

# *Communication Foundations*



## Chapter 1—Communicating at Work

### DIFFICULTY (DIF)

5 = Most difficult

3 = Average difficulty

1 = Least difficult

### TYPE

Ap - Application question

Con - Conceptual question

Def - Definition

### OTHER CODES

ANS: Answer

REF: Page Reference

OBJ: Chapter Objective

TOP: Chapter Topic

NOT: Note (feedback/explanations)

\* Question used in Web Chapter Review quiz

### MULTIPLE CHOICE

1. Noteworthy changes in today's dynamic workplace revolve around

- union participation and regulation.
- processing and communicating information.
- taxes and government controls.
- clothing and dress codes.

ANS: B    DIF: 3    REF: p. 4    OBJ: 1-1    TYPE: Con

TOP: Ensuring That You Succeed in the Workplace

NOT A-D:

Many of the most significant changes in today's dynamic workplace revolve around processing and communicating information.

2. Among the most significant difficulties in doing business in far-flung countries is dealing with people who

- live in different time zones.
- are similar in most respects except for language.
- differ from you in customs, lifestyles, and religion.
- use different equipment and technology in conducting business.

ANS: C    DIF: 3    REF: p. 5    OBJ: 1-1    TYPE: Con

TOP: Ensuring That You Succeed in the Workplace

NOT:

Doing business beyond borders is especially difficult because you may deal with people whose customs, lifestyles, and religions are different from yours.

3. One important reason that U.S. companies are expanding into global markets is that

- local markets are experiencing excellent sales.
- communication and transportation systems have improved.
- the local workplace is becoming more diverse.
- the population of the United States is decreasing.

ANS: B    DIF: 3    REF: p. 5    OBJ: 1-1    TYPE: Con

TOP: Ensuring That You Succeed in the Workplace

NOT:

- No correlation can be made between excellent sales in local markets and expansion of U.S. companies into global markets.
- A primary reason that U.S. companies are expanding into global markets is improved communication and transportation systems.
- Although the U.S. workforce is becoming more diverse, this diversity is not a primary reason for expansion into global markets.
- The population of the U.S. is not decreasing.

4. Many businesses today are flattening their management hierarchies. This flattening means that
- information must flow through more layers of management.
  - it takes longer to make decisions.
  - management hierarchies are more authoritarian than ever before.
  - employees at all levels need excellent communication skills.

ANS: D DIF: 3 REF: p. 5 OBJ: 1-1 TYPE: Con

TOP: Ensuring That You Succeed in the Workplace

NOT:

- Fewer layers of management separate decision makers from front-line employees. In flat organizations employees at all levels must be skilled communicators.
  - In flat organizations, where the lines of communication are shorter, decisions can be made more quickly. Employees at all levels must, therefore, be skilled communicators.
  - In flat organizations employees at all levels take part in decision making, which requires employees at all levels to be skilled communicators.
  - More employees at lower levels are making decisions and must be skilled communicators.
5. To help their employees improve their ability to work in teams, many employers hire communication coaches to teach
- interpersonal skills, negotiation skills, and collaboration techniques.
  - team members how to use virtual meeting software.
  - counseling skills.
  - all of the above.

ANS: A DIF: 3 REF: p. 6 OBJ: 1-1 TYPE: Con

TOP: Ensuring That You Succeed in the Workplace

NOT A–D:

Communication coaches are often hired to teach employees interpersonal skills, negotiation skills, and collaboration techniques.

6. Which of the following communication technologies allows businesspeople to conduct meetings with associates around the world?
- Teleconferencing and videoconferencing
  - E-mail
  - Fax machines
  - Presentation software

ANS: A DIF: 3 REF: p. 6 OBJ: 1-1 TYPE: Con

TOP: Ensuring That You Succeed in the Workplace

NOT A–D:

Teleconferencing and videoconferencing enable businesspeople to conduct meeting with associates around the world.

7. Which of the following statements is the most accurate?
- a. Customers prefer to purchase products and services from companies whose workforce and ads include people like themselves.
  - b. The number of older workers is decreasing.
  - c. The workforce of tomorrow will continue to be predominantly male and Anglo-oriented.
  - d. A diverse workgroup is less able to respond to changes in customer base in local and world markets.

ANS: A DIF: 3 REF: p. 8 OBJ: 1-1 TYPE: Con

TOP: Ensuring That You Succeed in the Workplace

NOT:

- a. Customers prefer to purchase products and services from companies whose workforce and ads include people like themselves.
- b. The number of older workers is increasing.
- c. The workplace is no longer going to be predominantly male or Anglo-oriented.
- d. A diverse workgroup is better able to respond to changes in customer base in local and world markets.

8. \* Amanda's boss has referred to her as a knowledge worker. Amanda, therefore, knows that she will be evaluated based on her ability to
- a. get along with others.
  - b. prepare professional documents.
  - c. learn.
  - d. communicate with clients.

ANS: C DIF: 5 REF: p. 9 OBJ: 1-1 TYPE: Ap

TOP: Ensuring That You Succeed in the Workplace

NOT A-D:

According to Peter Drucker, knowledge workers get paid for their education and their ability to learn.

9. Your new boss wants you to be able to think critically. You must, therefore, be able to
- a. make decisions very quickly.
  - b. have opinions and ideas that are backed by reasons and evidence.
  - c. use decision-making software.
  - d. give good constructive criticism to your colleagues.

ANS: B DIF: 5 REF: p. 9 OBJ: 1-1 TYPE: Ap

TOP: Ensuring That You Succeed in the Workplace

NOT A-D:

When asked to think critically, you must be able to come up with opinions and ideas that are backed by reasons and evidence.

10. Employees in remote locations face added communication challenges because staying connected with the office generally requires exchanging \_\_\_\_\_ messages than if they were working in the office.
- a. fewer written
  - b. more written
  - c. more oral
  - d. more face-to-face

ANS: B DIF: 3 REF: p. 7 OBJ: 1-1 TYPE: Con

TOP: Ensuring That You Succeed in the Workplace

NOT A-D:

When employees work away from the office, they generally must exchange more written messages to stay connected with their colleagues working in the office.

11. As employees move up the career ladder,
- technical skills become more important than oral and written communication skills.
  - mathematical skills become more important than oral and written communication skills.
  - more duties are delegated, so oral and written communication skills become less important.
  - oral and written communication skills become more important than technical or mathematical skills.

ANS: D DIF: 3 REF: p. 10 OBJ: 1-1 TYPE: Con

TOP: Ensuring That You Succeed in the Workplace

NOT A-D:

As employees move up the career ladder, oral and written communication skills become more important than ever before.

12. Select the best definition of communication.
- Communication is the transmission of information from one individual or group to another.
  - Communication is the transmission of data from one individual or group to another.
  - Communication is the transmission of information and meaning from one individual or group to another.
  - Communication is the transmission of ideas from one individual or group to another.

