attaching meaning to them. This meaning is filtered by the receiver's knowledge, experience, and context.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

You email a fellow student requesting help on a class project, and he sends a terse reply stating that he does not believe in cheating.

25) Your classmate _____.

- A) doesn't understand how to use email appropriately
- B) may have had a bad experience in the past that caused him to misinterpret your request
- C) should have used another communication medium to signal a negative response
- D) could not identify the potential barriers in the communication
- E) should have ignored your email request

Answer: B

Explanation: B) The meaning that a receiver attaches to a message is filtered by his knowledge, experience, and context. Since he read "help" and thought "cheat," he may have been asked in the past for help and found out that the classmate wanted to copy his work, or have it done for him.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

26) This miscommunication might have been avoided if _____.

- A) you had been more specific about the type of help you wanted from your classmate
- B) your classmate had angrily deleted your email instead of replying to you
- C) you had used the same wording, but sent your request as a letter instead of an email
- D) you had been more vague in your message about what you wanted
- E) your classmate went directly to your professor with his suspicions

Answer: A

Explanation: A) The meaning that a receiver attaches to a message is filtered by his knowledge, experience, and context. Since he interpreted "help" to mean "cheat," he may have had a bad experience in the past involving cheating. Avoiding ambiguity and specifying the help you wanted might have helped him understand that cheating is not what you intended.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

27) Which of the following terms refers to an obstacle that gets in the way of effective communication?

- A) encoder
- B) decoder
- C) context
- D) barrier
- E) channel

Answer: D

Explanation: D) Barriers may stand in the way of effective communication.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

28) Feedback _____.

- A) must be verbal
- B) can't include gestures
- C) may include a request for clarification
- D) must be transmitted in the same medium as the original message
- E) hinders the communication process

Answer: C

Explanation: C) Feedback is any form of verbal or nonverbal response to a message sent from the recipient to the original sender.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

29) Which of the following is an example of feedback?

- A) asking your colleague for help on a project
- B) sending out the schedule for the month to your team
- C) sending a text message to your friend accepting the invitation to lunch
- D) forwarding an informative email that you just received to a group of friends
- E) sending an email request for leave

Answer: C

Explanation: C) Feedback is any form of verbal or nonverbal response to a message sent from the recipient to the original sender. This example does involve a response to the original sender.

Classification: Application

AASCB: Analytic Skills

Objective: 1.2

Difficulty: Difficult

Learning Outcome: Describe best practices in team and interpersonal communication

30) Shaking your head in disapproval after your coworker makes a discriminatory statement is an example of _____.

- A) feedback
- B) an encoded message
- C) a context
- D) a channel
- E) a barrier

Answer: A

Explanation: A) Feedback is any form of verbal or nonverbal response to a message sent from the recipient to the original sender.

Classification: Application

AASCB: Analytic Skills

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

31) A hearing loss is an example of a _____ barrier.

- A) psychologic
- B) semantic
- C) language
- D) physiological
- E) mixed message

Answer: D

Explanation: D) A physiological barrier arises from a receiver's physical state, for example a hearing loss or a migraine headache.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Easy

Learning Outcome: Discuss the challenges and importance of business communications

32) _____ arise from language that is ambiguous or difficult to understand.

- A) Psychological barriers
- B) Semantic barriers
- C) Language barriers
- D) Physiological barriers
- E) Mixed messages

Answer: B

Explanation: B) Semantic barriers arise from language that is ambiguous or difficult to understand.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Easy

Learning Outcome: Discuss the challenges and importance of business communications

33) If a new employee doesn't know what is expected of her when asked to review the P&L, a _____ is interfering with effective communication.

- A) psychological barrier
- B) semantic barrier
- C) language barrier
- D) physiological barrier
- E) mixed message

Answer: C

Explanation: C) A language barrier arises from senders and receivers not using a shared language. One example is someone new to a company or industry not understanding its jargon, for example the fact that a P&L is a profit and loss statement.

Classification: Application

AASCB: Analytic Skills

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

34) You joined a team just as it was finishing up a big and much anticipated project at your company, and feel a little insecure as its newest member and the one who contributed the least to this project. At the next staff meeting your boss thanks you for all your hard work in making the project a success. Instead of this making you feel good you feel uncomfortable, interpreting the comment as a sarcastic remark about how little you actually participated in this project. This is an example of a _____.

- A) psychological barrier
- B) semantic barrier
- C) language barrier
- D) physiological barrier
- E) mixed message

Answer: A

Explanation: A) Psychological barriers arise from a receiver's attitudes toward the message or toward the sender. When you are upset, your emotions act as a barrier to effective communication.

Classification: Application

AASCB: Analytic Skills

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

Padma, an avid home cook, has no culinary training or experience in professional kitchens. After dining at her house one evening, her friend Tom is so impressed by her cooking that he gives Padma the opportunity to work in the restaurant he manages.

35) On Padma's first night, she is asked to help plate the appetizers for the 4-top that just arrived. Padma freezes: she doesn't understand that she is being asked to arrange the appetizers on the proper serving dishes, along with the necessary garnishes and condiments, for the table of four diners that just arrived at the restaurant. This is an example of a _____.

