

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. It is now more important for employees to have visual literacy than verbal literacy.

True False

4. Poor communication negatively affects big businesses, but *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. When two employees of a business communicate in order to complete a project, they are engaging in 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 grapevine, or the informal network of communication within an organization, typically carries much less information than the formal communication network.

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. The larger context for communication includes the moment in time in which the communication is taking place; the customs, values, and language or the surrounding culture; and the general business-economic climate.

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 about email is true?

- 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 revolutionized business communication.

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 made it easier to tap 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 in the workplace.

24. Part of having _____ means understanding that businesspeople from other countries may have very different attitudes about punctuality and efficiency.
- A. social intelligence
 - B. interpretive skill
 - C. cross-cultural competency
 - D. computational thinking
25. 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
26. When interacting in social situations, an employee is expected to follow a set of behaviors known as
- A. business etiquette.
 - B. formal communication.
 - C. heuristics.
 - D. cross-cultural competency.
 - E. interpretive skills.
27. 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 them 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.

28. 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.

29. Heidi is an energy drink salesperson. When selling her firm's drinks in the United States, she emphasizes how they will give consumers them the extra edge they need to get ahead in life. However, when selling them in China, she instead emphasizes how consumers will be better able to meet their family and work responsibilities. By doing this, Heidi demonstrates

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

30. Which of the following statements is true about increasing gender, age, and ethnic diversity in the workplace?

- A. It has had little effect on communication in the workplace.
- B. Communication in businesses decreases as diversity increases.
- C. The requirement for cultural agility in workplace communication has increased significantly.
- D. All people within a business share standardized notions of business and communication.
- E. Workplace diversity decreases the need for social intelligence.

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. 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 you 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.

33. Mira reviews user information collected by her company's website and uses it to create targeted marketing materials. Mira is using

- A. computational thinking.
- B. visual literacy.
- C. cultural awareness.
- D. data agility.
- E. corporate social responsibility.

34. 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.

35. 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.

36. 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.

37. 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.

38. 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

39. The head of the marketing department at Plural Publishing sends an email to the company's three project managers, asking them to send the back cover copy for each book being published in the spring. This is an example of

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

40. 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 her personal Twitter feed
- E. a memo from the company president to her subordinates regarding sales targets

41. 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.

42. The social media manager for a small start up firm posts a link to the company's Facebook page describing an upcoming customer appreciation event. This form of communication can be categorized as

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

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

- A. a training session conducted by a member of the information technology team to show employees how to use the new database
- B. a discussion between members of a project team during which they determine the next step they need to take
- C. a television advertisement for business Internet services
- D. a report provided to senior management by the sales manager
- E. a memo from human resources to employees reminding them that cultural sensitivity training will be held next week

44. 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 break 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
45. 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.
46. 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 may include elements of personal communication.
 - E. The attitudes of the employees and those with whom they communicate are not influenced by personal communication.
47. Which of the following best exemplifies personal communication?
- A. a team 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

48. 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
49. A company requires the heads of its five departments to send a project update email to the company vice president each Friday afternoon. This is an example of a stable form of communication referred to as
- A. an informal network.
 - B. a genre.
 - C. heuristics.
 - D. a grapevine.
 - E. a literacy.
50. 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.
51. 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.

52. 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 employees within an organization.
 - E. the network used by an organization to communicate with its core business partners.
53. Skillful managers will most likely deal with their organization's grapevine by
- A. controlling it with rules and regulations.
 - B. establishing communication procedures to monitor it.
 - C. recognizing its presence and understanding its influence on the organization.
 - D. ignoring its existence.
 - E. deregulating the use of social media during work hours.
54. 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. How structured an organization is can determine who specific employees may communicate with.
 - 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.
55. 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 is 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.

56. Which of the following statements is true about the actual organizational culture of a company?

- A. It is invariably the same as the organizational culture promoted by the leaders at the top.
- 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.

57. Which of the following is an example of something that would be part of the larger context affecting an attempt to communicate?

- A. the fact that the communicators have known each other for five years
- B. the communicator's job in accounting
- C. the communicator's MBA
- D. changes to financial oversight laws
- E. the organization represented by the communicators

58. 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.

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

- A. Use trial and error.
- B. Consider your options and try the easiest idea.
- 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

60. 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.