ANS: C DIF: 1 REF: p. 11 OBJ: 1-2 TYPE: Def

TOP: Examining the Process of Communication

NOT A-D:

Communication is the transmission of information and meaning from one individual or group to another.

13. For communication to be successful, both parties must agree not only on the information transmitted but also on the
- meaning of that information.
  - appropriate transmission channel.
  - means to reduce noise in the transmission process.
  - all of the above.

ANS: A DIF: 3 REF: p. 11 OBJ: 1-2 TYPE: Con

TOP: Examining the Process of Communication

NOT A-D:

Communication is successful only when both the sender and the receiver agree on the meaning of what was transmitted.

14. \* The process of communication begins when
- a message is put into words.
  - a message is sent over a communication channel to the receiver.
  - the sender has an idea.
  - the receiver actually receives the message and decodes it.

ANS: C DIF: 3 REF: p. 11 OBJ: 1-2 TYPE: Con

TOP: Examining the Process of Communication

NOT A-D:

The first step in the communication process is idea formation.

15. When promoters of Pepsi-Cola in China used their successful “Come Alive With the Pepsi Generation” slogan, they didn’t realize its translation would suggest bringing ancestors back from the dead. When a sender initiates a communication transaction, he or she has primary responsibility for
- selecting a proper communication channel.
  - providing means to ensure reliable feedback.
  - decoding the message properly to facilitate comprehension.
  - choosing appropriate words or symbols as part of the encoding process.

ANS: D DIF: 5 REF: p. 12 OBJ: 1-2 TYPE: Ap

TOP: Examining the Process of Communication

NOT A–D:

When a sender initiates a communication transaction, he or she has primary responsibility for choosing appropriate words or symbols as part of the encoding process.

16. Nike carefully selected the words used in its slogan, “Just Do It,” while
- selecting the channel.
  - encoding the message.
  - decoding the message.
  - evaluating the message.

ANS: B DIF: 5 REF: p. 12 OBJ: 1-2 TYPE: Ap

TOP: Examining the Process of Communication

NOT A–D:

Encoding a message requires selecting words that convey a precise meaning.

17. Cassandra is giving a presentation to her company about possible global expansion. As she prepares her PowerPoint slides, she chooses a background showing a world map. Cassandra is involved in what part of the communication process?
- Evaluating the message
  - Decoding the message
  - Encoding the message
  - Selecting the channel

ANS: C DIF: 5 REF: p. 12 OBJ: 1-2 TYPE: Ap

TOP: Examining the Process of Communication

NOT A–D:

When encoding a message, the sender chooses the appropriate symbols to word the message.

18. When U.S. advertisers converted the popular milk commercial “Got Milk?” into Spanish, they encountered a communication problem with \_\_\_\_\_ because the slogan meant “Are you lactating?”
- bypassing
  - frame of perspective
  - proper channel
  - lack of feedback

ANS: A DIF: 5 REF: p. 12 OBJ: 1-2 TYPE: Ap

TOP: Examining the Process of Communication

NOT A–D:

Bypassing results when words convey different meanings to different people.

19. E-mail, cell phones, memorandums, letters, Web pages, and reports are all examples of
- messages.
  - channels.
  - encoding tools.
  - software.

ANS: B DIF: 3 REF: p. 12 OBJ: 1-2 TYPE: Con

TOP: Examining the Process of Communication

NOT A-D:

E-mail, cell phones, memorandums, letters, Web pages, and reports are all examples of communication channels.

20. Conner needs to get a message to the receiver quickly and decides to send it via e-mail. Conner is in the process of
- encoding the message.
  - decoding the message.
  - preparing for feedback.
  - selecting the channel for the message.

ANS: D DIF: 5 REF: p. 12 OBJ: 1-2 TYPE: Ap

TOP: Examining the Process of Communication

NOT A-D:

Selecting the channel for the message means deciding how the message will be sent to the receiver.

21. While Brianna is speaking to her friend on her cell phone, static interferes with the call. This interruption in the transmission of the message is called
- bypassing.
  - vibration.
  - noise.
  - frame of reference.

ANS: C DIF: 5 REF: p. 12 OBJ: 1-2 TYPE: Ap

TOP: Examining the Process of Communication

NOT A-D:

Noise is anything that interrupts the transmission of a message.

22. Charles must send an e-mail message to a client in Paris. He is carefully selecting his words to ensure that his Parisian client, who speaks English as a second language, will understand them. He is involved in which part of the communication process?
- Message encoding
  - Idea formation
  - Message transmission
  - Message decoding

ANS: A DIF: 5 REF: p. 12 OBJ: 1-2 TYPE: Ap

TOP: Examining the Process of Communication

NOT A-D:

Encoding is the step in the communication process that involves converting the idea into words or gestures that will convey meaning.



23. Lucy is carefully reading her boss's e-mail message to determine what he wants her to do. She is involved in the \_\_\_\_\_ part of the communication process.
- encoding
  - channeling
  - decoding
  - feedback

ANS: C DIF: 5 REF: p. 12 OBJ: 1-2 TYPE: Ap

TOP: Examining the Process of Communication

NOT A-D:

Translating a message from its symbol form into meaning involves decoding.

24. Which of the following is an example of an external disruption in the decoding process?
- Loud construction sounds outside prevent William from hearing the message.
  - Susan is finding it hard to pay attention because she is daydreaming about her upcoming vacation.
  - Leo comes to the rally with a political bias against the main speaker.
  - Melissa is distracted by several offensive words in the e-mail message from her boss.

ANS: A DIF: 5 REF: p. 13 OBJ: 1-2 TYPE: Ap

TOP: Examining the Process of Communication

NOT:

- A loud sounds is an example of an external disruption in the decoding process.
- Daydreaming is an example of an internal disruption in the decoding process.
- Having a bias against a speaker is an example of an internal disruption in the decoding process.
- Words that cause emotional reactions are examples of semantic obstacles during the encoding process.

25. Leah is offended when she notices that only masculine pronouns are used in the company's human resources manual. What type of decoding problem does this cause?

- Closed communication climate
- Bypassing
- External disruption
- Semantic obstacle

ANS: D DIF: 5 REF: p. 13 OBJ: 1-2 TYPE: Ap

TOP: Examining the Process of Communication

NOT A-D:

Semantic obstacles, such as misunderstood words or emotional reactions to certain terms, can cause problems during the decoding process.

26. Nathan responds to Lisa's idea with the comment, "That's a great idea! Let's give it a try." Nathan's response is an example of

- noise.
- feedback.
- frame of reference.
- bypassing.

ANS: B DIF: 5 REF: p. 13 OBJ: 1-2 TYPE: Ap

TOP: Examining the Process of Communication

NOT A-D:

The receiver's verbal and nonverbal responses, known as feedback, let the sender know whether the message has been received and understood.

