

***Business Communication Essentials, 5e (Bovee)***

**Chapter 1 Understanding Business Communication in Today's Workplace**

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

1) Which of the following is true about the importance of effective communication to your career and to the companies where you will work?

A) Communication is important for most jobs, except technical jobs such as engineering or finance.

B) The higher you rise in your organization, the more time you spend using the technical skills of your profession, and the less time you spend communicating.

C) Good communicators are generally more difficult to find than good accountants, good engineers, or good attorneys.

D) Good communication has not been linked to financial advantages for companies.

E) Communication is important for most jobs, unless you are an entrepreneur.

Answer: C

Explanation: C) The world is full of good marketing strategists, good accountants, good engineers, and good attorneys—but it is not full of good communicators. Acquiring good communication skills will provide you with an opportunity to stand out from your competition in the job market.

Page Ref: 3

Classification: Conceptual

AACSB:

LO: 1

Difficulty: Easy

2) Which of the following is true about the importance of effective communication to your career and to the companies where you will work?

A) Communication is important for most jobs, except technical jobs such as engineering or finance.

B) The higher you rise in your organization, the less time you spend using the technical skills of your profession, and the more time you spend communicating.

C) Good communicators are generally much easier to find than good accountants, good engineers, or good attorneys.

D) Good communication has not been linked to financial advantages for companies.

E) Communication is important for most jobs, unless you are an entrepreneur.

Answer: B

Explanation: B) As you take on leadership and management roles, communication becomes even more important. The higher you rise in an organization, the less time you will spend using the technical skills of your particular profession and the more time you will spend communicating. Top executives spend most of their time communicating, and businesspeople who can't communicate well don't stand much chance of reaching the top.

Page Ref: 3

Classification: Conceptual

AACSB:

LO: 1

Difficulty: Easy

3) Which of the following is true about the importance of effective communication to your career and to the companies where you will work?

A) Communication is important for most jobs, except technical jobs such as engineering or finance.

B) The higher you rise in your organization, the more time you spend using the technical skills of your profession, and the less time you spend communicating.

C) Good communicators are generally much easier to find than good accountants, good engineers, or good attorneys.

D) Companies that communicate well significantly outperform those that communicate poorly.

E) Communication is important for most jobs, unless you are an entrepreneur.

Answer: D

Explanation: D) Good communication has clear financial advantages. Companies that communicate well significantly outperform those that communicate poorly.

Page Ref: 4

Classification: Conceptual

AACSB:

LO: 1

Difficulty: Easy

4) The groups affected in some way by a company's actions are referred to as its \_\_\_\_\_.

- A) factions
- B) cliques
- C) stakeholders
- D) captive audience
- E) captive market

Answer: C

Explanation: C) A company's stakeholders are those groups that are affected in some way by the company's actions: customers, employees, shareholders, suppliers, neighbors, the community, the nation, and the world as a whole.

Page Ref: 4

Classification: Conceptual

AACSB:

LO: 1

Difficulty: Easy

5) Effective messages \_\_\_\_\_.

- A) convey abstract ideas
- B) provide practical information
- C) are usually voluminous
- D) do not attempt to influence the reader
- E) are usually informal

Answer: B

Explanation: B) To make your communication efforts as effective as possible, provide practical information. Give recipients useful information, whether it's to help them perform a desired action or understand a new company policy.

Page Ref: 4

Classification: Conceptual

AACSB: Communication Abilities

LO: 1

Difficulty: Easy

- 6) To be effective, business messages should \_\_\_\_\_.  
A) use abstract words that lend themselves to interpretation  
B) never contain opinions  
C) present more information than required  
D) not make arguments or recommendations  
E) give facts rather than vague impressions

Answer: E

Explanation: E) To make your communication efforts as effective as possible, give facts rather than vague impressions. Use concrete language, specific detail, and information that is clear, convincing, accurate, and ethical. Even when an opinion is called for, present compelling evidence to support your conclusion.

Page Ref: 4

Classification: Conceptual

AACSB: Communication Abilities

LO: 1

Difficulty: Easy

- 7) To be effective, business messages should \_\_\_\_\_.  
A) use abstract words that lend themselves to interpretation  
B) adopt an informal tone  
C) present information in a concise, efficient manner  
D) not make arguments or recommendations  
E) never contain opinions

Answer: C

Explanation: C) To make your communication efforts as effective as possible, present information in a concise, efficient manner. Concise messages show respect for people's time, and they increase the chances of a positive response.

Page Ref: 5

Classification: Conceptual

AACSB: Communication Abilities

LO: 1

Difficulty: Easy

8) To be effective, business messages should \_\_\_\_\_.

- A) use abstract words that lend themselves to interpretation
- B) adopt an informal tone
- C) show your readers how they will benefit from responding to your message
- D) not make arguments or recommendations
- E) never contain opinions

Answer: C

Explanation: C) To make your communication efforts as effective as possible, you should offer compelling, persuasive arguments and recommendations. Show your readers precisely how they will benefit from responding to your message the way you want them to.

Page Ref: 5

Classification: Conceptual

AACSB: Communication Abilities

LO: 1

Difficulty: Easy

9) To be effective, business messages should \_\_\_\_\_.

- A) clearly state what you expect from audience members
- B) adopt an informal tone
- C) use abstract words that lend themselves to interpretation
- D) not make arguments or recommendations
- E) never contain opinions

Answer: A

Explanation: A) To make your communication efforts as effective as possible, you should clarify expectations and responsibilities. Craft messages to generate a specific response from a specific audience. When appropriate, clearly state what you expect from audience members or what you can do for them.

Page Ref: 5

Classification: Conceptual

AACSB: Communication Abilities

LO: 1

Difficulty: Easy

- 10) Which of the following is true about communicating in today's business environment?
- A) One should always communicate ethically, even when the choices are not crystal clear.
  - B) Following accepted standards of grammar, spelling and other aspects of high-quality business writing are no longer relevant in today's technology-driven business environment.
  - C) Constructing compelling narratives—telling stories—is obsolete in today's fast-paced business environment.
  - D) Adapting your messages and communication styles to specific audiences is unethical and, often, illegal.
  - E) It is now an accepted fact that business communication skills are largely innate and cannot be learnt.

Answer: A

Explanation: A) Communicating ethically, even when the choices are not crystal clear, is an important communication task that one must be proficient at in today's business environment.

