

chapter 1

Indicate whether the statement is true or false.

1. When speaking with someone whose first language is not English, it is a good idea to speak more loudly than usual to help him or her understand.

- a. True
- b. False

2. Becoming familiar with and using modern office and collaboration technologies can help employees be more successful in today's workplace.

- a. True
- b. False

3. If Françoise believes that all Americans are impatient and rude, she is guilty of stereotyping.

- a. True
- b. False

4. One effect of modern communication technologies, such as instant messaging, is that communication is often synchronous and is more often interrupted.

- a. True
- b. False

5. Computer-based communications systems such as wikis that allow users to collaborate on Web-based documents and Web sites are useful resources, but users should also be aware of some hazards they may present.

- a. True
- b. False

6. Information that we access in a library is always more credible than information that we find using online sources.

- a. True
- b. False

7. Customers often prefer companies that practise diversity.

- a. True
- b. False

8. Researchers say that most of us listen at 75 percent efficiency.

- a. True
- b. False

9. You will not be able to control some of the many factors that determine your success in the workplace. One factor that you can control, however, is how well you communicate.

- a. True
- b. False

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10. In order to be successful in the “knowledge economy” of tomorrow, Canadian businesses will need to rely more on the ability of their employees to communicate effectively with people beyond their regional, national, and possibly homogeneous working groups.

- a. True
- b. False

11. Since communication skills are inherited, there is no point in trying to develop and improve these skills.

- a. True
- b. False

12. Many companies have customized templates that employees can use as a basis for new documents, presentations, or Web pages.

- a. True
- b. False

13. Normally, younger employees who are very computer literate and “tech savvy” have also developed better writing and speaking skills than older colleagues and employers.

- a. True
- b. False

14. People who develop the habit of faking attention to a listener often find it hard to concentrate even when they want to pay attention.

- a. True
- b. False

Indicate the answer choice that best completes the statement or answers the question.

Amina

Amina received her human resources diploma last year, and has been working for six months in the human resources department of Global Success, an international marketing organization. When she accepted the position, she was very familiar with text messaging, instant messaging, blogging, and many other new technology-based communication channels, so she was quite confident that her communication skills would allow her to succeed in her new position. Amina’s position requires that she create documents, often posting them to the company human resources Web site, and make presentations about human resources policies and procedures at company meetings.

15. Amina needed to let some of her colleagues know that the company’s holiday social was being rescheduled from 6:00 pm to 7:30 pm. She decided to personally call each colleague individually to deliver the information. On the day of the holiday social, some of her colleagues arrived at 6:00 instead of 7:30. Where in the communication process did Amina make a mistake?

- a. She improperly encoded the message.
- b. She chose the incorrect channel to deliver the message, making it difficult to remember.
- c. The receivers were unable to decode the message because it was too complex.
- d. She did not allow for feedback from the receivers.

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16. Laura Ambrose has received several complaints from her employees about how the office's meetings are currently organized. Instead of getting upset, she has decided to use this as an opportunity to improve office meeting structure and is glad that her employees feel comfortable enough to voice their opinions. Which of the recommendations given in the text for becoming an active listener is she practising?

- a. Establish a receptive mindset.
- b. Listen for main points.
- c. Listen between the lines.
- d. Be patient.

17. Amina feels that she has become a much better communicator in the six months since she was hired. Which statement seems to apply best to Amina's situation?

- a. Most experienced businesspeople are better communicators than most students.
- b. In business, verbal communication isn't as important as nonverbal communication.
- c. With learning and practice, students and business professionals can improve communication skills.
- d. People are born with the ability to acquire language and to listen, which means that communication skills are innate and hereditary.

18. Based on the information in the text, what has Amina likely learned about her communication skills in the past six months?

- a. Texting and instant messaging are not used at all in the workplace.
- b. The Human Resources Manager, who is 56 years old, is just as proficient as Amina is with these new technology-based communication channels.
- c. Nobody that Amina communicates with pays much attention to conventional spelling, grammar, or punctuation.
- d. She needs to develop appropriate communication skills for a wider range of purposes, audiences, and situations.

19. Amina plans to meet with seven other human resources specialists in seven different cities in four provinces. The company has decided to eliminate the cost of travel that a face-to-face meeting would incur. The group wants to meet in real time and they want to see and hear each other. What channel or technology might they use?

- a. blog
- b. videoconference
- c. intranet
- d. voice recognition software

20. Amina has sent a message to an applicant for a marketing position with Global Success asking for clarification of some information contained in the applicant's résumé. She needs his reply before she decides whether to forward his application and résumé to the selection committee. At what point can Amina assume that communication has been successful?