- A) psychological barrier
- B) technological barrier
- C) language barrier
- D) physiological barrier
- E) mixed message

Answer: C

Explanation: C) A language barrier arises from senders and receivers not using a shared language. This does not necessarily mean that one is speaking English and the other Chinese. A less obvious example of a language barrier is when someone new to a company or industry doesn't understand its jargon. Not having worked in a restaurant before Padma could not be expected to know what "plating" and "4-top" mean in this environment.

Classification: Application

AASCB: Analytic Skills

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

36) Padma is assisting with the preparation work for that evening's dinner service. The chef asks her if the "*mise en place*" for the meat station is ready. Padma answers no; she was asked to assemble and prepare ingredients, not to do *mise en place*. The chef storms off, angrily shouting for someone else to get it done. Padma mentions this to a coworker, who informs her that the French term "*mise en place*" translates to "set in place," and signifies the set up of ingredients needed for a particular dish or area of the kitchen. Now Padma has to tell the angry chef that the job he just started someone else on is duplicating the preparation work she has already done.

This is an example of a _____.

- A) psychological barrier
- B) technological barrier
- C) language barrier
- D) physiological barrier
- E) mixed message

Answer: C

Explanation: C) A language barrier arises from senders and receivers not using a shared language. In this case Padma is unfamiliar with the French term "*mise en place*," which literally means "set in place." Even if she spoke French, she might not know that in professional kitchen jargon this term means something very specific, namely the set up of ingredients needed for a particular dish or station.

Classification: Application

AASCB: Analytic Skills

Objective: 1.2

Difficulty: Difficult

Learning Outcome: Discuss the challenges and importance of business communications

37) Padma is asked if she knows how to make a red wine reduction. Padma looks down at her feet, quietly mumbles "sure," and starts wringing her hands. When the job of making the red wine reduction is assigned to someone else Padma is confused, as she had answered affirmatively that she knew how to do it. Which of the following is the best explanation of what happened here?

- A) A psychological barrier has obstructed communication; by mumbling her reply Padma is signaling that she is offended by the request.
- B) A semantic barrier has occurred; since Padma answered "sure" instead of "yes" her answer was confusing.
- C) A language barrier has obstructed communication; Padma should have said "yes" in several different languages to ensure that she was understood.
- D) A physiological barrier has obstructed communication; by wringing her hands Padma has given the impression that they hurt and that she cannot perform the task.
- E) A mixed message has obstructed communication; Padma's verbal and nonverbal responses communicate different things.

Answer: E

Explanation: E) Padma's answer is "sure," but her quiet tone does not express confidence, and her looking down and hand-wringing further express discomfort with this request. When verbal and nonverbal communications are at odds, a mixed message is said to occur.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 1.2

Difficulty: Difficult

Learning Outcome: Discuss the challenges and importance of business communications

38) _____ arise from conflicts between verbal and nonverbal communication.

- A) Mixed messages
- B) Semantic barriers
- C) Psychological barriers
- D) Language barriers
- E) Physiological barriers

Answer: A

Explanation: A) Mixed messages arise from conflicts between verbal and nonverbal communication.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

39) _____ influences the purpose of communication, the best medium to use to communicate the message, and how receivers interpret the message.

- A) Collaboration
- B) Context
- C) Conciseness
- D) Clarity
- E) Channel

Answer: B

Explanation: B) Context, or the set of specific circumstances in which a communication occurs, influences all these factors.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Compose and shape business messages

40) Communication typically occurs _____.

- A) in a vacuum
- B) between exactly two people
- C) between people with identical concerns
- D) among multiple people with different contexts
- E) among multiple people who encode and decode messages in exactly the same way

Answer: D

Explanation: D) Communication typically occurs among multiple people who encode and decode messages differently and who have different contexts, backgrounds, concerns, and agendas.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Compose and shape business messages

41) In which of the following is an oral communication method required?

- A) writing news articles
- B) updating Facebook status
- C) participating in teleconferences
- D) updating wikis
- E) Tweeting

Answer: C

Explanation: C) None of the other methods require oral communication, but teleconferencing involves speaking and listening to other participants.

Classification: Application

AASCB: Analytic Skills

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Describe steps for developing oral and online presentations

42) Caroline knows that while her oral presentation skills are stellar, her writing style could use a bit of work. Which of the following would be the best medium for Caroline to communicate effectively?

- A) a podcast
- B) a wiki
- C) a blog
- D) a text chat
- E) an email

Answer: A

Explanation: A) A podcast is an oral communication method, while the other choices all involve writing skills.

Classification: Application

AASCB: Analytic Skills

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Describe steps for developing oral and online presentations

43) The term "communication _____" refers to a plan for what and how to communicate to ensure that the message achieves its purpose.

- A) strategy
- B) memorandum
- C) code
- D) blueprint
- E) schema

Answer: A

Explanation: A) The best communicators always have a communication strategy — a plan for what and how to communicate to ensure that their message achieves its purpose.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

44) _____ listening is a learned skill that requires you to focus on the speaker, make sense of the information that he or she presents, and, when possible, provide feedback about the information to ensure you understand it correctly.

