

***Excellence in Business Comm., 10e (Thill)***

**Chapter 1 Achieving Success Through Effective Business Communication**

- 1) Communication is the process of  
A) transferring information and meaning.  
B) listening actively.  
C) writing messages.  
D) speaking to others.  
E) none of the above.

Answer: A

Explanation: A) Communication is the process of transferring information and meaning between senders and receivers, using one or more written, oral, visual, or electronic media. The other answers are only part of the communication process.

Diff: 2 Page Ref: 3

Skill: Concept

Objective: 1

AACSB: Communication Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

- 2) When it comes to communication skills, employers express particular frustration with  
A) experienced workers who shun new technologies.  
B) recent college graduates who haven't learned how to adapt to a professional environment.  
C) employees whose first language is not English.  
D) male workers.  
E) employees who believe they are tech-savvy.

Answer: B

Explanation: B) Not all situations call for the same type of communication skills. If you learn to write well, speak well, listen well, and recognize the appropriate way to communicate in any situation, you will gain a major advantage that will serve you well throughout your career. The other groups of employers are not necessarily going to have trouble communicating in a professional environment at all times.

Diff: 1 Page Ref: 3

Skill: Concept

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

3) Stakeholders affected by the quality of business communication include

- A) customers.
- B) employees.
- C) suppliers.
- D) shareholders.
- E) all of the above.

Answer: E

Explanation: E) Stakeholders are those groups of people affected in some way by the company's actions like customers, employees, shareholders, suppliers, neighbors, the community, the nation, and even the world. The other groups of people are only one subset of all stakeholders.

Diff: 2 Page Ref: 3

Skill: Application

Objective: 1

AACSB: Communication Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

4) Which of the following is *not* a characteristic of effective business messages?

- A) They provide practical information.
- B) They present the writer's opinions as facts.
- C) They state precise audience responsibilities.
- D) They highlight and summarize essential information.
- E) They are short.

Answer: B

Explanation: B) Opinions should be presented as opinions. If opinions are called for, give compelling evidence to support your opinion or conclusion. All the other answers are characteristics of effective business messages.

Diff: 2 Page Ref: 4

Skill: Critical Thinking

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Plan and prepare business messages.

5) Business communication is often more demanding than social communication because communication on the job is affected by the

- A) pervasiveness of technology.
- B) growing reliance on teamwork in business.
- C) globalization of business.
- D) increasing value of business information.
- E) all of the above.

Answer: E

Explanation: E) Business communication is increasingly relying on technology, teamwork with a diverse workforce, globalization to market products in other countries, knowledge workers to provide valuable business information to provide competitive insights. All of the factors listed play a part in business communication, while none of those necessarily play a part in social communication.

Diff: 2 Page Ref: 5-7

Skill: Concept

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

6) A flatter organizational structure

- A) tends to increase the chance of communication breakdowns.
- B) helps make communication flow more efficiently.
- C) is obsolete now that social networking is so widespread.
- D) is helpful for small companies only.
- E) makes internal conflict more difficult to manage.

Answer: B

Explanation: B) Tall structures have many layers of management between the lowest and highest positions, which can lead to communication breakdowns. Flat structures reduce the number of layers and promote more open and direct communication. The other answers are incorrect because a flatter organizational structure facilitates communication, and better communication will never become obsolete or make problems more difficult.

Diff: 3 Page Ref: 7

Skill: Concept

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

7) In which of the following organizational structures do employees report to two managers at the same time?

- A) virtual organization
- B) matrix structure
- C) network structure
- D) modern structure
- E) none of the above

Answer: B

Explanation: B) In a matrix structure, employees report to two managers at the same time such as a project manager and a department manager. The other answers refer to other organizational structures and leadership styles of companies that can exist.

Diff: 2 Page Ref: 7

Skill: Concept

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

8) The term *corporate culture* refers to

- A) the number of organizational levels within a corporation.
- B) the extent to which corporations dominate a particular culture.
- C) the mixture of values, traditions, and habits that give a company its atmosphere and personality.
- D) a company's sponsorship of events such as concerts and plays.
- E) the heavy influence business has had on our society.

Answer: C

Explanation: C) Corporate culture refers to the mixture of values, traditions, and habits that a particular company has that give that company its atmosphere and personality. Some companies encourage an open climate to promote candor and honesty which can encourage employees to admit their mistakes and disagree with the boss.

Diff: 1 Page Ref: 7

Skill: Concept

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

- 9) An example of downward communication is
- A) a junior staff person giving information to a staff supervisor.
  - B) a sales manager giving instructions to a salesperson.
  - C) an email message about sick leave from one staff secretary to another.
  - D) a company briefing held on the organization's top floor.
  - E) a conversation between colleagues that quickly becomes hostile.

Answer: B

Explanation: B) Downward communication flows from executives to employees. For example, when the president conveys executive decisions, and provides employees information that help them do their jobs.

Diff: 1 Page Ref: 8

Skill: Application

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

- 10) An example of horizontal communication is
- A) a junior staff person giving information to a staff supervisor.
  - B) a company briefing held on the organization's ground floor.
  - C) an email message about sick leave sent from one department secretary to a secretary in a different department.
  - D) an email message that sparks a chain of multiple replies.
  - E) all of the above.

Answer: C

Explanation: C) Horizontal communication flows between departments to help employees share information, coordinate tasks, and solve complex problems.

Diff: 1 Page Ref: 8

Skill: Application

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

- 11) Every organization has
- A) an intranet.
  - B) an extranet.
  - C) an informal communication network.
  - D) a tall communication structure.
  - E) a flat structure.

Answer: C

Explanation: C) Every organization has an informal communication network (also called the grapevine or rumor mill), which encompasses all communication that occurs outside the formal network. Some of it occurs naturally as a result of employee interaction on the job and in social settings. Organizations do not necessarily have an internet, an extranet, a tall or flat structure.

Diff: 2 Page Ref: 8

Skill: Concept

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

- 12) In most organizations, the rumor mill tends to be particularly active when
- A) employees are satisfied with their jobs.
  - B) formal communication channels are working efficiently.
  - C) employees are wasting company time.
  - D) the formal communication network is not providing the information employees want.
  - E) there is a lack of gender balance among the employees.

Answer: D

Explanation: D) The rumor mill tends to be more active when the formal communication network is not providing the information employees need and want. People feel more comfortable and secure with strong communication. If that breaks down, people will look to informal sources. The other answers are not at all related to how a rumor mill works.

Diff: 2 Page Ref: 8

Skill: Synthesis

Objective: 3

AACSB: Communication Abilities

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

13) \_\_\_\_\_ communication flows between departments to help employees share information, coordinate tasks, and solve complex problems.

- A) Upward
- B) Downward
- C) Horizontal
- D) Diagonal
- E) Circular

Answer: C

Explanation: C) If a secretary sends an email to another secretary in a different department on a new company wide policy, that is considered horizontal communication. Upward and downward are other directions that communication can flow in a formal network. There is no such thing as diagonal or circular.

Diff: 1 Page Ref: 8

Skill: Concept

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

14) Generally speaking, limitations of the formal communication network

- A) discourage employees from taking advantage of social media.
- B) have not affected the popularity of social media in the business environment.
- C) have helped to spur the growth of social media in the business environment.
- D) tend to decrease employees' dependence on the Internet.
- E) do none of the above.

Answer: C

Explanation: C) Formal communication can only flow downward, upward, and horizontally.