Page Ref: 5

Classification: Conceptual

AACSB: Communication Abilities

LO: 2

Difficulty: Moderate

- 11) Which of the following is true about communicating in today's business environment?
- A) It is important to recognize that it is not possible to communicate ethically when the choices are not crystal clear.
  - B) Following accepted standards of grammar, spelling and other aspects of high-quality business writing are no longer relevant in today's technology-driven business environment.
  - C) Constructing compelling narratives—telling stories—is obsolete in today's fast-paced business environment.
  - D) Adapting your messages and communication styles to specific audiences is crucial to business communication today.
  - E) It is now an accepted fact that business communication skills are largely innate and cannot be learned.

Answer: D

Explanation: D) Given the importance of communication in business, employers expect you to be competent at a wide range of communication tasks, adapting your messages and communication styles to specific audiences and situations.

Page Ref: 5

Classification: Conceptual

AACSB: Communication Abilities

LO: 2

Difficulty: Moderate

12) Which of the following is the first step in the basic eight-step communication model?

- A) The sender transmits the message through a channel.
- B) The sender produces the message in a medium.
- C) The sender has an idea.
- D) The sender writes the message.
- E) The sender organizes the message.

Answer: C

Explanation: C) The communication process starts with a sender having an idea and then encoding the idea into a message that can be transferred to a receiver.

Page Ref: 7

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

13) Which of the following is the last step in the basic eight-step communication model?

- A) The sender transmits the message through a channel.
- B) The audience receives the message.
- C) The receiver decodes the message.
- D) The receiver responds to the message
- E) The receiver provides feedback.

Answer: E

Explanation: E) If a mechanism is available for them to do so, receivers can "close the loop" in the communication process by giving the sender feedback that helps the sender evaluate the effectiveness of the communication effort. Feedback can be verbal, nonverbal, or both.

Page Ref: 7

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

14) In the basic communication model, when someone puts an idea into a message, he or she is \_\_\_\_\_ it, or expressing it in words or images.

- A) encoding
- B) decoding
- C) abstracting
- D) indexing
- E) cataloguing

Answer: A

Explanation: A) When someone puts an idea into a message, he or she is encoding it, or expressing it in words or images. This forms the second step in the basic eight-step communication model.

Page Ref: 8

Classification: Conceptual

AACSB:

LO: 3

Difficulty: Easy

15) After a message is received, the receiver needs to extract the idea from the message, a step known as \_\_\_\_\_.

- A) encoding
- B) decoding
- C) abstracting
- D) indexing
- E) cataloguing

Answer: B

Explanation: B) After a message is received, the receiver needs to extract the idea from the message, a step known as decoding.

Page Ref: 8

Classification: Conceptual

AACSB:

LO: 3

Difficulty: Easy



16) Which of the following examples correctly illustrates the difference between what constitutes a communication medium and a communication channel?

- A) A telephone is a medium, while a voice message is a channel.
- B) A podcast is a medium, while an Intranet is a channel.
- C) A shipping company is a medium, while a printed report is a channel.
- D) A cell phone is a medium, while a text message is a channel.
- E) The Internet is a medium while a Twitter tweet is a channel.

Answer: B

Explanation: B) The medium is the form a message takes (such as a podcast) and the channel is the system used to deliver the message (such as an intranet).

Page Ref: 8

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 3

Difficulty: Moderate

17) The traditional nature of much business communication was primarily defined by a publishing or broadcasting mindset. Which of the following scenarios best reflects this mindset?

- A) A company airs advertisements during Super Bowl to raise its visibility.
- B) A company publishes a blog to keep customers informed of the company's activities.
- C) A company CEO uses Twitter to interact directly with individual employees.
- D) A company opens a Facebook account to connect with a younger audience.
- E) A company holds a townhall-style meeting to respond to employee concerns.

Answer: A

Explanation: A) The traditional nature of much business communication was primarily defined by a publishing or broadcasting mindset. Externally, a company issued carefully scripted messages to a mass audience that often had few options for responding to those messages or initiating messages of their own, such as in this scenario. Internally, communication tended to follow the same "we talk, you listen" model, with upper managers issuing directives to lower-level supervisors and employees.

Page Ref: 8-9

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 3

Difficulty: Difficult

18) The \_\_\_\_\_ is interactive, conversational, and usually open to all who wish to participate; audience members are not passive recipients of messages but active participants in a conversation.

- A) publishing mindset
- B) basic eight-step communication model
- C) social communication model
- D) broadcasting mindset
- E) Business Communication 1.0

Answer: C

Explanation: C) In contrast to the publishing mindset, the new social communication model is interactive, conversational, and usually open to all who wish to participate. Audience members are no longer passive recipients of messages but active participants in a conversation.

Page Ref: 9

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

19) Which of the following is a tendency of Business Communication 1.0?

- A) reactive
- B) information hoarding
- C) permission
- D) influence
- E) high message frequency

Answer: B

Explanation: B) The traditional nature of much business communication was primarily defined by a publishing or broadcasting mindset—a "we talk, you listen" model of communication, where information was hoarded, not shared.

Page Ref: 9

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

20) Which of the following is a tendency of Business Communication 1.0?

- A) reactive
- B) hierarchical
- C) permission
- D) influence
- E) high message frequency

Answer: B

Explanation: B) The traditional nature of much business communication was primarily defined by a publishing or broadcasting mindset—a "we talk, you listen" model of communication, which is structured and hierarchical.

Page Ref: 9

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

21) Which of the following is a tendency of Business Communication 1.0?

- A) reactive
- B) information sharing
- C) permission
- D) influence
- E) low message frequency

Answer: E

Explanation: E) The traditional nature of much business communication was primarily defined by a publishing or broadcasting mindset—a "we talk, you listen" model of communication, resulting in low message frequency.

Page Ref: 9

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

22) Business Communication 1.0 tends to be \_\_\_\_\_.

- A) reactive
- B) conversational
- C) intrusive
- D) amorphous
- E) multidirectional

Answer: C

Explanation: C) The traditional nature of much business communication was primarily defined by a publishing or broadcasting mindset—a "we talk, you listen" model of communication. In this model, companies communicated in a unidirectional manner that could be intrusive.

Page Ref: 9

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

23) Business Communication 1.0 tends to be \_\_\_\_\_.

- A) reactive
- B) conversational
- C) isolated
- D) amorphous
- E) multidirectional

Answer: C

Explanation: C) The traditional nature of much business communication was primarily defined by a publishing or broadcasting mindset—a "we talk, you listen" model of communication, which tends to be isolated, not responsive.

Page Ref: 9

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

24) Which of the following is a tendency of Business Communication 2.0?

- A) lecture
- B) egalitarian
- C) one to many
- D) control
- E) few channels

Answer: B

Explanation: B) The social communication model is interactive, conversational, and usually open to all who wish to participate.