- a. when the applicant receives the message
- b. when she is confident that the applicant understands her meaning

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- c. when the applicant reads the message
- d. when she receives a reply from the applicant

21. Amina thinks about a message that she has to send to a co-worker, and then begins to write the first draft of the message. According to the model in the text, what stage of the communication process is Amina in at this point?

- a. encoding stage
- b. feedback stage
- c. decoding stage
- d. channel selecting stage

22. Amina attends a presentation by members of Global Success's information technology department. Before she takes a seat, Amina turns off her cell phone. She then selects a seat at the front of the room near the speakers. What technique has Amina used to enhance her listening?

- a. keeping an open mind
- b. capitalizing on lag time
- c. controlling her surroundings
- d. establishing a receptive mind-set

23. What has Amina most likely discovered is one of the main benefits of using computer software such as Microsoft Word and PowerPoint and/or file formats such as Adobe PDF?

- a. Learning to use these technologies effectively can sometimes take considerable time and effort.
- b. Using these technologies makes it easier for Amina to produce documents, presentations, and Web pages and to make these documents more professional.
- c. Amina's computer was already equipped with these programs when she began her job.
- d. These technologies are useful tools, but they can't do the actual writing for Amina.

24. Amina meets with Joan, an employee in the Accounts Receivable Department, who is having some difficulty with her manager. Joan seems hesitant about sharing her problem. At one point, Amina feels that Joan may not be expressing all that she wants to say. Amina stops and asks Joan whether she feels anxious about discussing the problem. Joan says no, but her eyes, face, posture, and gestures seem to contradict what she says. What is likely the most accurate indicator of her feelings?

- a. her eyes
- b. her facial expression
- c. her posture
- d. her hand gestures

25. Amina left a voicemail for a colleague whose first language was not English. In the voicemail, she used many idioms and abbreviations that made the content difficult for the colleague to understand. Amina's colleague returned the phone call with many questions about the purpose of the voicemail. Which barrier of effective listening prevented Amina's colleague from processing her voicemail message?

- a. technological barriers

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- b. grandstanding
- c. faking attention
- d. language problems

26. The presentation by Global Success's information technology team is about new procedures for accessing important network resources. Amina has difficulty understanding the presentation, because the speakers use a lot of technical terms and computer jargon. What barrier to effective listening has Amina encountered?

- a. language problem
- b. physical barrier
- c. personal barrier
- d. nonverbal distraction

27. Amina has just been asked to post a new document on her company's human resources Web site detailing guidelines and expectations for ensuring equal treatment and opportunities for success for all employees. The document mentions severe penalties, including firing, for ignoring these guidelines. What advice for capitalizing on workforce diversity, mentioned in the text, does Global Success seem to be following?

- a. Create zero tolerance policies for bias and stereotypes.
- b. Discourage differences and focus on "groupthink" instead.
- c. Make more assumptions, since most assumptions tend to be right.
- d. Encourage all workers to conform to one organizational culture.

28. Amina's updated benefits handbook covers some comprehensive and sometimes perplexing material, especially the numerical data. What would help clarify some of her ideas?

- a. a clip art image of corporate employees
- b. an image of Global Success employees
- c. a simple chart
- d. a PowerPoint presentation

29. Amina has received an email from a classmate in her human resources diploma program, Nathan, who has recently been offered a job at another company. He has expressed concern about exhibiting poor business etiquette, and has asked her to describe some of the behaviours that are considered unacceptable at Global Success. According to the text, which of the following behaviours would most likely lead to termination?

- a. messaging abbreviations
- b. excessive tardiness
- c. uptalk
- d. unprofessional attire

30. Amina has to give a presentation to a small group. As she sets up the conference room ahead of time, she wonders how far the podium should be from the audience. According to the text, how far should she stand from her listeners?

- a. 1.5 feet
- b. 4 feet

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- c. 6 feet
- d. 12 feet

31. Amina realizes that she can communicate more successfully with colleagues and clients when she remembers to focus on the main goal of communication. According to the text, what is the main goal of communication?

- a. Receive feedback.
- b. Encode a message.
- c. Transmit meaning to a receiver.
- d. Select an appropriate channel.

32. During Amina's initial training at Global Success, she was told that the company has fewer employees in management positions than it has in previous years, and that she would often be expected to work independently and make decisions on her own. This reflects what trend in the new world of work?

- a. innovative communication technologies
- b. flattened management hierarchies
- c. more participatory management
- d. heightened global competition

33. Which statement expresses another discovery that Amina has likely made since she began her new job?

- a. Her employer has no interest in competing in international or world markets.
- b. Frontline employees must deal with increasingly hierarchical levels of management.
- c. New communication technologies require employees to communicate more often and more rapidly than in the past.
- d. Workplaces offer less flexible working arrangements than in the past.