This does not encourage communication to flow more freely. As a result, social media has grown in the business environment to fill that gap. The limitations of the formal communication network has encouraged employees to take advantage of social media, increased the popularity of social media in a business environment, and increased employees' dependence on the Internet.

Diff: 3 Page Ref: 8

Skill: Synthesis

Objective: 3

AACSB: Communication Abilities, Use of IT

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

- 15) To make your communication more effective,
- A) clearly address your audience's wants and needs-not yours.
  - B) include as much information as possible, even if you're not sure it's necessary.
  - C) send the same messages by multiple channels.
  - D) avoid face-to-face conversations and communicate entirely by phone and email.
  - E) do all of the above.

Answer: A

Explanation: A) An audience-centered approach involves understanding and respecting the members of your audience and making every effort to get your message across in a way that is meaningful to them. The other answers will only make your communication less effective.

Diff: 2 Page Ref: 9

Skill: Concept

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Plan and prepare business messages.

- 16) In the first step of the communication process, the sender
- A) decides what to say.
  - B) chooses a communication channel.
  - C) has an idea.
  - D) chooses a communication medium.
  - E) evaluates his or her options.

Answer: C

Explanation: C) Whether a communication effort will ultimately be effective starts with an idea. For example, if you have a clear idea about a procedure change that will save your company time and money, the communication process is off to a strong start. However, if all you want to do is complain and do not have any solutions to your complaint, you probably will not communicate anything of value to your audience. The other answers are what the sender should do after having an idea.

Diff: 1 Page Ref: 10

Skill: Concept

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Compose and shape business messages.



17) The final step in the communication process is

- A) receiving the message.
- B) sending the message.
- C) the audience providing feedback to the sender.
- D) interpreting the message.
- E) decoding the message.

Answer: C

Explanation: C) When the audience provides feedback to the sender, this can help the sender evaluate the effectiveness of the communication effort. Feedback can be verbal, nonverbal, or both. However, this feedback may need to be decoded carefully. A smile, for example, can have many meanings. The other steps are earlier steps in the communication process.

Diff: 2 Page Ref: 11

Skill: Concept

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

18) Uncomfortable meeting rooms, multitasking, and computer screens filled with popup messages are all examples of

- A) problems with feedback.
- B) distractions.
- C) problems with background differences.
- D) overload problems.
- E) social media.

Answer: B

Explanation: B) Distractions can be anything that forces a person to focus on something other than the task at hand. For example, uncomfortable meeting rooms, crowded computer screens with unnecessary information, and thoughts or emotions not related to the task being worked on.

Diff: 2 Page Ref: 11

Skill: Application

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

19) Which of the following is *not* one of the five ways to get the audience to notice your messages?

- A) Acknowledge the importance of the situation.
- B) In every message, admit that you could be wrong.
- C) Use words, images, and designs that are familiar.
- D) Consider audience expectations.
- E) Ensure ease of use.

Answer: A

Explanation: A) The five ways to get the audience to notice your message is to 1) consider audience expectations, 2) ensure ease of use, 3) emphasize familiarity, 4) practice empathy, and 5) design for compatibility. The other answers are what the sender should do to get the audience to notice your message.

Diff: 2 Page Ref: 12-13

Skill: Concept

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Plan and prepare business messages.

20) During a long meeting, you notice that you're automatically questioning the motives of anyone whose viewpoint does not match your own . You are engaging in

- A) discrimination.
- B) misreading.
- C) selective perception.
- D) stereotyping.
- E) effective business communication.

Answer: C

Explanation: C) Selective perception is when a message recipient may simply distort the information to make it fit rather than change their perception of reality. Discrimination, misreading, and stereotyping are other problems that can occur when two people of different cultural and personal beliefs communicate. In effective business communication, none of those answers would be occurring.

Diff: 2 Page Ref: 13

Skill: Critical Thinking

Objective: 3

AACSB: Communication Abilities

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

- 21) In order for audience members to respond appropriately to a business message, they must
- A) remember the message.
  - B) be able to respond to the message.
  - C) be motivated to respond to the message.
  - D) do all of the above.
  - E) do none of the above--communication is a simple process that everyone is naturally good at.

Answer: D

Explanation: D) First, the recipient has to remember the message long enough to act on it. Second, the recipient has to be able to respond as you wish. Lastly, the recipient has to be motivated to respond. The other answers are only one part of what the audience must do to respond appropriately.

Diff: 2 Page Ref: 14

Skill: Concept

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Plan and prepare business messages.

- 22) "Business Communication 2.0" refers to
- A) high-level correspondence as opposed to routine documents.
  - B) a new approach to business communication, emphasizing interaction and conversation rather than one-way publication.
  - C) specialized software that enables professionals to create impressive documents easily and efficiently.
  - D) the informal, abbreviation-laden writing style of today's younger generation.
  - E) none of the above.

Answer: B

Explanation: B) Technology has created a new social communication model which is also interactive and conversational. Customers and others are now empowered through social media. When customers participate by sharing or revising content, they are transformed from passive audiences to active participants. Business communication 2.0 is a convenient label for this new approach to business communication.

Diff: 1 Page Ref: 14

Skill: Concept

Objective: 3

AACSB: Communication Abilities

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

23) Whereas Business Communication 1.0 tends to emphasize \_\_\_\_\_, Business Communication 2.0 focuses more on \_\_\_\_\_.

- A) discussion, lecture
- B) collaboration, isolation
- C) control, influence
- D) permission, intrusion
- E) receivers, senders

Answer: C

Explanation: C) In Business 1.0 approach, messages are scripted by designated communication, approved by someone in authority, distributed through selected channels, and delivered without modification to a passive audience. In the 2.0 approach, customers and other stakeholders participate in, influence, and often take control of conversations in the marketplace.

Diff: 3 Page Ref: 14

Skill: Concept

Objective: 3

AACSB: Communication Abilities

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

24) Most companies that embrace Business Communication 2.0

- A) completely abandon the traditional approach to communication.
- B) will eventually return to a 1.0 approach, since the technology turns out to be too complicated for most employees.
- C) adopt a hybrid approach to communication, in which some messages follow the traditional model and others follow the 2.0 approach.
- D) are European.
- E) do none of the above.

Answer: C

Explanation: C) No company, no matter how enthusiastically it embraces Web 2.0, is going to be run by a social club. Instead, a hybrid approach is emerging in which some communications follow the traditional approach, while others follow the 2.0 approach. Business 2.0 is about both approaches to communication. Business 2.0 is not about being European or from any specific place.

Diff: 2 Page Ref: 15

Skill: Synthesis

Objective: 3

AACSB: Communication Abilities

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

25) One major difference between the 1.0 and 2.0 approaches to business communication is that in the 2.0 approach audiences are encouraged to be

- A) active participants in the communication.
- B) compliant listeners.
- C) passive recipients of the information the sender shares.
- D) disengaged.
- E) any of the above.

Answer: A

Explanation: A) In Business 1.0 approach, messages are scripted by designated communication, approved by someone in authority, distributed through selected channels, and delivered without modification to a passive audience. In the 2.0 approach, customers and other stakeholders participate in, influence, and often take control of conversations in the marketplace. The audience must be active listeners in the 2.0 approach.

Diff: 2 Page Ref: 14

Skill: Concept

Objective: 3

AACSB: Communication Abilities

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

26) Which of the following is an example of Business Communication 2.0 in action?