27. As her professor explains the project, Annette nods her head. Annette's response is an example of
- verbal feedback.
  - noise.
  - evaluation.
  - nonverbal feedback.

ANS: D DIF: 5 REF: p. 13 OBJ: 1-2 TYPE: Ap

TOP: Examining the Process of Communication

NOT A-D:

Nonverbal feedback uses body language to let the sender know whether the message has been received and understood.

28. \_\_\_\_\_ helps the sender know whether the message was received and understood.
- Feedback
  - Noise
  - Bypassing
  - An evaluative response

ANS: A DIF: 3 REF: p. 13 OBJ: 1-2 TYPE: Con

TOP: Examining the Process of Communication

NOT A-D:

Feedback helps the sender know that the message was received and understood.

29. Which of the following is the most useful feedback?
- I can't imagine why you think training would be helpful to new employees.*
  - If I understand you correctly, your recommendation is to offer computer training to all new employees.*
  - That idea can't possibly work.*
  - All employees need computers.*

ANS: B DIF: 5 REF: p. 13 OBJ: 1-2 TYPE: Ap

TOP: Examining the Process of Communication

NOT A-D:

Descriptive feedback such as "If I understand you correctly, your recommendation is to offer computer training to all new employees" is the most useful feedback.

30. Andrea says that she will complete the report "soon." Andrea plans to submit the report in three days; her boss expects to see the report the next morning. This misunderstanding results from
- bypassing.
  - differing frames of reference.
  - descriptive feedback.
  - using the incorrect communication channel.

ANS: A DIF: 5 REF: p. 13 OBJ: 1-3 TYPE: Ap

TOP: Overcoming Interpersonal Communication Barriers

NOT A-D:

Bypassing occurs when two people attach different meanings to the words being used.

31. Differences in frames of reference are especially significant when
- working on improving one's listening skills.
  - communicating with persons from a different culture.
  - overcoming physical barriers to communication.
  - confronted with conflicting emotions.

ANS: B DIF: 3 REF: p. 14 OBJ: 1-3 TYPE: Con

TOP: Overcoming Interpersonal Communication Barriers

NOT A-D:

Differences in frames of reference are especially significant when communicating with persons from a different culture because a person's frame of reference is formed by a combination of experiences, education, and culture.

32. Managers of a large American company were sent to Finland to supervise operations. Not realizing that employees in Finland prefer written communication to face-to-face interaction, the Americans could not understand why many of their personally delivered instructions were not implemented. A significant barrier to communication in this instance could be attributed to
- bypassing.
  - lack of listening skills.
  - failure to recognize different frames of reference.
  - emotional interference caused when senders or receivers are distracted by internal feelings.

ANS: C DIF: 5 REF: p. 14 OBJ: 1-3 TYPE: Ap

TOP: Overcoming Interpersonal Communication Barriers

NOT A-D:

A significant barrier to communication in this instance could be attributed to failure to recognize different frames of reference.

33. Kendra sends her résumé out to several companies. Unfortunately, it is poorly formatted and contains several typographical errors. What kind of communication barrier will this cause?
- Bypassing
  - Differing frames of reference
  - Emotional distraction
  - Physical distraction

ANS: D DIF: 5 REF: p. 14 OBJ: 1-3 TYPE: Ap

TOP: Overcoming Interpersonal Communication Barriers

NOT A-D:

A poorly formatted résumé that contains typographical errors presents a physical distraction in the communication process.

34. While delivering his PowerPoint presentation to new employees, Dylan noticed looks of confusion on the faces of some listeners. He then paused and asked his audience, "What questions do you have so far?" Dylan was striving to overcome communication barriers by
- questioning his assumptions, biases, and prejudices.
  - improving his language and listening skills.
  - creating an environment for useful feedback.
  - reducing physical distractions.

ANS: C DIF: 5 REF: p. 15 OBJ: 1-3 TYPE: Ap

TOP: Overcoming Interpersonal Communication Barriers

NOT A-D:

By asking his audience for questions, Dylan was creating an environment for useful feedback. Creating an environment for feedback can help a communicator clear up many misunderstandings.

35. John is taking a class to improve his professional business vocabulary. What interpersonal communication barrier is he trying to overcome?
- Lack of language skill
  - Bypassing
  - Differing frames of reference
  - Semantic obstacles

ANS: A DIF: 5 REF: p. 14 OBJ: 1-3 TYPE: Ap  
TOP: Overcoming Interpersonal Communication Barriers  
NOT A-D:

To overcome barriers caused by lack of language skill, each individual needs an adequate vocabulary, a command of basic punctuation and grammar, and skill in written and oral expression.

36. The most significant barriers to clear communication involve bypassing, differing frames of reference, lack of language skills, and
- poor channel selection.
  - encoding and decoding.
  - distractions.
  - all of the above.

ANS: C DIF: 3 REF: p. 14 OBJ: 1-3 TYPE: Con  
TOP: Overcoming Interpersonal Communication Barriers  
NOT A-D:

Although many barriers can disrupt communication, the most significant barriers discussed in the text are bypassing, differing frames of reference, lack of language skills, and distractions.

37. Which of the following is an example of external organizational communication?
- An employee performance appraisal
  - A collection letter sent to a customer
  - A report recommending a change in company procedure
  - A memo giving instructions for requesting a change in health benefits

ANS: B DIF: 5 REF: p. 15 OBJ: 1-4 TYPE: Ap  
TOP: Communicating in Organizations  
NOT:

- An employee performance appraisal is an example of internal organizational communication.
- A collection letter is an example of external organizational communication.
- A report recommending a change in company procedure is an example of internal organizational communication.
- A memo giving instructions for requesting changes in health benefits is an example of internal organizational communication.

38. Which of the following is an example of an internal organizational communication?

- a. A sales letter sent to a prospective customer
- b. A Web site advertising a company's services
- c. A meeting of all department managers
- d. An annual report sent to company stockholders

ANS: C DIF: 5 REF: p. 15 OBJ: 1-4 TYPE: Ap

TOP: Communicating in Organizations

NOT:

- a. A sales letter sent to a prospective customer is an example of external organizational communication.
- b. A Web site advertising a company's services is an example of external organizational communication.
- c. A meeting of all department managers is an example of internal organizational communication.
- d. An annual report sent to company stockholders is an example of internal organizational communication.

39. \* The three basic functions of organizational communication are to

- a. inform, entertain, and explain.
- b. inform, persuade, and promote goodwill.
- c. inform, persuade, and explain.
- d. inform, instruct, and entertain.

ANS: B DIF: 1 REF: p. 15 OBJ: 1-4 TYPE: Def

TOP: Communicating in Organizations

NOT A-D:

The three basic functions of organizational communication are to inform, persuade, and promote goodwill.