- A) Adaptive
- B) Active
- C) Associative
- D) Integrative
- E) Constructive

Answer: B

Explanation: B) Active listening is a learned skill that requires you to focus on the speaker, make sense of the information that he or she presents, and, when possible, provide feedback about the information to ensure you understand it correctly.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

45) Good business communicators understand that _____.

- A) their message must influence anyone who might come across it
- B) their message must be able to reach their targeted audience
- C) being a good writer is the only way to reach your audience
- D) being a good listener is not necessary to understand audience concerns
- E) being a good reader is vital, as it is the only way to gain insights into audience concerns

Answer: B

Explanation: B) Good business communicators understand that their messages must reach and influence the audience, the individual person or people for whom a message is intended. Being able to reach an audience requires that you be a good reader and listener to understand audience concerns, then to compose easy-to-read messages that address these concerns.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

You are organizing a charity event to raise funds for the renovation of the community tennis court. This event is going to include a two-day sports tournament among the high school students in your locality. This will involve communicating with students, their parents, school administrators, coaches, local businesses, and the general public.

46) One of your first tasks is to attract sponsors who will provide funding for the event in exchange for promotional considerations. When you draft the letter trying to secure this funding, your audience will be _____.

- A) students
- B) students' parents
- C) school administrators
- D) coaches
- E) local businesses

Answer: E

Explanation: E) You would look to local businesses to sponsor your event, in exchange for promotional considerations such as publicity and branding of the tournament.

Classification: Application

AASCB: Analytic Skills

Objective: 1.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

47) You are drafting a letter to high school tennis coaches looking for potential players for the tournament. In this letter, citing which benefit would likely have the LEAST impact on convincing the coaches to help you recruit players?

- A) This event will generate great publicity and goodwill for sponsors.
- B) The tournament will put a spotlight on your high school's tennis players.
- C) The event will generate interest in tennis and attract young players to the game.
- D) The event could attract more funding for high school tennis programs.
- E) The event will raise a lot of money to renovate the community tennis courts.

Answer: A

Explanation: A) A persuasive communication emphasizes the benefits you are offering to your audience. A high school tennis coach would probably be very interested in helping his school's program and players, and to a lesser degree, in helping the sport in general. Publicity for the sponsors would likely be of the least interest to a high school coach.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 1.3

Difficulty: Difficult

Learning Outcome: Describe best practices in team and interpersonal communication

48) You are drafting a letter to send to the parents of interested high school players, to obtain permission for their children to participate in the tournament. In the context of this letter, which of the following statements would be an example of the persuasive technique of responding to an anticipated objection?

A) This tournament will be a great opportunity for your child to meet students from neighboring schools.

B) Your child will know the satisfaction of making a difference in our community.

C) When renovated, the community tennis courts will provide a wonderful recreation area for families in the area.

D) The tournament will be scheduled in conjunction with all the participating high schools, so that it does not interfere with classes or school events.

E) Local businesses will put together gift bags for the students as a token for their participation.

Answer: D

Explanation: D) All the distracters except the correct answer mention benefits for either the students or the community. This is the only statement that responds to an unstated objection that the tournament might interfere with the child's schoolwork.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 1.3

Difficulty: Difficult

Learning Outcome: Describe best practices in team and interpersonal communication

49) Active listening _____.

A) is the same as hearing

B) is an innate skill that involves "reading between the lines"

C) is a learned skill that requires focusing on the speaker

D) never involves feedback on the information

E) decreases the chances of correctly understanding the information

Answer: C

Explanation: C) Active listening is a learned skill that requires you to focus on the speaker, make sense of the information that he or she presented, and when possible, provide feedback about the information to ensure you understand it correctly.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

50) Melinda is talking to her supervisor, suggesting that they implement a new process for their department. While Melinda is speaking, her boss is fidgeting in his seat and glances at his watch several times. When Melinda asks what he thinks, he stands up and walks out of the door saying, "Sure, sure. It sounds fine. Let's talk later." As an active listener Melinda _____.

- A) will interpret this as an unequivocal acceptance of her suggestion
- B) will understand that they will have to work out the details but her suggestion is definitely approved
- C) will perceive that her boss was in a hurry and that they will likely need to revisit this discussion
- D) will understand that he was anxious to leave the room because he disliked her idea so much
- E) will understand by his nonverbal cues that he has rejected her idea

Answer: C

Explanation: C) An active listener will perceive emotional cues and body language, even when they are at odds with the words being spoken. Her boss clearly seems anxious to leave the conversation, fidgeting, checking the time, and walking out of the room as soon as Melinda finishes describing her idea. While this doesn't necessarily indicate that he dislikes her idea and won't consider it, it seems to suggest that he might not have been focusing his full attention on it.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 1.3

Difficulty: Difficult

Learning Outcome: Describe best practices in team and interpersonal communication

51) Which of the following behaviors most likely indicates that the listener disagrees with the idea she is hearing?