Page Ref: 9

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

25) Which of the following is a tendency of Business Communication 2.0?

- A) lecture
- B) influence
- C) one to many
- D) control
- E) few channels

Answer: B

Explanation: B) The social communication model is interactive, conversational, and usually open to all who wish to participate. Companies aim to influence, not control, the audience in this model.

Page Ref: 9

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

26) Which of the following is a tendency of Business Communication 2.0?

- A) permission
- B) hierarchical
- C) one to many
- D) control
- E) few channels

Answer: A

Explanation: A) The social communication model is interactive, conversational, and usually open to all who wish to participate. Audience members are no longer passive recipients of messages but active participants in a conversation, with a voice that companies pay attention to.

Page Ref: 9

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

27) Business Communication 2.0 tends to be \_\_\_\_\_.

- A) structured
- B) hierarchical
- C) unidirectional
- D) reactive
- E) intrusive

Answer: D

Explanation: D) The social communication model is interactive, conversational, and usually open to all who wish to participate. Audience members are no longer passive recipients of messages but active participants in a conversation, with a voice that companies pay attention to.

Page Ref: 9

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

28) Business Communication 2.0 tends to be \_\_\_\_\_.

- A) structured
- B) hierarchical
- C) unidirectional
- D) amorphous
- E) intrusive

Answer: D

Explanation: D) The social communication model is unstructured and amorphous since it is usually open to all who wish to participate.

Page Ref: 9

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

29) Which of the following is a disadvantage of the social communication model?

- A) It is hierarchical.
- B) The number of channels is limited in this model.
- C) The frequency of messages on this model is relatively low.
- D) It blurs the line between personal and professional lives.
- E) It is unidirectional.

Answer: D

Explanation: D) Potential problems of the social communication model include information overload, fragmented attention, information security risks, distractions that hurt productivity, and the blurring of the line between personal and professional lives, which can make it difficult for people to disconnect from work.

Page Ref: 9

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

30) Which of the following is a disadvantage of the social communication model?

- A) It is hierarchical.
- B) It is static.
- C) It can lead to information overload.
- D) The frequency of messages is relatively low.
- E) It is unidirectional.

Answer: C

Explanation: C) Potential problems of the social communication model include information overload, fragmented attention, information security risks, distractions that hurt productivity, and the blurring of the line between personal and professional lives, which can make it difficult for people to disconnect from work.

Page Ref: 9

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

31) Which of the following is a disadvantage of the social communication model?

- A) It is hierarchical.
- B) It is static.
- C) It presents information security risks.
- D) The frequency of messages is relatively low.
- E) It is unidirectional.

Answer: C

Explanation: C) Potential problems of the social communication model include information overload, fragmented attention, information security risks, distractions that hurt productivity, and the blurring of the line between personal and professional lives, which can make it difficult for people to disconnect from work.

Page Ref: 9

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy



32) Which of the following is a disadvantage of the social communication model?

- A) It can cause distractions and hit productivity.
- B) It is static.
- C) It is hierarchical.
- D) The frequency of messages is relatively low.
- E) It is unidirectional.

Answer: A

Explanation: A) Potential problems of the social communication model include information overload, fragmented attention, information security risks, distractions that hurt productivity, and the blurring of the line between personal and professional lives, which can make it difficult for people to disconnect from work.

Page Ref: 9

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

33) A \_\_\_\_\_ is a form of legal protection for the expression of creative ideas.

- A) patent
- B) trademark
- C) service mark
- D) copyright
- E) ghost mark

Answer: D

Explanation: D) A copyright is a form of legal protection for the expression of creative ideas. Stealing someone else's words or work and claiming it as your own is unethical, and it can be illegal if it violates a copyright.

Page Ref: 10

Classification: Conceptual

AACSB:

LO: 4

Difficulty: Easy

34) Which of the following constitutes ethical information?

- A) a restaurant using photos of dishes that it does not serve on its web site
- B) a manufacturer of cell phones asking its sales team to post favorable product reviews on social media
- C) a company paying customers to recommend its products to their friends
- D) a vendor including only essential information in promotional material mailed out to customers
- E) a hospitality chain deleting all negative comments from the company's blog

Answer: D

Explanation: D) Ethical communication includes all relevant information, is true in every sense, does not violate the rights of others, and is not deceptive in any way. In contrast, unethical communication includes omitting essential information, distorting statistics or visuals, and selectively misquoting.

Page Ref: 10

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 4

Difficulty: Moderate

35) In order to generate interest about the company's publications, the Media Manager of Gordon Books started a personal blog where she posed as an avid reader and amateur literary critic and reviewed the company's books favorably. She also invited readers to buy the books, discuss them online, and send in their reviews. Which of the following is the best criticism of the manager's action?

- A) She engaged in plagiarism.
- B) She selectively misquoted information.
- C) She failed to protect information entrusted to him.
- D) She failed to ensure transparency.
- E) She failed to respect the privacy of others.

Answer: D

Explanation: D) In the context of business communication, transparency refers to a sense of openness, of giving all participants in a conversation access to the information they need to process the messages they are receiving. By concealing her links to the publisher, the manager has been deceptive.

Page Ref: 10

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 4

Difficulty: Difficult

36) In order to boost sales for its tablets, Zip Communications paid several students to carry the gadgets to college and talk to their friends and classmates about the great features of the product. What is the best criticism of Zip's decision?

- A) It selectively misquoted information.
- B) It failed to protect customer information.
- C) It engaged in stealth marketing.
- D) It violated a copyright.
- E) It failed to respect others' privacy.

Answer: C

Explanation: C) Stealth marketing involves attempting to promote products and services to customers who don't know they're being marketed to, as is the case in this scenario.

Page Ref: 10

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Easy

37) \_\_\_\_\_ marketing involves attempting to promote products and services to customers who don't know they are being marketed to.

- A) Stealth
- B) Ambush
- C) Affiliate
- D) Evangelist
- E) Interruption

Answer: A

Explanation: A) Stealth marketing involves attempting to promote products and services to customers who don't know they're being marketed to. Stealth marketing is considered unethical by some observers because it prevents consumers from making fully informed decisions.

Page Ref: 10

Classification: Conceptual

AACSB:

LO: 4

Difficulty: Easy

- 38) Which of the following is true about making ethical communication choices?
- A) An ethical dilemma involves making a clearly unethical, and often illegal, choice.
  - B) An ethical lapse involves choosing among alternatives that are not clearly right or wrong.
  - C) When making communications decisions, you must always consider if a decision that seems ethical now may seem unethical in the future.
  - D) Deliberately omitting essential information is an ethical way of influencing the audience.
  - E) In business scenarios, you cannot afford the luxury of considering the impact of your messages on the audience.

