

Chapter 01

Communicating in the Workplace

True / False Questions

1. Communication ranks at or near the top of the business skills needed for success.
True False
2. The importance of communication skills is the same at all levels of an organization.
True False
3. Written communication has replaced oral communication in business settings.
True False
4. Poor communication negatively affects big businesses, not small businesses.
True False
5. The ability of people to quickly assess the emotions of those around them and adapt their words, tone, and gestures accordingly is known as social intelligence.
True False
6. The ability to interact with data, see patterns in data, make data-based decisions, and use data to design for desired outcomes is known as visual literacy.
True False
7. The widespread use of the Internet has increased companies' attention to social responsibility.
True False
8. A business's communication with its suppliers is a typical example of internal-operational communication.
True False
9. Personal communication interferes with good business relationships and should be prohibited in the workplace.
True False
10. The formal network refers to the main lines of operational communication in a business.
True False

11. The informal network inside an organization is often referred to as the grapevine.
True False
12. The kind of communicating a business does is independent of the nature of the business.
True False
13. The official culture and the actual culture in a company are exactly the same.
True False
14. Imagination and creativity are for the creative disciplines. Business communication problems should be solved using standard procedures.
True False
15. Internal audiences as well as external ones can occupy different professional roles and therefore favor different kinds of content and language.
True False
16. Sensing a need for communication typically occurs at the recipient's end in the business communication process.
True False
17. Solving a communication problem is typically a linear process.
True False
18. Interpreting a message is more than just extracting information from a message.
True False
19. No two people have identical contexts or mental "filters."
True False
20. Bypassing is a communication problem that occurs when a sender and receiver attach completely different meanings to the same words.
True False

Multiple Choice Questions

21. Which of the following statements is true about email?

- A. Email came into existence during the 1950s.
- B. Email has entirely replaced the need for phone conversations.
- C. Email is the primary form of oral communication.
- D. Email allows a communicator to reach out to only one person at a time.
- E. Email is the most heavily used communication medium in business.

22. The advent of new media has _____.

- A. increased the need for employees who have social intelligence
- B. eliminated the need for traditional modes of communication such as face-to-face conversations
- C. limited the demand for digital networking and virtual collaboration
- D. increased the hierarchical nature of organizational setups
- E. reduced the decision-making power of front-line employees

23. Identify the impact of new media on communication.

- A. New media have increased rigidity in thinking and reduced people's problem-solving skills.
- B. New media have decreased the average social intelligence of people at work.
- C. New media have increased the ease of tapping the intelligence of people outside an organization.
- D. New media have reduced the need for cross-cultural competency.
- E. New media have lowered the quality of communication at the workplace.

24. Which of the following is a current challenge for business communicators?

- A. Increased popularity of hierarchical structures in organizations
- B. Decreased diversity of employees at the workplace
- C. Increased focus on corporate social responsibility
- D. Increased rejection of new media in family-owned businesses
- E. Decreased usage of electronic correspondence by business writers

25. Social intelligence is best defined as the ability to _____.

- A. choose the right format for a given document
- B. quickly assess the emotions of those around and adapt their words, tone, and gestures accordingly
- C. interact with data, see patterns in data, make data-based decisions, and use data to design for desired outcomes
- D. determine the deeper meaning or significance of data
- E. observe proper business etiquette

26. Baby Boomers refer to those people who _____.
A. have more than three children
B. were born after the year 1979
C. were brought up in multi-cultural societies
D. oppose population-control strategies
E. were born soon after World War II
27. _____ is best defined as the ability to understand and adapt to the preferences for individualism or collectivism, religious beliefs, political environment, and ideas about social hierarchy of people in different countries.
A. Cross-cultural competency
B. Ethical reasoning
C. Computational thinking
D. Visual literacy
E. Corporate social responsibility
28. Which of the following statements is true about increasing globalism and workplace diversity?
A. Businesspeople, on a global level, have the same understanding of punctuality and efficiency.
B. Countries and cultures become less interconnected as businesses expand across the world.
C. The requirement for cultural agility in workplace communication has increased significantly.
D. People around the world share standardized notions of business and communication.
E. The differences in cultures are solely responsible for workplace diversity.
29. Computational thinking is best defined as the ability to _____.
A. interact with data, see patterns in data, make data-based decisions, and use data to design for desired outcomes
B. understand and adapt to other people's preference for individualism or collectivism, political environment and ideas about social hierarchy of different countries
C. quickly assess the emotions of those around and adapt one's words, tone, and gestures accordingly
D. create visuals and determine the deeper, underlying meaning or significance of messages
E. manipulate people into accepting one's viewpoint regarding ethics and social responsibility
30. The automation of tasks by smart machines _____.
A. improves the average social intelligence of employees
B. enables employees to spend more time on tasks that require strong interpretive skills
C. offers employees the opportunity to develop visual literacy and ethical reasoning
D. develops a high level of information literacy in employees
E. improves the technological competence of employees

31. The ability to meaningfully, accurately, and efficiently create and interpret pictures and other graphics is known as _____.

A. cross-cultural competency
B. social intelligence
C. computational thinking
D. ethical reasoning
E. visual literacy
32. Cross-cultural competency is best defined as the ability to _____.

A. understand and adapt to the preference for individualism or collectivism, religious beliefs, political environment, and ideas about social hierarchy of different countries
B. interact with data, see patterns in data, make data-based decisions, and use data to design for desired outcomes
C. determine the deeper, underlying meaning or significance of messages
D. manipulate people into accepting one's viewpoint regarding religion
E. create and interpret graphics
33. The widespread use of the Internet has _____.

A. forced companies into focusing harder on developing a socially responsible image
B. restricted negative information from spreading quickly and widely
C. reduced the likelihood of culturally diverse people working together on a global team
D. made organizations less accountable to society and removed them from public scrutiny
E. reduced the amount of time employees can spend on tasks that require deeper interpretation
34. Which of the following is true about internal-operational communication?

A. It includes a business's communication with its customers.
B. It includes a business's communication with its suppliers.
C. It includes the orders and instructions that supervisors give to their employees.
D. It includes the instructions that the supervisors of a business give to its vendors.
E. It includes a business's communication with government agencies.
35. Which of the following is true about external-operational communication?

A. It includes the ongoing discussions that the senior management undertakes to determine the goals and processes of the business.
B. It includes all of the business's efforts at selling, from sales letters and emails to ads, tradeshow displays, and customer visits.
C. It includes the orders and instructions that supervisors give employees, as well as written and oral exchanges among employees about work matters.
D. It includes company reports that employees prepare concerning sales, production, inventories, finance, maintenance, and so on.
E. It includes the messages that employees write and speak in carrying out their assignments and contributing their ideas to the business.