- A) twirling her hair around her finger
- B) staring off into space
- C) jotting down notes on a pad
- D) rolling her eyes
- E) drumming her fingers on the table

Answer: D

Explanation: D) Rolling one's eyes is a gesture that indicates dislike or annoyance at what is being said. Most of the other behaviors indicate boredom or a lack of interest. Jotting down notes on a pad could indicate interest in the idea, but this could be in favor or against. The notes might even be about an entirely different subject, which would again demonstrate a lack of interest in the idea.

Classification: Application

AASCB: Analytic Skills

Objective: 1.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

52) Which of the following does an active listener do?

- A) works to interpret meaning to understand what a person is saying
- B) listens to the speaker without comprehending the information
- C) filters out emotional cues
- D) perceives speech but not the body language
- E) thinks only about what is being said but not about why it is being said

Answer: A

Explanation: A) An active listener works to interpret meaning to understand what a person is saying. Additionally, an active listener will perceive emotional cues and body language.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

53) _____ is the process of influencing your audience to agree with your point of view, recommendation, or request.

- A) Coercion
- B) Persuasion
- C) Active listening
- D) Encoding
- E) Channeling

Answer: B

Explanation: B) When you want to influence people's thoughts or actions, your message needs to be persuasive.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Easy

Learning Outcome: Describe strategies for developing persuasive business messages

54) Which of the following characteristics of effective business communicators involves considering whether a message is appropriate to the situation?

- A) strategic
- B) professional
- C) technological
- D) adaptive
- E) collaborative

Answer: B

Explanation: B) The professional aspect of effective communication deals with being appropriate to the situation, being ethical, and being clear and concise.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

55) Which of the following statements about professionalism is true?

- A) Professionalism refers to the qualities that make you adaptable in the workplace.
- B) Professionalism is limited to projecting a professional image.
- C) Professionalism involves living up to the standards of your profession.
- D) Professionalism cannot be expressed by your actions and attire.
- E) Professionalism does not involve proofreading your messages.

Answer: C

Explanation: C) Professionalism does go beyond projecting a professional image. It also involves living up to the standards of your profession, including ethical standards.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

56) Just as you're about to shut down your computer for the day, you remember that you need to send an update to your boss. You dash off a quick email and press send without spell checking or proofing it. Doing so _____.

- A) is fine since this is not a formal report
- B) is the right approach, since email does not require proofreading
- C) is a bad idea, since you need to proofread and use correct grammar in all of your messages
- D) is correct because an email needs to be as short as possible
- E) is unethical and may get you fired

Answer: C

Explanation: C) Failing to proofread and pay proper attention to grammar in an email to your boss may result in mistakes and typos that will project an unprofessional image. Your attention to these details, especially when communicating to a superior or a client, is very important.

Classification: Application

AASCB: Analytic Skills

Objective: 1.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

57) Which of the following behaviors best expresses professionalism?

- A) slouching in your chair during an interview
- B) wearing frayed pants to a company luncheon
- C) texting a thank-you message to an interviewer, using acronyms and emoticons
- D) typing up an email to your boss on the fly, paying no attention to tone or grammar
- E) leaving early enough for a meeting so that, despite a traffic jam, you still arrive a few minutes early

Answer: E

Explanation: E) Professionalism is expressed by your actions, attire, wording of messages, body language during meetings, tone of voice, and attention to grammar in all of your messages. By allowing enough time to ensure arriving at your meeting on time, you express professionalism and a respect for the other person's time.

Classification: Application

AASCB: Analytic Skills

Objective: 1.3

Difficulty: Difficult

Learning Outcome: Describe best practices in team and interpersonal communication

58) _____ is the quality of being unambiguous and easy to understand.

- A) Appropriateness
- B) Representativeness
- C) Substitutability
- D) Clarity
- E) Conciseness

Answer: D

Explanation: D) Clarity is the quality of being unambiguous and easy to understand.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

59) _____ means that a message uses no more words than are necessary to accomplish its purpose.

- A) Clarity
- B) Appropriateness
- C) Substitutability
- D) Conciseness
- E) Representativeness

Answer: D

Explanation: D) Conciseness means that a message uses no more words than are necessary to accomplish its purpose.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Easy

Learning Outcome: Explain how to create brief messages for different electronic media

60) Your audience will understand _____ language faster than _____ language.

- A) clear; concise
- B) complicated; wordy
- C) clear and concise; wordy and complicated
- D) complicated; concise
- E) complicated and concise; wordy and clear

Answer: C

Explanation: C) In business, people value clarity and conciseness because time is a scarce resource.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

61) _____ refers to the principles you use to guide decision making, leading you to do the right thing.

- A) Adaptability
- B) Ethics
- C) Feedback
- D) Context
- E) Social media

Answer: B

Explanation: B) As a professional, you are likely to face a number of ethical dilemmas that are difficult to resolve. Doing the right thing is not always obvious, and making the wrong decision may put your career, colleagues, customers, or company at risk.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

62) Which of the following considerations is relevant to the adaptable characteristic of effective business communicators?

- A) What do I want to accomplish with my message?
- B) With whom should I communicate to accomplish my goal?
- C) Is my message able to work with other cultures?
- D) Is my message clear and concise?
- E) Is my message ethical?

Answer: C

Explanation: C) The adaptable characteristic of effective communicators involves being current with technology, being able to work with other cultures, and being collaborative.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

63) Which of the following statements about technology is true?