Answer: C

Explanation: C) When trying to make ethical choices, you must consider whether the assumptions you've made are likely to change over time. That is, will a decision that seems ethical now seem unethical in the future?

Page Ref: 11

Classification: Conceptual

AACSB: Communication Abilities; Ethical Understanding and Reasoning Abilities

LO: 4

Difficulty: Easy

- 39) Which of the following is true about making ethical communication choices?
- A) An ethical dilemma involves making a clearly unethical, and often illegal, choice.
  - B) An ethical lapse involves choosing among alternatives that are not clearly right or wrong.
  - C) Decisions should achieve the greatest possible good while doing the least possible harm.
  - D) Deliberately omitting essential information is an ethical way of influencing the audience.
  - E) In business scenarios, you cannot afford the luxury of considering the impact of your messages on the audience.

Answer: C

Explanation: C) When trying to make ethical choices, you must consider whether the message will achieve the greatest possible good while doing the least possible harm.

Page Ref: 11

Classification: Conceptual

AACSB: Communication Abilities; Ethical Understanding and Reasoning Abilities

LO: 4

Difficulty: Easy

40) Which the following decisions-making scenarios presents an ethical dilemma?

A) A disgruntled employee of one of your competitors has offered to reveal details of his company's new strategy if you were to hire him. This competitor has in the past poached key executives from your company and engaged in industrial espionage in other ways.

B) You are manager of a large facility in a country where paying bribes to public officials is a way of life. Your company has a zero-tolerance policy toward bribing, but the officials are threatening to close down the factory, rendering several thousand workers jobless, if you don't comply.

C) It has been brought to your notice that the company competing with you for a major contract is trying to bribe and influence decision-makers in a bid to get the contract. Some of your executives feel that your company should also do the same because getting this contract will make a big difference to the company's future.

D) The last inspection at your plant revealed structural problems with some of the buildings that, if not fixed immediately, could compromise worker safety. However, your company is low on funds and taking on repair work will push the company into the red.

E) During a conversation with a friend, you come across information that will significantly impact the stock prices of a company's share in the near future. As Funds Manager at a bank, leveraging this information will allow you to improve the retirement savings of several senior citizens.

Answer: B

Explanation: B) An ethical dilemma involves choosing among alternatives that aren't clear-cut. Perhaps two conflicting alternatives are both ethical and valid, or perhaps the alternatives lie somewhere in the gray area between clearly right and clearly wrong. This scenario presents two choices where one is wrong (paying a bribe) but the consequences of rejecting that choice could lead to harming a great number of innocent people (workers losing their livelihood).

Page Ref: 11

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 4

Difficulty: Difficult

41) In a low context culture \_\_\_\_\_.

- A) people rely more on the circumstances surrounding the message to convey meaning
- B) the primary role of communication is to build relationships
- C) people rely more on the explicit content of the message to convey meaning
- D) people rely more on cues to convey meaning
- E) the rules of everyday life are rarely stated explicitly

Answer: C

Explanation: C) In a low-context culture people rely more on the explicit content of the message and

less on circumstances and cues to convey meaning. In other words, more of the conveyed meaning is encoded into the actual message itself.

Page Ref: 12

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Moderate

42) In a low context culture \_\_\_\_\_.

- A) the primary role of communication is to exchange information
- B) people rely less on the explicit content of the message
- C) people rely more on the circumstances surrounding the message to convey meaning
- D) people rely more on situational cues to convey meaning
- E) the rules of everyday life are rarely stated explicitly

Answer: A

Explanation: A) In a low-context culture, rules and expectations are usually spelled out through explicit statements such as "Please wait until I'm finished." Exchanging information is the primary task of communication in low-context cultures.

Page Ref: 12

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Moderate

43) In a high context culture, \_\_\_\_\_.

- A) people rely more on circumstances surrounding the message to convey meaning
- B) the primary role of communication is to exchange information
- C) rules and expectations are spelt out through explicit statements
- D) the conveyed meaning is encoded into the message itself
- E) people rely less on cues to convey meaning

Answer: A

Explanation: A) In a high-context culture people rely less on the explicit content of the message and more on the context of nonverbal actions and environmental setting to convey meaning.

Page Ref: 12

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Easy

44) In a high context culture, \_\_\_\_\_.

- A) people rely less on circumstances surrounding the message to convey meaning
- B) the primary role of communication is to build relationships
- C) people rely less on the explicit content of messages to convey meaning
- D) the conveyed meaning is encoded into the message itself
- E) people rely less on cues to convey meaning

Answer: B

Explanation: B) In a high-context culture people rely less on the explicit content of the message and more on the context of nonverbal actions and environmental setting to convey meaning.

Also, in a high-context culture, the primary role of communication is often building relationships, not exchanging information.

Page Ref: 12

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Easy

45) Which of the following is a high-context culture?

- A) American
- B) English
- C) German
- D) Japanese
- E) Irish

Answer: D

Explanation: D) Examples of high-context cultures include Japan, China, and many Middle Eastern and Southern European countries. The United States and many Northern European countries are considered low-context cultures.

Page Ref: 12

Classification: Conceptual

AACSB: Communication Abilities; Multicultural and Diversity Understanding

LO: 5

Difficulty: Easy

46) Which of the following is a low-context culture?

- A) Chinese
- B) Indian
- C) German
- D) Japanese
- E) Arab

Answer: C

Explanation: C) Examples of high-context cultures include Japan, China, and many Middle Eastern and Southern European countries. The United States and many Northern European countries are considered low-context cultures.

Page Ref: 12

Classification: Conceptual

AACSB: Communication Abilities; Multicultural and Diversity Understanding

LO: 5

Difficulty: Easy



47) Which of the following is true about how the cultural context can present communication challenges?

A) A person from a low-context culture is more likely to view a high-context person's work culture as being insensitive to group harmony.

B) A person from a high-context culture is more likely to consider personal pledges more important than contracts.

C) In a low-context culture, people are more likely to consider gestures and tone of voice when receiving a message.

D) In a high-context culture, the rules of everyday life are stated explicitly.

E) A person from a high context culture is more likely to adhere strictly to the law.

Answer: B

Explanation: B) Because low-context cultures value the written word, they consider written agreements binding. But high-context cultures put less emphasis on the written word and consider personal pledges more important than contracts.

Page Ref: 13

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Moderate

48) One aspect that is common across cultures is that \_\_\_\_\_.