40. Which of the following statements comparing oral and written communication is *least* accurate?

- a. Written communication is preferred when a permanent record is needed.
- b. The best way to exchange information is orally in face-to-face conversations or meetings.
- c. Because it's in print, written communication minimizes misunderstandings better than oral communication can.
- d. Written communication is generally more convenient than oral communication.

ANS: C DIF: 3 REF: pp. 17-18 OBJ: 1-4 TYPE: Con

TOP: Communicating in Organizations

NOT:

- a. One advantage of written communication is that it leaves a permanent record.
- b. Most people agree that oral communication is the best way to exchange information.
- c. Because communicators can immediately ask questions, oral communication is better for minimizing misunderstandings.
- d. Oral communication may be inconvenient, especially when one's work must be interrupted to meet face-to-face or talk on the phone.

41. A sophisticated communication technology that allows mobile workers to connect to the Internet at ultrafast speeds without cables is known as
- instant messaging (IM).
  - wireless fidelity (Wi-Fi).
  - company intranets.
  - videoconferencing.

ANS: B DIF: 1 REF: p. 17 OBJ: 1-4 TYPE: Def  
TOP: Communicating in Organizations  
NOT A-D:

Wi-Fi lets mobile workers connect to the Internet at ultrafast speeds without cables.

42. \* Which of the following is accurate regarding cell phones?
- Cell phones have tiny microphones making it necessary for users to raise their voices when calling.
  - To be safe, cell phone users should avoid using caller ID while driving.
  - Talking on a cell phone while driving increases the chance of accidents about fourfold.
  - Talking while driving is about as distracting as listening to the radio.

ANS: C DIF: 3 REF: p. 18 OBJ: 1-4 TYPE: Con  
TOP: Communicating in Organizations  
NOT:

- Cell phones have sensitive microphones making it unnecessary to raise your voice.
- Cell phone users should use caller ID while driving.
- Studies show that driving while using a cell phone increases the chance of an accident by four times, about the same as driving while intoxicated.
- Talking while driving is more distracting than listening to the radio.

43. Which of the following is an example of downward communication?
- Three supervisors meet to allocate floor space for the new computer system.
  - A supervisor submits a progress report on his department's current project.
  - An employee suggests a way to improve customer service.
  - A supervisor sends a memo to all division employees detailing the newest procedure for submitting expense account reports.

ANS: D DIF: 5 REF: p. 21 OBJ: 1-5 TYPE: Ap  
TOP: Improving the Flow of Information in Organizations  
NOT:

- An example of horizontal communication in an organization involves three supervisors meeting to allocate floor space for the new computer system.
- An example of upward communication involves a supervisor submitting a progress report on his department's current project.
- An example of upward communication involves an employee suggesting a way to improve customer service.
- An example of downward communication involves a supervisor sending a memo to all division employees detailing the newest procedure for submitting expense account reports.

44. In reengineered companies, management
- a. strives to spread important information primarily among company executives.
  - b. has improved the upward flow of communication through newsletters, announcements, meetings, videos, and company intranets.
  - c. speaks to middle managers, who then communicate information to team leaders.
  - d. speaks directly to team leaders, thus speeding up the process.

ANS: D DIF: 3 REF: p. 21 OBJ: 1-5 TYPE: Con  
 TOP: Improving the Flow of Communication in Organizations

NOT:

- a. To improve the flow of communication, management in reengineered companies does not strive to hoard information among company executives.
- b. To improve the flow of communication, management in reengineered companies has improved the downward flow of communication.
- c. To improve the flow of communication, management in reengineered companies speaks directly to team leaders.
- d. To improve the flow of communication, management in reengineered companies speaks directly to team leaders.

45. Companies are increasingly incorporating ethics into their organizations because they want to be socially responsible as well as endure less
- a. litigation.
  - b. resentment.
  - c. government regulation.
  - d. all of the above.

ANS: D DIF: 3 REF: p. 24 OBJ: 1-6 TYPE: Con  
 TOP: Facing Increasing Ethical Challenges

NOT A-D:

More and more companies are including ethics programs because they know they will endure less litigation, resentment, and government regulation. It's not just about being socially responsible.

46. Covering up incidents, abusing sick days, lying to a supervisor, and taking credit for a colleague's ideas are examples of
- a. breaking the law.
  - b. actions necessary to get ahead today.
  - c. unethical actions.
  - d. workplace distrust.

ANS: C DIF: 3 REF: p. 25 OBJ: 1-6 TYPE: Con  
 TOP: Facing Increasing Ethical Challenges

NOT:

- a. These incidents are not violations of law; they are unethical actions.
- b. These incidents are not actions necessary to get ahead; they are unethical actions.
- c. These actions are examples of unethical actions.
- d. These incidents are not examples of distrust; they are unethical actions.

47. Eli takes a break from his regular tasks to play games on his office computer. He tells himself the company owes him the time because he is such a hard worker. Eli is falling into the
- ends-justify-the-means trap.
  - self-deception trap.
  - rationalization trap.
  - false necessity trap.

ANS: C DIF: 5 REF: p. 26 OBJ: 1-6 TYPE: Ap

TOP: Facing Increasing Ethical Challenges

NOT A–D:

Eli is falling into the rationalization trap by justifying his unethical behavior.

48. Donna, the mother of two small children, has been asked to research the feasibility of starting a company-sponsored child care center. To be ethical, Donna should
- include only facts that support her recommendation that the company open a child care center.
  - survey only parents of young children to gather information for her report.
  - base her recommendations entirely on her own experiences, because she is familiar with child-care issues.
  - objectively present the pros and cons of opening a child-care center.

ANS: D DIF: 5 REF: p. 27 OBJ: 1-6 TYPE: Ap

TOP: Facing Increasing Ethical Challenges

NOT A–D:

To be ethical, Donna should objectively present the pros and cons of opening up a child-care center.

49. Ethical business communicators strive to tell the truth, label opinions so that they are not confused with facts, be objective, write clearly, and
- ensure that communication flows upward, downward, and horizontally.
  - give credit when using the ideas of others.
  - encourage feedback.
  - choose appropriate channels of communication.

ANS: B DIF: 3 REF: p. 28 OBJ: 1-6 TYPE: Con

TOP: Facing Increasing Ethical Challenges

NOT A–D:

Ethical business communicators strive to give credit when using the ideas of others. Ethical communication has little to do with the directional flow of communication, feedback, or choosing appropriate channels.

50. Because your department has not reached its sales quota, your boss has asked you to change figures to show that sales were higher than they actually were. Which of the following questions is *not* important as you decide what to do?
- Is the action you are considering legal?
  - Are there other alternatives?
  - Can you discuss the problem with someone whose advice you trust?
  - What is the best channel of communication to use in responding to your boss?

ANS: D DIF: 5 REF: p. 28 OBJ: 1-6 TYPE: Ap

TOP: Facing Increasing Ethical Challenges

NOT A–D:

When faced with difficult ethical decisions, all of the questions shown are helpful except the question regarding deciding on a channel of communication.



