Business Communication - Polishing Your Professional Presence 5th edition Shwom Test Bank

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***Business Communication: Polishing Your Professional Presence, 5e* (Shwom)**
Chapter 1 Developing Your Professional Presence

1) Which of the following is a complex process of encoding and decoding information, ideas, and feelings?
A) Confidence
B) Communication
C) Professional presence
D) Critical thinking
E) Feedback
Answer: B
Explanation: In its most basic form, communication is a complex process of encoding and decoding messages (information, ideas, and feelings).
Diff: Easy
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

2) Which model of communication focuses on a single communication exchange in a linear path from a sender to a receiver?
A) Transmission
B) Complex
C) Language
D) Transactional
E) Relational
Answer: A
Explanation: The transmission model focuses on a single communication exchange and portrays communication as the linear transmission of a message from a sender to a receiver.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

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3) Putting ideas into words, images, or actions takes place during which step in the communication process?
A) Medium determination
B) Transmission
C) Encoding
D) Decoding
E) Interaction
Answer: C
Explanation: A sender has an intention, selects a medium of communication, encodes that intention into words, images, or actions; and sends the message through that medium.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

4) What term refers to the external or internal circumstances that influence communication?
A) Physical barriers
B) Feedback
C) Semantic barriers
D) Context
E) Language barriers
Answer: D
Explanation: The concept of context refers to the circumstances and forces that influence communication.
Diff: Moderate
Question Category: Concept
AACSB: Reflective thinking
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

5) Issues such as the distance between communicators and the noise in a room are aspects of what type of context?
A) Technological
B) Semantic
C) Cultural
D) Psychological
E) Physical
Answer: E
Explanation: Physical context is the context in which the communication takes place, including the physical distance between communicators as well as what's going on around you, such as a noisy room or someone whispering.
Diff: Easy
Question Category: Application
AACSB: Application of knowledge
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

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6) Language that is difficult to understand or is ambiguous is indicative of what type of barrier?
A) Semantic
B) Cultural
C) Physical
D) Psychological
E) Physiological
Answer: A
Explanation: Semantic barriers arise from language that is ambiguous or difficult to understand.
Diff: Easy
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

7) Which of the following workplace activities is most likely to be the one in which your communication skills will be utilized?
A) Calculating whether sales are up this quarter using the latest figures
B) Formulating strategies to manage your new team
C) Persuading your colleagues that your idea will likely lead to increased sales
D) Analyzing the pattern of errors found in your new product
E) Designing algorithms for new software
Answer: C
Explanation: None of the other options require communication skills as they are not intended to be directed toward someone; by contrast, persuading colleagues requires talking to them and making them understand what you wish to convey.
Diff: Moderate
Question Category: Application
AACSB: Analytical thinking
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

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8) Which of the following expands the concept of context and is influenced by social, relational, and cultural forces?
A) Transactional Model
B) Critical thinking
C) Interaction Model
D) Transmission Model
E) Medium determination
Answer: A
Explanation: The Transactional Model of communication expands on the concept of context and recognizes that communication is influenced by a broader set of external forces: social, relational, and cultural.
Diff: Moderate
Question Category: Concept
AACSB: Application of knowledge
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

9) During the communication process, which of the following acknowledges that one group's learned behaviors may be different from those of another group?
A) Relational context
B) Cultural context
C) Social context
D) Psychological context
E) Physical context
Answer: B
Explanation: Cultural context acknowledges that one group's set of learned behaviors and norms may be different from another's.
Diff: Moderate
Question Category: Concept
AACSB: Analytical thinking
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

10) Which of the following concepts helps to explain why communication can fail?
A) Transmission
B) Medium
C) Barriers
D) Encoding
E) Interaction
Answer: C
Explanation: The concept of barriers helps explain why communication often fails. Barriers are obstacles that get in the way of effective communication and come in many forms.
Diff: Moderate
Question Category: Concept
AACSB: Analytical thinking
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

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11) Which communication process portrays communication as a dynamic process?
A) The Transactional Model
B) The Relational Model
C) The Transmission Model
D) The Interaction Model
E) The Linear Model
Answer: D
Explanation: The Interaction Model of communication portrays communication as a dynamic process. Messages evolve as senders and receivers communicate in turn and give each other feedback.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

12) Which of the following is an example of encoding a message?
A) Deciding how to phrase a request to your boss for clarification on your new assignment
B) Reading the annual financial report of your company
C) Scrolling through social media to learn more about your competitors' products
D) Tossing out an advertisement that was mailed to you
E) Reading an email sent by a friend
Answer: A
Explanation: Communication begins when the sender has something to "say" to a receiver. To communicate this thought, the sender must encode the message–put it into words, images, or actions.
Diff: Moderate
Question Category: Application
AACSB: Analytical thinking
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

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13) Raising your hand before speaking in a class is an example of what context?
A) Cultural
B) Relational
C) Social
D) Physiological
E) Active listening
Answer: C
Explanation: The term "context" refers to the set of circumstances in which you are communicating. Raising your hand before speaking in a classroom is an example of a cultural context.
Diff: Difficult
Question Category: Application
AACSB: Written and oral communication
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

14) To communicate your idea to the receiver, you must _____ your message. While you do this, you will likely need to _____.
A) encode; decode your message
B) encode; choose your medium
C) decode; choose your medium
D) decode; prepare feedback
E) encode; prepare feedback
Answer: B
Explanation: To communicate your idea to the receiver, you must encode the message. That is, put it into words, images, or actions. While you do this, you also need to choose your medium, e.g., a phone conversation, an email, etc.
Diff: Difficult
Question Category: Concept
AACSB: Written and oral communication
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15) You want to inform your colleague about a change to the project schedule. You decide to call them to inform them about this change. By deciding to use the telephone to complete this communication, you have _____.
A) encoded the message
B) decoded the message
C) filtered the noise in the communication process
D) selected the communication medium
E) decoded the feedback
Answer: D
Explanation: The sender has to select a medium–a channel used to transmit the message.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