A) men hold most positions of authority

B) age earns respect and increasing power and freedom

C) nonverbal signs like gestures or facial expressions are interpreted the same way

D) men and women tend to have slightly different communication styles

E) age is often associated with declining powers and a loss of respect and authority

Answer: D

Explanation: D) Whatever the culture, evidence suggests that men and women tend to have slightly different communication styles. Broadly speaking, men tend to emphasize content in their communication efforts, whereas women place a higher premium on relationship maintenance.

Page Ref: 14

Classification: Conceptual

AACSB: Communication Abilities; Multicultural and Diversity Understanding

LO: 5

Difficulty: Moderate

49) \_\_\_\_\_ is the tendency to judge all other groups according to the standards, behaviors, and customs of one's own group.

- A) Ethnic gloss
- B) Stereotyping
- C) Ethnocentrism
- D) Relativism
- E) Monocentricism

Answer: C

Explanation: C) Ethnocentrism is the tendency to judge all other groups according to the standards, behaviors, and customs of one's own group. When making such comparisons, people too often decide that their own group is superior.

Page Ref: 14

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Easy

50) Assigning a wide range of generalized—and often inaccurate—attributes to an individual on the basis of membership in a particular group, without considering the individual's unique characteristics is referred to as \_\_\_\_\_.

- A) normalizing
- B) scapegoating
- C) rationalizing
- D) secularizing
- E) stereotyping

Answer: E

Explanation: E) Stereotyping involves assigning a wide range of generalized—and often inaccurate—attributes to an individual on the basis of membership in a particular group, without considering the individual's unique characteristics. This is a barrier to intercultural communication.

Page Ref: 14

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Easy

51) Which of the following is a guideline for improving intercultural communication?

- A) Consider aspects like personal appearance when trying to judge a person.
- B) Avoid using sources like travel guidebooks to learn about a culture.
- C) Recognize your own cultural biases.
- D) Always assume that others will think, believe, and behave as you do.
- E) Do not tolerate ambiguity of any kind.

Answer: C

Explanation: C) In any cross-cultural situation you can communicate better if you first recognize your own cultural biases. Don't automatically assume that others think, believe, or behave as you do.

Page Ref: 14

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Easy

52) Which of the following is a guideline for improving intercultural communication?

- A) Consider aspects like personal appearance when trying to judge a person.
- B) Be flexible and be prepared to change your habits and attitudes.
- C) Avoid using sources like travel guidebooks to learn about a culture.
- D) Always assume that others will think, believe, and behave as you do.
- E) Do not tolerate ambiguity of any kind.

Answer: B

Explanation: B) You can communicate better in any cross-cultural situation if you are flexible and are prepared to change your habits and attitudes.

Page Ref: 14

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Easy

53) Which of the following is a guideline for improving intercultural communication?

- A) Consider aspects like personal appearance when trying to judge a person.
- B) Do not tolerate ambiguity of any kind.
- C) Avoid using sources like travel guidebooks to learn about a culture.
- D) Always assume that others will think, believe, and behave as you do.
- E) Avoid ethnocentricity and stereotyping

Answer: E

Explanation: E) Effective intercultural communication starts with efforts to avoid ethnocentrism and stereotyping.

Page Ref: 14

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Easy

54) When writing for multilingual audiences, you should \_\_\_\_\_.

- A) use slang and jargon
- B) spell numbers out instead of using figures
- C) use transitions generously
- D) use abbreviations extensively
- E) use long paragraphs and sentences

Answer: C

Explanation: C) When communicating with multilingual audiences, you should use transitions generously to help readers follow your train of thought.

Page Ref: 15

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Easy

55) When writing for multilingual audiences, you should \_\_\_\_\_.

- A) use slang and jargon
- B) spell numbers out instead of using figures
- C) use transitions sparingly
- D) use abbreviations carefully
- E) use long paragraphs and sentences

Answer: D

Explanation: D) Avoid slang and be careful with technical jargon and abbreviations when writing for a multilingual audience. Slang and other nonstandard usages can be difficult or impossible for your audience to translate.

Page Ref: 15

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Easy

56) When writing for multilingual audiences, you should \_\_\_\_\_.

- A) use slang and jargon
- B) use figures instead of spelling out numbers
- C) use transitions sparingly
- D) use abbreviations generously
- E) use long paragraphs and sentences

Answer: B

Explanation: B) When writing for a multilingual audience, cite numbers carefully. Use figures (such as 27) instead of spelling them out (twenty-seven).

Page Ref: 15

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Easy

57) When writing for multilingual audiences, you should \_\_\_\_\_.

- A) use slang and jargon
- B) spell numbers out instead of using figures
- C) use transitions sparingly
- D) use abbreviations generously
- E) rely on specific terms and concrete examples to explain your points

Answer: E

Explanation: E) When writing for a multilingual audience, you should be clear. Rely on specific terms and concrete examples to explain your points.

Page Ref: 15

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Easy

58) \_\_\_\_\_—which involves inviting input from groups of people inside or outside the organization—can give companies access to a much wider range of ideas, solutions to problems, and insights into market trends.

- A) Mindmapping
- B) Distributed computing
- C) Reciprocal socialization
- D) Crowdsourcing
- E) Scaffolding

Answer: D

Explanation: D) Crowdsourcing, inviting input from groups of people inside or outside the organization, can give companies access to a much wider range of ideas, solutions to problems, and insights into market trends.

Page Ref: 17

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Easy

59) Advanced systems for videoconferencing can feature telepresence, a technology that allows you to \_\_\_\_\_.

- A) contribute to and edit the same document from remote locations
- B) convert e-mail and IM into voice messages
- C) automatically forward incoming calls
- D) view video images that are life-sized and extremely realistic
- E) hold meetings in virtual worlds like Second Life

Answer: D

Explanation: D) Videoconferencing provides many of the benefits of in-person meetings at a fraction of the cost. Advanced systems feature telepresence, in which the video images are life-sized and extremely realistic.

Page Ref: 17

Classification: Conceptual

AACSB: Communication Abilities; Use of IT

LO: 5

Difficulty: Easy

60) How do aggregators, sometimes called newsreaders, help businesses to share information?

- A) They allow virtual teams to collaborate on developing and editing documents.
- B) They automatically collect information about new blog posts, podcasts, and other content.
- C) They provide life-sized and realistic video images.
- D) They allow companies to hold meetings and conferences in virtual worlds.
- E) They allow people to access their voice and electronic communication through a single portal.

Answer: B

Explanation: B) Aggregators, sometimes called newsreaders, automatically collect information about new blog posts, podcasts, and other content via Really Simple Syndication (RSS) newsfeeds, giving audiences more control over the content they receive.