36. Which of the following constitutes an internal audience for a business?
- A. The company's competitors
 - B. The company's customers
 - C. The company's employees
 - D. The company's suppliers
 - E. Government officials
37. Which of the following is an example of internal-operational communication?
- A. A letter written by a consumer to the customer care service
 - B. An advertisement put on a company's website for the general public
 - C. An order form submitted to an organization's supplier for raw materials
 - D. A businessperson's posts on Twitter or LinkedIn
 - E. A memo concerning the production and sales targets for an organization
38. A memorandum reporting the shortage of certain goods written by the warehouse supervisor of Yellow Lamination Inc. to the company's purchasing department would be best classified as a form of _____.
- A. internal-operational communication
 - B. external-operational communication
 - C. personal communication
 - D. grapevine communication
 - E. internal-external communication
39. An angry customer calls the public relations department of Neptune Inc. to complain about a defect in the company's product. This form of communication can be categorized as _____.
- A. internal-operational communication
 - B. external-operational communication
 - C. personal communication
 - D. informal communication
 - E. grapevine communication
40. Which of the following is an example of external-operational communication?
- A. Discussions held by the senior management to determine the goals and processes of a business
 - B. Orders and instructions issued by supervisors to employees about handling irate customers
 - C. Discussion between the CEOs of two companies regarding a possible merger of their companies
 - D. Employees' reports concerning sales, production, inventories, finance, and maintenance
 - E. Messages written by employees to their supervisors regarding the progress of their work

41. Which of the following is a form of external-operational communication?
- A. Discussions among the board members to decide the future course of the organization
 - B. Coffee-table conversations between employees regarding the progress of their respective projects
 - C. Monthly sales reports created by an automated software
 - D. Meetings that executives hold with leaders of community organizations
 - E. Messages that employees write to their team members regarding project-related issues
42. Communication with an external audience should be undertaken with careful attention to both content and tone because ____.
- A. front-line employees now have a higher level of decision-making power
 - B. new media are increasing the need for employees with social intelligence
 - C. external audiences tend to have low literacy
 - D. such messages can be regarded as public-relations messages, conveying a certain image of the company
 - E. communicating with external audiences is far more important than communicating with internal audiences
43. Which of the following statements is true about personal communication?
- A. Personal communication is an official part of a business's operations.
 - B. Personal communication should be avoided as it is often counter-productive to the organization's goals.
 - C. Personal communication is regulated by the formal network.
 - D. Communication with external parties will often include elements of personal communication.
 - E. The attitudes of the employees and those with whom they communicate are not influenced by personal communication.
44. Which of the following best exemplifies personal communication?
- A. A team's discussion of how to improve work performance
 - B. An acknowledgement that an order has been received
 - C. A note to a supplier thanking him for the Christmas card he sent
 - D. A business proposal written to the general manager of a company
 - E. A team meeting to discuss the progress of an ongoing project
45. A _____ refers to the major, well-established channels for information exchange within an organization.
- A. personal communication network
 - B. formal network
 - C. supply chain
 - D. regulatory network
 - E. grapevine

46. Which of the following is true about the formal network of an organization?
- A. The formal network does not include the upward and lateral movement of information in an organization.
 - B. The formal communication network never includes external audiences.
 - C. The formal network is the only important communication network in an organization.
 - D. The formal network is unrelated to an organization's business plan.
 - E. The formal network constitutes the main lines through which the bulk of operational communication flows.
47. Which of the following is true about the informal network of an organization?
- A. The informal network consists of organized, well-established channels for information exchange.
 - B. The informal network can be controlled by the manager's network.
 - C. The informal network carries insignificant information.
 - D. Use of the informal network should be discouraged.
 - E. The informal network follows no set pattern and is usually a complex relationship of smaller networks.
48. The grapevine of an organization is best defined as ____.
- A. a network that follows a set pattern of communication within the organization
 - B. a network that is highly dependent on the computational skills of the organization's employees
 - C. a collection of the simple, well-defined communication streams within an organization
 - D. the informal network used by the employees within the organization
 - E. the network used by the organization to communicate with its core business partners
49. Skillful managers are most likely to deal with their organization's grapevine by ____.
- A. controlling it with rules and regulations
 - B. establishing communication procedures to control the network
 - C. recognizing its presence and using it for a positive purpose
 - D. ignoring it
 - E. deregulating the use of social media during work hours
50. Which of the following statements is true about business communication within an organization?
- A. An organization's communication patterns are independent of the industry in which it operates.
 - B. Organizations in a stable environment tend to depend on established types of formal communication.
 - C. Simpler organizations typically require more communication than complex organizations.
 - D. The geographic dispersion of an organization tends to have an adverse impact on its external communication.
 - E. The communication of a homogeneous organization requires more adaptation to participants' values than that of a multicultural organization.

51. Which of the following statements is true about organizational culture?
- A. The concept of organizational or corporate culture was popularized in the early 1930s.
 - B. A company's organizational culture can be determined by management.
 - C. The focus on organizational culture by management consultants and theorists has drastically decreased over time.
 - D. The official organizational culture of a company is exactly the same as its actual organizational culture.
 - E. Organizational culture refers to an organization's customary, but often unstated, ways of perceiving and doing things.
52. Which of the following statements is true about the actual organizational culture of a company?
- A. It is invariably the same as the company's official organizational culture.
 - B. It is a dynamic, living realm of meaning constructed through communications at the topmost level of the company.
 - C. It is always reflected in the company's mission statement.
 - D. It is announced through formal communications by the management of the company.
 - E. It is the medium of preferred values and practices in which the company's members do their work.
53. Which of the following best illustrates an ill-defined problem?
- A. How to calculate the annual profits of a company
 - B. How to calculate the money left in a department's budget
 - C. How to count the number of hours an employee stays in the office
 - D. How to communicate a dip in profits to a company's stakeholders
 - E. How to fill in a monthly production report
54. Which of the following statements is true about ill-defined problems?
- A. Ill-defined problems can be solved by using a set formula.
 - B. There are few ill-defined problems in a well-run business.
 - C. Ill-defined problems are always negative.
 - D. Solving ill-defined problems requires analytical skill and good judgment.
 - E. Ill-defined problems have unique and perfect solutions.
55. Which of the following approaches will be most effective for solving business communication problems?
- A. Use trial and error.
 - B. Treat all situations involving communication as well-defined problems.
 - C. Use what has worked for other companies.
 - D. Consider the likely effects of a number of different solutions, and choose the solution with the best likely effect.
 - E. Use a formula that works for solving well-defined problems.

56. Which of the following is true about contexts for communication?
- A. Communication can be influenced by the communicators' professional roles.
 - B. The communicators' personal contexts do not influence their communication.
 - C. The largest context in which business communication takes place is the organizational context.
 - D. The organizational context does not influence either external communication or the grapevine.
 - E. Customs and cultures have no effect on business communication.
57. Which of the following best exemplifies a personal context influencing communication?
- A. Because of Medpace Inc.'s hierarchical structure, employees are expected to use a formal style when communicating with high-ranking executives.
 - B. Jose, a freelance software trainer, prefers to use technical jargon when communicating with vendors.
 - C. Paula, a fashion designer, writes a fashion blog.
 - D. Jason, stressed because of a tight deadline, writes a rude email to a coworker.
 - E. Gemini Inc.'s employees use social media in their communication at work.
58. Which of the following best exemplifies a communicator's professional context influencing communication?
- A. Medpace Inc.'s hierarchical structure causes its employees to expect a formal style in communications from their superiors.
 - B. Jose, an optimistic person, likes to put an inspirational quote at the end of his email messages.
 - C. Gordon, a graphic designer, prefers to communicate ideas visually.
 - D. Melissa refuses to apologize to her subordinate after yelling at the subordinate in public.
 - E. Trevor often uses social media sites at work because his company's products are marketed to young adults.
59. The first step in the communication process is to ____.
- A. compose a message
 - B. interpret the message
 - C. sense the need for communication
 - D. select a course of action
 - E. decide on a response
60. In the process of communication, once the primary sender of a message develops a well-informed sense of the situation, the next logical step is to ____.
- A. analyze the potential audiences
 - B. interpret the message
 - C. choose an appropriate time to send the message
 - D. draft and then revise the message carefully
 - E. extract information from the message