16) A receiver decodes a message by _____.
A) putting it into words, images, or actions
B) selecting a channel through which to transmit it
C) interpreting its words or actions and attaching meaning to them
D) determining the appropriate verbal or nonverbal response that should be sent
E) using barriers
Answer: C
Explanation: The receivers' prior knowledge, experience, or expectations may affect the way they decode the message, which involves interpreting and attaching meaning to the words, images, and actions.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

17) The communication process can fail due to what technological barrier?
A) Shared language
B) Headaches
C) Access to email
D) Stereotypes
E) Disabilities
Answer: C
Explanation: Technological barriers include varying levels of access to and familiarity with technology such as email.
Diff: Easy
Question Category: Concept
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18) When a message is decoded, the meaning that is attached to it is filtered by the _____.
A) transmission medium
B) sender's experience
C) receiver's knowledge
D) receiver's response
E) linear transmission
Answer: C
Explanation: The receiver decodes the message by interpreting the words and actions of a message and attaching meaning to them. This meaning is filtered by the receiver's knowledge, experience, and context.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

19) Speaking to someone who has a migraine might involve which barrier to effective communication?
A) Language
B) Technological
C) Semantic
D) Physiological
E) Cultural
Answer: D
Explanation: Physiological barriers occur when something physical becomes an obstacle, including migraines or hearing impairments.
Diff: Easy
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

20) Hearing loss is an example of a _____ barrier.
A) psychological
B) semantic
C) language
D) physiological
E) cultural
Answer: D
Explanation: A physiological barrier arises from a receiver's physical state, for example a hearing loss.
Diff: Easy
Question Category: Concept
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21) Differences across generations might result in a _____ barrier.
A) psychological
B) semantic
C) cultural
D) physiological
E) language
Answer: B
Explanation: Cultural barriers can include differences across generations, genders, and races, and ethnicities.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

22) A _____ arises when the sender and receiver do not both speak German.
A) psychological barrier
B) semantic barrier
C) language barrier
D) physiological barrier
E) technological barrier
Answer: C
Explanation: Language barriers arise from senders and receivers not using a shared language. Sometimes the problem is obvious: the sender speaks only German and the receiver speaks only English. Sometimes the problem is less obvious. For example, employees who are new to a company or industry may not yet understand the jargon people use.
Diff: Moderate
Question Category: Application
AACSB: Analytical thinking
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

23) _____ influences the purpose of communication, the best medium to use to communicate the message, and how receivers interpret the message.
A) Collaboration
B) Context
C) Conciseness
D) Clarity
E) Channel
Answer: B
Explanation: Context, or the set of specific circumstances in which communication occurs, influences all of these factors.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

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24) What does the set of learned behaviors and norms that guide communication choices refer to?
A) Social context
B) Relational context
C) Cultural context
D) Transactional context
E) Transmission context
Answer: A
Explanation: The social context refers to the set of learned behaviors and norms that guide communication choices. In some social contexts (such as a classroom), you may wait to be acknowledged before speaking. In other social contexts, you will talk more freely and may even interrupt someone else
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

25) How might your improved communication skills help you to increase your salary?
A) They can improve your negotiating skills.
B) They can make you more likeable.
C) They can help you to manipulate others.
D) They can be valuable to research salary benchmarks.
E) They can be unlearned if you want to successfully communicate salary increases.
Answer: A
Explanation: By improving your communication skills, you might be able to successfully negotiate a higher salary. Successful salary negotiations rely on clear communication of your skills, experience, and rationale for a higher starting number. Additionally, advanced communication skills are highly sought after by employers. You might be able to justify a higher salary by demonstrating your advanced skills.
Diff: Moderate
Question Category: Critical thinking
AACSB: Written and oral communication
Learning Objective: 1.2 Identify the benefits of being an effective communicator while on the job market and throughout your career.

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26) In its survey of employers, the National Association of Colleges and Employers found that all except _____ are at the top of employers' lists of most valued workplace skills.
A) communication
B) intelligence
C) critical thinking
D) teamwork
E) professionalism
Answer: B
Explanation: Soft skills including communication, critical thinking, teamwork, professionalism, and equity and inclusion were found most valuable by employers in the 2022 NACE survey.
Diff: Difficult
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.2 Identify the benefits of being an effective communicator while on the job market and throughout your career.

27) Which of the following terms best describes web-based applications designed to promote interactions among people?
A) Goodwill
B) Social media
C) Feedback
D) Communication strategy
E) Business etiquette
Answer: B
Explanation: The term "social media" refers to web-based applications designed to promote social interactions among people.
Diff: Easy
Question Category: Concept
AACSB: Integration of real-world business experiences
Learning Objective: 1.2 Identify the benefits of being an effective communicator while on the job market and throughout your career.

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28) Good business communication skills _____.
A) can have a positive impact on your life outside of work
B) will help you advance in your career, but will hinder your personal relationships
C) will improve personal relationships, although they offer no financial benefits in your personal or professional life
D) are inapplicable to your personal life
E) are not worth the investment of time and energy necessary to acquire them
Answer: A
Explanation: If you learn good business communication skills, you can apply them in your personal life to improve your relationships. You may also be able to use them to negotiate a better deal on a car, persuade your cell phone provider to give you a refund, or write an effective application letter for graduate school.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.2 Identify the benefits of being an effective communicator while on the job market and throughout your career.

29) Which of the following do managers often think young workers are unprepared for in the workplace?
A) Hard skills including basic knowledge
B) Soft skills including communication
C) Self-sufficiency
D) Technological proficiency
E) Multitasking abilities
Answer: B
Explanation: The 2022 National Association of Colleges and Employers survey reported that managers have an overall negative perception of young worker's soft skills such as communication.
Diff: Difficult
Question Category: Application
AACSB: Analytical thinking
Learning Objective: 1.2 Identify the benefits of being an effective communicator while on the job market and throughout your career.