34. While talking in the lunch room, one of Amina's co-workers, a Canadian, clearly indicates that she believes Canadian cultural values and business practices are far superior to those of Americans. What attitude is Amina's co-worker displaying?

- a. tolerance
- b. stereotyping
- c. ethnocentrism
- d. collectivism

35. Amina notices that her colleagues and bosses tend to become anxious when participants at important meetings show up late. What cultural value does this reaction illustrate?

- a. formality
- b. collectivism
- c. individualism
- d. time orientation

36. Amina has heard several employees of Global Success say that one of her colleagues in the human resources

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department, Jeanette Kayum, is not very approachable and seems intimidating to the employees. Amina knows that Jeanette is a very kind person, so what might be the reason that Jeanette gives this impression to her coworkers?

- a. She ensures that she schedules one-hour blocks of time for meetings with employees.
- b. She has arranged her office so that her large desk separates her space from her employees.
- c. She maintains eye contact when she is speaking.
- d. She typically stands between 4 and 12 feet from her employees when having a conversation with them in social situations.

37. Laura Ambrose, a regional manager in the central human resources office of Global Success, has asked Amina and her colleagues to create an updated version of the company's benefits handbook for employees. They have prepared and submitted the document, but Ms. Ambrose has noticed many grammatical errors. What might be the reason that Amina and her colleagues did not notice their own grammatical errors?

- a. Amina and her colleagues are unskilled writers and often make grammatical errors.
- b. One of Amina's colleagues has plagiarized by referencing another author's work without granting credit.
- c. The word processing program does not highlight grammatical errors.
- d. The word processing program was not able to process all grammatical errors and make them visible.

38. A colleague of Amina's, a Canadian salesman for Global Success who does business in Asia, has decided to update his sales material by replacing all English abbreviations and acronyms with the words they stand for. Which of the recommendations given in the text for minimizing written miscommunication among cross-cultural audiences is he practising?

- a. Adopt local styles.
- b. Use inclusive language.
- c. Avoid ambiguous wording.
- d. Use short sentences and paragraphs.

39. The offices Amina works in have recently been renovated. To encourage teamwork and improve communication, her boss has had the partitions and cubicles replaced with open spaces and shared desks. Which external element in the communication process is the key to this design change?

- a. time
- b. space
- c. distance
- d. territory

40. When she is speaking, whether to an individual or a group, Amina often checks to see whether her audience seems to be paying attention. She sometimes repeats key ideas and asks questions to check for understanding. She appears to be adjusting her communication based on a finding by communication researchers discussed in the text. Which finding is that?

- a. Most of us have developed listening habits that allow us to take in and process about 25 percent of what a speaker says.
- b. Physical barriers can impede effective listening.

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- c. Many of us like to “grandstand”—we prefer speaking to listening.
- d. It can be hard to focus on a message when we are distracted by things such as the speaker’s wardrobe, physical appearance, or mannerisms.

Enter the appropriate word(s) to complete the statement.

41. The text defines _____ as “having sympathy for and appreciating beliefs and practices differing from our own.”
42. In the communication process, the computer, telephone, letter, memo, report, fax, and face-to-face meeting are all examples of _____ .
43. In Canada we prefer a space zone of 1.25 to 3.5 metres (4 to 12 feet) when communicating with acquaintances, co-workers, and strangers. This is known as the _____ space zone.
44. You are meeting with a new client who is wearing a low-necked, sleeveless dress. She has many dramatic tattoos on her arms and neck. You realize ten minutes into your conversation with the client that you don’t remember her name, although she introduced herself, and you haven’t answered the question she has just asked because you haven’t processed it. The text calls this type of barrier to effective listening a(n) _____ (two words).
45. Word processing software often includes _____, which are pre-formatted documents into which business writers can add individualized content.
46. Many Canadians dress quite casually, often call business contacts by their first names, and appreciate directness when doing business. This reflects a key cultural value with respect to _____.
47. In the communication process, _____ means converting an idea into words or gestures that will convey meaning.
48. Business writers often use a file format, called _____, which is more permanent, transferable, and difficult to make changes to than other file formats.
49. The most successful players in the new world of work will be those with highly developed _____ skills.

Name _____ Class _____ Date _____
: _____ : _____ e: _____

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Answer Key

1. False

2. True

3. True

4. True

5. True

6. False

7. True

8. False

9. True

10. True

11. False

12. True

13. False

14. True

15. b

16. a

17. c

18. d

19. b

20. d

21. a

22. c

23. b

24. a

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25. d

26. a

27. a

28. c

29. b

30. d

31. c

32. b

33. c

34. c

35. d

36. b

37. d

38. c

39. b

40. a

41. tolerance

42. channels

43. social

44. nonverbal distraction

45. templates

46. formality

47. encoding

48. Portable File Format (PDF)

49. communication

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