61. Which of the following is most likely to be true of a situation that heavily involves the audience in the communication process?
- A. The communicator will not be able to develop a well-informed sense of the situation.
 - B. Solving a communication problem will be a recursive process.
 - C. The communicator will have trouble achieving his/her goals.
 - D. Choosing an appropriate medium for the message becomes a challenge.
 - E. Composing the message will requires lesser consideration.
62. _____ is the communication problem that arises when two people using the same word think that they agree on its meaning but actually do not.
- A. Groupthink
 - B. Brainstorming
 - C. Masking
 - D. Bypassing
 - E. Heckling
63. Pedro, a sales manager, asks Rafael, one of his new recruits, to send him a sales report by EOD (end of day). Rafael intends on creating the report after returning home and sending it to Pedro by midnight. While Rafael is on his way out after finishing his work for the day, Pedro spots him and asks him for the report. It is only then that Rafael realizes that Pedro expected him to finish the report before leaving. This scenario exemplifies _____.
- A. groupthink
 - B. heckling
 - C. masking
 - D. brainstorming
 - E. bypassing
64. Josiah has just been hired by a large investment firm. His boss informs him that Fridays are "casual." When Friday comes, Josiah comes to work in jeans and a golf shirt, but all the other males are wearing dress shirts and slacks. This problem in communication is an example of _____.
- A. masking
 - B. bypassing
 - C. exaggeration
 - D. heckling
 - E. brainstorming

Short Answer Questions

65. Discuss the term "new media."

66. Explain the main categories of business communication.

67. Briefly define the formal network of an organization.

68. Discuss the effects of the grapevine on an organization. How do skillful managers take advantage of this network?

69. Describe the various factors that affect the types and amount of communicating that a business does.
70. List the two main categories of problems. What approach is followed in solving these problems?
71. Create a business scenario involving communicators from two different countries and give a brief account of the different contexts that would need to be considered for effective communication to occur.

72. How does a communicator's particular context influence the act of communication?

73. List the steps involved in the communication process.

74. What is the goal of business communication? Define the terms mental filters and bypassing.

Chapter 01 Communicating in the Workplace **Answer Key**

True / False Questions

1. Communication ranks at or near the top of the business skills needed for success.

TRUE

Communication is a major and essential part of the work of business. Communication ranks at or near the top of the business skills needed for success.

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-01 Explain the importance of communication to you and to business.

Topic: The Role of Communication in Business

2. The importance of communication skills is the same at all levels of an organization.

FALSE

Whatever position you have in business, your performance will be judged largely on the basis of your ability to communicate. If you perform and communicate well, you are likely to be rewarded with advancement. And the higher you advance, the more you will need your communication ability.

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-01 Explain the importance of communication to you and to business.

Topic: The Role of Communication in Business

3. Written communication has replaced oral communication in business settings.

FALSE

Oral communication is a major part of the information flow in businesses. So, too, are various types of written communication—instant messaging, text messaging, online postings and comments, email, memos, letters, and reports, as well as forms and records.

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-01 Explain the importance of communication to you and to business.

Topic: The Role of Communication in Business

4. Poor communication negatively affects big businesses, not small businesses.

FALSE

Poor communication costs businesses millions of dollars every single day in the form of wasted time, misunderstandings, eroded customer loyalty, and lost business. SIS International Research found that poor communication is a problem for small and mid-sized businesses, not just for big corporations.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-01 Explain the importance of communication to you and to business.

Topic: The Role of Communication in Business

5. The ability of people to quickly assess the emotions of those around them and adapt their words, tone, and gestures accordingly is known as social intelligence.

TRUE

The ability of people to quickly assess the emotions of those around them and adapt their words, tone, and gestures accordingly is known as social intelligence.

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-02 Describe the main challenges facing business communicators today.

Topic: The Role of Communication in Business

6. The ability to interact with data, see patterns in data, make data-based decisions, and use data to design for desired outcomes is known as visual literacy.

FALSE

Computational thinking is the ability to interact with data, see patterns in data, make data-based decisions, and use data to design for desired outcomes. The ability to create and interpret graphics is known as visual literacy.

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-02 Describe the main challenges facing business communicators today.

Topic: The Role of Communication in Business

7. The widespread use of the Internet has increased companies' attention to social responsibility.

TRUE

The Internet has increased companies' attention to social responsibility. It has brought a new transparency to companies' business practices, with negative information traveling quickly and widely. Nongovernmental organizations (NGOs) such as CorpWatch, Consumer Federation of America, and Greenpeace can exert a powerful influence on public opinion and even on governments.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-02 Describe the main challenges facing business communicators today.

Topic: The Role of Communication in Business

8. A business's communication with its suppliers is a typical example of internal-operational communication.

FALSE

External-operational communication consists of a business's communication with its suppliers, service companies, customers, government agencies, the general public, and others. Internal-operational communication is the communication among the business's employees that is done to perform the work of the business and track its success.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-03 Describe the three main categories of business communication.

Topic: The Role of Communication in Business

9. Personal communication interferes with good business relationships and should be prohibited in the workplace.

FALSE

Personal communication is essential in the workplace since it helps make and sustain the relationships upon which business depends. Personal communication is the exchange of information and feelings in which we human beings engage whenever we come together.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-03 Describe the three main categories of business communication.

Topic: The Role of Communication in Business

10. The formal network refers to the main lines of operational communication in a business.

TRUE

The main lines of operational communication in a business constitute the formal network. Through these channels flows the bulk of the communication that the business needs to operate.

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-04 Describe the formal and informal communication networks of the business organization.

Topic: The Role of Communication in Business

11. The informal network inside an organization is often referred to as the grapevine.

TRUE

The informal network inside an organization is often referred to as the grapevine. The grapevine usually carries far more information than the formal communication system, and on many matters it is more effective in determining the course of an organization.

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-04 Describe the formal and informal communication networks of the business organization.

Topic: The Role of Communication in Business

12. The kind of communicating a business does is independent of the nature of the business.

FALSE

Just how much and what kind of communicating a business does depends on several factors. The nature of the business is one such factor. Another factor is the business's size and complexity.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-05 Describe factors that affect the types and amount of communicating that a business does.

Topic: The Role of Communication in Business

13. The official culture and the actual culture in a company are exactly the same.

FALSE

The official culture and the actual culture in a company are not necessarily the same. Officially, the company management may announce and try to promote a certain culture through formal communications such as mission statements and mottoes. But the actual culture of a company is a dynamic, living realm of meaning constructed daily through infinite behaviors and communications at all levels of the company.

AACSB: Communication

Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-05 Describe factors that affect the types and amount of communicating that a business does.
Topic: The Role of Communication in Business

14. Imagination and creativity are for the creative disciplines. Business communication problems should be solved using standard procedures.