- A) A manager sends out weekly newsletters to employees.
- B) An electronics store invites customers to submit YouTube videos showing how to install home theater systems.
- C) An advertising firm creates a television commercial for a local automobile dealer.
- D) A small business owner rents sign space on neglected downtown buildings to promote revitalization efforts.
- E) All of the above are examples of Business Communication 2.0.

Answer: B

Explanation: B) Customers are encouraged to participate in, influence, and take control of conversations in the marketplace in Business Communication 2.0.

Diff: 2 Page Ref: 15

Skill: Critical Thinking

Objective: 3

AACSB: Communication Abilities

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

27) Information overload is

- A) a real problem that can lead to exhaustion and interfere with personal relationships.
- B) a false condition concocted by workers who fear technology and its capabilities.
- C) a condition that affects only those who work in high-tech jobs.
- D) especially prevalent among elderly Americans.
- E) none of the above.

Answer: A

Explanation: A) The overuse or misuse of communication technology can lead to information overload, in which people receive more information than they can effectively process. Information overload makes it difficult to discriminate between useful and useless information, lowers productivity, and amplifies employee stress both on the job and at home - even to the point of causing health and relationship problems. Information overload has nothing to do with fear of technology. Anyone who uses a computer, a smart phone, or other advanced gadget is susceptible to information overload.

Diff: 2 Page Ref: 17

Skill: Concept

Objective: 4

AACSB: Communication Abilities, Use of IT

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

28) The "information technology paradox" refers to

- A) widespread confusion over how to utilize email and IM.
- B) the idea that technology has cut down interpersonal communication in business.
- C) the idea that information tools (such as email) can waste as much time as they save.
- D) frustration surrounding incompatibility between Apple and Microsoft operating systems.
- E) none of the above.

Answer: C

Explanation: C) Facebook, Twitter, IM and other technologies are key parts of what has been called the "information technology paradox," in which information can waste as much time as they save. Paradox means something that is self contradictory. Therefore, since the other answers are not referring to a paradox, they are incorrect.

Diff: 3 Page Ref: 17

Skill: Concept

Objective: 4

AACSB: Communication Abilities, Use of IT

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

- 29) Which of the following is the best solution to technology-related problems such as inappropriate use of the web and social media in the workplace?
- A) Forbidding employees to use the web while they are in the office
  - B) Requiring employees to turn off their smartphones when they arrive for work
  - C) Developing clear policies that are evenly enforced
  - D) Rewarding employees who call your attention to those who are using these technologies inappropriately
  - E) "Going green" by removing all electronic devices (except telephones) from the office

Answer: C

Explanation: C) Inappropriate web use not only distracts employees from work responsibilities but can leave employers open to lawsuits for sexual harassment if inappropriate images are displayed in or transmitted around the company. With all of these technologies, the best solution lies in developing clear policies that are enforced evenly for all employees. Many jobs require access to electronic devices like computers and using the Internet.

Diff: 2 Page Ref: 17

Skill: Critical Thinking

Objective: 4

AACSB: Communication Abilities, Use of IT

Learning Outcome: Discuss the challenges and importance of business communications.

- 30) The accepted principles of conduct that govern behavior within a society are known as
- A) laws.
  - B) social guidelines.
  - C) ethics.
  - D) protocols.
  - E) none of the above.

Answer: C

Explanation: C) Ethics are the accepted principles of conduct that govern behavior within a society. Ethical behavior is a companywide concern, but because communication efforts are the public face of a company, they are subjected to particularly rigorous scrutiny from regulators, legislators, investors, consumer groups, environmental groups, labor organizations, and anyone else affected by business activities. While there is a great deal of overlap between laws, ethics, and social guidelines, they are not always the same thing. Protocols are procedures to help people follow laws, social guidelines, and ethics.

Diff: 2 Page Ref: 22

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Ethical Understanding and Reasoning Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

31) Which of the following is *not* a characteristic of ethical communication?

- A) It includes all relevant information.
- B) It is designed to hide some negative information.
- C) It is true in every sense.
- D) It is not deceptive in any way.
- E) It is vital for formal communication, but less important for informal.

Answer: B

Explanation: B) Ethical communication includes all relevant information, is true in every sense, and is not deceptive in any way. In contrast, unethical communication can distort the truth or manipulate audiences in a variety of ways. Examples of unethical communication include plagiarism, omitting essential information, selective misquoting, misrepresenting numbers, distorting visuals, and failing to respect privacy or information security needs. Both formal and informal communication should always include ethical communication.

Diff: 2 Page Ref: 22

Skill: Critical Thinking

Objective: 5

AACSB: Communication Abilities, Ethical Understanding and Reasoning Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

32) All of the following are examples of unethical communication *except*

- A) using jargon.
- B) selective misquoting.
- C) distorting visuals.
- D) plagiarism.
- E) omitting vital information because it does not support your argument.

Answer: A

Explanation: A) Ethical communication includes all relevant information, is true in every sense, and is not deceptive in any way. Unethical communication can distort the truth or manipulate audiences in a variety of ways. The key word is "except." Examples of unethical communication include plagiarism, omitting essential information, selective misquoting, misrepresenting numbers, distorting visuals, and failing to respect privacy or information security needs.

Diff: 2 Page Ref: 22

Skill: Application

Objective: 5

AACSB: Communication Abilities, Ethical Understanding and Reasoning Abilities

Learning Outcome: Discuss the challenges and importance of business communications.



33) Which of the following is an example of an ethical dilemma?

- A) Deciding whether or not to inform employees that layoffs are coming as they work on finishing a big project
- B) Deciding whether or not to tell an employee that he needs to improve his performance
- C) Deciding whether or not to use the copy machine for personal papers
- D) Deciding whether or not to declare the costs of your vacation travel as a deductible business expense
- E) Deciding whether to use your corporate credit card to buy fuel for a personal trip

Answer: A

Explanation: A) An ethical dilemma involves choosing among alternatives that are not clear cut. Perhaps two conflicting alternatives are both ethical and valid, or perhaps the alternatives lie somewhere in the gray area between clearly right and clearly wrong. Every company has responsibilities to multiple groups of people inside and outside the firm, and those various groups often have competing interests.

Diff: 2 Page Ref: 22

Skill: Critical Thinking

Objective: 5

AACSB: Communication Abilities, Ethical Understanding and Reasoning Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

34) Which of the following is an example of an ethical lapse?

- A) Putting unsigned suggestions in the company suggestion box
- B) Sharing confidential information with a new employer about your previous (competing) employer's major clients
- C) Telling your supervisor that another employee is stealing office supplies
- D) Providing incorrect data in a report, even though you did not know it was incorrect at the time
- E) Sharing a negative earnings report with your supervisor

Answer: B

Explanation: B) An ethical lapse is a clearly unethical choice compared to an ethical dilemma which involves choosing among alternatives that are not clear cut. For example, homebuyers in a Florida housing development were sold houses without being told that the area was once a U.S. Army firing range and that live bombs and ammunition were still buried in multiple locations around the neighborhood. The seller deprived buyers of vital information. The other answers are not examples of an ethical lapse.

Diff: 2 Page Ref: 23

Skill: Critical Thinking

Objective: 5

AACSB: Communication Abilities, Ethical Understanding and Reasoning Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

35) To help establish clear guidelines for ethical behavior, many companies provide employees a written

- A) ethics audit.
- B) ethical dilemma.
- C) ethical lapse.
- D) code of ethics.
- E) ethics contract.

Answer: D

Explanation: D) Many companies have established an explicit ethics policy by using a written code of ethics to help employees determine what is acceptable. The other answers do not involve any guidelines that a company might provide its employees.