- A) Technology increases the distance between communicators.
- B) Technology allows an immediate exchange of information across miles and time zones.
- C) Technology does not change very rapidly.
- D) Technology is not prey to pitfalls so it eliminates the risk of failed communication.
- E) Technology does not allow people to share documents instantaneously.

Answer: B

Explanation: B) Technology is a fast method of communication and hence allows an immediate exchange of information across miles and time zones.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

64) A good communicator _____.

- A) must know all technologies
- B) knows that all technology choices can be used interchangeably
- C) understands that social media are inappropriate for business communication
- D) thinks about the implications of technology options and uses his or her choices wisely
- E) avoids trendy new technology choices in favor of tried and true methods like phone calls, memos, and face-to-face meetings

Answer: D

Explanation: D) As a good communicator, you don't need to know all technologies, but you do need to think about the implications of technology choices and use your options wisely.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

65) You are collaborating on a report with a coworker, and want to send him the latest version of your document urgently. Which of the following statements is true regarding collaborating in this case?

A) Typing out the report and mailing it to your colleague by post would be the fastest way of delivering the report.

B) Uploading the document to the company intranet will deliver it to your coworker's mailbox.

C) You should use a public blog to discuss the changes you have made to the document.

D) Using a team wiki will allow both of you to constantly update the document within a shared space.

E) The most efficient method would be to call your coworker on the telephone and describe the changes you have made.

Answer: D

Explanation: D) A wiki is a collaborative web application accessible by multiple users, so it would be useful in your case. It allows for tracking the history of changes as well. The file that is uploaded on the company intranet will have to be downloaded and it is not directly delivered to the mail box. Sharing the actual document is much more efficient than describing the changes over phone. Also it is not advisable to use a public forum for discussing official information.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 1.3

Difficulty: Moderate

Learning Outcome: Explain how to create brief messages for different electronic media

66) Miles is writing an email to his project team which is working on a big presentation.

Knowing that some of his audience are not native English speakers, which of the following is the best way for him to complete the statement below?

So let's do our best to _____ for the presentation.

A) have all our ducks in a row

B) dot our i's and cross our t's

C) be well-organized and prepared

D) make sure we're on the same page

E) be on the ball

Answer: C

Explanation: C) If you know that your audience contains non-native English speakers, it is a good idea to steer clear of idiomatic expressions like those in the other choices, in favor of clear, plain language.

Classification: Application

AASCB: Analytic Skills

Objective: 1.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

67) _____ refers to the learned and shared patterns in a society.

- A) Context
- B) Ethics
- C) Collaboration
- D) Professionalism
- E) Culture

Answer: E

Explanation: E) People demonstrate their culture through values, ideas, attitudes, and their approach to communication.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Easy

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

68) In the context of doing business with people from other cultures, effective communicators _____.

- A) memorize a list of cultural difference between countries
- B) are ready to adapt to different cultural needs
- C) ignore cultural differences and treat everyone equally
- D) treat others as they would like to be treated
- E) follow exclusively the communication conventions of their own culture

Answer: B

Explanation: B) While it would be nearly impossible to memorize a list of cultural differences between countries, effective communicators approach their tasks with an open mind and are ready to adapt to different cultural needs.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Moderate

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

69) Cultural sensitivity _____.

- A) applies only to international communication
- B) deals exclusively with people who are non-native English speakers
- C) does not refer to cultural differences among people of different ages
- D) may apply to cultural differences between people of different genders
- E) is impossible to achieve given the diversity in the world today

Answer: D

Explanation: D) People who differ in age and gender may also be separated by cultural differences.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Moderate

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

70) _____ is defined as the process of working together to achieve a common goal.

- A) Professionalism
- B) Collaboration
- C) Persuasion
- D) Active listening
- E) Communication

Answer: B

Explanation: B) Collaboration is defined as the process of working together to achieve a common goal. It is crucial in the workplace since so many of the projects are team-based.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

71) Communication involves planning, creating, delivering, and interpreting messages.

Answer: TRUE

Explanation: Communication involves planning, creating, delivering, and interpreting messages.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.1

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

72) Effective business communicators have a competitive edge in the job market.

Answer: TRUE

Explanation: Effective business communicators have a competitive edge in the job market. The National Association of Colleges and Employers (NACE) routinely surveys employers to determine the skills and qualities that employers most value in employees. In those surveys, employers typically give high ratings to many communication-related skills.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.1

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

73) Since communication skills, like speaking and writing, are so important, most of people in the workplace master them.

Answer: FALSE

Explanation: Ironically, despite the importance of communication skills, few people in the workplace have mastered them.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.1

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

74) Gesturing to some friends across the room to wait for you is not an example of communication, since no written or spoken language is involved.

Answer: FALSE

Explanation: Communication may be verbal or nonverbal.

Classification: Application

AASCB: Analytic Skills

Objective: 1.1

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

75) Even many MBAs are not sufficiently prepared for the communication challenges they face.

Answer: TRUE

Explanation: In its annual survey of corporate recruiters, the Graduate Management Admissions Council routinely finds that lack of communication ability tops employers' lists of complaints about potential MBA job recruits.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.1

Difficulty: Easy

Learning Outcome: Discuss the challenges and importance of business communications

76) Communication skills can improve your salary.