Page Ref: 18

Classification: Conceptual

AACSB: Communication Abilities; Use of IT

LO: 5

Difficulty: Easy

61) Software tools known as \_\_\_\_\_ can answer simple questions and respond to requests for electronic documents from customers.

- A) black swans
- B) honey pots
- C) virtual agents
- D) white lists
- E) web crawlers

Answer: C

Explanation: C) Software tools known as virtual agents or bots can answer simple questions and respond to requests for electronic documents. These can sometimes be used as an alternative to sales reps.

Page Ref: 19

Classification: Conceptual

AACSB: Communication Abilities; Use of IT

LO: 5

Difficulty: Easy

62) Which of the following is a tip for speaking with multilingual audiences?

- A) Ask questions like "Is this too difficult for you?" to ensure understanding.
- B) Adapt your conversation style to the other person's.
- C) Make multiple points at a time.
- D) Don't repeat your points.
- E) Look for nods and smiles to ensure your audience is understanding your message.

Answer: B

Explanation: B) When speaking with a multilingual audience, adapt your conversation style to the other person's.

Page Ref: 20

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Easy



63) Which of the following is a tip for speaking with multilingual audiences?

- A) Ask questions like "Is this too difficult for you?" to ensure understanding.
- B) Learn important phrases in your audience's language.
- C) Make multiple points at a time.
- D) Don't repeat your points.
- E) Look for nods and smiles to know if your audience is understanding your message.

Answer: B

Explanation: B) When speaking with a multilingual audience, learn important phrases in your audience's language. Learning common greetings and a few simple phrases simplifies initial contact and shows respect.

Page Ref: 20

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Easy

64) Which of the following is a tip for speaking with multilingual audiences?

- A) Ask questions like "Is this too difficult for you?" to ensure understanding.
- B) Don't repeat your points.
- C) Make multiple points at a time.
- D) Recognize that nods and smiles don't necessarily mean understanding.
- E) Avoid checking frequently for comprehension.

Answer: D

Explanation: D) When speaking with a multilingual audience, look for feedback, but interpret it carefully. Nods and smiles don't necessarily mean understanding.

Page Ref: 20

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Easy

65) In order to use communication technology effectively you should NOT \_\_\_\_\_.

- A) use the powerful filtering and tagging capabilities of your system
- B) let technology overwhelm the communication process
- C) connect with people face-to-face frequently
- D) limit your presence on online social networks
- E) try to control the number and types of messages you receive

Answer: B

Explanation: B) It is important to keep communication technology in perspective and not let it overwhelm the communication process. Remember that technology is an aid to communication, not a replacement for it.

Page Ref: 20

Classification: Conceptual

AACSB: Communication Abilities

LO: 6

Difficulty: Easy

66) In order to communicate effectively using technology, you should \_\_\_\_\_.

- A) subscribe to as many blog feeds and Twitter follows as you can
- B) become an expert in most technologies
- C) use technology to completely do away with face-to-face communication
- D) become familiar with the basic features and functions of the tools you use
- E) expand your social networks online to the maximum extent possible

Answer: D

Explanation: D) To use technology effectively to communicate, you don't have to become an expert, but you do need to be familiar with the basic features and functions of the tools your employer expects you to use.

Page Ref: 21

Classification: Conceptual

AACSB: Communication Abilities; Use of IT

LO: 6

Difficulty: Easy

67) In order to communicate effectively using technology, you should \_\_\_\_\_.

- A) use blog feeds and Twitter follows to the maximum extent possible
- B) become an expert in most technologies
- C) use technology to completely do away with face-to-face communication
- D) try to isolate high-priority messages that need your attention
- E) expand your social networks online to the maximum extent possible

Answer: D

Explanation: D) In order to avoid information overload, try to use your system's powerful filtering and tagging capabilities to automatically sort incoming messages based on criteria you set and isolate high-priority messages that need your attention.

Page Ref: 21

Classification: Conceptual

AACSB: Communication Abilities; Use of IT

LO: 6

Difficulty: Easy

68) In order to communicate effectively using technology, you should \_\_\_\_\_.

- A) guard against information overload
- B) always activate visual alerts for incoming messages
- C) use technology to completely do away with face-to-face communication
- D) use blog feeds and Twitter follows to the maximum extent possible
- E) expand your social networks online to the maximum extent possible

Answer: A

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

Information overload makes it difficult to discriminate between useful and useless information, inhibits the ability to think deeply about complex situations, lowers productivity, and amplifies employee stress both on the job and at home.

Page Ref: 21

Classification: Conceptual

AACSB: Communication Abilities; Use of IT

LO: 6

Difficulty: Easy

69) When using communication technology, it is important to \_\_\_\_\_.

- A) use blog feeds and Twitter follows to the maximum extent possible
- B) reconnect with people on the phone or in person frequently
- C) use technology to completely do away with face-to-face communication
- D) pay equal attention to all the information—immediately useful or not—that you receive
- E) expand your social networks online to the maximum extent possible

Answer: B

Explanation: B) Speaking with people over the phone or in person can take more time and effort, and can sometimes force you to confront unpleasant situations directly, but it is often essential for solving tough problems and maintaining productive relationships.

Page Ref: 21

Classification: Conceptual

AACSB: Communication Abilities; Use of IT

LO: 6

Difficulty: Easy

70) In order to use communication technology effectively you should NOT \_\_\_\_\_.

- A) use the powerful filtering and tagging capabilities of your system
- B) routinely activate visual alerts for incoming messages
- C) connect with people face-to-face frequently
- D) limit your presence on online social networks
- E) try to control the number and types of messages you receive

Answer: B

Explanation: B) In order to reduce information overload, take steps to control the number and types of messages you receive. Don't activate visual alerts for incoming messages unless you absolutely need to know the instant a message arrives; each alert breaks your concentration and requires time for you to refocus.

Page Ref: 20

Classification: Conceptual

AACSB: Communication Abilities

LO: 6

Difficulty: Easy

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

71) Communication becomes less important as you take on leadership and management roles.

Answer: FALSE

Explanation: As you take on leadership and management roles, communication becomes even more important. The higher you rise in an organization, the less time you will spend using the technical skills of your particular profession and the more time you will spend communicating.

Page Ref: 3

Classification: Conceptual

AACSB:

LO: 1

Difficulty: Easy

72) Companies that communicate well significantly outperform those that communicate poorly.

Answer: TRUE

Explanation: Good communication has clear financial advantages to companies. Companies that communicate well significantly outperform those that communicate poorly.

Page Ref: 4

Classification: Conceptual

AACSB:

LO: 1

Difficulty: Easy

73) The ability to follow accepted standards of grammar, spelling, and other aspects of high-quality writing and speaking is a skill employers expect of you today.