Diff: 2 Page Ref: 23

Skill: Application

Objective: 5

AACSB: Communication Abilities, Ethical Understanding and Reasoning Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

36) "Knowledge workers" are

- A) employees who are responsible for orienting new executives.
- B) charged with periodically testing all employees for proper training.
- C) employees who are not on the payroll, but instead work for the knowledge they can gain from the experience.
- D) employees at all levels of an organization who specialize in acquiring, processing, and communicating information.
- E) no longer needed, since the Internet provides employees with all the information they require.

Answer: D

Explanation: D) As global competition for talent, customers, and resources continues to grow, the importance of information continues to escalate as well. Companies in virtually every industry rely heavily on knowledge workers, employees at all levels of an organization who specialize in acquiring, processing, and communicating information. Three examples help to illustrate the value of information in today's economy: competitive insights, customer insights, customer needs, and regulations and guidelines. Knowledge workers have nothing to do with orienting or periodic testing.

Diff: 2 Page Ref: 6

Skill: Concept

Objective: 1

AACSB: Communication Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

37) A(n) \_\_\_\_\_ communication climate is one that promotes candor, honesty, and the sharing of negative information.

- A) free-flowing
- B) liberal
- C) virtual
- D) open
- E) none of the above

Answer: D

Explanation: D) Many successful companies encourage employee contributions by fostering open climates that promote candor and honesty, helping employees feel free enough to admit their mistakes, disagree with the boss, and share negative or unwelcome information. There are no such terms as free-flowing, liberal, or virtual communication climates in Business 2.0.

Diff: 2 Page Ref: 7

Skill: Concept

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

38) In a \_\_\_\_\_ structure, a company supplements the talents of its employees with services from one or more external partners, such as a design lab or a sales and distribution company.

- A) matrix
- B) tall
- C) flat
- D) network
- E) broad

Answer: D

Explanation: D) Every firm has a particular structure that defines the relationships among units in the company, and these relationships influence the nature and quality of communication throughout the organization. One type of structure is the network structure, sometimes known as a virtual organization, a company supplements the talents of its employees with services from one or more external partners. Matrix, tall, and flat are other types of structures. There is no such thing as a broad structure in Business 2.0.

Diff: 2 Page Ref: 7

Skill: Concept

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

- 39) When it comes to grammar and spelling, today's employers generally
- A) expect employees to follow accepted standards.
  - B) take a laid-back approach as long as employees can get their point across.
  - C) understand and accept that abbreviations (such as those used in text messaging) and informal language are now the norm.
  - D) expect employees to use spell-check, but otherwise understand that mistakes are no big deal.
  - E) want employees to speak and write informally, so everyone feels comfortable.

Answer: A

Explanation: A) Today's employers expect you to be competent at a wide range of communication tasks including following accepted standards of grammar, spelling, and other aspects of high-quality writing and speaking.

Diff: 2 Page Ref: 7

Skill: Concept

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Compose and shape business messages.

- 40) "Emotional intelligence" refers, in part, to
- A) the ability to keep emotions completely out of your communication at work.
  - B) the ability to figure out what others are thinking, even before they speak.
  - C) the ability to relate to the needs of others.
  - D) knowing how to diagnose and treat emotional problems in one's co-workers.
  - E) an aptitude for manipulating others' emotions.

Answer: C

Explanation: C) The ability to relate to needs of others is a key part of emotional intelligence, which is widely considered to be a vital characteristic of successful managers and leaders. The more you know about the people you are communicating with, the easier it will be to concentrate on their needs - which will make it easier for them to hear your message, understand it and respond positively. Emotional intelligence helps people communicate better and easier with others and not about removing emotions, figuring out what people are thinking before they speak or treating emotional issues.

Diff: 2 Page Ref: 9

Skill: Concept

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

41) Expressing an idea in words or images is known as the \_\_\_\_\_ step of the communication process.

- A) articulating
- B) crystallizing
- C) generating
- D) inscribing
- E) encoding

Answer: E

Explanation: E) When someone puts an idea into a message - which you can think of as the "container" for an idea - he or she is encoding it, or expressing it in words or images. There are no such terms as articulating, crystallizing, generating, or inscribing in Business Communication 2.0.

Diff: 2 Page Ref: 10

Skill: Concept

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

42) The receiver extracts the idea from the message in the \_\_\_\_\_ step of the communication process.

- A) decoding
- B) interpreting
- C) uncovering
- D) deciphering
- E) extrapolating

Answer: A

Explanation: A) The audience decodes the message. After a message is received, the receiver needs to extract the idea from the message. This step is called decoding. The other answers are not terms used in Business 2.0.

Diff: 2 Page Ref: 10

Skill: Concept

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

43) In today's business environment, multitasking

A) is expected and unavoidable.

B) can, in many cases, reduce productivity and increase errors.

C) is a great way to increase productivity and improve the quality of your work.

D) shows that you are serious about your work.

E) is less distracting than ever before, thanks to smartphones and other portable electronics.

Answer: B

Explanation: B) The common habit of multitasking, attempting more than one task at a time, is practically guaranteed to create communication distractions. Moreover, research suggests that "chronic multitasking" can reduce productivity and increase errors. Also, research shows that multitasking should be avoided if at all possible.

Diff: 2 Page Ref: 11

Skill: Concept

Objective: 4

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

44) Turning your mobile phone off before meetings is

A) frowned upon, since it causes you to disconnect from colleagues and clients.

B) an effective way to help minimize barriers and distractions.

C) helpful only if you are not in a managerial position.

D) often grounds for dismissal in today's high-tech environment.

E) costly and inappropriate, since you might miss an important message from a potential client.

F) necessary only if your device does not have a silent mode.

Answer: B

Explanation: B) Within any communication environment, communication can be disrupted by a variety of communication barriers. These include noises such as ringing mobile phones, competing messages, and emotions. While turning off your phone may not be required, doing this would not be frowned upon, unhelpful, grounds for dismissal, or costly and inappropriate.

Diff: 2 Page Ref: 12

Skill: Concept

Objective: 4

AACSB: Communication Abilities, Use of IT

Learning Outcome: Describe best practices in team and interpersonal communication.

- 45) Using words, images, and designs that are familiar to your audience will generally
- A) mean fewer people will pay any attention to your messages.
  - B) frustrate customers who will confuse your company with others.
  - C) increase the chances that your messages will get noticed.
  - D) be viewed negatively by current and prospective clients.
  - E) prevent your messages from standing out.

Answer: C

Explanation: C) There are 5 principles to help get your messages noticed. 1) Consider audience expectations. 2) Ensure ease of use. 3) Emphasize familiarity (Use words, images, and designs that are familiar to your audience.) 4) Practice empathy. 5) Design for compatibility. Using familiar words, images, and designs are likely to draw attention, decrease frustration, be viewed positively, and make your messages more likely to stand out.

Diff: 2 Page Ref: 13

Skill: Concept

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

- 46) Whether or not incoming data are transferred from a recipient's sensory memory to short-term memory depends primarily on
- A) whether or not the recipient pays attention to the data.
  - B) the recipient's I.Q.
  - C) the time of day.
  - D) how many times it is repeated.
  - E) the medium used to communicate the data.

Answer: A

Explanation: A) In order for the audience to respond to a message, the recipient must first remember the message long enough to act on it. Sensory memory momentarily captures incoming data from the senses; then whatever the recipient pays attention to is transferred to short-term memory. None of the other answers have anything to do with transferring data to the short-term memory.