**TRUE FALSE**

1. The most successful players in the new world of work will be those with highly sophisticated technical skills.

ANS: F DIF: 3 REF: p. 4 OBJ: 1-1 TYPE: Con  
 TOP: Ensuring That You Succeed in the New Workplace  
 NOT: The most successful players in the new world of work will be those with highly developed communication skills.

2. The abilities to read, listen, speak, and write effectively are inborn.

ANS: F DIF: 3 REF: p. 4 OBJ: 1-1 TYPE: Con  
 TOP: Ensuring That You Succeed in the New Workplace  
 NOT: Communication skills are not inborn, but they can be learned.

3. Small, medium, and large companies increasingly find themselves competing in global rather than local markets.

ANS: T DIF: 3 REF: p. 5 OBJ: 1-1 TYPE: Con  
 TOP: Ensuring That You Succeed in the New Workplace  
 NOT: Because of improved systems of telecommunication, advanced forms of transportation, and saturated local markets, many companies of all sizes are moving beyond familiar territories to emerging markets around the world.

4. \* Flattened management hierarchies allow companies to react more quickly to market changes.

ANS: T DIF: 3 REF: p. 5 OBJ: 1-1 TYPE: Con  
 TOP: Ensuring That You Succeed in the New Workplace  
 NOT: In flat organizations, where the lines of communication are shorter, decision makers can react more quickly to market changes.

5. Cross-functional teams are usually made up of people with similar backgrounds, knowledge, and training.

ANS: F DIF: 3 REF: p. 6 OBJ: 1-1 TYPE: Con  
 TOP: Ensuring That You Succeed in the New Workplace  
 NOT: When companies form cross-functional teams, individual team members often don't share the same background, knowledge, or training.

6. E-mail is now the most often used means of communication in business.

ANS: T DIF: 1 REF: p. 6 OBJ: 1-1 TYPE: Def  
 TOP: Ensuring That You Succeed in the New Workplace  
 NOT: E-mail is currently the most common method of communicating in business.

7. Hoteling is a flexible working arrangement that allows employees to work at home at least part of the time.

ANS: F DIF: 1 REF: p. 7 OBJ: 1-1 TYPE: Def  
 TOP: Ensuring That You Succeed in the New Workplace  
 NOT: Telecommuting is a flexible working arrangement that allows employees to work at home at least part of the time. Hoteling involves an open office with unassigned desks.

8. The American workforce is expected to decrease in age over the next several years.

ANS: F DIF: 3 REF: p. 8 OBJ: 1-1 TYPE: Con  
TOP: Ensuring That You Succeed in the New Workplace  
NOT: The American workforce will see a big jump in older workers in the future. By 2008, 40 percent of America's workers will be 45 years or older.

9. Diverse workforces are not able to respond as effectively as homogeneous workforces to changes in local markets.

ANS: F DIF: 3 REF: p. 8 OBJ: 1-1 TYPE: Con  
TOP: Ensuring That You Succeed in the New Workplace  
NOT: A diverse staff is better able to read trends and respond to the increasingly diverse customer base in local and world markets.

10. According to futurists, the vital raw material in today's economy is physical labor.

ANS: F DIF: 3 REF: p. 8 OBJ: 1-1 TYPE: Con  
TOP: Ensuring That You Succeed in the New Workplace  
NOT: Physical labor, raw materials, and capital are no longer the key ingredients in the creation of wealth. Now, the vital raw material in our economy, say futurists Alvin Toffler and Oren Harari, is knowledge.

11. A major advantage in today's workplace is that career paths are more clearly defined.

ANS: F DIF: 3 REF: p. 9 OBJ: 1-1 TYPE: Con  
TOP: Ensuring That You Succeed in the New Workplace  
NOT: Don't presume that today's companies will provide you with a clearly defined career path or planned developmental experiences.

12. Oral and written communication skills become more important than technical skills as one moves up the career ladder.

ANS: T DIF: 3 REF: p. 10 OBJ: 1-1 TYPE: Con  
TOP: Ensuring That You Succeed in the New Workplace  
NOT: The number one requirement for promotion to management is the ability to communicate.

13. Ability to predict how a message will affect its receiver and skill in adapting the message to its receiver are key factors in successful communication

ANS: T DIF: 3 REF: p. 11 OBJ: 1-2 TYPE: Con  
TOP: Examining the Process of Communication  
NOT: Two key factors in successful communication are being able to predict how a message will affect its receiver and being able to adapt a message to its receiver.

14. \* As long as the message is properly transmitted from the sender to the receiver, successful communication has taken place.

ANS: F DIF: 3 REF: p. 11 OBJ: 1-2 TYPE: Con  
TOP: Examining the Process of Communication  
NOT: Communication has as its central objective the transmission of meaning. The process of communication is successful only when the receiver understands an idea as the sender intended it.

15. Decoding is the process of converting an idea into words or gestures that will convey meaning.

ANS: F DIF: 1 REF: p. 12 OBJ: 1-2 TYPE: Def  
 TOP: Examining the Process of Communication  
 NOT: Encoding is the process of converting an idea into words or gestures that will convey meaning.

16. The process of communication begins when the sender has an idea.

ANS: T DIF: 3 REF: p. 11 OBJ: 1-2 TYPE: Con  
 TOP: Examining the Process of Communication  
 NOT: The process of communication begins when the person with whom the message originates—the sender—has an idea.

17. Selection of a communication channel is important because the channel carries a nonverbal message at the same time it delivers a verbal message.

ANS: T DIF: 3 REF: p. 12 OBJ: 1-2 TYPE: Con  
 TOP: Examining the Process of Communication  
 NOT: The communication channel, such as an annual report or a résumé, delivers both important verbal and nonverbal messages to the receiver.

18. The best feedback to a message is evaluative rather than descriptive.

ANS: F DIF: 3 REF: p. 13 OBJ: 1-2 TYPE: Con  
 TOP: Examining the Process of Communication  
 NOT: The best feedback to a message is descriptive rather than evaluative.

19. You and your boss come from very different educational and professional backgrounds. You are most likely to experience communication barriers due to differing frames of reference.

ANS: T DIF: 5 REF: p. 14 OBJ: 1-3 TYPE: Ap  
 TOP: Overcoming Interpersonal Communication Barriers  
 NOT: A common barrier to clear communication is your frame of reference, which is formed by a combination of your experiences, education, culture, expectations, personality, and many other elements. Because your frame of reference is totally different from everyone else's, you will never see things exactly as others do.

20. Cecilia is writing a letter to the restaurant where she and her family dined the night before. She is very upset about the poor service they received. Cecilia's letter should convey her anger so the manager will know how disappointed Cecilia is.

ANS: F DIF: 5 REF: p. 14 OBJ: 1-3 TYPE: Ap  
 TOP: Overcoming Interpersonal Communication Barriers  
 NOT: Cecilia's message will be most effective if she is objective and focuses on the content of her message.