Answer: TRUE

Explanation: Employers value communication-related skills and are also willing to reward them with higher salaries.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.1

Difficulty: Easy

Learning Outcome: Discuss the challenges and importance of business communications

77) Business communication is a complex process.

Answer: TRUE

Explanation: Business communication is a complex process. To achieve the goal of communication, communicators and their audiences send messages back and forth until the sender and receiver achieve a shared meaning.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Easy

Learning Outcome: Discuss the challenges and importance of business communications

78) Most students acquire sufficient communication skills as they go through school.

Answer: FALSE

Explanation: Most students do not. Some do not take business communication courses, while others who do, fail to devote enough time to their studies, thinking it is an "easy" course.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Easy

Learning Outcome: Discuss the challenges and importance of business communications

79) In business, communication is typically goal-oriented.

Answer: TRUE

Explanation: In business, communication is typically goal-oriented.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

80) Deciding that you should have a face-to-face conversation with your boss to receive clarification on an assignment is an example of the sender selecting a communication medium.

Answer: TRUE

Explanation: The sender transmits a message to the receiver through a medium – a channel used to transmit the message. This medium could be a letter, an email, a face-to-face conversation, etc.

Classification: Application

AASCB: Analytic Skills

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

81) Deciding how best to phrase a request to a coworker for the information that you need to create a proposal is an example of decoding the message.

Answer: FALSE

Explanation: When you communicate a request by putting it into words, images, or actions, you are encoding a message. When you interpret the words and actions of a message and attach meaning to them you are decoding a message.

Classification: Application

AASCB: Analytic Skills

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

82) After receiving an email from your boss asking if you are free to help with a project on Saturday, you reply with an email asking how long it will take and what your role will be. Your reply is an example of feedback.

Answer: TRUE

Explanation: Feedback is any form of verbal or nonverbal response to a message sent from the recipient to the original sender. It may be a quick response to the request, a request for clarification, or the addition of new ideas to think about.

Classification: Application

AASCB: Analytic Skills

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

83) Barriers to communication can occur at any point in the communication process.

Answer: TRUE

Explanation: Obstacles to communication can occur at any point in the communication process.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Easy

Learning Outcome: Discuss the challenges and importance of business communications

84) A mixed message occurs when the sender transmits a message in a language that is not spoken or understood by the receiver.

Answer: FALSE

Explanation: When the sender and receiver do not use a shared language, this is called a language barrier. A mixed message arises from a conflict between verbal and nonverbal communication.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

85) The context of communication influences the purpose of communication, the best medium to use to communicate the message, and how receivers interpret the message.

Answer: TRUE

Explanation: The context of communication influences the purpose of communication, the best medium to use to communicate the message, and how receivers interpret the message.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

86) A communication strategy is a plan for what and how to communicate to ensure that your message achieves its purpose.

Answer: TRUE

Explanation: The best communicators always have a communication strategy, to make sure their messages are purposeful, audience-oriented, and in many cases, persuasive.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

87) Audience-oriented communication is all about self-expression.

Answer: FALSE

Explanation: Audience-oriented communication involves more than self-expression. Good business communicators understand that their messages must reach and influence their audience. Being able to reach an audience requires first being a good reader and listener so that you can understand audience concerns.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

88) Research suggest that people in the workplace spend much less of their communication time listening than they do speaking, reading, or writing.

Answer: FALSE

Explanation: Research suggests more time is spent listening than on the other aspects of communication. Being a good listener is arguably even more important than being a good reader.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

89) Active listening is an innate skill.

Answer: FALSE

Explanation: Active listening is a learned skill that requires you to focus on the speaker, make sense of the information presented, and, when possible, provide feedback about the information to ensure you understand it correctly.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

90) As a good communicator, you need to know all technologies.

Answer: FALSE

Explanation: As a good communicator, you don't need to know all technologies, but you do need to think about the implications of the technology choices and use your options wisely.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Easy

Learning Outcome: Discuss the challenges and importance of business communications

91) Given that communication skills are so important to success in the workplace and are highly desired by employers, why do you think that so many college graduates are lacking in these skills?

Answer: Students' answers may vary. Since communication is something we all do, everyday, people might think that they already possess sufficient communication skills and not think of it as an area in which they need to improve. If someone needs to learn a skill that they don't possess at all, they are likely to see it as something difficult and worthy of learning. But since most people already know how to make a phone call or write a letter, or send an email, they don't necessarily appreciate the nuances involved in adapting this communication style for the workplace. They also might not realize how important it is to communicate correctly the first time with a minimum of confusion and antagonism. Also, it can be hard to quantify communication skills so students are not able to evaluate their proficiency in this area.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 1.1

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

Padma, an avid home cook, has no culinary training or experience in professional kitchens. After dining at her house one evening, her friend Tom is so impressed by her cooking that he gives Padma the opportunity to work in the restaurant he manages.

92) Describe some of the communication challenges that Padma may face as she works in a professional kitchen for the first time.