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30) Which of the following communication skills will make you more valuable to an employer because your skills in this area will help the organization save money AND make money?
A) Confidence
B) Professional presence
C) Cultural
D) Writing
E) Social
Answer: D
Explanation: Clear, effective writing can save organizations hundreds of thousands of dollars. Companies want good writers because good writing is profitable: it reduces costs by saving time of people reading and using a document. It also makes money by persuading customers and clients.
Diff: Moderate
Question Category: Application
AACSB: Written and oral communication
Learning Objective: 1.2 Identify the benefits of being an effective communicator while on the job market and throughout your career.

31) What communication skills are especially helpful for an employee who interacts with customers on a regular basis?
A) Managing and organizing
B) Leadership and speaking
C) Cultural and writing
D) Reading and writing
E) Listening and speaking
Answer: E
Explanation: As a customer service representative, you can retain customers and attract new ones by listening to their concerns, answering their questions efficiently, and communicating solutions to their problems.
Diff: Moderate
Question Category: Application
AACSB: Interpersonal relations and teamwork
Learning Objective: 1.2 Identify the benefits of being an effective communicator while on the job market and throughout your career.

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32) Which of the following communication tools is most effective at building brand awareness and reaching new customers?
A) Social media
B) Electronic polling
C) Remote whiteboards
D) Online meeting software
E) Artificial intelligence
Answer: A
Explanation: Effective communication through social media–such as Facebook, Instagram, and TikTok–improves employee satisfaction and builds brand awareness to reach more customers.
Diff: Moderate
Question Category: Application
AACSB: Application of knowledge
Learning Objective: 1.2 Identify the benefits of being an effective communicator while on the job market and throughout your career.

33) Which of the following are not skills that recruiters look for when hiring?
A) Being articulate
B) Providing good explanations
C) Being authentic
D) Being transparent
E) Being computer literate
Answer: E
Explanation: When the corporate recruitment agency Robert Half asked eleven of its best recruiters what are the top skills they look for when hiring, all eleven identified some aspect of communication as most important, focusing on skills such as being articulate, providing good explanations, being authentic, and being transparent.
Diff: Difficult
Question Category: Application
AACSB: Analytical thinking
Learning Objective: 1.2 Identify the benefits of being an effective communicator while on the job market and throughout your career.

34) What are the three characteristics of effective business communicators?
A) Strategic, professional, and adaptable
B) Skilled, prompt, and actionable
C) Semantic, psychological, and able
D) Strategic, prompt, and acclaimed
E) Skilled, professional, and adored
Answer: A
Explanation: Effective business communicators are strategic, professional, and adaptable.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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35) Which of the following refers to the individual person or people for whom a message is intended?
A) Professional
B) Audience
C) Transmitter
D) Passive listener
E) Encoder
Answer: B
Explanation: Good business communicators understand that their messages must reach and influence their audience–the person or people for whom a message is intended. Being able to influence an audience requires two complementary sets of skills.
Diff: Easy
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

36) In addition to writing, developing a communication strategy, and implementing social media, what additional communication skill will contribute to your company's success?
A) Using remote whiteboards
B) Listening and speaking confidently
C) Participating in online meetings
D) Texting in the company group chat
E) Posting pictures on Instagram
Answer: B
Explanation: Listening and speaking confidently can add to your company's success. The other answers are examples of writing and implementing social media.
Diff: Moderate
Question Category: Application
AACSB: Analytical thinking
Learning Objective: 1.2 Identify the benefits of being an effective communicator while on the job market and throughout your career.

37) A plan for what and how to communicate is called _____.
A) purposefulness
B) communication strategy
C) audience orientation
D) persuasion
E) professionalism
Answer: B
Explanation: A communication strategy is a plan for what and how to communicate to ensure the message achieves its purpose.
Diff: Easy
Question Category: Concept
AACSB: Reflective thinking
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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38) Identifying goals, audience, and medium are part of developing what type of strategy?
A) Transmission
B) Planning
C) Communication
D) Presence
E) Relational
Answer: C
Explanation: A communication strategy includes identifying what the communicator wants to accomplish with the communication, who is the audience and what is their need, and what medium will work best for the audience.
Diff: Difficult
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

39) How should a communicator judge the effectiveness of communication?
A) Based on whether the audience received the message
B) Based on the nonverbal signals relayed by the audience
C) Based on the response of the audience
D) Based on whether it accomplished its purpose
E) Based on whether it was well received by the audience
Answer: D
Explanation: Business communication needs to be purposeful and constructed to achieve an intended outcome. Effectiveness can be judged based on whether it accomplishes its purpose.
Diff: Difficult
Question Category: Application
AACSB: Reflective thinking
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

40) To achieve successful communication, the communicator must do what?
A) Use active listening skills
B) Write using industry jargon
C) Use follow-up messages
D) Identify decision makers
E) Reach and influence the audience
Answer: E
Explanation: Good business communicators understand that their message must reach and influence their audience–the person or people for whom a message is intended.
Diff: Moderate
Question Category: Application
AACSB: Reflective thinking
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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41) In the workplace, which communication skill is most often used?
A) Listening
B) Reading
C) Writing
D) Planning
E) Speaking
Answer: A
Explanation: Research suggests that people in school and in the workplace spend much more of their communication time listening than they do speaking, reading, or writing.
Diff: Moderate
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

42) Focusing on a speaker to make sense of the information and provide feedback is part of what communication skill?
A) Persuasion
B) Active listening
C) Professionalism
D) Clarity
E) Transmitting
Answer: B
Explanation: Active listening is a learned skill that requires you to focus on the speaker, make sense of the information that they present, and, when possible, provide feedback about the information to ensure you understand it correctly.
Diff: Moderate
Question Category: Application
AACSB: Application of knowledge
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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43) How can you, as the communicator, increase the likelihood that your message will be accurately understood?
A) Include step-by-step instructions for the audience.
B) Follow up the written communication with a phone call.
C) Make the message clear and easy for the audience to understand.
D) Ask the audience if there is any further information needed.
E) Look for nonverbal feedback from the audience.
Answer: C
Explanation: Clarity is the quality of being unambiguous and easy to understand. If you make the message clear and easy for your audience to understand, you will increase the chances that people will accurately read or listen to the message.
Diff: Moderate
Question Category: Application
AACSB: Analytical thinking
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