21. Planning for feedback is an effective way to overcome communication barriers.

ANS: T DIF: 3 REF: p. 15 OBJ: 1-3 TYPE: Con  
 TOP: Overcoming Interpersonal Communication Barriers  
 NOT: Planning for feedback is an effective way to overcome communication barriers. Asking questions such as "Are there any other points you would like me to cover?" is a good way to encourage feedback.

22. External communication includes sharing ideas and messages with superiors, coworkers, and subordinates.

ANS: F DIF: 1 REF: p. 15 OBJ: 1-4 TYPE: Def  
TOP: Communicating in Organizations  
NOT: Internal communication includes sharing ideas and messages with superiors, coworkers, and subordinates.

23. Poor cell phone reception, noisy surroundings, and extreme room temperatures are all examples of physical distractions that can disrupt oral communication.

ANS: T DIF: 3 REF: p. 14 OBJ: 1-4 TYPE: Con  
TOP: Communicating in Organizations  
NOT: Physical distractions such as faulty acoustics, noisy surroundings, or a poor cell phone connection can disrupt oral communication.

24. Questioning your own preconceptions and examining your opinions and biases can help you become a better communicator.

ANS: T DIF: 3 REF: p. 14 OBJ: 1-3 TYPE: Con  
TOP: Communicating in Organizations  
NOT: Overcoming interpersonal communication barriers often involves questioning your preconceptions and examining your personal assumptions, biases, and prejudices.

25. Today's organizations prefer interactive, fast-results communication, such as e-mail and voice mail.

ANS: T DIF: 3 REF: p. 15 OBJ: 1-4 TYPE: Con  
TOP: Communicating in Organizations  
NOT: Today's organizations prefer interactive, fast-results communication, such as e-mail and voice mail.

26. Some common functions of internal communication include persuading customers to purchase goods or services, corresponding with government agencies, and granting credit.

ANS: F DIF: 3 REF: p. 15 OBJ: 1-4 TYPE: Con  
TOP: Communicating in Organizations  
NOT: Some common functions of internal communication are to issue and clarify procedures and policies, inform management of progress, develop new products and services, persuade employees or management to make changes or improvements, coordinate activities, and evaluate and reward employees.

27. Teleconferencing and videoconferencing allow businesspeople to conduct meetings with associates around the world.

ANS: T DIF: 1 REF: p. 17 OBJ: 1-4 TYPE: Def  
TOP: Communicating in Organizations  
NOT: Teleconferencing and videoconferencing are two communication technologies that allow businesspeople to conduct meetings with people all over the world.

28. Because of the latest technology, fewer than half of all business transactions may involve written messages, making writing skills less important than in the past.

ANS: F DIF: 3 REF: p. 17 OBJ: 1-4 TYPE: Con  
 TOP: Communicating in Organizations  
 NOT: As much as 90 percent of all business transactions may involve written messages, making writing skills even more important than in the past.

29. Information flowing downward provides feedback from nonmanagement employees to management.

ANS: F DIF: 3 REF: p. 21 OBJ: 1-5 TYPE: Con  
 TOP: Improving the Flow of Communication in Organizations  
 NOT: Information flowing upward provides feedback from nonmanagement employees to management.

30. Stan, a company supervisor, frequently communicates via e-mail with other supervisors within the company. This is an example of a horizontal flow of communication.

ANS: T DIF: 5 REF: p. 22 OBJ: 1-5 TYPE: Ap  
 TOP: Improving the Flow of Communication in Organizations  
 NOT: Lateral channels transmit information horizontally among workers at the same level, such as between supervisors.

31. Many of today's companies have decreased the number of operating units and managers, thereby shortening lines of communication.

ANS: T DIF: 3 REF: p. 22 OBJ: 1-5 TYPE: Con  
 TOP: Improving the Flow of Communication in Organizations  
 NOT: By decreasing the number of operating units and managers, many companies have been able to shorten the lines of communication.

32. \* The grapevine can provide management with an excellent source of information about employee morale and problems.

ANS: T DIF: 3 REF: p. 24 OBJ: 1-5 TYPE: Con  
 TOP: Improving the Flow of Communication in Organizations  
 NOT: Alert managers find the grapevine an excellent source of information about employee morale and problems.

33. Downsizing, cost-cutting measures, and the tremendous influx of temporary workers in the current workplace all contribute to the reduced feelings of trust employees feel toward their employers.

ANS: T DIF: 3 REF: p. 24 OBJ: 1-5 TYPE: Con  
 TOP: Improving the Flow of Communication in Organizations  
 NOT: Downsizing, cost-cutting measures, and the tremendous influx of temporary workers in the current workplace can all contribute to reduced feelings of trust employees may feel toward their employers. These factors hinder effective upward communication.

34. Naomi, vice president of production, is considering using the grapevine to inform employees unofficially of a possible plant closing. This technique of “planting” a rumor to “soften the blow” is never recommended.

ANS: F DIF: 5 REF: p. 24 OBJ: 1-5 TYPE: Ap  
TOP: Improving the Flow of Communication in Organizations  
NOT: Sometimes management can effectively use the grapevine to prepare employees for upcoming changes in the company.

35. When management does not provide sufficient information to employees through the formal channels of the organization, employees may obtain most of their company news from the grapevine.

ANS: T DIF: 3 REF: p. 24 OBJ: 1-5 TYPE: Con  
TOP: Improving the Flow of Communication in Organizations  
NOT: Management should try to provide sufficient information to employees through the formal channels of the organization so that employees don’t need to rely on the grapevine for information.

36. Ethical behavior involves these four principles: honesty, integrity, fairness, and concern for others.

ANS: T DIF: 3 REF: p. 25 OBJ: 1-6 TYPE: Con  
TOP: Facing Increasing Ethical Challenges  
NOT: Ethical behavior involves these four principles: honesty, integrity, fairness, and concern for others.

37. Ethics can be defined as doing the right thing given the circumstances.

ANS: T DIF: 1 REF: p. 25 OBJ: 1-6 TYPE: Def  
TOP: Facing Increasing Ethical Challenges  
NOT: Ethics is often defined as doing the right thing in a given situation.

38. Facts and opinions are often the same.

ANS: F DIF: 1 REF: p. 26 OBJ: 1-6 TYPE: Def  
TOP: Facing Increasing Ethical Challenges  
NOT: Facts are verifiable; however, opinions are beliefs that cannot be substantiated.

39. Lydia presents an opinion by Peter Drucker in her management report but does not include his name or the source of the information. Lydia has plagiarized this information.

ANS: T DIF: 5 REF: p. 28 OBJ: 1-6 TYPE: Ap  
TOP: Facing Increasing Ethical Challenges  
NOT: Because Lydia did not include the source of the information in her report, she is guilty of plagiarism.