FALSE

Most real-world problems, including business communication problems, cannot be solved by following a formula. They do not come to us in neat packages with the path to the best solution clearly implied. Instead, they require research, analysis, creativity, and judgment.

AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-06 Explain why business communication is a form of problem solving.
Topic: The Business Communication Process

15. Internal audiences as well as external ones can occupy different professional roles and therefore favor different kinds of content and language.

TRUE

Internal audiences as well as external ones can occupy different professional roles and therefore favor different kinds of content and language. Part of successful communication is being alert to your audiences' different professional contexts.

AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-07 Describe the contexts for each act of business communication.
Topic: The Business Communication Process

16. Sensing a need for communication typically occurs at the recipient's end in the business communication process.

FALSE

Sensing a need for communication occurs when a sender believes that some form of communication will help him/her achieve the desired state.

AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-08 Describe the business communication process.
Topic: The Business Communication Process

17. Solving a communication problem is typically a linear process.

FALSE

While the activities involved in solving a communication problem tend to form a linear pattern, the communicator often needs to revisit earlier steps while moving through the different activities. In other words, solving a communication problem is a recursive process.

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-08 Describe the business communication process.

Topic: The Business Communication Process

18. Interpreting a message is more than just extracting information from a message.

TRUE

Interpretation of a message involves not only extracting information from the message but also guessing your communication purpose, forming judgments about you and those you represent, and picking up on cues about the relationship you want to promote between yourself and the recipient. It occurs at the recipient's end in the business communication process.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-08 Describe the business communication process.

Topic: The Business Communication Process

19. No two people have identical contexts or mental "filters."

TRUE

No two people have precisely the same values, backgrounds, and verbal worlds. All of these elements, called mental "filters," influence how people perceive new situations and how they communicate.

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-08 Describe the business communication process.

Topic: Business Communication: The Bottom Line

20. Bypassing is a communication problem that occurs when a sender and receiver attach completely different meanings to the same words.

TRUE

Bypassing is a communication problem that occurs when a sender and receiver attach completely different meanings to the same words. Since every person has his or her own mental "filters"—preconceptions, frames of reference, and verbal worlds—wording the information so that it will be understood can be a challenge.

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-08 Describe the business communication process.

Topic: Business Communication: The Bottom Line

Multiple Choice Questions

21. Which of the following statements is true about email?

- A. Email came into existence during the 1950s.
- B. Email has entirely replaced the need for phone conversations.
- C. Email is the primary form of oral communication.
- D. Email allows a communicator to reach out to only one person at a time.
- E.** Email is the most heavily used communication medium in business.

Email is a relatively new medium, and it is the most heavily used communication medium in business.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-02 Describe the main challenges facing business communicators today.

Topic: The Role of Communication in Business

22. The advent of new media has _____.

- A. increased the need for employees who have social intelligence
- B. eliminated the need for traditional modes of communication such as face-to-face conversations
- C. limited the demand for digital networking and virtual collaboration
- D. increased the hierarchical nature of organizational setups
- E. reduced the decision-making power of front-line employees

New media are increasing the need for employees who have social intelligence—the ability "to quickly assess the emotions of those around them and adapt their words, tone, and gestures accordingly."

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-02 Describe the main challenges facing business communicators today.

Topic: The Role of Communication in Business

23. Identify the impact of new media on communication.

- A. New media have increased rigidity in thinking and reduced people's problem-solving skills.
- B. New media have decreased the average social intelligence of people at work.
- C. New media have increased the ease of tapping the intelligence of people outside an organization.
- D. New media have reduced the need for cross-cultural competency.
- E. New media have lowered the quality of communication at the workplace.

The impacts of new media are many and far reaching. It is easy now to network with others, even on the other side of the world, and to tap the intelligence of those outside the boundaries of the organization through new media.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-02 Describe the main challenges facing business communicators today.

Topic: The Role of Communication in Business

24. Which of the following is a current challenge for business communicators?

- A. Increased popularity of hierarchical structures in organizations
- B. Decreased diversity of employees at the workplace
- C. Increased focus on corporate social responsibility**
- D. Increased rejection of new media in family-owned businesses
- E. Decreased usage of electronic correspondence by business writers

One widespread trend under way in business is the increased focus on ethical and socially responsible behavior. The Internet has brought a new transparency to companies' business practices, with negative information traveling quickly and widely.

*AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium*

*Learning Objective: 01-02 Describe the main challenges facing business communicators today.
Topic: The Role of Communication in Business*

25. Social intelligence is best defined as the ability to _____.

- A. choose the right format for a given document
- B. quickly assess the emotions of those around and adapt their words, tone, and gestures accordingly**
- C. interact with data, see patterns in data, make data-based decisions, and use data to design for desired outcomes
- D. determine the deeper meaning or significance of data
- E. observe proper business etiquette

Social intelligence is the ability of people to quickly assess the emotions of those around them and adapt their words, tone, and gestures accordingly. New media require that employees be "highly conversant with digital networking and virtual collaboration." They are also increasing the need for employees who have social intelligence.

*AACSB: Communication
Blooms: Understand
Difficulty: 1 Easy*

*Learning Objective: 01-02 Describe the main challenges facing business communicators today.
Topic: The Role of Communication in Business*

26. Baby Boomers refer to those people who _____.

- A. have more than three children
- B. were born after the year 1979
- C. were brought up in multi-cultural societies
- D. oppose population-control strategies
- E. were born soon after World War II**

Baby Boomers refer to those people who were born soon after World War II.

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-02 Describe the main challenges facing business communicators today.

Topic: The Role of Communication in Business

27. _____ is best defined as the ability to understand and adapt to the preferences for individualism or collectivism, religious beliefs, political environment, and ideas about social hierarchy of people in different countries.

- A. Cross-cultural competency**
- B. Ethical reasoning
- C. Computational thinking
- D. Visual literacy
- E. Corporate social responsibility

Cross-cultural competency refers to the ability to understand and adapt to the ideals and values of different cultures. One needs to be aware that assumptions about business and communication are not shared by everyone everywhere.

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-02 Describe the main challenges facing business communicators today.

Topic: The Role of Communication in Business

28. Which of the following statements is true about increasing globalism and workplace diversity?

- A. Businesspeople, on a global level, have the same understanding of punctuality and efficiency.
- B. Countries and cultures become less interconnected as businesses expand across the world.
- C.** The requirement for cultural agility in workplace communication has increased significantly.
- D. People around the world share standardized notions of business and communication.
- E. The differences in cultures are solely responsible for workplace diversity.

Increase in globalism and workplace diversity has resulted in the requirement for cultural agility in workplace communication. Cross-cultural competency should thus be a part of your skillset.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-02 Describe the main challenges facing business communicators today.

Topic: The Role of Communication in Business

29. Computational thinking is best defined as the ability to _____.

- A.** interact with data, see patterns in data, make data-based decisions, and use data to design for desired outcomes
- B. understand and adapt to other people's preference for individualism or collectivism, political environment and ideas about social hierarchy of different countries
- C. quickly assess the emotions of those around and adapt one's words, tone, and gestures accordingly
- D. create visuals and determine the deeper, underlying meaning or significance of messages
- E. manipulate people into accepting one's viewpoint regarding ethics and social responsibility

Computational thinking is the ability to interact with data, see patterns in data, make data-based decisions, and use data to design for desired outcomes. New data-gathering tools have increased the need for strong analytical skills like computational thinking.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-02 Describe the main challenges facing business communicators today.