61. Miguel grew up in a large family in a rural area of Texas, while Marissa is an only child who grew up in New York City. This information details Miguel and Marissa's _____ contexts.

- A. organizational
- B. formal
- C. informal
- D. personal
- E. professional

62. 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, upset because he recently broke up with his girlfriend, writes a rude email to a coworker.
- E. Gemini Inc.'s employees use social media in their communication at work.

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

- A. As the public relations manager, Trina is the only employee at Gila Construction authorized to talk to the press.
- B. Jose, an optimistic person, likes to put an inspirational quote at the end of his email messages.
- C. Morgan, an architect, 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.

64. 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.

65. In the process of communication, once the primary sender of a message has defined the situation, the next step is to

- A. consider possible communication strategies.
- B. interpret the message.
- C. compose the message.
- D. send the message.
- E. extract information from the message.

66. If you have decided to deliver your message verbally, during the _____ stage in the process of communication, you will make notes and design any visuals you might need.

- A. composing the message
- B. sending the message
- C. selecting a course of action
- D. receiving the message
- E. interpreting the message

67. 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. The communicator will have to adapt his or her course of action while in the midst of communicating.
- 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 requires less consideration.

68. The communication problem that arises when two people using the same word think that they agree on its meaning but actually do not is referred to as
- A. groupthink.
 - B. brainstorming.
 - C. masking.
 - D. bypassing.
 - E. heckling.
69. 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.
70. Selina has just been hired by a small law firm in a rural town and is told that the dress code is business casual. She shows up to her first day of work wearing a striped dress and a cardigan, but discovers that everyone else is in jeans and button-down shirts. This problem in communication is an example of
- A. masking.
 - B. bypassing.
 - C. exaggeration.
 - D. heckling.
 - E. brainstorming.

Short Answer Questions

71. Discuss the term "new media."

72. Explain the main categories of business communication.

73. Briefly define the formal network of an organization.

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

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

76. Define computational thinking and create a brief scenario in which an employee might need and use this skill.

77. 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.

78. How does a communicator's particular contexts influence the act of communication?

79. Explain why solving a communication problem is often a recursive process.

80. What is the goal of business communication?

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.

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

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

Topic: The Communication Process

Topic: The Importance of Interpersonal Communication

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

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

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

Topic: The Importance of Interpersonal Communication

3. It is now more important for employees to have visual literacy than verbal literacy.

FALSE

Frequent exposure to the graphic-rich Internet has increased the importance of visual literacy, but it is not more important than verbal literacy, which is still a core communications skill.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-03 Describe the skills that are needed by today's business communicators.

Topic: Trends in Business Communication

4. Poor communication negatively affects big businesses, but *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. However, SIS International Research found that poor communication is a problem for small and midsized businesses, not just for big corporations.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

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

Topic: The Importance of Interpersonal Communication

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

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-03 Describe the skills that are needed by today's business communicators.

Topic: The Communication Process

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

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-03 Describe the skills that are needed by today's business communicators.

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

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-03 Describe the skills that are needed by today's business communicators.

Topic: Trends in Business Communication

8. When two employees of a business communicate in order to complete a project, they are engaging in internal-operational communication.

TRUE

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

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-05 Describe the three main categories of business communication.

Topic: Internal-Operational Communications

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

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium
Learning Objective: 01-05 Describe the three main categories of business communication.
Topic: Categories of Business Communication

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
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 01-06 Describe the two types of communication networks in an organization.
Topic: Categories of Business Communication

11. The grapevine, or the informal network of communication within an organization, typically carries much less information than the formal communication network.

FALSE

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
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 01-06 Describe the two types of communication networks in an organization.
Topic: Organizational Culture and Communication Networks

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
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 01-07 Describe the main factors that affect the types and amount of communicating that an organization does.
Topic: The Communication Process

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
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-07 Describe the main factors that affect the types and amount of communicating that an organization does.

Topic: Organizational Culture and Communication Networks

14. The larger context for communication includes the moment in time in which the communication is taking place; the customs, values, and language or the surrounding culture; and the general business-economic climate.

TRUE

The larger context for communication includes the moment in time in which the communication is taking place; the customs, values, and language or the surrounding culture; and the general business-economic climate.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-02 Explain the ways in which business communication is a form of problem solving.