40. Some states have passed “Plain English” laws that require businesses to write policies, warranties, and contracts in language comprehensible to average readers.

ANS: T DIF: 3 REF: p. 27 OBJ: 1-6 TYPE: Con  
TOP: Facing Increasing Ethical Challenges  
NOT: Some states have passed “Plain English” laws that require businesses to write policies, warranties, and contracts in language comprehensible to average readers. Plain English means short sentences, simple words, and clear organization.

**COMPLETION**

1. As a(n) \_\_\_\_\_ worker, you can expect to be generating, processing, and exchanging information.

ANS: knowledge

DIF: 1 REF: p. 9 OBJ: 1-1 TYPE: Def

TOP: Ensuring That You Succeed in the New Workplace

NOT: Knowledge workers are involved with generating, processing, and exchanging information.

2. The most popular communication channel in business today is \_\_\_\_\_.

ANS: e-mail

DIF: 1 REF: p. 6 OBJ: 1-1 TYPE: Def

TOP: Ensuring That You Succeed in the New Workplace

NOT: E-mail is now the most popular communication channel.

3. \_\_\_\_\_ describes a flexible working arrangement that allows employees to work from home at least part of the time rather than drive to the office every day.

ANS: Telecommuting

DIF: 1 REF: p. 7 OBJ: 1-1 TYPE: Def

TOP: Ensuring That You Succeed in the New Workplace

NOT: Telecommuting is a flexible working arrangement that allows employees to work from home at least part of the time.

4. Melissa and several of her coworkers from other departments have been given the task of implementing a new inventory system. Melissa and her coworkers are participating in \_\_\_\_\_-based management.

ANS: team

DIF: 5 REF: p. 6 OBJ: 1-1 TYPE: Ap

TOP: Ensuring That You Succeed in the New Workplace

NOT: Working with coworkers from other departments to complete a task is an example of team-based management.

5. The central objective of communication is the transmission of \_\_\_\_\_.

ANS: meaning

DIF: 3 REF: p. 11 OBJ: 1-2 TYPE: Con

TOP: Examining the Process of Communication

NOT: Communication has as its central objective the transmission of meaning.

6. The process of converting an idea into words or gestures that will convey meaning is called \_\_\_\_\_.

ANS: encoding

DIF: 1 REF: p. 12 OBJ: 1-2 TYPE: Def

TOP: Examining the Process of Communication

NOT: Encoding is the process of converting an idea into words or gestures that will convey meaning.

7. The medium over which a message is physically transmitted, such as computer, cell phone, or fax, is called the \_\_\_\_\_.

ANS: channel

DIF: 1 REF: p. 12 OBJ: 1-2 TYPE: Def

TOP: Examining the Process of Communication

NOT: The medium over which the message is physically transmitted is the channel.

8. Anything that interrupts the transmission of a message in the communication process is called \_\_\_\_\_.

ANS: noise

DIF: 1 REF: p. 12 OBJ: 1-2 TYPE: Def

TOP: Examining the Process of Communication

NOT: Anything that interrupts the transmission of a message in the communication process is called noise.

9. Translating a message from its symbol form into meaning involves \_\_\_\_\_.

ANS: decoding

DIF: 1 REF: p. 12 OBJ: 1-2 TYPE: Def

TOP: Examining the Process of Communication

NOT: Decoding is the process of translating a message from its symbol form into meaning.

10. \_\_\_\_\_, both verbal and nonverbal, helps the sender know that a message was received and understood.

ANS: Feedback

DIF: 1 REF: p. 13 OBJ: 1-2 TYPE: Def

TOP: Examining the Process of Communication

NOT: Feedback, which can be both verbal and nonverbal, helps the sender know that the message was received and understood.

11. \_\_\_\_\_ occurs when people interpret the meanings of words differently.

ANS: Bypassing

DIF: 1 REF: p. 13 OBJ: 1-3 TYPE: Def

TOP: Overcoming Interpersonal Communication Barriers

NOT: Bypassing happens when people apply different meanings to words.

12. An individual's frame of \_\_\_\_\_ is formed by a combination of experiences, education, culture, expectations, personality, and many other elements.

ANS: reference

DIF: 1 REF: p. 14 OBJ: 1-3 TYPE: Def

TOP: Overcoming Interpersonal Communication Barriers

NOT: An individual's unique frame of reference is formed by a combination of his or her experiences, education, culture, expectations, personality, and many other elements.



13. \_\_\_\_\_ communication includes sharing ideas and messages with superiors, coworkers, and subordinates.

ANS: Internal

DIF: 1

REF: p. 15

OBJ: 1-4

TYPE: Def

TOP: Communicating in Organizations

NOT: Internal communication includes sharing ideas and messages with superiors, coworkers, and subordinates.

14. A(n) \_\_\_\_\_ is an internal company version of the Internet.

ANS: intranet

DIF: 1

REF: p. 17

OBJ: 1-4

TYPE: Def

TOP: Communicating in Organizations

NOT: Intranets are internal company versions of the Internet.

15. Official information among workers typically flows through formal channels in three directions: downward, upward, and \_\_\_\_\_.

ANS: horizontally

DIF: 1

REF: p. 22

OBJ: 1-5

TYPE: Def

TOP: Improving the Flow of Information in Organizations

NOT: Official information among workers typically flows through formal channels in three directions: downward, upward, and horizontally.

16. Often information in an organization travels along informal channels called the \_\_\_\_\_, which is structured around social rather than formal relationships in an organization.

ANS: grapevine

DIF: 1

REF: p. 24

OBJ: 1-5

TYPE: Def

TOP: Improving the Flow of Information in Organizations

NOT: The grapevine is an informal channel of communication that carries organizationally relevant gossip and is structured around social relationships.

17. Taking unethical actions to accomplish a desirable goal is referred to as the ends-\_\_\_\_\_the-means trap.

ANS: justify

DIF: 1

REF: p. 26

OBJ: 1-6

TYPE: Def

TOP: Facing Increasing Ethical Challenges

NOT: The ends-justify-the means trap occurs when one takes unethical actions to accomplish a desirable goal.

18. People falling into the \_\_\_\_\_ trap try to explain away unethical decisions by justifying them with excuses.

ANS: rationalization

DIF: 1

REF: p. 26

OBJ: 1-6

TYPE: Def

TOP: Facing Increasing Ethical Challenges

NOT: In falling into the rationalization trap, people try to explain away unethical actions by justifying them with excuses.

19. \_\_\_\_\_ are verifiable and often are quantifiable; opinions are beliefs held with confidence but without substantiation.

ANS: Facts  
 DIF: 1 REF: p. 26 OBJ: 1-6 TYPE: Def  
 TOP: Facing Increasing Ethical Challenges  
 NOT: Facts are verifiable and often are quantifiable; opinions are beliefs held with confidence but without substantiation.