Diff: 2 Page Ref: 14

Skill: Concept

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

47) Which of the following technologies are now used in business?

- A) microblogs
- B) video games
- C) Facebook
- D) smartphones
- E) all of the above

Answer: E

Explanation: E) Microblogs, video games, Facebook, and smartphones are all used in business.

Diff: 2 Page Ref: 18-21

Skill: Concept

Objective: 4

AACSB: Communication Abilities, Use of IT

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

48) When it comes to business communication, technology

- A) is only a hindrance.
- B) can improve or worsen its quality, depending on how it is used.
- C) always improves the quality.
- D) helps downward communication, but hinders horizontal and upward communication.
- E) improves external communication, but not internal.

Answer: B

Explanation: B) Technology, if used wisely can improve communication; if not used wisely, it can hinder communication. Improvement is not dependent on the direction of communication or whether it is internal or external.

Diff: 2 Page Ref: 16

Skill: Concept

Objective: 4

AACSB: Communication Abilities, Use of IT

Learning Outcome: Plan and prepare business messages.



49) Attempting to promote products and services to customers who don't know they're being marketed to is known as \_\_\_\_\_ marketing.

- A) viral
- B) surprise
- C) undercover
- D) stealth
- E) hidden

Answer: D

Explanation: D) A major issue in business communication transparency is stealth marketing, which involves attempting to promote products and services to customers who do not know they are being marketed to. This type of marketing falls under ethical and legal communication and is deceptive because it does not give the target or audience the opportunity to raise their instinctive defenses against the persuasive powers of marketing messages.

Diff: 2 Page Ref: 22

Skill: Concept

Objective: 5

AACSB: Ethical Understanding and Reasoning Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

50) With the availability of telepresence and other sophisticated meeting technologies, face-to-face meetings

- A) are still valuable in many situations.
- B) are wasteful and unnecessary.
- C) should happen only when the topic is highly controversial.
- D) offer nothing that technology cannot replicate.
- E) should be avoided, even when participants work in close proximity.

Answer: A

Explanation: A) Face-to-face meetings still provide things over breakfast or coffee that you cannot necessarily obtain through meeting technologies. As a result, face-to-face meetings are not wasteful and unnecessary, do offer valuable information, and should not be avoided.

Diff: 2 Page Ref: 17

Skill: Concept

Objective: 4

AACSB: Communication Abilities, Use of IT

Learning Outcome: Plan and prepare business messages.

51) Despite increased market globalization, the nature of business communication has not changed much in recent years.

Answer: FALSE

Explanation: Today's businesses increasingly reach across international borders to market their products, partner with other businesses, and employ workers and executives. Therefore, globalization has changed the nature of business communication. Businesses are more likely to pay attention to how they communicate to ensure the correct message gets across to the targeted audience.

Diff: 2 Page Ref: 5

Skill: Synthesis

Objective: 1

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

52) Among other factors, the globalization of business has decreased the demand for skilled communicators.

Answer: FALSE

Explanation: Globalization has increased the demand for skilled communicators. Different languages, cultures, values, among other factors can create misunderstandings in communication.

Diff: 2 Page Ref: 5

Skill: Concept

Objective: 1

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

53) Workforce diversity includes differences not only in race but also in gender, education, and other areas.

Answer: TRUE

Explanation: Businesses are paying more attention to workforce diversity - all the differences among people who work together, including differences in age, gender, sexual orientation, education, cultural background, religion, ability, and life experience.

Diff: 2 Page Ref: 5

Skill: Concept

Objective: 1

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

54) Knowledge workers specialize in acquiring, processing, and communicating information.

Answer: TRUE

Explanation: As global competition for talent, customers, and resources continues to grow, the importance of information continues to escalate as well. Companies in virtually every industry rely heavily on knowledge workers - employees at all levels of an organization who specialize in acquiring, processing, and communicating information.

Diff: 2 Page Ref: 6

Skill: Concept

Objective: 1

AACSB: Communication Abilities

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

55) Flatter organizational structures generally create less distortion when it comes to internal communication.

Answer: TRUE

Explanation: Tall structures have many layers of management and can suffer communication breakdowns. Many businesses have therefore adopted flat structures to reduce the number of layers and promote more open and direct communication. More open communication leads to less distortion.

Diff: 2 Page Ref: 7

Skill: Concept

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

56) It is never helpful to create a corporate culture that encourages employees to disagree with the boss.

Answer: FALSE

Explanation: Communication efforts will be influenced by the organization's corporate culture (the mixture of values, traditions, and habits that gives a company its atmosphere and personality). Many successful companies encourage employee contributions by fostering open climates that promote candor and honesty, helping employees feel free enough to admit their mistakes, disagree with the boss, and share negative or unwelcome information.

Diff: 2 Page Ref: 7

Skill: Concept

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

57) Downward communication flows from employees to executives, providing accurate, timely reports on problems, trends, opportunities, grievances, and performance.

Answer: FALSE

Explanation: Downward communication flows from executives to employees, conveying executive decisions and providing information that helps employees do their jobs. Upward communication flows from employees to executives, providing insight into problems, trends, opportunities, grievances, and performance - thus allowing executives to solve problems and make intelligent decisions.

Diff: 2 Page Ref: 8

Skill: Concept

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

58) Most of the information that flows downward in an organization is geared toward helping employees do their jobs.

Answer: TRUE

Explanation: Downward communication flows from executives to employees, conveying executive decisions and providing information that helps employees do their jobs.

Diff: 2 Page Ref: 8

Skill: Concept

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

59) Within organizations, formal communication is upward and downward, while informal communication is always horizontal.

Answer: FALSE

Explanation: Throughout the formal network, information flows in three directions - downward, upward, and horizontally. Downward communication flows from executives to employees. Upward communication flows from employees to executives. Every organization also has an informal communication network, often referred to as the grapevine or the rumor mill, that encompasses all communication that occurs outside the formal network.

Diff: 2 Page Ref: 8

Skill: Concept

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

60) The rumor mill tends to be most active when employees receive too much information about their company.

Answer: FALSE

Explanation: Every organization also has an informal communication network, often referred to as the grapevine or the rumor mill, that encompasses all communication that occurs outside the formal network. Some of this informal communication takes place naturally as a result of employee interaction both on the job and in social settings, and some of it takes place when the formal network does not provide information that employees want.

Diff: 2 Page Ref: 8

Skill: Concept

Objective: 3

AACSB: Communication Abilities

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

61) Emotional intelligence includes the ability to relate to the needs of others.

Answer: TRUE

Explanation: A key part of emotional intelligence is the ability to relate to the needs of others. The more you know about the people you are communicating with, the easier it will be to concentrate on their needs - which, in turn, will make it easier for them to hear your message, understand it, and respond positively.

Diff: 3 Page Ref: 9

Skill: Concept

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

62) As long as employees get the job done, most companies are not concerned with employees meeting expectations of business etiquette.

Answer: FALSE

Explanation: Today's employers expect you to be competent at a wide range of communication tasks. One of those tasks is communicating in a civilized manner that reflects contemporary expectations of business etiquette, even when dealing with indifferent or hostile audiences.

Diff: 2 Page Ref: 10

Skill: Concept

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

63) The communication process is a simple one consisting of only two steps: the sender transmits the message and the receiver gets the message.