44) Which of the following is the process of influencing the audience to agree with your recommendation or request?
A) Professionalism
B) Clarification
C) Conciseness
D) Persuasion
E) Empathy
Answer: D
Explanation: Persuasion is the process of influencing your audience to agree with your point of view, recommendation, or request.
Diff: Easy
Question Category: Concept
AACSB: Application of knowledge
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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45) Imagine you have a manager who asks you to input client information into a generative AI model to help develop a more efficient plan for the client's workflow. You respect your manager and their decision-making skills, but in this scenario, you also want to respect the client's information. What situation are you in?
A) A physiological context
B) An augmented reality
C) A cultural context
D) A co-creation of meaning
E) An ethical dilemma
Answer: E
Explanation: An ethical dilemma is a situation in which there is a conflict between two sets of values and there is no one clear answer. In this scenario, there is conflict between respecting your manager and respecting the client.
Diff: Difficult
Question Category: Concept
AACSB: Reflective thinking
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

46) Which of the following terms refers to the qualities that make you appear businesslike and allow you to be effective within the culture of your workplace?
A) Professionalism
B) Persuasiveness
C) Ethics
D) Appropriateness
E) Presentation
Answer: A
Explanation: Professionalism is expressed by your actions, your wording in an email, your body language during a meeting, your tone of voice on the telephone, and more.
Diff: Moderate
Question Category: Concept
AACSB: Reflective thinking
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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47) Unambiguous and easily understandable words help improve which aspect of writing?
A) Persuasiveness
B) Clarity
C) Conciseness
D) Context
E) Content
Answer: B
Explanation: Clarity is the quality of being unambiguous and easy to understand. Clear communication has only one possible meaning. In addition, it uses simple words in well-constructed sentences and well-organized paragraphs.
Diff: Moderate
Question Category: Application
AACSB: Application of knowledge
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

48) When a communicator develops a message that uses no more words than necessary to convey meaning, what type of writing practice is being used?
A) Persuasive
B) Clarity
C) Conciseness
D) Empathetic
E) Ethical
Answer: C
Explanation: Conciseness means that a message uses no more words than necessary to accomplish its purpose.
Diff: Moderate
Question Category: Concept
AACSB: Reflective thinking
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

49) In addition to telling the truth and taking responsibility for your actions, which of the following is also an example of workplace ethics?
A) Copying leadership on all email
B) Taking credit for the success of a group assignment when you had a leadership role
C) Enlightening a customer on a potentially harmful decision they might be making
D) Imagining the impact of your actions on others
E) Being well prepared for a presentation
Answer: D
Explanation: Being ethical means telling the truth, taking responsibility for your actions, and imagining the impact of your actions on others.
Diff: Moderate
Question Category: Application
AACSB: Ethical understanding and reasoning
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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50) _____ is defined as the process of working together to achieve a common goal.
A) Professionalism
B) Collaboration
C) Persuasion
D) Active listening
E) Communication
Answer: B
Explanation: Collaboration is defined as the process of working together to achieve a common goal. It is crucial in the workplace since so many of the projects are team-based.
Diff: Easy
Question Category: Application
AACSB: Application of knowledge
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

51) Implicit bias refers to _____.
A) unspoken preferences
B) misunderstandings between people
C) principles that guide decision making
D) beliefs and attitudes that are outside of our conscious awareness
E) beliefs and attitudes that we are aware of and control
Answer: D
Explanation: Implicit biases, or unconscious biases, are beliefs and attitudes that are often based on stereotypes and prejudices.
Diff: Difficult
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

52) In the context of doing business with people from other cultures, effective communicators _____.
A) memorize a list of cultural difference between countries
B) are ready to adapt to different cultural needs
C) ignore cultural differences and treat everyone equally
D) treat others as they would like to be treated
E) follow exclusively the communication conventions of their own culture
Answer: B
Explanation: While it would be nearly impossible to memorize a list of cultural differences between countries, effective communicators approach their tasks with an open mind and are ready to adapt to different cultural needs.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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53) _____ refers to the learned and shared attitudes, values, and behaviors that characterize a group of people.
A) Context
B) Ethics
C) Collaboration
D) Professionalism
E) Culture
Answer: E
Explanation: People can demonstrate their culture through values, ideas, attitudes, and their approach to communication.
Diff: Easy
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

54) Companies that encourage their employees to act as brand ambassadors experience more _____ which is a positive relationship between the company and their audience.
A) technological advancements
B) workplace happiness
C) psychological safety
D) goodwill
E) sales
Answer: D
Explanation: Goodwill, or the positive relationship between a company and their audience, increases the more people–internally or externally–positively discuss and share their experience with the company. This kind of goodwill often occurs on social media.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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55) _____ is an agreed-upon set of rules for communication that reflects respect for others and helps create a healthy work environment.
A) Business etiquette
B) Communication strategy
C) Code-switching
D) Persuasion
E) Unconscious bias
Answer: A
Explanation: Business etiquette is an agreed-upon set of rules for communication that reflects respect for others and helps create a healthy work environment.
Diff: Easy
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

56) Which of the following responses is an example of active listening?
A) "Trust me. I know what I'm doing."
B) "Your concerns aren't warranted. I think you should take a break from working on this."
C) "I hear what you're saying. It sounds like you're worried about the timeline–is that right?"
D) "I completely understand but let me tell you my better idea."
E) "I've heard enough. Let's move on."
Answer: C
Explanation: Active listening is a learned skill that requires you to focus on the speaker, make sense of the information that they present, and, when possible, provide feedback about the information to ensure you understand it correctly.
Diff: Moderate
Question Category: Application
AACSB: Analytical thinking
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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57) Good business communicators understand that _____.
A) their message must influence anyone who might come across it
B) their message must be able to reach their intended audience
C) being a good writer is the only way to reach your audience
D) being a good listener is not necessary to understand audience concerns
E) being a good reader is vital, as it is the only way to gain insights into audience concerns
Answer: B
Explanation: Good business communicators understand that their messages must reach and influence the audience, the individual person or people for whom a message is intended. Being able to reach an audience requires that you be a good reader and listener to understand audience concerns, then to compose easy-to-read messages that address these concerns.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