20. Using the written ideas of others without giving credit is called \_\_\_\_\_.

ANS: plagiarism  
 DIF: 1 REF: p. 28 OBJ: 1-6 TYPE: Def  
 TOP: Facing Increasing Ethical Challenges  
 NOT: Using the written ideas of others without giving credit is called plagiarism.

## ESSAY

- Describe five changes occurring in the American workplace and discuss how communication skills are related to those changes.

ANS: Students will select five of the following and answers will vary.

- Heightened global competition: Successful communication in global markets requires developing new skills and attitudes. These include cultural knowledge and sensitivity, flexibility, patience, and tolerance.
- Flattened management hierarchies: Today's flatter organizations require that employees at all levels possess strong written and oral communication skills because their input and commitment are necessary for their organizations to be successful.
- Expanded team-based management: When companies form cross-functional teams, individuals must work together and share information. These employees must develop strong interpersonal, negotiation, and collaboration techniques.
- Innovative communication technologies: To use new communication technologies, including e-mail, instant messaging, fax, voice mail, wireless networking, cell phones, satellite communications, teleconferencing, and videoconferencing, effectively, business communicators must know how to select the best communication channel, how to use each channel and medium most effectively, and how to use online search tools efficiently.
- New work environments: Working in cubicles, intense cost-cutting measures, demands for increased productivity, round-the-clock workdays, and telecommuting all create stress for today's workers. Business communicators need strong interpersonal skills to deal with heightened levels of emotion, particularly the ability to listen to and empathize with fellow employees. Employees in remote locations face added communication challenges because staying connected with the office often requires exchanging more written messages than if they were face to face with their colleagues.
- Increasingly diverse workforce: Business communicators must be able to interact with many coworkers who differ from them in race, ethnicity, gender, age, and many other ways.
- Emergence of a knowledge-based economy: Knowledge workers must be able to think critically and to generate, process, and exchange information.

DIF:5 REF: pp. 5-9 OBJ: 1-1 TYPE: Ap  
 TOP: Ensuring That You Succeed in the New Workplace

2. Describe the communication process and how noise affects it.

ANS: Student answers will vary.

The communication process has the following steps:

- 1) The sender has an idea, which can be influenced by such things as mood, frame of reference, background, culture, physical makeup, and the context of the situation.
- 2) The sender encodes the message, which means converting the idea into words or gestures that will convey meaning. Bypassing occurs when misunderstandings result from missed meanings.
- 3) The message travels over a communication channel. Examples include computers, telephones, cell phones, letters, memorandums, reports, announcements, pictures, spoken words, faxes, pagers, and Web pages. Anything that interrupts the transmission of a message in the communication process is called noise. Channel noise ranges from static that disrupts a telephone conversation to typographical and spelling errors in a letter or e-mail message. Channel noise might even include the annoyance a receiver feels when the sender chooses an improper medium for sending a message.
- 4) The receiver decodes the message. Only when the receiver understands the meaning intended by the sender does communication take place. Decoding can be disrupted internally by the receiver's lack of attention to or bias against the sender. It can be disrupted externally by loud sounds or illegible words. Decoding can also be sidetracked by semantic obstacles, such as misunderstood words or emotional reactions to certain terms.
- 5) Feedback travels to the sender. Feedback helps the sender know that the message was received and understood.

DIF: 5 REF: pp. 11–13 OBJ: 1-2 TYPE: Ap  
TOP: Examining the Process of Communication

3. Describe the four significant interpersonal barriers to communication. Explain how these barriers to communication can be overcome.

ANS: Student answers will vary.

The four interpersonal barriers to communication are as follows:

- 1) Bypassing: Bypassing occurs when people miss each other with their meanings. This happens because people sometimes attach different meanings to words. Bypassing can lead to major miscommunication because people assume that meanings are contained in words. Actually, meanings are in people.
- 2) Differing frames of reference: Everyone has a unique frame of reference that is formed by his or her experiences, education, culture, expectations, personality, and many other elements. As a result, everyone brings his or her own biases and expectations to any communication situation.
- 3) Lack of language skill: Each individual needs an adequate vocabulary, a command of basic punctuation and grammar, and skill in written and oral expression. Moreover, poor listening skills can prevent us from hearing oral messages clearly and thus responding properly.
- 4) Distractions: Emotional interference and physical distractions can be barriers to communication. To reduce the influence of emotions on communication, both senders and receivers should focus on the content of the message and try to remain objective. Physical distractions such as faulty acoustics, noisy surroundings, or a poor cell phone connection can disrupt oral communication. Similarly, sloppy appearance, poor printing, careless formatting, and typographical or spelling errors can disrupt written messages.

These barriers can be overcome in the following ways:

- 1) Recognize that the entire communication process is susceptible to breakdown. Anticipate problems in encoding, transmitting, and decoding a message.
- 2) Focus on the receiver's environment and frame of reference.
- 3) Arrange ideas logically and use words precisely.
- 4) Question your own preconceptions; continually examine your personal assumptions, biases, and prejudices.
- 5) Create an environment for useful feedback.

DIF:5      REF:                    pp. 13–15                    OBJ: 1-3                    TYPE: Ap  
TOP:      Overcoming Interpersonal Communication Barriers

4. Compare and contrast the internal and external functions of communication within organizations.

ANS:      Student answers will vary.

Internal communication includes sharing ideas and messages with superiors, coworkers, and subordinates. Some of the functions of internal communication are to issue and clarify procedures and policies, inform management of progress, develop new products and services, persuade employees or management to make changes or improvements, coordinate activities, and evaluate and reward employees.

External communication takes place with customers, suppliers, government, and the public. Examples of external functions are to answer inquiries about products or services, persuade customers to buy products or services, clarify supplier specifications, issue credit, collect bills, respond to government agencies, and promote a positive image of the organization.

DIF:5      REF:                    p. 15      OBJ:                    1-4      TYPE:                    Ap  
TOP:      Communicating in Organizations

5. Compare and contrast formal and informal channels of organizational communication.

ANS:      Student answers will vary.

Information flows formally in organizations in three ways:

- 1) Downward flow: Information flowing downward generally moves from decision makers, including the CEO and managers, through the chain of command to workers. This information includes job plans, policies, procedures, and feedback about employee performance.
- 2) Upward flow: Information flowing upward provides feedback from nonmanagement employees to management. This information includes such things as progress reports and suggestions.
- 3) Horizontal flow: Lateral channels transmit information horizontally among workers at the same level. These channels enable individuals to coordinate tasks, share information, solve problems, and resolve conflicts.

Information also flows informally in organizations, most commonly through the grapevine, an informal channel of communication that functions through social relationships and carries organizationally relevant gossip. The grapevine can also be used by managers as an excellent source of information about employee morale and problems.

DIF:5      REF:                    pp. 20–24                    OBJ: 1-5                    TYPE: Ap  
TOP:      Improving the Flow of Information in Organizations