# *Business Communication Process and Product (Canadian) 7th edition Guffey Test Bank*

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Name:_____ Class:_____ Date:_____

# Chapter 1 — Business Communication in the Digital Age

1. Which of the following statements about the importance of communication skills in today's workplace is correct?
   a. They are not as important as they once were.
   b. They are a necessity in today's workplace.
   c. They are required only for high-level positions.
   d. They are not needed in today's high-tech workplace.

*ANSWER:* b

2. Which of the following best describes the need for writing skills in the workplace?
   a. Writing skills in today's workplace are an advantage, but they are not a necessity.
   b. Only salaried employees at the top level need good writing skills.
   c. Having good writing skills can improve your chances for promotion and can result in higher earnings.
   d. Good writing skills are no longer important in today's digital world.

*ANSWER:* c

3. Which of the following best describes an effective communicator in the digital age?
   a. Digital workplace writing can be much more casual than traditional business writing.
   b. There is no need to worry about daily texts, Facebook postings, and tweets because they're not "real" writing.
   c. Because most business is conducted face to face, workers don't have to be grammar experts.
   d. Workers using social media and other online technology must guard their online image and reputation.

*ANSWER:* d

4. What is the 21st-century economy mainly based on?
   a. information and knowledge  b. physical labour
   c. a supply of raw materials  d. the stock market

*ANSWER:* a

5. What must workers do to succeed in today's digital workplace?
   a. write a minimum number of tweets per day
   b. transmit information across various communication channels
   c. install software programs
   d. subscribe to numerous social networking sites

*ANSWER:* b

6. What does it mean to be a learning worker?
   a. being in the three-month probation period of a new job
   b. working while finishing a degree or diploma
   c. having the skills to learn on the job and adapt to new situations
   d. being in an apprentice position in a company

*ANSWER:* c

7. Which of the following correctly describes a three-point plan to help you think critically and solve problems competently?
   a. explore the challenge, gather information, implement solutions
   b. gather information, generate ideas, implement solutions

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c. explore the challenge, pick the most promising ideas, implement solutions
d. explore the challenge, generate ideas, implement solutions

*ANSWER:* d

8. What should students entering today's workplace expect to find?
a. a position that involves lifelong learning and constant training
b. employers who provide them with a clearly defined career path
c. an abundance of nine-to-five jobs
d. regular pay increases and job security

*ANSWER:* a

9. In today's competitive job market, what qualifications should a successful job candidate possess?
a. at least a 2.0 grade point average b. mediocre writing skills
c. website design capabilities d. the ability to communicate effectively

*ANSWER:* d

10. Which of the following is a significant trend in today's dynamic workplace?
a. union participation and regulation b. more homogeneous workforces
c. around-the-clock availability d. stricter dress codes

*ANSWER:* c

11. Which of the following statements accurately describes social media?
a. Social media are still relatively new and untried communication channels for most businesses.
b. Most businesses today have discarded old media and instead use social media exclusively for communicating and marketing.
c. Social media networks first attracted industries built on tradition and formality.
d. Social media sites such as Facebook and Twitter offer positive ways to promote a business and to reach and react to customer concerns.

*ANSWER:* d

12. Linda works contract to contract for several companies. To be successful, what kind of worker has Linda learned to be?
a. agile b. learning
c. knowledge d. tech

*ANSWER:* a

13. Gerard's company has opted to save office space by using flexible workstations and boomerang-shaped desks. What is this style of office design called?
a. telephony b. virtual office
c. open office d. Web 2.0

*ANSWER:* c

14. Javi has colleagues located throughout the world and would like to conduct a real-time meeting with them to discuss an important issue. Which of the following communication technologies should Javi choose?
a. teleconferencing or videoconferencing b. e-mail

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c. blogging or a wiki d. text messaging

*ANSWER:* a

15. Kendra is responsible for updating the company's Facebook page with information about products, promotions, and special events. What communication medium is Kendra using?

a. presence technology b. blogging

c. social media d. Web conferencing

*ANSWER:* c

16. Which of the following statements accurately describes the term *around-the-clock availability*?

a. It means that you will be paid for working 24 hours a day, 7 days a week, 365 days a year.

b. It means workers may be expected to be available practically anytime without extra pay.

c. It is illegal under Canadian labour laws.

d. It refers only to websites, not people.