Topic: Categories of Business Communication

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
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

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 a desired state.

*AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium*

*Learning Objective: 01-09 Describe the business communication process.
Topic: The 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
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy*

*Learning Objective: 01-09 Describe the business communication process.
Topic: Problem Solving and Business Communication*

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 the purpose of the communication, forming judgments about the communicator and those he or she represents, and picking up on cues about the relationship the communicator want to promote with you.

*AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium*

*Learning Objective: 01-09 Describe the business communication process.
Topic: The 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

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-09 Describe the business communication process.

Topic: The Communication Process

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 a message so that it will be understood as intended by the sender can be challenging.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-09 Describe the business communication process.

Topic: The Communication Process

Multiple Choice Questions

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

- 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 revolutionized business communication.**

Email revolutionized business communication when it became widely available in the 1980s by replacing many phone conversations, face-to-face discussions, and pieces of printed communication.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-01 Explain the importance of communication to you and to business.
Topic: Trends in Business Communication

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
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-03 Describe the skills that are needed by today's business communicators.
Topic: Trends in Business Communication

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 made it easier to tap 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 in 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 an organization through new media.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

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

Topic: Trends in Business Communication

24. Part of having _____ means understanding that businesspeople from other countries may have very different attitudes about punctuality and efficiency.

- A. social intelligence
- B. interpretive skill
- C.** cross-cultural competency
- D. computational thinking

The increasing interconnectedness of countries and cultures means that employees should have cross-cultural competency, which means being aware that your assumptions about business and communication, including punctuality and efficiency, may not be shared by businesspeople from other cultures.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-03 Describe the skills that are needed by today's business communicators.

Topic: Cultural Intelligence and Diversity in Business Communication

25. 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

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-03 Describe the skills that are needed by today's business communicators.

Topic: Trends in Business Communication

26. When interacting in social situations, an employee is expected to follow a set of behaviors known as

- A. business etiquette.**
- B. formal communication.
- C. heuristics.
- D. cross-cultural competency.
- E. interpretive skills.

When interacting in social situations, an employee is expected to follow a set of behaviors known as business etiquette.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-04 Define professionalism and its importance to business communicators.

Topic: The Communication Process

27. 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 them 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
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 1 Easy

Learning Objective: 01-03 Describe the skills that are needed by today's business communicators.
Topic: The Communication Process

28. 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
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy

Learning Objective: 01-03 Describe the skills that are needed by today's business communicators.
Topic: Trends in Business Communication

29. Heidi is an energy drink salesperson. When selling her firm's drinks in the United States, she emphasizes how they will give consumers them the extra edge they need to get ahead in life. However, when selling them in China, she instead emphasizes how consumers will be better able to meet their family and work responsibilities. By doing this, Heidi demonstrates

- 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
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy

Learning Objective: 01-03 Describe the skills that are needed by today's business communicators.
Topic: Cultural Intelligence and Diversity in Business Communication

30. Which of the following statements is true about increasing gender, age, and ethnic diversity in the workplace?

- A. It has had little effect on communication in the workplace.
- B. Communication in businesses decreases as diversity increases.
- C. The requirement for cultural agility in workplace communication has increased significantly.
- D. All people within a business share standardized notions of business and communication.
- E. Workplace diversity decreases the need for social intelligence.

The increase in workplace diversity has resulted in the requirement for cultural agility in workplace communication.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-03 Describe the skills that are needed by today's business communicators.
Topic: Cultural Intelligence and Diversity in Business Communication

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
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy

Learning Objective: 01-03 Describe the skills that are needed by today's business communicators.
Topic: The Communication Process

32. 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 you 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
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-03 Describe the skills that are needed by today's business communicators.
Topic: The Communication Process

33. Mira reviews user information collected by her company's website and uses it to create targeted marketing materials. Mira is using

- A.** computational thinking.
- B. visual literacy.
- C. cultural awareness.
- D. data agility.
- E. corporate social responsibility.