Answer: As someone without formal training or restaurant experience, Padma may not be familiar with the jargon used in this environment. Phrases like "2-top," "plating," and "refire" mean specific things in this setting that Padma may not be aware of, and she may misunderstand or seek clarification of these terms. Depending on the cuisine at the restaurant, language may also be an issue. For example, if it is an Italian restaurant with Italian employees, Padma may run into a problem if she doesn't speak Italian as well. Both of these are examples of language barriers, which arise from senders and receivers not using a shared language. Psychological barriers may also present a problem. If other employees resent Padma for getting the job through a friend, without the usual training and education, their emotions may act as a barrier to effective communication. Physiological barriers could be present as well. Kitchens can be loud, hectic places with lots of noise generated by the kitchen appliances and equipment. This is especially true for someone alien to such an environment, and could lead to a headache and/or make hearing difficult, both of which could interfere with even the simplest of communication.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 1.2

Difficulty: Difficult

Learning Outcome: Discuss the challenges and importance of business communications

93) Discuss why selection of the communication medium is so important.

Answer: Students' answers may vary. There are many different channels through which to communicate: letter, email, phone conversation, voice mail, face-to-face meeting, social media, etc. When you choose your channel you should pick the one that best supports the purpose of your message. Imagine that you need to make a request of a coworker. Is it a request that could be easily made with a brief phone chat? Or does it require a more complex explanation that would best be served by a well-organized written document? You must also consider the channel that will best allow the receiver to process the information you are communicating. While a short chat may seem the quickest way to make your request to a coworker, it might have pitfalls. The coworker may be busy at the time of an unexpected phone call and not have the ability to properly focus on your request while you are speaking. Consequently, she may not understand what you are asking and either incorrectly fulfill your request, or need to keep contacting you with questions. A written document, on the other hand, would allow your coworker to refer back to details of your request without asking for clarification. So the selection of the communication medium has a great effect on whether or not your message is clearly communicated and correctly decoded by your receiver.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

94) Explain with example, physiological barrier, language barrier, and psychological barrier.

Answer: Physiological barriers arise from a receiver's physical state. If you work with patients at a hospital, their physical states (confusion, dizziness, nausea, pain, etc.) might create barriers to communication. These might be dealt with by speaking more slowly and clearly, repeating oneself, etc. Language barriers can occur due to unfamiliarity with the jargon used in a particular business. In law enforcement, numerical codes are often used to describe situations and infractions, so someone new or unfamiliar with this jargon might mix up some of the codes and have to ask for clarification. Psychological barriers arise from a receiver's attitudes toward the message or toward the sender. In a professional setting where one company takes over another, there may be resentment on the part of employees when the new company imposes its policies and procedures. Being sensitive to the psychological state of the employees and taking care not to phrase changes so that they sound like criticisms of the old ways will facilitate communication and probably compliance as well. There are many other examples that can illustrate each of the communication barriers.

Classification: Application

AASCB: Analytic Skills

Objective: 1.2

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

95) Why do you think it is important to be aware of the different types of barriers to communication?

Answer: There are many barriers to communication, and they can occur at any point in the communication process. The reason you should be familiar with them is not so that you can academically catalogue them as they occur, or impress a colleague by pointing out what type of barrier resulted in a miscommunication. The reason is to be aware of them so that you can anticipate them and hopefully avoid them as much as possible. Or if it is not possible to avoid them, to deal with the glitch as effectively as possible and get the communication back on track. In some situations this is more obvious than others. If, for example, you are communicating with someone who speaks another language, you will need an interpreter and be very aware of and sensitive to communicating as clearly as possible. But other barriers are less obvious, like using idiomatic expressions that can be misunderstood. Saying you are late for the meeting because you were held up can be construed to mean that you were robbed, while you only meant to say that you were delayed. Being aware of such expressions and avoiding them in favor of others that are less ambiguous is a good idea. Also, paying attention to the body language you are using can help avoid sending mixed messages. If you say you're excited to be part of a new project team, but keep fidgeting during the meeting and looking at the clock, your body language is giving the opposite impression of your spoken words.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 1.2

Difficulty: Difficult

Learning Outcome: Discuss the challenges and importance of business communications

96) Kaylin graduated from college in June. For the last three years she successfully ran a small part-time business at school. Her service arranged for the delivery of personalized birthday cakes and other gifts to students in her school. Since many of these students were from different states or countries, this service provided a way for their family and friends back home to celebrate the occasion. Kaylin used social media like Facebook and Twitter to remind potential customers of upcoming birthdays and other gift-giving occasions, like holidays or campus events (care package for mid-term exams, picnic packs to celebrate the arrival of spring after a snowy winter, etc.).

Describe some of the communication issues that Kaylin might have faced while running her college business.