Answer: TRUE

Explanation: Given the importance of communication in business, employers expect you to be competent at following accepted standards of grammar, spelling, and other aspects of high-quality writing and speaking is a skill employers expect of you today.

Page Ref: 5

Classification: Conceptual

AACSB: Communication Abilities

LO: 2

Difficulty: Easy

74) In today's hectic, competitive world, the notion of etiquette is no longer relevant.

Answer: FALSE

Explanation: In today's hectic, competitive world, the notion of etiquette might seem outdated and unimportant. However, the way you conduct yourself can have a profound influence on your company's success and your career. Respect, courtesy, and common sense will help you avoid etiquette mistakes.

Page Ref: 7

Classification: Conceptual

AACSB:

LO: 2

Difficulty: Easy

75) According to the basic eight-step model of communication, the communication process starts with a sender having an idea and then encoding the idea into a message that can be transferred to a receiver.

Answer: TRUE

Explanation: According to the basic eight-step model of communication, the communication process starts with a sender having an idea and then encoding the idea into a message that can be transferred to a receiver.

Page Ref: 7

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

76) The medium of a message refers to the form a message takes and the channel is the system used to deliver the message.

Answer: TRUE

Explanation: The distinction between medium and channel can be understood by thinking of the medium as the form a message takes (such as a Twitter tweet) and the channel as the system used to deliver the message (such as the Internet).

Page Ref: 8

Classification: Conceptual

AACSB:

LO: 3

Difficulty: Easy

77) Decoding a message is a simple process if the message is well-intentioned and well-crafted.

Answer: FALSE

Explanation: Even well-crafted, well-intentioned communication efforts can fail at the stage of decoding because extracting meaning is a highly personal process that is influenced by culture, experience, learning and thinking styles, hopes, fears, and even temporary moods.

Page Ref: 8

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

78) The social communication model is primarily defined by a broadcasting or publishing mindset.

Answer: FALSE

Explanation: The traditional nature of much business communication was primarily defined by a publishing or broadcasting mindset, where a company issued carefully scripted messages to a mass audience that often had few options for responding to those messages or initiating messages of their own. In contrast to the publishing mindset, the new social communication model is interactive, conversational, and usually open to all who wish to participate.

Page Ref: 9

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

79) Business Communication 2.0 is bidirectional and tends to have high message frequency.

Answer: TRUE

Explanation: Business Communication 2.0 is a convenient label for the new, social approach to business communication that is interactive, conversational, and usually open to all who wish to participate.

Page Ref: 9

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

80) Given its several advantages, most companies today have shifted to the social communications model for all their communication needs.

Answer: FALSE

Explanation: No company, no matter how enthusiastically it embraces the social communication model, is going to be run as a club in which everyone has a say in every business matter. Instead, a hybrid approach is emerging in which some communications (such as strategic plans and policy documents) follow the traditional approach, while others (such as project management updates and customer support messages) follow the social model.

Page Ref: 9

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

81) It is unethical to omit essential information from a communication.

Answer: TRUE

Explanation: It is unethical to omit essential information from a communication. Information is essential if your audience needs it to make an intelligent, objective decision.

Page Ref: 10

Classification: Conceptual

AACSB: Communication Abilities; Ethical Understanding and Reasoning Abilities

LO: 4

Difficulty: Easy

82) Currently, the FTC does not require product-review bloggers to disclose any relationship they have with the companies whose products they discuss on their blogs.

Answer: FALSE

Explanation: The FTC recently adopted a requirement that product-review bloggers disclose any relationship—such as receiving payments or free goods—they have with the companies whose products they discuss in their blogs.

Page Ref: 10

Classification: Conceptual

AACSB: Communication Abilities; Ethical Understanding and Reasoning Abilities

LO: 3

Difficulty: Easy



83) An ethical dilemma can involve choosing between two conflicting alternatives that are both ethical and valid.

Answer: TRUE

Explanation: An ethical dilemma involves choosing among alternatives that aren't clear-cut. Perhaps two conflicting alternatives are both ethical and valid, or perhaps the alternatives lie somewhere in the gray area between clearly right and clearly wrong.

Page Ref: 11

Classification: Conceptual

AACSB: Communication Abilities; Ethical Understanding and Reasoning Abilities

LO: 4

Difficulty: Easy

84) When making decisions, you must consider whether a decision that seems ethical now will seem unethical in the future.

Answer: TRUE

Explanation: When making decisions, you must consider whether the assumptions you've made could change over time. That is, will a decision that seems ethical now seem unethical in the future?

Page Ref: 11

Classification: Conceptual

AACSB: Communication Abilities; Ethical Understanding and Reasoning Abilities

LO: 4

Difficulty: Easy

85) In high context cultures the rules of everyday life are stated explicitly.

Answer: FALSE

Explanation: In high-context cultures, the rules of everyday life are rarely stated explicitly. Instead, as individuals grow up, they learn how to recognize situational cues (such as gestures and tone of voice) and how to respond as expected.

Page Ref: 12

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Easy

86) Low-context cultures put less emphasis on the written word and consider personal pledges more important than contracts.

Answer: FALSE

Explanation: Because low-context cultures value the written word, they consider written agreements binding. High-context cultures consider personal pledges more important than contracts.

Page Ref: 13

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Easy

87) When speaking with a multilingual audience, you should check for understanding by asking "Am I going too fast?" rather than "Is this too difficult for you?"

Answer: TRUE

Explanation: When communicating with a multilingual audience, don't talk down to them. Don't blame the listener for not understanding. Say, "Am I going too fast?" rather than "Is this too difficult for you?"

Page Ref: 20

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Easy

88) In order to use communication technology effectively, routinely activate visual alerts for incoming messages so you can keep track of all the information that is coming in.

Answer: FALSE

Explanation: In order to use communication technology effectively, you should take steps to control the number and types of messages you receive. Don't activate visual alerts for incoming messages unless you absolutely need to know the instant a message arrives; each alert breaks your concentration and requires time for you to refocus.

Page Ref: 21

Classification: Conceptual

AACSB: Communication Abilities; Use of IT

LO: 6

Difficulty: Easy

89) In order to use communication technology effectively, avoid subscribing to too many blog feeds, Twitter follows, and other sources of recurring messages.

Answer: TRUE

Explanation: Subscribing to too many blog feeds, Twitter follows, and other sources of recurring messages can lead to information overload.

Page Ref: 21

Classification: Conceptual

AACSB: Communication Abilities; Use of IT

LO: 6

Difficulty: Easy

90) The availability of cutting-edge videoconferencing technology and IM has rendered face-to-face interaction obsolete and unnecessary.