Computational thinking is the ability to interact and use data to make decisions and design for desired outcomes. Mira uses this ability to create targeted marketing materials based on the information collected by her company's website.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 01-02 Explain the ways in which business communication is a form of problem solving.
Topic: The Communication Process

34. 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
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 01-02 Explain the ways in which business communication is a form of problem solving.
Topic: Trends in Business Communication

35. 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
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-03 Describe the skills that are needed by today's business communicators.
Topic: Cultural Intelligence and Diversity in Business Communication

36. 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 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
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-02 Explain the ways in which business communication is a form of problem solving.
Topic: Trends in Business Communication

37. 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
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-05 Describe the three main categories of business communication.
Topic: Internal-Operational Communications

38. 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 while conducting work within a business is internal-operational communication. 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
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy

Learning Objective: 01-05 Describe the three main categories of business communication.
Topic: Internal-Operational Communications

39. The head of the marketing department at Plural Publishing sends an email to the company's three project managers, asking them to send the back cover copy for each book being published in the spring. This is an example of

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

The head of marketing communicating about business matters with employees at the business where he or she works is an example of internal-operational communication. All the communication that occurs in conducting work within a business is categorized as internal-operational communication.

AACSB: Communication
AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium

Learning Objective: 01-05 Describe the three main categories of business communication.
Topic: Internal-Operational Communications

40. 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 her personal Twitter feed
- E. a memo from the company president to her subordinates regarding sales targets

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
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-05 Describe the three main categories of business communication.
Topic: Internal-Operational Communications

41. 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

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-05 Describe the three main categories of business communication.

Topic: Categories of Business Communication

42. The social media manager for a small start up firm posts a link to the company's Facebook page describing an upcoming customer appreciation event. This form of communication can be categorized as

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

This form of communication can be categorized as external-operational communication. The social media manager is communicating with an external audience about the company.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 01-05 Describe the three main categories of business communication.

Topic: Categories of Business Communication

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

- A. a training session conducted by a member of the information technology team to show employees how to use the new database
- B. a discussion between members of a project team during which they determine the next step they need to take
- C. a television advertisement for business Internet services**
- D. a report provided to senior management by the sales manager
- E. a memo from human resources to employees reminding them that cultural sensitivity training will be held next week

A television advertisement is an example of external-operational communication. External-operational communication is a business's communication with its publics—suppliers, service companies, customers, government agencies, the general public, and others.

AACSB: Communication
AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard

Learning Objective: 01-05 Describe the three main categories of business communication.
Topic: Categories of Business Communication

44. 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 break 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
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium

Learning Objective: 01-05 Describe the three main categories of business communication.
Topic: Categories of Business Communication

45. 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
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-05 Describe the three main categories of business communication.
Topic: Categories of Business Communication

46. 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 may 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, such as through online and face-to-face networking, often involves personal communication.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-05 Describe the three main categories of business communication.
Topic: Categories of Business Communication

47. Which of the following best exemplifies personal communication?

- A. a team 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

Accessibility: Keyboard Navigation

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 01-05 Describe the three main categories of business communication.

Topic: Categories of Business Communication

48. 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

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-06 Describe the two types of communication networks in an organization.

Topic: Organizational Culture and Communication Networks

49. A company requires the heads of its five departments to send a project update email to the company vice president each Friday afternoon. This is an example of a stable form of communication referred to as

A. an informal network.
B. a genre.
C. heuristics.
D. a grapevine.
E. a literacy.

This is an example of a stable form of communication referred to as a genre.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy

Learning Objective: 01-05 Describe the three main categories of business communication.
Topic: Organizational Culture and Communication Networks

50. 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.

A business's formal network are its main lines of operational communication. Through these channels flows the bulk of the communication that the business needs to operate.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-06 Describe the two types of communication networks in an organization.
Topic: Organizational Culture and Communication Networks

51. 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, a business's informal network is really not a single network but a complex relationship of smaller networks consisting of certain groups of people. The complexity of this informal network, especially in larger organizations, cannot be overemphasized.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-06 Describe the two types of communication networks in an organization.
Topic: Organizational Culture and Communication Networks

52. 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 employees within an organization.
- E. the network used by an 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 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
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-06 Describe the two types of communication networks in an organization.
Topic: Organizational Culture and Communication Networks

53. Skillful managers will most likely deal with their organization's grapevine by

- A. controlling it with rules and regulations.
- B. establishing communication procedures to monitor it.
- C. recognizing its presence and understanding its influence on the organization.**
- D. ignoring its existence.
- E. deregulating the use of social media during work hours.