Topic: The Role of Communication in Business

30. The automation of tasks by smart machines _____.

- A. improves the average social intelligence of employees
- B. enables employees to spend more time on tasks that require strong interpretive skills**
- C. offers employees the opportunity to develop visual literacy and ethical reasoning
- D. develops a high level of information literacy in employees
- E. improves the technological competence of employees

The value of interpretive skills extends beyond interpreting numbers. As "smart machines" automate many workplace tasks, employees will spend more time on tasks that require "sense-making," or "the ability to determine the deeper meaning or significance of what is being expressed."

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-02 Describe the main challenges facing business communicators today.

Topic: The Role of Communication in Business

31. The ability to meaningfully, accurately, and efficiently create and interpret pictures and other graphics is known as _____.

- A. cross-cultural competency
- B. social intelligence
- C. computational thinking
- D. ethical reasoning
- E. visual literacy**

Visual literacy is the ability to create and interpret graphics. The increasing amount of data available makes this skill essential to effective communication.

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-02 Describe the main challenges facing business communicators today.

Topic: The Role of Communication in Business

32. Cross-cultural competency is best defined as the ability to _____.

- A.** understand and adapt to the preference for individualism or collectivism, religious beliefs, political environment, and ideas about social hierarchy of different countries
- B. interact with data, see patterns in data, make data-based decisions, and use data to design for desired outcomes
- C. determine the deeper, underlying meaning or significance of messages
- D. manipulate people into accepting one's viewpoint regarding religion
- E. create and interpret graphics

Cross-cultural competency is best defined as the ability to understand and adapt to the preference for individualism or collectivism, religious beliefs, political environment, and ideas about social hierarchy of different countries.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-02 Describe the main challenges facing business communicators today.

Topic: The Role of Communication in Business

33. The widespread use of the Internet has _____.

- A.** forced companies into focusing harder on developing a socially responsible image
- B. restricted negative information from spreading quickly and widely
- C. reduced the likelihood of culturally diverse people working together on a global team
- D. made organizations less accountable to society and removed them from public scrutiny
- E. reduced the amount of time employees can spend on tasks that require deeper interpretation

The widespread use of the Internet has forced companies into focusing harder on developing a socially responsible image. The Internet has brought a new transparency to companies' business practices, with negative information traveling quickly and widely. This has increased the emphasis on corporate social responsibility.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-02 Describe the main challenges facing business communicators today.

Topic: The Role of Communication in Business

34. Which of the following is true about internal-operational communication?

- A. It includes a business's communication with its customers.
- B. It includes a business's communication with its suppliers.
- C.** It includes the orders and instructions that supervisors give to their employees.
- D. It includes the instructions that the supervisors of a business give to its vendors.
- E. It includes a business's communication with government agencies.

Internal-operational communication includes all the communication that occurs in conducting work within a business. This is the communication among the business's employees that is done to perform the work of the business and track its success.

AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-03 Describe the three main categories of business communication.
Topic: The Role of Communication in Business

35. Which of the following is true about external-operational communication?

- A. It includes the ongoing discussions that the senior management undertakes to determine the goals and processes of the business.
- B.** It includes all of the business's efforts at selling, from sales letters and emails to ads, tradeshow displays, and customer visits.
- C. It includes the orders and instructions that supervisors give employees, as well as written and oral exchanges among employees about work matters.
- D. It includes company reports that employees prepare concerning sales, production, inventories, finance, maintenance, and so on.
- E. It includes the messages that employees write and speak in carrying out their assignments and contributing their ideas to the business.

The work-related communication that a business does with people and groups outside the business is called external-operational communication. External-operational communication includes all of the business's efforts at selling—from sales letters, emails, and phone calls to Web and television ads, tradeshow displays, the company website, and customer visits.

AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-03 Describe the three main categories of business communication.
Topic: The Role of Communication in Business

36. Which of the following constitutes an internal audience for a business?

- A. The company's competitors
- B. The company's customers
- C.** The company's employees
- D. The company's suppliers
- E. Government officials

All the communication that occurs in conducting work within a business is internal operational. This is the communication among the business's employees that is done to perform the work of the business and track its success.

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-03 Describe the three main categories of business communication.

Topic: The Role of Communication in Business

37. Which of the following is an example of internal-operational communication?

- A. A letter written by a consumer to the customer care service
- B. An advertisement put on a company's website for the general public
- C. An order form submitted to an organization's supplier for raw materials
- D. A businessperson's posts on Twitter or LinkedIn
- E.** A memo concerning the production and sales targets for an organization

All the communication that occurs in conducting work within a business is internal operational. It includes reports that employees prepare concerning sales, production, inventories, finance, maintenance, and so on. It includes the messages that they write and speak in carrying out their assignments and contributing their ideas to the business.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-03 Describe the three main categories of business communication.

Topic: The Role of Communication in Business

38. A memorandum reporting the shortage of certain goods written by the warehouse supervisor of Yellow Lamination Inc. to the company's purchasing department would be best classified as a form of _____.

- A.** internal-operational communication
- B. external-operational communication
- C. personal communication
- D. grapevine communication
- E. internal-external communication

A memorandum reporting the shortage of certain goods written by the warehouse supervisor of Yellow Lamination Inc. to the company's purchasing department is most likely to be classified as a form of internal-operational communication. All the communication that occurs in conducting work within a business is categorized as internal-operational communication. It includes the reports that employees prepare concerning sales, production, inventories, finance, maintenance, and so on. It includes the messages that they write and speak in carrying out their assignments and contributing their ideas to the business.

AACSB: Communication
AACSB: Reflective Thinking
Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 01-03 Describe the three main categories of business communication.

Topic: The Role of Communication in Business

39. An angry customer calls the public relations department of Neptune Inc. to complain about a defect in the company's product. This form of communication can be categorized as _____.

- A. internal-operational communication
- B.** external-operational communication
- C. personal communication
- D. informal communication
- E. grapevine communication

This form of communication can be categorized as external-operational communication. The work-related communication that a business does with people and groups outside the business is categorized as external-operational communication. This is the business's communication with its publics—suppliers, service companies, customers, government agencies, the general public, and others.

AACSB: Communication
AACSB: Reflective Thinking
Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 01-03 Describe the three main categories of business communication.

Topic: The Role of Communication in Business

40. Which of the following is an example of external-operational communication?

- A. Discussions held by the senior management to determine the goals and processes of a business
- B. Orders and instructions issued by supervisors to employees about handling irate customers
- C.** Discussion between the CEOs of two companies regarding a possible merger of their companies
- D. Employees' reports concerning sales, production, inventories, finance, and maintenance
- E. Messages written by employees to their supervisors regarding the progress of their work

A discussion between the CEOs of two companies regarding a possible merger of their companies is an example of external-operational communication. The work-related communicating that a business does with people and groups outside the business is categorized as external-operational communication. This is the business's communication with its publics—suppliers, service companies, customers, government agencies, the general public, and others.