Answer: FALSE

Explanation: There are 8 steps to the basic communication model. 1) The sender has an idea. 2) Sender encodes the idea in a message. 3) Sender produces the message in a medium. 4) Sender transmits message through a channel. 5) Audience receives the message. 6) Audience decodes the message. 7) Audience responds to the message. 8) Audience provides feedback to the sender.

Diff: 2 Page Ref: 10-11

Skill: Concept

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

64) Factors such as poor acoustics and uncomfortable meeting rooms can be annoying but are not really that important when it comes to communication.

Answer: FALSE

Explanation: Messages can be disrupted by distractions such as extraneous noise, competing messages, uncomfortable meeting rooms, and crowded computer screens with instant messages.

Diff: 2 Page Ref: 11

Skill: Concept

Objective: 3

AACSB: Communication Abilities

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

65) Filtering messages can occur unintentionally, and lead communicators to miss out on information they need.

Answer: TRUE

Explanation: Filtering can be both intentional (such as automatically filing incoming messages based on sender or content) or unintentional (such as an overly aggressive spam filter that deletes legitimate emails).

Diff: 2 Page Ref: 12

Skill: Concept

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

66) In business, you can usually count on having your audience's full attention for important messages.

Answer: FALSE

Explanation: Having your audience's undivided attention is a rare luxury. In most cases, you must compete with other messages that are trying to reach your audience at the same time, which is why it is so essential to craft messages that your audience will care about.

Diff: 3 Page Ref: 11

Skill: Concept

Objective: 2, 3

AACSB: Communication Abilities

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

67) The only real difference between the "1.0" and "2.0" approaches to Business Communication is that 2.0 involves using more communication technology.

Answer: FALSE

Explanation: There are a number of differences between 1.0 and 2.0. The Business 2.0 approach is interactive and conversational. Customers are now empowered through social media. Business 1.0 tends to be unidirectional, static, structured, have low message frequency, and hoards information. Business 2.0 tends to be bidirectional or multidirectional, dynamic, amorphous, have high message frequency, and share information.

Diff: 2 Page Ref: 14

Skill: Concept

Objective: 3

AACSB: Communication Abilities

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

68) Most organizations that embrace the 2.0 approach to business communication will still follow a more traditional approach for some communications (such as strategic plans and policy documents).

Answer: TRUE

Explanation: Even though the 2.0 approach can increase the speed of communication, lower communication costs, and improve access to pockets of expertise, no company is going to be run by a social club in which everyone has a vote. Instead, a hybrid approach is emerging in which some communications follow the traditional approach and others follow the 2.0 approach.

Diff: 3 Page Ref: 14

Skill: Concept

Objective: 3

AACSB: Communication Abilities

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

69) Despite predictions to the contrary, social media tools (such as blogs, social networks, and wikis) have had relatively little influence on the way companies communicate with customers.

Answer: FALSE

Explanation: In the 2.0 approach, the rules change dramatically. Customers and other stakeholders participate in, influence, and often take control of conversations in the marketplace. They rely on each other for information about products, offer technical support, and even participate in group buying using social tools.

Diff: 2 Page Ref: 14

Skill: Concept

Objective: 3

AACSB: Communication Abilities

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

70) Using a wiki for employee training purposes is an example of the 2.0 approach to business communication.

Answer: TRUE

Explanation: Wikis promote collaboration by simplifying the process of creating and editing online content. Wikis and technology help bridge the distance between different time zones in order to share files and collaborate between employees. Wikis, social networking, crowdsourcing, videoconferencing, and web-based meetings are all examples of the 2.0 approach.

Diff: 2 Page Ref: 14

Skill: Application

Objective: 3

AACSB: Communication Abilities

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

71) Even if a long report requires no immediate action from recipients, it's best not to mention that fact to ensure that they read the report.

Answer: FALSE

Explanation: Ethical communication includes all relevant information, is true in every sense, and is not deceptive in any way. Unethical communication can distort the truth or manipulate audiences in a variety of ways. Some examples are plagiarism, omitting essential information, selective misquoting, misrepresenting numbers, distorting visuals, or failing to respect privacy or information security needs.

Diff: 3 Page Ref: 14

Skill: Application

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.



72) Ethics can be defined as not doing anything illegal.

Answer: FALSE

Explanation: While there is some overlap between ethical behavior and legal behavior, they are not always the same.

Diff: 2 Page Ref: 22

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Ethical Understanding and Reasoning Abilities

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

73) Plagiarism is only a problem in the classroom. In the business environment, it's just another term for information sharing.

Answer: FALSE

Explanation: Plagiarism is an example of unethical communication. Plagiarism is presenting someone else's words or other creative products as your own. Note that plagiarism can be illegal if it violates a copyright, which is a form of legal protection for the expression of creative ideas.

Diff: 2 Page Ref: 22

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Ethical Understanding and Reasoning Abilities

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

74) When people must choose between alternatives that aren't completely wrong or completely right, they are facing an ethical lapse.

Answer: FALSE

Explanation: An ethical dilemma involves choosing among alternatives that are not clear cut. All choices could be both ethical and valid or perhaps the alternatives lie somewhere in the gray area between clearly right or clearly wrong.

Diff: 2 Page Ref: 22-23

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Ethical Understanding and Reasoning Abilities

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

75) Although intellectual property laws were once a serious concern, the ease of sharing information through social media has decreased the need to be concerned with them.

Answer: FALSE

Explanation: Intellectual property includes patents, copyrighted materials, trade secrets, and even Internet domain names. Bloggers need to be careful about IP protection, given the carefree way that some post the work of others without offering proper credit.

Diff: 2 Page Ref: 26

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Ethical Understanding and Reasoning Abilities

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

76) Groups affected in some way by a company's actions are referred to as \_\_\_\_\_.

Answer: stakeholders

Explanation: Stakeholders are groups that are affected by a company's actions: customers, employees, shareholders, suppliers, neighbors, the community, and even the world at large.

Diff: 1 Page Ref: 4

Skill: Concept

Objective: 1

AACSB: Communication Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

77) When a sender puts an idea into a message, the sender is \_\_\_\_\_ the idea.

Answer: encoding

Explanation: Encoding is putting an idea into a message using words, images, or a combination of both.

Diff: 2 Page Ref: 11

Skill: Concept

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Plan and prepare business messages.

78) In the communication process, \_\_\_\_\_ is the step in which the audience extracts the idea from a message.

Answer: decoding

Explanation: Decoding is what the audience must do to extract the idea from a message.

Diff: 2 Page Ref: 11

Skill: Concept

Objective: 3

AACSB: Communication Abilities

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

79) Above all, the \_\_\_\_\_ communication model for business communication is more interactive and conversational than a traditional publishing or broadcasting approach.

Answer: social

Explanation: The new social communication model is interactive and conversational. Customers and others are now empowered through social media - electronic media that transform passive audiences into active participants in the communication process by allowing them to share, revise, respond to, or contribute new content.

Diff: 2 Page Ref: 14

Skill: Concept

Objective: 3

AACSB: Communication Abilities, Use of IT

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

80) \_\_\_\_\_ are the accepted principles of conduct that govern behavior within a society.

Answer: Ethics

Explanation: Ethics are the accepted principles of conduct that govern behavior within a society. Ethical behavior is a companywide concern, but because communication efforts are the public face of a company, they are subjected to particularly rigorous scrutiny from regulators, legislators, and anyone else affected by business activities.

Diff: 2 Page Ref: 22

Skill: Concept

Objective: 5

AACSB: Communication Abilities, Ethical Understanding and Reasoning Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

81) How does the primary function of upward-flowing communication differ from that of downward-flowing communication?