Answer: FALSE

Explanation: Speaking with people over the phone or in person can take more time and effort, and can sometimes force you to confront unpleasant situations directly, but it is still often essential for solving tough problems and maintaining productive relationships.

Page Ref: 21

Classification: Conceptual

AACSB: Communication Abilities; Use of IT

LO: 6

Difficulty: Easy

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

91) List at least five benefits that effective communication delivers to businesses.

Answer: Effective communication helps businesses in numerous ways.

It provides:

- Closer ties with important communities in the marketplace
- Opportunities to influence conversations, perceptions, and trends
- Ability to "humanize" otherwise impersonal business organizations
- Faster problem solving
- Stronger decision making
- Increased productivity
- Steadier work flow
- More compelling promotional messages
- Enhanced professional images and stronger brands

Page Ref: 3-4

Classification: Conceptual

AACSB: Communication Abilities

LO: 1

Difficulty: Easy

92) What makes business communication effective?

Answer: To make your communication efforts as effective as possible, focus on making them practical, factual, concise, clear, and persuasive:

- Provide practical information. Give recipients useful information, whether it's to help them perform a desired action or understand a new company policy.
- Give facts rather than vague impressions. Use concrete language, specific detail, and information that is clear, convincing, accurate, and ethical. Even when an opinion is called for, present compelling evidence to support your conclusion.
- Present information in a concise, efficient manner. Concise messages show respect for people's time, and they increase the chances of a positive response.
- Clarify expectations and responsibilities. Craft messages to generate a specific response from a specific audience. When appropriate, clearly state what you expect from audience members or what you can do for them.
- Offer compelling, persuasive arguments and recommendations. Show your readers precisely how they will benefit from responding to your message the way you want them to.

Page Ref: 4-5

Classification: Conceptual

AACSB: Communication Abilities

LO: 1

Difficulty: Easy

93) How can businesses adopt an audience-centric approach to their communications?

Answer: When business professionals take an audience-centered approach to their communication, they focus on understanding and meeting the needs of their audiences. Providing the information your audiences need is obviously an important part of this approach, but it also involves such elements as your ability to listen, your style of writing and speaking, and your ability to maintain positive working relationships. Another important element of audience-centered communication is etiquette, the expected norms of behavior in a particular situation. Respect, courtesy, and common sense will help you avoid etiquette mistakes.

Page Ref: 6-7

Classification: Conceptual

AACSB: Communication Abilities

LO: 2

Difficulty: Easy

94) Why is decoding a message such a complex process?

Answer: Extracting meaning is a highly personal process that is influenced by culture, experience, learning and thinking styles, hopes, fears, and even temporary moods. Moreover, audiences tend to extract the meaning they expect to get from a message, even if it's the opposite of what the sender intended. In fact, rather than extracting the sender's meaning, it's more accurate to say that receivers re-create their own meanings from the message.

Page Ref: 8

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

95) Is the social communication model a more audience-centric approach to business communication than the basic communication model? Why/ why not?

Answer: Yes. The ability to listen and the ability to maintain positive relationships are important elements of the audience-centric approach. The social communication model, with its emphasis on interaction, conversation, and participation, facilitates this better than the "we talk, you listen" approach of the basic communication model. In the social communication model, the audience members are no longer passive recipients of messages but active participants in a conversation. Social media have given customers and other stakeholders a voice they did not have in the past. People can add to a conversation or take pieces from it, depending on their needs and interests, and this reflects an audience-centric approach.

Page Ref: 131-133

Classification: Synthesis

AACSB: Communication Abilities; Reflective Thinking Skills

LO: 2, 3

Difficulty: Difficult

96) What are the disadvantages of the social communication model?

Answer: Potential problems of the social media model include information overload, fragmented attention, information security risks, distractions that hurt productivity, and the blurring of the line between personal and professional lives, which can make it difficult for people to disconnect from work.

Page Ref: 9

Classification: Conceptual

AACSB: Communication Abilities

LO: 3

Difficulty: Easy

97) Explain the concepts of transparency in business communications and stealth marketing, giving examples for both.

Answer: In the context of business communication, transparency, refers to a sense of openness, of giving all participants in a conversation access to the information they need to process the messages they are receiving. A major issue in business communication transparency is stealth marketing, which involves attempting to promote products and services to customers who don't know they're being marketed to.

Page Ref: 10

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 4

Difficulty: Moderate

98) Distinguish between ethical dilemmas and ethical lapses, giving appropriate examples for both.

Answer: An ethical dilemma involves choosing among alternatives that aren't clear-cut. Perhaps two conflicting alternatives are both ethical and valid, or perhaps the alternatives lie somewhere in the gray area between clearly right and clearly wrong. Unlike a dilemma, an ethical lapse is a clearly unethical (and frequently illegal) choice.

Page Ref: 11

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 4

Difficulty: Moderate

99) What are the advantages and challenges of a diverse workforce?

Answer: A diverse workforce offers a broader spectrum of viewpoints and ideas, helps companies understand and identify with diverse markets, and enables companies to benefit from a wider range of employee talents. More diverse teams can tend to be more innovative over the long term than teams composed of people from the same culture. For all their benefits, diverse workforces and markets do present some communication challenges, and understanding the effect of culture on communication is essential. The subconscious effect of culture can create friction because it leads people to assume that everybody thinks and feels they way they do.

Page Ref: 12

Classification: Conceptual

AACSB:

LO: 5

Difficulty: Easy

100) Explain the concept of information overload. How can you guard against information overload when using communication technology?

Answer: The overuse or misuse of communication technology can lead to information overload, in which people receive more information than they can effectively process. Information overload makes it difficult to discriminate between useful and useless information, inhibits the ability to think deeply about complex situations, lowers productivity, and amplifies employee stress both on the job and at home—even to the point of causing health and relationship problems.

To guard against information overload, as a sender, make sure every message you intend to send is meaningful and important to your receivers. As a recipient, take steps to control the number and types of messages you receive. Don't activate visual alerts for incoming messages unless you absolutely need to know the instant a message arrives; each alert breaks your concentration and requires time for you to refocus. Many systems have powerful filtering and tagging capabilities that can automatically sort incoming messages based on criteria you set. Use this feature to isolate high-priority messages that deserve your attention. Also, be wary of subscribing to too many blog feeds, Twitter follows, and other sources of recurring messages. Take care when expanding your social networks online so that you don't get buried with inessential posts and updates. Identify the information you really need and focus on those sources.

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Classification: Conceptual

AACSB: Communication Abilities; Use of IT

LO: 6

Difficulty: Easy