AACSB: Communication
AACSB: Reflective Thinking
Blooms: Apply
Difficulty: 3 Hard

Learning Objective: 01-03 Describe the three main categories of business communication.
Topic: The Role of Communication in Business

41. Which of the following is a form of external-operational communication?

- A. Discussions among the board members to decide the future course of the organization
- B. Coffee-table conversations between employees regarding the progress of their respective projects
- C. Monthly sales reports created by an automated software
- D.** Meetings that executives hold with leaders of community organizations
- E. Messages that employees write to their team members regarding project-related issues

Meetings that executives hold with leaders of community organizations are a form of external-operational communication. The work-related communicating that a business does with people and groups outside the business is categorized as external-operational communication.

AACSB: Communication
AACSB: Reflective Thinking
Blooms: Apply
Difficulty: 2 Medium

Learning Objective: 01-03 Describe the three main categories of business communication.
Topic: The Role of Communication in Business

42. Communication with an external audience should be undertaken with careful attention to both content and tone because _____.

- A. front-line employees now have a higher level of decision-making power
- B. new media are increasing the need for employees with social intelligence
- C. external audiences tend to have low literacy
- D. such messages can be regarded as public-relations messages, conveying a certain image of the company**
- E. communicating with external audiences is far more important than communicating with internal audiences

Every act of communication with an external audience can be regarded as a public-relations message, conveying a certain image of the company. For this reason, all such acts should be undertaken with careful attention to both content and tone.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-03 Describe the three main categories of business communication.

Topic: The Role of Communication in Business

43. Which of the following statements is true about personal communication?

- A. Personal communication is an official part of a business's operations.
- B. Personal communication should be avoided as it is often counter-productive to the organization's goals.
- C. Personal communication is regulated by the formal network.
- D. Communication with external parties will often include elements of personal communication.**
- E. The attitudes of the employees and those with whom they communicate are not influenced by personal communication.

Communication with external parties will often include elements of personal communication. Even communication that is largely internal-operational will often include personal elements that relieve the tedium of daily routine and enable employees to build personal relationships. Similarly, communication with external parties will naturally include personal remarks at some point.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-03 Describe the three main categories of business communication.

Topic: The Role of Communication in Business

44. Which of the following best exemplifies personal communication?

- A. A team's discussion of how to improve work performance
- B. An acknowledgement that an order has been received
- C. A note to a supplier thanking him for the Christmas card he sent**
- D. A business proposal written to the general manager of a company
- E. A team meeting to discuss the progress of an ongoing project

A note to a supplier thanking him for the Christmas card he sent best exemplifies personal communication. Personal communication is the informal exchange of information and feelings in which we human beings engage whenever we come together—or when we just feel like talking to each other. Although not an official part of the business's operations, personal communication can have a significant effect on their success.

AACSB: Communication
AACSB: Reflective Thinking
Blooms: Apply
Difficulty: 2 Medium

Learning Objective: 01-03 Describe the three main categories of business communication.
Topic: The Role of Communication in Business

45. A _____ refers to the major, well-established channels for information exchange within an organization.

- A. personal communication network
- B. formal network**
- C. supply chain
- D. regulatory network
- E. grapevine

The major, well-established channels for information exchange within an organization are collectively called its formal network. Through these channels flows the bulk of the communication that the business needs to operate.

AACSB: Communication
Blooms: Remember
Difficulty: 1 Easy

Learning Objective: 01-04 Describe the formal and informal communication networks of the business organization.
Topic: The Role of Communication in Business

46. Which of the following is true about the formal network of an organization?

- A. The formal network does not include the upward and lateral movement of information in an organization.
- B. The formal communication network never includes external audiences.
- C. The formal network is the only important communication network in an organization.
- D. The formal network is unrelated to an organization's business plan.
- E.** The formal network constitutes the main lines through which the bulk of operational communication flows.

Formal networks refer to the major, well-established channels for information exchange. A formal network refers to the main lines of operational communication. Through these channels flows the bulk of the communication that the business needs to operate.

*AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium*

*Learning Objective: 01-04 Describe the formal and informal communication networks of the business organization.
Topic: The Role of Communication in Business*

47. Which of the following is true about the informal network of an organization?

- A. The informal network consists of organized, well-established channels for information exchange.
- B. The informal network can be controlled by the manager's network.
- C. The informal network carries insignificant information.
- D. Use of the informal network should be discouraged.
- E.** The informal network follows no set pattern and is usually a complex relationship of smaller networks.

Typically, the informal network is really not a single network but a complex relationship of smaller networks consisting of certain groups of people. Operating alongside the formal network is the informal network. The complexity of this informal network, especially in larger organizations, cannot be overemphasized.

*AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium*

*Learning Objective: 01-04 Describe the formal and informal communication networks of the business organization.
Topic: The Role of Communication in Business*

48. The grapevine of an organization is best defined as _____.

- A. a network that follows a set pattern of communication within the organization
- B. a network that is highly dependent on the computational skills of the organization's employees
- C. a collection of the simple, well-defined communication streams within an organization
- D. the informal network used by the employees within the organization**
- E. the network used by the organization to communicate with its core business partners

The grapevine of an organization is best defined as the informal network used by the employees within the organization. The informal network inside an organization is often referred to as the grapevine. The grapevine usually carries far more information than the formal communication system, and on many matters it is more effective in determining the course of an organization.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-04 Describe the formal and informal communication networks of the business organization.

Topic: The Role of Communication in Business

49. Skillful managers are most likely to deal with their organization's grapevine by _____.

- A. controlling it with rules and regulations
- B. establishing communication procedures to control the network
- C. recognizing its presence and using it for a positive purpose**
- D. ignoring it
- E. deregulating the use of social media during work hours

Skillful managers recognize the presence of the grapevine, and they know that the powerful people in this network are often not those at the top of the formal organizational hierarchy. They find out who the talk leaders are and give them the information that will do the most good for the organization.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-04 Describe the formal and informal communication networks of the business organization.

Topic: The Role of Communication in Business

50. Which of the following statements is true about business communication within an organization?

- A. An organization's communication patterns are independent of the industry in which it operates.
- B.** Organizations in a stable environment tend to depend on established types of formal communication.
- C. Simpler organizations typically require more communication than complex organizations.
- D. The geographic dispersion of an organization tends to have an adverse impact on its external communication.
- E. The communication of a homogeneous organization requires more adaptation to participants' values than that of a multicultural organization.

The business's relation to its environment influences its communication practices. Organizations in a relatively stable industry, for example, tend to depend on established types of formal communication.

AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-05 Describe factors that affect the types and amount of communicating that a business does.
Topic: The Role of Communication in Business

51. Which of the following statements is true about organizational culture?

- A. The concept of organizational or corporate culture was popularized in the early 1930s.
- B. A company's organizational culture can be determined by management.
- C. The focus on organizational culture by management consultants and theorists has drastically decreased over time.
- D. The official organizational culture of a company is exactly the same as its actual organizational culture.
- E.** Organizational culture refers to an organization's customary, but often unstated, ways of perceiving and doing things.

An organization's culture is its customary, but often unstated, ways of perceiving and doing things. It is the medium of preferred values and practices in which the company's members do their work. The concept of organizational or corporate culture was popularized in the early 1980s, and it continues to be a central focus of management consultants and theorists.

AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-05 Describe factors that affect the types and amount of communicating that a business does.
Topic: The Role of Communication in Business

52. Which of the following statements is true about the actual organizational culture of a company?
- A. It is invariably the same as the company's official organizational culture.
 - B. It is a dynamic, living realm of meaning constructed through communications at the topmost level of the company.
 - C. It is always reflected in the company's mission statement.
 - D. It is announced through formal communications by the management of the company.
 - E.** It is the medium of preferred values and practices in which the company's members do their work.

The actual organizational culture of a company is the medium of preferred values and practices in which the company's members do their work. It cannot be dictated by management, and it can be at odds with the company's stated mission.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-05 Describe factors that affect the types and amount of communicating that a business does.

Topic: The Role of Communication in Business

53. Which of the following best illustrates an ill-defined problem?

- A. How to calculate the annual profits of a company
- B. How to calculate the money left in a department's budget
- C. How to count the number of hours an employee stays in the office
- D.** How to communicate a dip in profits to a company's stakeholders
- E. How to fill in a monthly production report

How to communicate a dip in profits to a company's stakeholders best illustrates an ill-defined problem. The problem-solving literature divides problems into two main types: well-defined and ill-defined. The former can be solved by following a formula. But most real-world problems require research, analysis, creativity, and judgment.

AACSB: Communication

AACSB: Reflective Thinking

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 01-06 Explain why business communication is a form of problem solving.

Topic: The Business Communication Process

54. Which of the following statements is true about ill-defined problems?

- A. Ill-defined problems can be solved by using a set formula.
- B. There are few ill-defined problems in a well-run business.
- C. Ill-defined problems are always negative.
- D. Solving ill-defined problems requires analytical skill and good judgment.**
- E. Ill-defined problems have unique and perfect solutions.

Solving ill-defined problems requires analytical skill and good judgment. The business context often presents multiple options for handling a situation. Identifying the best option requires identifying and thinking through these options.

*AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium*

*Learning Objective: 01-06 Explain why business communication is a form of problem solving.
Topic: The Business Communication Process*

55. Which of the following approaches will be most effective for solving business communication problems?

- A. Use trial and error.
- B. Treat all situations involving communication as well-defined problems.
- C. Use what has worked for other companies.
- D. Consider the likely effects of a number of different solutions, and choose the solution with the best likely effect.**
- E. Use a formula that works for solving well-defined problems.

Considering the likely effects of a number of different solutions and choosing the solution with the best likely effect will be most effective for solving business communication problems. Business situations are often complex and present multiple options for handling a given situation. Finding communication solutions requires analysis, creativity, and judgment. Even simple problems require thinking through the likely short- and long-term effects of several possible solutions.

*AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium*

*Learning Objective: 01-06 Explain why business communication is a form of problem solving.
Topic: The Business Communication Process*

56. Which of the following is true about contexts for communication?

- A. Communication can be influenced by the communicators' professional roles.
- B. The communicators' personal contexts do not influence their communication.
- C. The largest context in which business communication takes place is the organizational context.
- D. The organizational context does not influence either external communication or the grapevine.
- E. Customs and cultures have no effect on business communication.

What gets communicated and how can be heavily influenced by the communicators' professional roles. Internal audiences as well as external ones can occupy different professional roles and therefore favor different kinds of content and language.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-07 Describe the contexts for each act of business communication.

Topic: The Business Communication Process

57. Which of the following best exemplifies a personal context influencing communication?

- A. Because of Medpace Inc.'s hierarchical structure, employees are expected to use a formal style when communicating with high-ranking executives.
- B. Jose, a freelance software trainer, prefers to use technical jargon when communicating with vendors.
- C. Paula, a fashion designer, writes a fashion blog.
- D. Jason, stressed because of a tight deadline, writes a rude email to a coworker.
- E. Gemini Inc.'s employees use social media in their communication at work.

Jason, stressed because of a tight deadline, writes a rude email to a coworker. This exemplifies a personal context influencing communication. Who you are as a person depends to some extent on your current circumstances. Successes and failures, current relationships, financial ups and downs, the state of your health, your physical environment—all can affect a particular communicative act.

AACSB: Communication

AACSB: Reflective Thinking

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 01-07 Describe the contexts for each act of business communication.

Topic: The Business Communication Process

58. Which of the following best exemplifies a communicator's professional context influencing communication?

- A. Medpace Inc.'s hierarchical structure causes its employees to expect a formal style in communications from their superiors.
- B. Jose, an optimistic person, likes to put an inspirational quote at the end of his email messages.
- C.** Gordon, a graphic designer, prefers to communicate ideas visually.
- D. Melissa refuses to apologize to her subordinate after yelling at the subordinate in public.
- E. Trevor often uses social media sites at work because his company's products are marketed to young adults.

Gordon's communication preference is influenced by the kind of professional he is. Different professionals—whether physicians, social workers, managers, accountants, or those involved in other fields—possess different kinds of expertise, speak differently, and have different perspectives. What gets communicated, and how, can be heavily influenced by the communicators' professional roles.

AACSB: Communication
AACSB: Reflective Thinking
Blooms: Apply
Difficulty: 3 Hard

Learning Objective: 01-07 Describe the contexts for each act of business communication.
Topic: The Business Communication Process

59. The first step in the communication process is to _____.

- A. compose a message
- B. interpret the message
- C.** sense the need for communication
- D. select a course of action
- E. decide on a response

The first step in the communication process involves the primary communicator sensing a communication need. It occurs when a problem has come to the communicator's attention, or he/she has an idea about how to achieve a certain goal.

AACSB: Communication
Blooms: Remember
Difficulty: 1 Easy

Learning Objective: 01-08 Describe the business communication process.
Topic: The Business Communication Process

60. In the process of communication, once the primary sender of a message develops a well-informed sense of the situation, the next logical step is to _____.

- A.** analyze the potential audiences
- B. interpret the message
- C. choose an appropriate time to send the message
- D. draft and then revise the message carefully
- E. extract information from the message

In the process of communication, once the primary sender of the message develops a well-informed sense of the situation, the next logical step is to analyze the potential audiences and their contexts.

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-08 Describe the business communication process.

Topic: The Business Communication Process

61. Which of the following is most likely to be true of a situation that heavily involves the audience in the communication process?

- A. The communicator will not be able to develop a well-informed sense of the situation.
- B.** Solving a communication problem will be a recursive process.
- C. The communicator will have trouble achieving his/her goals.
- D. Choosing an appropriate medium for the message becomes a challenge.
- E. Composing the message will requires lesser consideration.

Solving a communication problem will be a recursive process. This is particularly true for situations that have many possible solutions or heavily involve the audience in the communication process.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-08 Describe the business communication process.

Topic: The Business Communication Process

62. _____ is the communication problem that arises when two people using the same word think that they agree on its meaning but actually do not.

- A. Groupthink
- B. Brainstorming
- C. Masking
- D. Bypassing**
- E. Heckling

In the communication process, the communicator and the audience may attach completely different meanings to the same words. This problem is referred to as bypassing.

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-08 Describe the business communication process.