Skillful managers recognize the presence and importance of the grapevine as an informal method of communicating and influencing the course of an organization.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-06 Describe the two types of communication networks in an organization.
Topic: Organizational Culture and Communication Networks

54. 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. How structured an organization is can determine who specific employees may communicate with.**
- 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.

An organization's structure, whether it has a strict hierarchy, with entry-level employees at the bottom and executives at the top, or a flatter hierarchy, can impact who an employee is allowed to talk to in the organization.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-07 Describe the main factors that affect the types and amount of communicating that an organization does.

Topic: Categories of Business Communication
Topic: Organizational Culture and Communication Networks

55. 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 is 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. Leaders influence an organization's culture, but it is a living thing that is constructed by day-to-day interactions and behaviors. 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
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-07 Describe the main factors that affect the types and amount of communicating that an organization does.

Topic: Organizational Culture and Communication Networks

56. Which of the following statements is true about the actual organizational culture of a company?

- A. It is invariably the same as the organizational culture promoted by the leaders at the top.
- 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
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-07 Describe the main factors that affect the types and amount of communicating that an organization does.

Topic: Organizational Culture and Communication Networks

57. Which of the following is an example of something that would be part of the larger context affecting an attempt to communicate?

- A. the fact that the communicators have known each other for five years
- B. the communicator's job in accounting
- C. the communicator's MBA
- D. changes to financial oversight laws**
- E. the organization represented by the communicators

The larger context includes the historical moment in which the communication is taking place; the language, values, and customs in the surrounding culture; and the general business-economic climate. Changes to financial oversight laws would fall into the larger context.

AACSB: Communication
AACSB: Reflective Thinking
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard
Learning Objective: 01-08 Describe the contexts for each act of business communication.
Topic: The Communication Process

58. 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. Any given business context often presents multiple options for handling a situation. Identifying the best option requires identifying and thinking through these options.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 01-02 Explain the ways in which business communication is a form of problem solving.
Topic: Problem Solving and Business Communication

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

- A. Use trial and error.
 - B. Consider your options and try the easiest idea.
 - 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
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-02 Explain the ways in which business communication is a form of problem solving.
Topic: Problem Solving and Business Communication

60. 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
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-08 Describe the contexts for each act of business communication.
Topic: The Communication Process

61. Miguel grew up in a large family in a rural area of Texas, while Marissa is an only child who grew up in New York City. This information details Miguel and Marissa's _____ contexts.

- A. organizational
- B. formal
- C. informal
- D. personal**
- E. professional

The circumstances that made you who you are as a person, including your family and upbringing, are your personal contexts.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-08 Describe the contexts for each act of business communication.
Topic: The Communication Process

62. 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, upset because he recently broke up with his girlfriend, writes a rude email to a coworker.**
- E. Gemini Inc.'s employees use social media in their communication at work.

Jason's behavior 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
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard

Learning Objective: 01-08 Describe the contexts for each act of business communication.
Topic: The Communication Process

63. Which of the following best exemplifies a communicator's professional context influencing communication?
- A. As the public relations manager, Trina is the only employee at Gila Construction authorized to talk to the press.
 - B. Jose, an optimistic person, likes to put an inspirational quote at the end of his email messages.
 - C. Morgan, an architect, 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.

Morgan'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
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard

Learning Objective: 01-08 Describe the contexts for each act of business communication.
Topic: The Communication Process

64. 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
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy

Learning Objective: 01-09 Describe the business communication process.
Topic: The Communication Process

65. In the process of communication, once the primary sender of a message has defined the situation, the next step is to

- A.** consider possible communication strategies.
- B. interpret the message.
- C. compose the message.
- D. send the message.
- 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 consider possible communication strategies.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy

Learning Objective: 01-09 Describe the business communication process.
Topic: The Communication Process

66. If you have decided to deliver your message verbally, during the _____ stage in the process of communication, you will make notes and design any visuals you might need.

- A.** composing the message
- B. sending the message
- C. selecting a course of action
- D. receiving the message
- E. interpreting the message

If you have decided to deliver your message verbally, during the stage of the communication process in which you compose the message, you will write notes, or maybe write out your whole message, and create any visuals you might need.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-09 Describe the business communication process.
Topic: The Communication Process

67. 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.** The communicator will have to adapt his or her course of action while in the midst of communicating.
- 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 requires less consideration.