58) _____ is an interactive technology that combines the real world and computer-generated content.
A) Cloud storage
B) Screen sharing
C) Web 2.0
D) Augmented reality
E) Social media
Answer: D
Explanation: Augmented reality is an interactive technology that combines the real world and computer-generated content. Companies, like IKEA, that adapt familiar technology to business use augmented reality or other creative technologies.
Diff: Moderate
Question Category: Concept
AACSB: Integration of real-world business experiences
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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59) Which of the following does an active listener do?
A) Works to interpret the meaning of content to understand what a person is saying
B) Listens to the speaker without comprehending the information
C) Filters out emotional cues
D) Perceives speech but not the body language
E) Thinks only about what is being said and not about why it is being said
Answer: A
Explanation: An active listener works to interpret meaning to understand what a person is saying. Additionally, an active listener will perceive emotional cues and body language.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

60) Which of the following statements are persuasive?
A) "Please remember to submit your expense reports by end of day Friday."
B) "The meeting is booked for 10 AM in the conference room."
C) "The quarterly earnings report is a disappointment."
D) "You deserve the best and our product delivers just that."
E) "Your order has shipped and will be delivered in three days."
Answer: D
Explanation: When you want to influence people's thoughts or actions, your message needs to be persuasive. All other answers are statements of facts or personal opinions that do not attempt to persuade other people.
Diff: Easy
Question Category: Critical thinking
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

61) Which statement is an example of clarity in writing?
A) "With regard to the matter at hand, it's possible–but there are factors that could sway it either way."
B) "I will hold a meeting to discuss time-off requests on Monday."
C) "In light of the current circumstances, we're looking for someone with a lot of experience."
D) "Unforeseen events necessitate that we explore new opportunities."
E) "We need to enhance our competitive edge."
Answer: B
Explanation: Clarity is the quality of being unambiguous and easy to understand. Stating the day, time, and purpose of a meeting is clear and easy to understand. All other answers are difficult to understand and could be interpreted in multiple ways.
Diff: Easy
Question Category: Application
AACSB: Reflective thinking
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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62) Which statement is an example of concise writing?
A) "Following a review of the proposed budget, the Dallas-based management team has approved our Diversity, Equity, and Inclusion strategic plan for the state of Texas."
B) "It is kindly requested that you RSVP by today."
C) "After careful consideration and deliberation, we are pleased to inform you of your hire and subsequent onboarding."
D) "The highly anticipated and eagerly awaited product launch is slated to take place on the upcoming Monday."
E) "Due to the unforeseen circumstances arising from the flooding in the Southeast and the resultant economic downturn, it has become necessary to cease production."
Answer: D
Explanation: Conciseness means that a message uses no more words than are necessary to accomplish its purpose. Even though the correct answer is a longer sentence, there are no unnecessary words.
Diff: Easy
Question Category: Critical thinking
AACSB: Application of knowledge
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

63) Your audience will understand _____ language faster than _____ language.
A) clear; concise
B) complicated; wordy
C) clear and concise; wordy and complicated
D) complicated; concise
E) complicated and concise; wordy and clear
Answer: C
Explanation: In business, people value clarity and conciseness because time is a scarce resource.
Diff: Easy
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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64) _____ refers to the principles you use to guide decision making, leading you to do the right thing.
A) Adaptability
B) Ethics
C) Collaboration
D) Professionalism
E) Sustainability
Answer: B
Explanation: As a professional, you are likely to face a number of ethical dilemmas that are difficult to resolve. Doing the right thing is not always obvious, and making the wrong decision may put your career, colleagues, customers, or company at risk.
Diff: Easy
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

65) Code-switching applies to _____.
A) Company policies, guidelines, and unspoken rules
B) productivity, efficiency, and timeliness
C) career readiness, interview skills, and resumes
D) the Transactional Model of communication
E) behavior, appearance, and language
Answer: E
Explanation: Code-switching is the adaptation of behavior, appearance, and ways of speaking and writing to the dominant culture. When code-switching, individuals act, appear, and speak in ways that are different from their cultural norms.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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66) Which of the following is often problematically considered "unprofessional" in the workplace?
A) Natural hairstyles
B) Visible pets or family members in the background of online meetings
C) Conciseness
D) Asking good questions
E) Collaboration
Answer: D
Explanation: "Professionalism" as a concept is debated by communication scholars because dominant cultural norms tend to dictate what is considered professional or unprofessional. Natural hairstyles are problematically considered "unprofessional" because they differ from the dominant cultural way of styling one's hair.
Diff: Difficult
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

67) _____ is a kind of prejudiced or stereotyped belief. Uncritically assuming a colleague will not want to apply for a promotion because they are pregnant is an example of this concept.
A) Confirmation bias
B) Unconscious bias
C) Affinity bias
D) Intuition bias
E) Similarity bias
Answer: B
Explanation: Unconscious biases, also called implicit biases, are unexamined beliefs and attitudes based on stereotypes and prejudiced ideas. Unconscious biases can be made conscious by reflecting on how you think of different groups of people based on categories such as age, gender, and nationality.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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68) Which of the following is a disciplined approach to analyzing and evaluating information to guide actions and decisions?
A) Channeling
B) Critical thinking
C) Communication
D) Professional presence
E) Context
Answer: B
Explanation: Critical thinking is a disciplined approach to analyzing, synthesizing, and evaluating information, which then acts as a guide to actions and decisions.
Diff: Difficult
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.4 Explain how studying communication helps you develop other valuable career skills.

69) _____ is foundational to problem solving.
A) Teamwork
B) Technological proficiency
C) Critical thinking
D) Communication
E) Leadership
Answer: C
Explanation: Problem solving relies on critical thinking, or the ability to apply, adapt, and analyze prior knowledge and experiences to new situations.
Diff: Moderate
Question Category: Application
AACSB: Analytical thinking
Learning Objective: 1.4 Explain how studying communication helps you develop other valuable career skills.