Topic: Business Communication: The Bottom Line

63. Pedro, a sales manager, asks Rafael, one of his new recruits, to send him a sales report by EOD (end of day). Rafael intends on creating the report after returning home and sending it to Pedro by midnight. While Rafael is on his way out after finishing his work for the day, Pedro spots him and asks him for the report. It is only then that Rafael realizes that Pedro expected him to finish the report before leaving. This scenario exemplifies _____.

- A. groupthink
- B. heckling
- C. masking
- D. brainstorming
- E. bypassing**

In the communication process, the communicator and the audience have attached different meanings to the same words. This problem is referred to as bypassing.

AACSB: Communication

AACSB: Reflective Thinking

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 01-08 Describe the business communication process.

Topic: Business Communication: The Bottom Line

64. Josiah has just been hired by a large investment firm. His boss informs him that Fridays are "casual." When Friday comes, Josiah comes to work in jeans and a golf shirt, but all the other males are wearing dress shirts and slacks. This problem in communication is an example of _____.

- A. masking
- B. bypassing**
- C. exaggeration
- D. heckling
- E. brainstorming

In the communication process, the communicator and the audience may attach different meanings to the same words. This problem is referred to as bypassing.

AACSB: Communication
AACSB: Reflective Thinking
Blooms: Apply
Difficulty: 3 Hard

Learning Objective: 01-08 Describe the business communication process.
Topic: Business Communication: The Bottom Line

Short Answer Questions

65. Discuss the term "new media."

The forms of electronic communication that have developed since email are collectively called new media. They include messages on social networks, online meetings, podcasts, and other communications that can be accessed on demand and invite user participation. It is now easy to network with others, even on the other side of the world, and to tap the intelligence of those outside the boundaries of the organization. New media are also increasing the need for employees who have social intelligence.

AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-02 Describe the main challenges facing business communicators today.
Topic: The Role of Communication in Business

66. Explain the main categories of business communication.

Students' examples will vary.

There are three main categories of business communication:

- Internal-Operational Communication: All the communication that occurs in conducting work within a business is internal operational. This is the communication among the business's employees that is done to perform the work of the business and track its success.
- External-Operational Communication: The work-related communicating that a business does with people and groups outside the business is external-operational communication. This is the business's communication with its publics—suppliers, service companies, customers, government agencies, the general public, and others.
- Personal Communication: Communication that takes place without apparent purpose as far as the operating plan of the business is concerned is called personal communication.

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-03 Describe the three main categories of business communication.

Topic: The Role of Communication in Business

67. Briefly define the formal network of an organization.

The formal network consists of the established lines of communication in an organization. Through these channels flows the bulk of the communication that the business needs to operate. Specifically, the flow includes the upward, lateral, and downward movement of information; the downward movement of orders, instructions, advisories, and announcements; and the broad dissemination of company information. It details the expectations about what can and cannot be said, who may and may not say it, and how the messages should be structured and worded.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-04 Describe the formal and informal communication networks of the business organization.

Topic: The Role of Communication in Business

68. Discuss the effects of the grapevine on an organization. How do skillful managers take advantage of this network?

The informal network inside an organization is often referred to as the grapevine. Despite carrying much gossip and rumor, the grapevine usually carries far more information than the formal communication system, and on many matters it is more effective in determining the course of an organization. The grapevine extends to external audiences. The widespread use of social media has dramatically increased employees' informal communication with outsiders, which may help or hurt the company. Skillful managers can find out who the talk leaders are and give them the information that will do the most good for the organization. They also make management decisions that cultivate positive talk.

*AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium*

*Learning Objective: 01-04 Describe the formal and informal communication networks of the business organization.
Topic: The Role of Communication in Business*

69. Describe the various factors that affect the types and amount of communicating that a business does.

The types and amount of communicating that a business does depends on several factors:

- The nature of the business: Businesses that require interaction with its customers, suppliers, manufacturers, distributors, etc. will require far more communication than simple services.
- The business's size and complexity: Relatively simple businesses require far less communication than complex businesses.
- The business's relation to its environment: Businesses in a comparatively stable environment will tend to depend on established types of formal communication in a set organizational hierarchy, whereas those in a volatile environment will tend to improvise more in terms of their communications and company structure.
- The geographic dispersion of the operations of a business: Internal communication in a business with multiple locations differs from that of a one-location business. Enabling employees to work from home, requiring them to travel, and relying on outside contractors can also increase a company's geographical reach, and thus affect its communication. The communication of a multicultural organization will require more adaptation to participants' values, perspectives, and language skills than that of a relatively homogeneous organization.

*AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium*

*Learning Objective: 01-05 Describe factors that affect the types and amount of communicating that a business does.
Topic: The Role of Communication in Business*

70. List the two main categories of problems. What approach is followed in solving these problems?

Problems are broadly divided into two types:

- Well-defined problems: Well-defined problems can be solved by following a formula, and there is a path to the best solution.
- Ill-defined problems: Solving ill-defined problems requires research, analysis, creativity, and judgment. Heuristics may be used to aid in the solving of an ill-defined problem, but they cannot be relied on entirely; the solution must be adapted to the situation. Ill-defined problems do not have a perfect solution, but a good solution can be developed with proper research and analysis.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-06 Explain why business communication is a form of problem solving.

Topic: The Business Communication Process

71. Create a business scenario involving communicators from two different countries and give a brief account of the different contexts that would need to be considered for effective communication to occur.

Students' answers will vary.

The answer should emphasize the aspects of the larger context (economic, sociocultural, and historical) that would affect the communicators. The student can also consider the relationship that the communicators wish to establish and the particular contexts that can affect communication.

AACSB: Communication

AACSB: Reflective Thinking

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 01-07 Describe the contexts for each act of business communication.

Topic: The Business Communication Process

72. How does a communicator's particular context influence the act of communication?

Many contexts of a communicator influence the act of communication:

- Organizational contexts: The type and culture of an organization will shape the communication choices in many ways, and the organizational contexts audiences will, in turn, shape their responses. In every act of business communication, at least one of the parties involved is likely to be representing an organization.
- Professional contexts: Different professionals possess different kinds of expertise, speak differently, and have different perspectives. Part of successful communication involves being alert to the audiences' different professional contexts as well as their different priorities.
- Personal contexts: The genes inherited, family and upbringing, life experiences, schooling, and the culture in which a person is reared affects his personality. Communicative acts can also be affected by successes and failures, current relationships, financial ups and downs, state of health, and physical environment. Though such personal matters are not disclosed, they definitely affect communication.

AACSB: Communication

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-07 Describe the contexts for each act of business communication.

Topic: The Business Communication Process

73. List the steps involved in the communication process.

The steps involved in the communication process are:

1. Sensing a communication need
2. Defining the situation
3. Considering possible communication strategies
4. Selecting a course of action
5. Composing a message
6. Sending the message
7. Receiving the message
8. Interpreting the message
9. Deciding on a response
10. Replying to the message

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-08 Describe the business communication process.

Topic: The Business Communication Process

74. What is the goal of business communication? Define the terms mental filters and bypassing.

The goal of business communication is to create a shared understanding of business situations that will enable people to work successfully together.

Mental filters are preconceptions, frames of reference, and verbal worlds that can influence communicators' interpretations. Bypassing is a communication problem that occurs when the sender and the receiver attach different meanings to the same words.

AACSB: Communication

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-08 Describe the business communication process.

Topic: Business Communication: The Bottom Line