Answer: Students' answers may vary. For a small business such as hers, Kaylin would not be in a position to advertise her business in traditional media outlets, so she would need to communicate to her potential customers directly to let them know about her services. She would have to communicate clearly what she was providing and what steps customers would need to take to order from her. Social media like Facebook and Twitter would be useful tools, but some of her target audience (parents, grandparents, etc.) might not be familiar or comfortable with these means of communication. In cases where the family and friends of the student were non-native English speakers, she might also face language barriers. Additionally, she would have to communicate clearly and carefully, to avoid ambiguous language and semantic barriers. She would have to be strategic, professional, and adaptable in her communications in order to be successful in this venture.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 1.2

Difficulty: Difficult

Learning Outcome: Discuss the challenges and importance of business communications

Olivia works in the main office at a public elementary school. School began last Wednesday, and by the following Tuesday morning kindergarten teachers were experiencing a difficult situation. Many of the students' parents were lingering in the classroom past the start of the school day, consequently making the emotional transition harder for their children. They are also crowding the limited physical space within the classrooms and doorways. Olivia is asked to draft a notice to be distributed to the kindergarteners' parents to try to rectify this problem.

97) A simple enough task, she thinks, and she writes the notice as mentioned below. Discuss her draft and explain how you might improve it.

"Attention kindergarten parents: do not remain in your children's classrooms for too long, as this is causing problems."

Answer: This notice is too blunt and too vague. The parents are probably lingering as they are worried about their children starting school, and want to stay and support them. This message will likely suffer from a psychological barrier, as it fails to take their emotional state into account. Wording the message more gently, and explaining that this request is aimed at making things better for their children would likely make parents more willing to accept the message and comply with it. A semantic barrier is also likely. The message says parents are remaining for "too long," which is vague and still leaves it to parents' judgment as to what is long enough. To ensure that parents comply, specifying a particular time limit is ideal. Another problem might be a language barrier. Some parents might not be native English speakers, so translating the message into other languages might be wise.

To improve the message, make it strategic, professional, and adaptable. The message should be audience-oriented and parents' concerns should be taken into consideration while designing the message. The notice should also be specific as to the behavior the parents are expected to adopt. Issuing a solution-oriented message would make it more likely for the audience to comply. To be professional, Olivia should remember that this message is directed at parents, not students, so it shouldn't talk down to them or treat them as if they are children. It should also be appropriate to the situation. The original message is vaguely accusatory, blaming the audience. It is not clear if the parents have already been told that their behavior is problematic, so expecting them to follow a rule that they may not know and chastising them for it will likely anger the audience. To be adaptable, the message should be available in English and in any other language spoken by the school community. It should be available as a flyer handed out to parents, as a posting on the school website, and also as an email to the kindergarten parents, etc.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 1.3

Difficulty: Difficult

Learning Outcome: Describe best practices in team and interpersonal communication

You are organizing a charity event to raise funds for the renovation of the community tennis court. This event is going to include a two-day sports tournament among the high school students in your locality. This will involve communicating with students, their parents, school administrators, coaches, local businesses, and the general public.

98) Discuss some of the communication tasks and challenges you will face in organizing this event.

Answer: Students' answers may vary. To organize this event you will need to communicate with coaches to find students willing to compete, and then contact the students to see if they will be able to participate. Since they are high school students you will also need to communicate with their parents and perhaps school administrators to obtain their permission. To run any event you need financial resources, so you will need to communicate with local businesses and convince them to donate their goods, services, and dollars to sponsor your event. One of the biggest challenges will be dealing with multiple audiences. While all are involved in the same event, student players, their parents, their coaches, school administrators, and local businesses will have varying concerns and viewpoints. When trying to secure funding from local sponsors, for example, you will want to emphasize the benefits to them, including advertising and branding opportunities. But the commercial aspect of the event, should not be emphasized while communicating with players, parents, coaches or school administrators. You will need to use your reading and listening skills to gain insights into the particular concerns of each audience, and then craft your messages with these in mind. In some cases a message will be addressing multiple groups, and you will have to juggle and balance the concerns of the various segments of your audience. In all your communication you will need to avoid barriers, in this case, most likely semantic and language barriers. You will also need to promote your event and sell tickets to the general public. The various forms of technology and social media can be a big help to you in this regard.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 1.3

Difficulty: Difficult

Learning Outcome: Discuss the challenges and importance of business communications

99) You have an interview for an internship that you really want to get. Discuss the ways in which you can display professionalism in this situation.

Answer: Students' answers may vary. Your actions, attire, body language, tone of voice and attention to accuracy in written documents are all ways to express professionalism. Do some research to prepare for the interview. This will show the organization that your interest is serious and you are motivated to prove it. Express appreciation for the interviewer's time in meeting with you. Wear clothing that is appropriate to the situation, in this case a conservative outfit like a suit. During the interview pay attention to your body language. Make eye contact, and sit up straight and attentively in your chair. Try not to glance at your watch, as it will appear that you are bored or at least anxious to leave. After you have left the interview, it is good etiquette to send a thank-you note. Be sure to spell check and proofread it to show that you are serious about your interest in this internship.

Classification: Application

AASCB: Analytic Skills

Objective: 1.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

100) Describe the "headline test" in the context of professional business communication.

Answer: When you are facing an ethical challenge you can use the "headline test" to assess your proposed course of action. Sum up your actions as the headline of a newspaper article, and imagine how reading it would make you feel. If the headline makes you feel uncomfortable or guilty about your actions, this is a sign that you have probably acted against your own ethical principles.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 1.3

Difficulty: Moderate

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world