Solving a communication problem is a recursive process, meaning that a communicator may have to revisit the early stages of the communication process as he or she goes along. This is particularly true for situations that have many possible solutions or heavily involve the audience in the communication process.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

Learning Objective: 01-09 Describe the business communication process.
Topic: The Communication Process

68. The communication problem that arises when two people using the same word think that they agree on its meaning but actually do not is referred to as

- 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
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy

Learning Objective: 01-09 Describe the business communication process.
Topic: The Communication Process

69. 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.

This is an example of bypassing. Pedro and Rafael have assigned different meanings to the same word ("EOD").

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard

Learning Objective: 01-09 Describe the business communication process.
Topic: The Communication Process

70. Selina has just been hired by a small law firm in a rural town and is told that the dress code is business casual. She shows up to her first day of work wearing a striped dress and a cardigan, but discovers that everyone else is in jeans and button-down shirts. 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
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 3 Hard

Learning Objective: 01-09 Describe the business communication process.
Topic: The Communication Process

Short Answer Questions

71. Discuss the term "new media."

Answers will vary, but should mention some or all of the following:

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 one's own organization. New media are also increasing the need for employees who have social intelligence.

*AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium*

*Learning Objective: 01-03 Describe the skills that are needed by today's business communicators.
Topic: Trends in Business Communication*

72. Explain the main categories of business communication.

Answers will vary, but should note that 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

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-05 Describe the three main categories of business communication.

Topic: Categories of Business Communication

73. Briefly define the formal network of an organization.

An organization's 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

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-06 Describe the two types of communication networks in an organization.

Topic: Organizational Culture and Communication Networks

74. 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. The grapevine usually carries far more information than the formal communication system, and while some of this is gossip and rumors, on many matters it is more effective in determining the course of an organization than formal communication is. 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.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-06 Describe the two types of communication networks in an organization.

Topic: Organizational Culture and Communication Networks

75. 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 structure: How highly structured the business is can affect who may communicate with whom about about what.
- 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 business's diversity: A business with culturally homogenous employees will have different communication norms than a business with culturally diverse employees. The communication of a multicultural organization will require more adaptation to participants' values, perspectives, and language skills than that of a relatively homogeneous organization.
- The business's culture: During the course of day-to-day work, employees form a social world with its own goals, values, behaviors, and idiosyncrasies. The leaders at the top have some effect on this, but culture is a living system that changes based on individual interactions.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-07 Describe the main factors that affect the types and amount of communicating that an organization does.

Topic: Organizational Culture and Communication Networks

76. Define computational thinking and create a brief scenario in which an employee might need and use this skill.

Answers will vary, but students should note that computational thinking is the ability "to interact with data, see patterns in data, make data-based decision, and use data to design for desired outcomes."

*AACSB: Communication
Accessibility: Keyboard Navigation*

Blooms: Apply

Difficulty: 2 Medium

Learning Objective: 01-03 Describe the skills that are needed by today's business communicators.

Topic: The Communication Process

77. 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. A good answer will 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: Reflective Thinking
Accessibility: Keyboard Navigation*

Blooms: Apply

Difficulty: 3 Hard

Learning Objective: 01-08 Describe the contexts for each act of business communication.

Topic: Cultural Intelligence and Diversity in Business Communication

78. How does a communicator's particular contexts 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

Accessibility: Keyboard Navigation

Blooms: Understand

Difficulty: 2 Medium

Learning Objective: 01-08 Describe the contexts for each act of business communication.

Topic: The Communication Process

79. Explain why solving a communication problem is often a recursive process.

Students' answers will vary. They should note that the process of solving a communication problem often reveals additional information that requires a communicator to revisit various stages of the communication process in order to accommodate all involved parties and their goals.

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-09 Describe the business communication process.

Topic: Problem Solving and Business Communication

80. What is the goal of business communication?

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

AACSB: Communication

Accessibility: Keyboard Navigation

Blooms: Remember

Difficulty: 1 Easy

Learning Objective: 01-09 Describe the business communication process.

Topic: The Communication Process