Answer: Communication that flows upward mainly helps executives solve problems and make intelligent decisions. On the other hand, communication that flows downward is geared primarily toward helping employees do their jobs.

Explanation: Downward communication flows from executives to employees, conveying executive decisions and providing information that helps employees do their jobs. Upward communication flows from employees to executives, providing insight into problems, trends, opportunities, grievances, and performance - thus allowing executives to solve problems and make intelligent decisions.

Diff: 2 Page Ref: 8

Skill: Concept

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

82) Briefly define communication.

Answer: Communication is the process of transferring information and meaning between senders and receivers.

Explanation: Communication is the process of transferring information and meaning between senders and receivers, using one or more written, oral, visual, or electronic media. The essence of communication is sharing - providing data, information, insights, and inspiration in an exchange that benefits both you and the people with whom you are communicating.

Diff: 2 Page Ref: 3

Skill: Concept

Objective: 1

AACSB: Communication Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

83) What is workforce diversity?

Answer: Workforce diversity refers to all the differences among the people you come into contact with on the job, including age, gender, sexual orientation, education, and so forth.

Explanation: Businesses are paying more attention to workforce diversity - all the differences among people who work together, including differences in age, gender, sexual orientation, education, cultural background, religion, ability, and life experience. This is beneficial to businesses as they increasingly reach across international borders to market their products, partner with other businesses, and even look to other countries to employ workers and executives.

Diff: 2 Page Ref: 5

Skill: Concept

Objective: 1

AACSB: Communication Abilities, Multicultural and Diversity Understanding

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

84) Briefly explain the concept of corporate culture.

Answer: Corporate culture is the mixture of values, traditions, and habits that give a company its atmosphere or personality. An organization's corporate culture can promote or stifle open communication.

Explanation: Regardless of the particular structure a company uses, your communication efforts will also be influenced by the organization's corporate culture. This is the mixture of values, traditions, and habits that gives a company its atmosphere and personality. For example, many successful companies encourage employee contributions by fostering open climates that promote candor and honesty, helping employees feel free enough to admit their mistakes, disagree with the boss, and share negative or unwelcome information.

Diff: 2 Page Ref: 7

Skill: Concept

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

85) What is selective perception?

Answer: Selective perception is the process of distorting or ignoring information that does not fit one's view of reality. It can become a barrier to effective listening.

Explanation: Cultural and personal beliefs and biases influence the meaning that audiences get from messages. For instance, the human brain organizes incoming sensations into a mental "map" that represents the person's individual perception of reality. If an incoming detail does not fit into that perception, a message recipient may simply distort the information to make it fit rather than rearrange his or her mental map.

Diff: 2 Page Ref: 8

Skill: Concept

Objective: 3

AACSB: Communication Abilities

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

86) Explain the "information technology paradox."

Answer: According to the information technology paradox, information tools such as email and the Internet can waste as much time as they save. Many companies have taken steps to prevent employees from wasting time online when they are supposed to be working.

Explanation: Facebook, Twitter, YouTube, IM, and other technologies are key parts of what has been called the "information technology paradox," in which information tools can waste as much time as they save. Concerns over inappropriate use of social networking sites have led many companies to ban employees from accessing them during work hours.

Diff: 2 Page Ref: 17

Skill: Concept

Objective: 4

AACSB: Communication Abilities, Use of IT

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

87) When does the rumor mill tend to be most active within an organization? Include an example of a situation that might cause the rumor mill to become more active.

Answer: The informal communication network or "grapevine" tends to be most active when employees believe the formal network is not providing the information they want. For example, if employees are worried about possible layoffs but managers do not address the topic, the grapevine would probably become more active.

Explanation: Every organization has an informal communication network, often referred to as the grapevine or the rumor mill, that encompasses all communication that occurs outside the formal network. Some of this informal communication takes place naturally as a result of employee interaction both on the job and in social settings, and some of it takes place when the formal network does not provide information that employees want. If employees hear on the news that their company is about to be bought by another, but there is no information from the executives, the rumor mill is likely to be more active.

Diff: 2 Page Ref: 8

Skill: Application

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

88) To adopt an audience-centered approach to communication, what do you need to learn about your audience? List at least three specific attributes.

Answer: An audience-centered approach requires learning as much as possible about the receiver's biases, education, age, status, style, and personal and professional concerns.

Explanation: An audience-centered approach involves understanding and respecting the members of your audience and making every effort to get your message across in a way that is meaningful to them. This approach is also known as adopting the "you" attitude, in contrast to messages that are about "me." Learn as much as possible about the biases, education, age, status, style, and person and professional concerns of your receivers.

Diff: 2 Page Ref: 9

Skill: Concept

Objective: 2

AACSB: Communication Abilities

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

89) What does it mean for an audience to "decode" a message?

Answer: The audience decodes a message by extracting the ideas from it. Decoding is the sixth step in the communication process.

Explanation: A received message does not "mean" anything until the recipient decodes it and assigns meaning to it, and there is no guarantee that the receiver will assign the same meaning that the sender intended. Even well-crafted, well-intentioned communication efforts can fail at this stage because assigning meaning through decoding is a highly personal process that is influenced by culture, individual experience, learning and thinking styles, hopes, fears, and even temporary moods. It is the 6th step in an 8-step process.

Diff: 2 Page Ref: 11

Skill: Concept

Objective: 3

AACSB: Communication Abilities

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

90) Briefly explain the nature and importance of the final phase in the communication process.

Answer: The final phase in the communication process occurs when the receiver provides feedback for the sender. Feedback enables the sender to evaluate the effectiveness of the message.

Explanation: In addition to responding (or not responding) to the message, audience members may give feedback that helps the sender evaluate the effectiveness of the communication effort. Feedback can be verbal (using written or spoken words), nonverbal (using gestures, facial expressions, or other signals), or both. Just like the original message, however, this feedback from the receiver also needs to be decoded carefully. A smile can have many meanings.

Diff: 1 Page Ref: 11

Skill: Concept

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

91) Briefly explain how social media have changed the way customers and other groups engage in business communication.

Answer: Social media tools such as blogs and social networks have transformed passive audiences into active participants by allowing them to share content, revise content, respond to content, or contribute new content.

Explanation: The new social communication model is interactive and conversational. Customers and other groups are now empowered through social media - electronic media that transform passive audiences into active participants in the communication process by allowing them to share, revise, and respond to, or even contribute content.

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Skill: Concept

Objective: 3

AACSB: Communication Abilities, Use of IT

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

92) Briefly describe at least one hypothetical or actual example of an organization utilizing the 2.0 approach to business communication.

Answer: (Answers may vary.) One example would be an online software vendor encouraging customers to review software titles they have purchased and then post those reviews on the vendor's website for other customers to access.

Explanation: On Yahoo and other websites, movie goers are encouraged to leave a review and comments on any movies they have recently seen. Yelp encourages restaurant goers to leave reviews of the food, atmosphere, service, and anything else that is relevant.

Diff: 2 Page Ref: 14

Skill: Critical Thinking

Objective: 3

AACSB: Communication Abilities, Analytic Skills

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

93) What is the relationship between Web 2.0 and Business Communication 2.0?

Answer: Web 2.0 refers to second-generation of World Wide Web technologies such as blogs, wikis, and social networks. Business Communication 2.0 is a convenient label for a new, conversational approach to business communication that was inspired and enabled by these social media tools.