70) Which of the following is considered one of the core abilities for team success?
A) Collaboration
B) Time management
C) Presentation skills
D) Communicating through leadership
E) Group management
Answer: A
Explanation: The ability to work with others to achieve a common goal is one of the core abilities for team success. The best business communicators can manage time, present well, communicate with and through leaders, and manage groups only if they are willing and able to collaborate.
Diff: Moderate
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Learning Objective: 1.4 Explain how studying communication helps you develop other valuable career skills.

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71) Data literacy is the ability to access, assess, interpret, manipulate, summarize, and communicate data. How will data literacy improve your business communication?
Answer: Data literacy will teach you how to communicate insights from data, use data to support arguments, and communicate data effectively in tables, graphs, and text. With improved data literacy, you can improve your data's visual appeal. Appealing visuals communicate your information more quickly and persuasively to your audience.
Diff: Difficult
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.4 Explain how studying communication helps you develop other valuable career skills.

72) Success in communication is affected by a variety of factors, including physical context and audience expectations.
Answer: TRUE
Explanation: Success in communication is affected by an array of factors that go beyond the language you use, including the physical, social and cultural context in which you communicate; your relationship with your audience; and the audience's knowledge and expectations.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

73) The Interaction Model of Communication portrays communication as a dynamic process.
Answer: TRUE
Explanation: The Interaction Model indicates that messages evolve as senders and receivers communicate and give each other feedback.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

74) Psychological barriers arise from senders and receivers not using a shared language.
Answer: FALSE
Explanation: Language barriers arise from senders and receivers not using a shared language.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

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75) Communication is the linear transmission of a message from a sender to a receiver.
Answer: FALSE
Explanation: Communication is complex and includes more than just the linear transmission of a message. For example, communicators must encode and decode messages, eliminate barriers to communication, and provide feedback to confirm understanding.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

76) The Interaction Model recognizes that communication is influenced by static external forces.
Answer: FALSE
Explanation: The Interaction Model of Communication portrays communication as a dynamic process that depends on context and feedback.
Diff: Moderate
Question Category: Concept
AACSB: Application of knowledge
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

77) To limit semantic barriers, keep your writing and speaking easy to understand by avoiding ambiguous language.
Answer: TRUE
Explanation: When communicating with a diverse audience avoid ambiguous language so your writing and speaking is easy to understand.
Diff: Easy
Question Category: Application
AACSB: Written and oral communication
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

78) The only goal of communication is the transmission of a message.
Answer: FALSE
Explanation: People communicate to form and maintain relationships, to persuade others, to learn, to increase self-esteem, to work collaboratively and develop new ideas, and to get work done.
Diff: Difficult
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

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79) Listening skills are critical for effective salespeople.
Answer: TRUE
Explanation: As a salesperson, you can bring in more sales if you know how to listen effectively to the customer's needs, demonstrate how a product or service meets those needs, and close the sale at the end of a conversation.
Diff: Moderate
Question Category: Application
AACSB: Application of knowledge
Learning Objective: 1.2 Identify the benefits of being an effective communicator while on the job market and throughout your career.

80) The use of social media at the workplace decreases employee satisfaction as it relates to brand awareness.
Answer: FALSE
Explanation: Your expertise with social media also can benefit your company. Effective communication through social media–such as Instagram, TikTok, and Facebook–improves employee satisfaction and builds brand awareness to reach more customers.
Diff: Difficult
Question Category: Application
AACSB: Reflective thinking
Learning Objective: 1.2 Identify the benefits of being an effective communicator while on the job market and throughout your career.

81) Good communication skills can improve your relationships with friends and family.
Answer: TRUE
Explanation: If you learn good communication skills–such as speaking and writing clearly–you can apply those skills in your personal life to improve your relationships with friends and family.
Diff: Moderate
Question Category: Application
AACSB: Written and oral communication
Learning Objective: 1.2 Identify the benefits of being an effective communicator while on the job market and throughout your career.

82) Effective communicators have a competitive edge in the job market.
Answer: TRUE
Explanation: Effective business communicators have a competitive edge in the job market and will contribute to your company's and your own success.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.2 Identify the benefits of being an effective communicator while on the job market and throughout your career.

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83) Clarity requires being truthful in your writing.
Answer: FALSE
Explanation: Ethics require being truthful in your writing. Clarity is the quality of being unambiguous and easy to understand.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

84) Active listening requires you to attentively focus on the speaker's communication.
Answer: TRUE
Explanation: Active listening is a learned skill that requires you to attentively focus on the speaker's communication, interpret the meaning of the content, and respond with feedback to ensure understanding.
Diff: Moderate
Question Category: Application
AACSB: Integration of real-world business experiences
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

85) Many organizations use social media to publicize jobs and search for employees.
Answer: TRUE
Explanation: Social media platforms such as LinkedIn and Facebook are excellent places to publicize jobs and search for new employees.
Diff: Easy
Question Category: Concept
AACSB: Application of knowledge
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

86) Cultural sensitivity only applies to international communication.
Answer: FALSE
Explanation: People who differ in age, gender, sexual orientation, religion, and ability may also be separated by cultural differences.
Diff: Moderate
Question Category: Concept
AACSB: Diverse and multicultural work environments
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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87) Being adaptable means being purposeful in designing communication to achieve a specific outcome.
Answer: FALSE
Explanation: Being strategic requires effective communicators to be purposeful and design their communication to achieve a specific outcome.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

88) Effective communicators are audience-oriented.
Answer: TRUE
Explanation: Effective communicators are audience-oriented and consider what content the audience requires and what organization, format, and language will make the content easy to understand.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

89) The quality that makes you appear businesslike is adaptability.
Answer: FALSE
Explanation: Professionalism refers to the qualities that make you appear businesslike in the workplace.
Diff: Moderate
Question Category: Concept
AACSB: Reflective thinking
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

90) Your personal ethics can put the entire workplace at risk.
Answer: TRUE
Explanation: Ethics are the principles used to guide decision making and lead a person to do the right thing. Your personal ethics do not only apply to your personal life; they inform your decisions in the workplace too.
Diff: Easy
Question Category: Concept
AACSB: Ethical understanding and reasoning
Learning Objective: 1.4 Explain how studying communication helps you develop other valuable career skills.

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91) Technical knowledge is sufficient to succeed in the workplace.
Answer: FALSE
Explanation: Technical knowledge is often a baseline requirement for success; however, you must be flexible and adaptable to succeed. The ability to learn a concept and then appropriately apply that knowledge in another setting is a highly valued skill that can maximize your success in the workplace.
Diff: Difficult
Question Category: Concept
AACSB: Application of knowledge
Learning Objective: 1.4 Explain how studying communication helps you develop other valuable career skills.

92) Discuss the idea of presence and how to develop a professional presence.
Answer: The ability to communicate effectively forms the core of professional presence. Your professional presence depends on your ability to communicate so that others recognize your competence, are eager to listen to what you have to say, trust you, and have confidence in you. Some people equate presence with the "wow" factor that allows you to make a great first impression, similar to the peacock that is the emblem of this book. While that wow factor is certainly impressive, presence goes deeper than that. Presence emanates from within, reflecting your comfort with yourself and the rapport you develop with people around you.
As you think about developing your professional presence, consider who you want to be and how you want others to perceive you. Create a list of characteristics that you want to embody. Maybe you want to be confident, credible, trustworthy, respectful, and independent. These characteristics are only a subset of possibilities. Next, think about how you can work to develop these characteristics. For instance, you can develop confidence by believing in yourself and by learning communication skills that allow you to project that belief as you communicate your ideas. Confidence also comes from the knowledge that you can use your critical thinking abilities to adapt what you have learned as new situations arise. There is no one set of ideal characteristics, and every person is different. You have the opportunity to identify your desired professional characteristics and work to incorporate them into your professional presence.
Diff: Moderate
Question Category: Critical thinking
AACSB: Reflective thinking
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

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93) Describe the steps in the Transmission Model of Communication, as well as how and where the process has the potential for failure.
Answer: The Transmission Model focuses on a single communication exchange and portrays communication as the linear transmission of a message from a sender to a receiver. A sender has an intention; selects a medium of communication; encodes that intention into words, images, or actions; and sends the message through that medium. The receiver gets that message and decodes it to understand its meaning, unless the message is blocked by some kind of barrier.
The concept of barriers helps explain why communication often fails. Barriers come in many forms. They may be technological. For instance, if you are communicating with someone from a different country, they may not have access to the same messaging platforms and be unable to receive your texts. Barriers may be physiological. For example, if you are speaking to someone who has hearing loss or a migraine headache, they may not be able to listen effectively and interpret what you are saying. Barriers may be psychological. If you compliment someone who does not trust you, they may interpret that compliment as a subtle criticism. Semantic barriers arise from language that is ambiguous or difficult to understand. If a colleague rushes late into a meeting and says to you, "I was held up at the train station," you might ask if the robber had a gun, when your colleague simply meant that the train was delayed. Language barriers arise from senders and receivers not using a shared language. Sometimes the problem is obvious: the sender speaks only Spanish and the receiver speaks only English. Sometimes the problem is less obvious. For example, employees who are new to a company or industry may not yet understand the jargon people use. Cultural barriers can occur even when senders and receivers are using a shared language. While in your culture it may be acceptable to make eye contact with a superior, your actions may be interpreted as a sign of disrespect by a receiver with a different cultural background.
Diff: Difficult
Question Category: Application
AACSB: Reflective thinking
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

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94) Explain the physiological, psychological, and technological barriers of communication. Include examples of each.
Answer: Physiological barriers arise from a receiver's physical state. If you work with patients at a hospital, their physical states (confusion, dizziness, nausea, pain, etc.) might create barriers to communication. These might be dealt with by speaking more slowly and clearly, repeating oneself, etc. Technological barriers can occur due to the receiver's inability to access, or unfamiliarity with, the medium through which you send your message. Some communities do not have consistent access to the internet making it more difficult for them to receive messages sent through email or text. Psychological barriers arise from a receiver's attitudes toward the message or toward the sender. In a professional setting where one company takes over another, there may be resentment on the part of employees when the new company imposes its policies and procedures. Being sensitive to the psychological state of the employees and taking care not to phrase changes so that they sound like criticisms of the old ways will facilitate communication and probably compliance as well. There are many other examples that can illustrate each of the communication barriers.
Diff: Moderate
Question Category: Application
AACSB: Analytical thinking
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

95) Why is it important to be aware of the different types of barriers to communication?
Answer: There are many barriers to communication–physiological, psychological, technological, semantic, linguistic, cultural–and they can occur at any point in the communication process. To be an effective communicator, you must be aware of these barriers and develop strategies to avoid them because successful communication requires overcoming barriers. Some barriers are easier to overcome than others. For example, if you are communicating with someone who speaks another language, you may need an interpreter to help bridge the language barrier between you. Other barriers, such as semantic barriers, can be more difficult to overcome. For instance, idiomatic expressions such as "I was held up at the train station" can be construed to mean that you were robbed, while you only meant to say that you were delayed. Having an awareness of semantic barriers can contribute to successful communication, as it means that you can avoid idiomatic expressions in favor of others that are less ambiguous. This sentiment is true for all barriers to communication–awareness is the first step in identifying and avoiding barriers to help achieve effective communication.
Diff: Difficult
Question Category: Critical thinking
AACSB: Reflective thinking
Learning Objective: 1.1 Explain why communication is a complex process that is affected by context and requires more than the delivery of messages.