Explanation: Web 2.0 refers to the second generation of World Wide Web technologies (Facebook, Twitter, blogs, Wordpress, YouTube, among others). Business 2.0 is a new approach that harnesses the power of Web 2.0 to increase the speed of communication, lower communication costs, improve access to pockets of expertise, and boost employee satisfaction.

Diff: 2 Page Ref: 14

Skill: Synthesis

Objective: 3

AACSB: Communication Abilities, Use of IT

Learning Outcome: Discuss the challenges and importance of business communications.

94) How can the overuse or misuse of communication technology become a barrier to effective communication?

Answer: The overuse or misuse of communication technology can lead to information overload, in which people receive more information than they can effectively process.

Explanation: Overusing or misusing communication technology can lead to information overload, which occurs when people receive more information than they can process.

Information overload makes it difficult to discern what is useful and what is useless, lowers productivity, and increases employee stress at work and at home, potentially leading to health and relationship problems.

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Skill: Concept

Objective: 4

AACSB: Communication Abilities, Use of IT



95) Briefly explain the difference between an ethical dilemma and an ethical lapse.

Answer: You face an ethical dilemma when you must choose between two or more conflicting alternatives that are not completely right or completely wrong. An ethical lapse, on the other hand, occurs when you make a choice that is clearly unethical and or illegal. An ethical dilemma can lead to an ethical lapse but doesn't necessarily do so.

Explanation: An ethical dilemma involves choosing among alternatives that are not clear cut. Perhaps two conflicting alternatives are both ethical and valid, or perhaps the alternatives lie somewhere in the gray area between clearly right and clearly wrong. For example, one choice may best serve the customer, while the other best serves the shareholders. An ethical lapse is a clearly unethical choice. For example, an employee using the company printer to make personal copies is an ethical lapse.

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Skill: Critical Thinking

Objective: 5

AACSB: Communication Abilities, Ethical Understanding and Reasoning Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

96) Describe five characteristics of effective business messages.

Answer: Effective business messages provide practical information that immediately helps receivers in concrete ways. They also give facts rather than vague impressions, and provide compelling evidence to support all conclusions. They present information in a concise, efficient manner. Effective business messages also state precise expectations and responsibilities and offer compelling, persuasive arguments and recommendations.

Explanation: To make your communication efforts as effective as possible, focus on making them practical, factual, concise, clear, and persuasive: 1) Provide practical information. 2) Give facts rather than vague impressions. 3) Present information in a concise, efficient manner. 4) Clarify expectations and responsibilities. 5) Offer compelling, persuasive arguments and recommendations.

Diff: 2 Page Ref: 4

Skill: Concept

Objective: 2

AACSB: Communication Abilities

Learning Outcome: Plan and prepare business messages.

97) Explain the increasing dependence on knowledge workers in business, and provide at least two examples that illustrate the value of information in today's economy.

Answer: As global competition for talent, customers, and resources continues to grow, the importance of information continues to escalate, as well. Knowledge workers are employees at all levels of an organization who specialize in acquiring, processing, and communicating information, and they play a vital role in helping businesses compete in this information-centered environment. Several examples illustrate the value of information in today's economy: 1) competitive insights: the more a company knows about its competitors and their plans, the better able it will be to adjust its own business plans; 2) customer needs: information about customer needs is analyzed and summarized in order to develop goods and services that better satisfy customer demands; 3) regulations and guidelines: today's businesses must understand and follow a wide range of government regulations and guidelines covering such areas as employment, taxes, and accounting.

Explanation: As global competition for talent, customers, and resources continues to grow, the importance of information continues to escalate as well. Companies in virtually every industry rely heavily on knowledge workers - employees at all levels of an organization who specializes in acquiring, processing, and communicating information. Here are 3 examples that illustrate the value of information today: 1) Competitive insights. The more a company knows about its competitors and their plans, the better able it will to adjust its own business plans. 2) Customer needs. Information about customer needs is analyzed and summarized in order to develop goods and services that better satisfy customer demands. 3) Regulations and guidelines. Today's businesses must understand and follow a wide range of government regulations and guidelines covering such areas as employment, environment, taxes, and accounting.

Diff: 3 Page Ref: 6

Skill: Concept

Objective: 1

AACSB: Communication Abilities, Analytic Skills

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

98) Outline the eight steps of the communication process.

Answer: The first step in the communication process occurs when the sender has an idea and decides to share it. Second, the sender encodes the idea as a message that the receiver will understand. Third, the sender produces the message in a transmittable medium. Fourth, the sender transmits the message through a channel (such as a face-to-face conversation or an email). Fifth, the audience receives the message. Sixth, the audience decodes the message by extracting the idea from it. Seventh, the audience responds to the message. Eighth, the audience provides feedback that helps the sender evaluate the effectiveness of the communication effort.

Explanation: 1) Sender has an idea. 2) Sender encodes the idea in a message. 3) Sender produces the message in a medium. 4) Sender transmits message through a channel. 5) Audience receives the message. 6) Audience decodes the message. 7) Audience responds to the message. 8) Audience provides feedback to the sender.

Diff: 3 Page Ref: 10-11

Skill: Concept

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Describe best practices in team and interpersonal communication.

99) Describe four common types of communication barriers.

Answer: Four common types of communication barriers are noise and distractions, competing messages, filters, and channel breakdowns. Noise and distractions can be both physical and emotional and are especially common due to the widespread habit of multitasking. Competing messages make it difficult to gain and keep your audience's attention and can result in information overload, which makes it difficult to distinguish between useful and useless information and increases workplace stress. Messages can be blocked or distorted by filters, which are any human or technology intervention between the sender and the receiver. Filtering can be intentional or unintentional. Finally, channel breakdowns occur when the channel you select fails to deliver your message at all.

Explanation: 1) Noise and distractions. External distractions range from uncomfortable meeting rooms to crowded computer screens with reminders popping up all over the place. Internal distractions include thoughts and emotions that prevent audiences from focusing on incoming messages. 2) Competing messages. Having your audiences undivided attention is a rare luxury. In most cases, you must compete with other messages that are trying to reach your audience at the same time. 3) Filters. Messages can be blocked or distorted by filters - any human or technological interventions between the sender and receiver. 4) Channel breakdowns. Sometimes the channel simply breaks down and fails to deliver your message. A colleague you were counting on to deliver a message to your boss might have forgotten to do so. A cell phone may not tell the owner there is a voicemail waiting.

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Skill: Concept

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Discuss the challenges and importance of business communications.

100) Briefly define Business Communication 2.0, and explain how it differs from a more traditional approach to business communication.

Answer: Business Communication 2.0 is a convenient label for a new social communication model that is transforming the ways organizations communicate. Unlike the traditional (or "1.0") approach which is characterized by a "we talk, you listen" model, this new approach is conversational and interactive, encouraging audiences to become active participants in the dialogue.

Explanation: Business Communication 2.0 is a convenient label for a new approach to business communication. Business Communication 2.0 tends to include conversation, discussion, permission, influence, high message frequency, many channels, and information sharing. It also tends to be bidirectional (or multidirectional), dynamic, egalitarian, amorphous, collaborative, reactive, and responsive. The traditional 1.0 model tends to include publication, lectures, control, few channels, and information hoarding. It also tends to be unidirectional, static, hierarchical, structured, isolated, and planned.

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Skill: Concept

Objective: 3

AACSB: Communication Abilities

Learning Outcome: Discuss the challenges and importance of business communications.