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96) Kaylin graduated from college in June. For the last three years she successfully ran a small part-time business while attending school. Her business arranged for the delivery of personalized birthday cakes and other gifts to students in her school. Since many of these students were from different states or countries, this service provided a way for their family and friends back home to celebrate the occasion. Kaylin used social media like Facebook and Instagram to remind potential customers of upcoming birthdays and other gift-giving occasions, like holidays or campus events (care package for mid-term exams, picnic packs to celebrate the arrival of spring after a snowy winter, etc.). Describe some of the communication issues that Kaylin might have faced while running her college business.
Answer: Students' answers may vary. For a small business such as hers, Kaylin would not be in a position to advertise her business in traditional media outlets, so she would need to communicate to her potential customers directly to let them know about her services. She would have to communicate clearly what she was providing and what steps customers would need to take to order from her. Social media like Facebook and Instagram would be useful tools, but Kaylin may encounter technological barriers, as some of her target audience (parents, grandparents, etc.) might not be familiar or comfortable with these means of communication. In cases where the family and friends of the student were non-native English speakers, she might also face language barriers. Additionally, she would have to communicate clearly and carefully, to avoid ambiguous language and semantic barriers. She would have to be strategic, professional, and adaptable in her communications in order to be successful in this venture.
Diff: Difficult
Question Category: Application
AACSB: Reflective thinking
Learning Objective: 1.2 Identify the benefits of being an effective communicator while on the job market and throughout your career.

97) Discuss and provide examples of why selection of the proper communication medium is so important.
Answer: Students' answers may vary. There are many different channels through which to communicate: letter, email, phone conversation, voicemail, face-to-face meeting, social media, etc. When you choose your channel, you should pick the one that best supports the purpose of your message. Imagine that you need to make a request of a coworker. Is it a request that could be easily made with a brief phone chat? Or does it require a more complex explanation that would best be served by a well-organized written document? You must also consider the channel that will best allow the receiver to process the information you are communicating. While a short phone call may seem the quickest way to make your request to a coworker, it can have pitfalls. For instance, your coworker may be busy at the time of the phone call and not have the ability to properly focus on your request. Consequently, they may not understand what you are asking and either incorrectly fulfill your request or need to keep contacting you with questions. A written document, on the other hand, would allow your coworker to refer to details of your request without asking for clarification. The selection of the communication medium greatly affects whether or not your message is clearly communicated and correctly decoded by your receiver.
Diff: Moderate
Question Category: Concept
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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98) At a local elementary school, parents were lingering in the classroom past the start of the school day, making the emotional transition harder for their children. The parents were also crowding the limited physical space within the classrooms and doorways. Avery was asked to draft a notice to be distributed to the kindergarteners' parents to rectify this problem. Discuss Avery's draft and how to improve it.

"Attention kindergarten parents: do not remain in your children's classrooms for too long, as this is causing problems."
Answer: This notice is too blunt and too vague. Parents are probably lingering as they are worried about their children starting school and want to stay to support them. This message will likely encounter a psychological barrier, as it fails to take the parents' emotional state into account. Wording the message more gently, and explaining that this request is aimed at making things better for their children, would likely make parents more willing to accept the message and comply with it. A semantic barrier is also likely. The message says parents are remaining for "too long," which is vague and leaves it to parents' judgment as to what is long enough. To ensure that parents comply, specifying a particular time limit is ideal. A language barrier may also pose a problem. Some parents may not be native English speakers, so translating the message into other languages would be wise.

To improve the message, make it strategic, professional, and adaptable. The message should be audience-oriented and parents' concerns should be taken into consideration while designing the message. The notice should be specific as to the behavior the parents are expected to adopt. Issuing a solution-oriented message makes it more likely for the audience to comply. To be professional, Avery should remember that this message is directed at parents, not students, so it shouldn't talk down to them or treat them as if they are children. It should also be appropriate to the situation. The original message is vaguely accusatory, blaming the audience. It is not clear if the parents have already been told that their behavior is problematic, so expecting them to follow a rule that they may not know and chastising them for it will likely anger the audience. To be adaptable, the message should be available in English and in any other language spoken by the school community. It should be available as a flyer handed out to parents, a posting on the school website, and as an email to the kindergarten parents.
Diff: Difficult
Question Category: Application
AACSB: Written and oral communication
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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99) Discuss the importance and challenges of working and writing collaboratively in the workplace. Use examples to support your claims.
Answer: In business, although you will routinely have to communicate as an individual, many of your projects will be team-based because they are too big to be completed by just one person. As a result, collaboration–working together to achieve a common goal–is crucial in the workplace. Being collaborative requires that you adapt to the working style of many different people. In addition, it requires that you coordinate, compromise, negotiate, and manage conflict. For example, assume you work for an airline and have been assigned to a cross-disciplinary team that is researching various ways to decrease costs. Your team has 30 days to complete its research and present findings and recommendations to management. Consider all the decisions you need to make to coordinate your work:

- How to identify talents of team members and divide the research
- How and when to share information with each other
- What criteria to use to evaluate the options
- Which options to present to management
- How to organize your presentation
- How to divide the task of writing the presentation
- How to organize and deliver your recommendations to management

In the process of working together and making these decisions, you and your teammates are likely to experience disagreements and conflicts. Perhaps one teammate, based on their research, firmly believes that the best option for decreasing costs is to eliminate the lowest-volume routes that the airline flies, while another teammate argues that their research shows this option has hidden public relations costs. As this scenario suggests, effective communicators need to know more than just how to research, write, and present. They also need to know how to coordinate work, manage conflicts, and negotiate agreements.
Diff: Difficult
Question Category: Critical thinking
AACSB: Reflective thinking
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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100) You have an interview for an internship that you are interested in. Discuss the ways in which you can display professionalism in this situation.
Answer: Students' answers may vary. You can display professionalism by being appropriate to the situation, clear and concise, and ethical. Plan to wear clothing that is appropriate to the situation and that you feel comfortable in. Come to the interview having practiced clear and concise answers to common questions. During the interview, pay attention to your body language and that of your interviewers. Make eye contact and practice active listening. When answering questions, be honest. Do not embellish or lie about your experience or credentials. After you have left the interview, it is good etiquette to send a thank-you note. Be sure to spell check and proofread it to show that you are serious about your interest in this internship.
Diff: Difficult
Question Category: Application
AACSB: Analytical thinking
Learning Objective: 1.3 Explain why it is important for communicators to be strategic, professional, and adaptable.

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