*ANSWER:* b

17. What is the most significant difficulty in doing business globally?

a. dealing with people who live in different time zones

b. dealing with people who speak another language

c. dealing with people who differ from you in customs, lifestyles, and religious beliefs

d. dealing with people who use different equipment and technology in conducting business

*ANSWER:* c

18. Given the increase of diversity in the workplace, which of the following should be a major priority for businesspeople?

a. learning to design their own wiki

b. learning a second language to communicate with coworkers

c. cooperating and communicating successfully with diverse coworkers

d. reconsidering their values to relate to diverse global markets

*ANSWER:* c

19. For years businesses have been flattening their management hierarchies. What does this flattening mean?

a. Information must flow through more layers of management.

b. It takes longer to make decisions.

c. Areas within an organization have little contact with one another.

d. Employees at all levels must be skilled communicators.

*ANSWER:* d

20. Which of the following statements best describes management's use of cooperative teams?

a. Companies use team-based management as a way to improve communication.

b. Because the concept is relatively new, few companies have adopted cooperative teams yet.

c. People are willing to work in teams, so there is rarely any conflict or any need for communication coaches when companies adopt cooperative teams.

d. Companies are not willing to train new employees to work effectively as part of a team.

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*ANSWER:* a

21. How do employers benefit from establishing diverse work teams?
    a. Having diverse work teams ensures that all coworkers will get along.
    b. Diverse work teams are better able to predict and meet the needs of a diverse customer base.
    c. Diverse work teams ensure that employment equity standards are being met.
    d. Diverse work teams require very little employee support.

*ANSWER:* b

22. Amaya works in an office that has nonterritorial workspaces. This is new to her, and she would like to display good open office etiquette. What should she do?
    a. She should speak in a soft voice and wear headphones to cut down on noise.
    b. She should try to get to the office first each morning to always get the best desk.
    c. She should engage in a lot of small talk to get to know coworkers better.
    d. She should exhibit territorial behaviour and avoid casual interactions with coworkers.

*ANSWER:* a

23. Which of the following statements best describes today's new work environments?
    a. Mobile technologies do not support flexible working arrangements that allow employees to work from home or on the road.
    b. Few workers in companies are part of virtual teams.
    c. Individual offices and cubicles are used to promote an open environment.
    d. Working from home or on the road makes communication skills less important.

*ANSWER:* c

24. Which of the following skills have become essential for employees working in a business environment affected by the pandemic?
    a. researching new safety measures
    b. organizing events to connect workers
    c. focusing on e-mail and text communications
    d. mastering communication technology and online skills

*ANSWER:* d

25. Which of the following best describes communication in today's business organizations?
    a. Many companies use intranets to communicate with customers, outside vendors, and governmental agencies.
    b. Smartphones and tablet computers are prevalent in the workplace but do not have the capabilities to replace laptops and personal computers.
    c. The increased worldwide interconnection of people and businesses means that people are sending more messages than ever.
    d. The most common workplace use of tablet computers is blogging.

*ANSWER:* c

26. What is one definition of communication?
    a. persuading someone to agree with you
    b. transmitting information and meaning
    c. promoting goodwill using language
    d. impressing readers using language

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*ANSWER:* b

27. What are the three basic functions of business communication?
    a. to inform, entertain, and impress
    b. to inform, persuade, and promote goodwill
    c. to inform, persuade, and explain
    d. to inform, instruct, and entertain

*ANSWER:* b

28. Which of the following *best* defines communication?
    a. Communication is the transmission of information from one individual or group to another.
    b. Communication is the transmission of data from one individual or group to another.
    c. Communication is the transmission of information and meaning from a sender to a receiver.
    d. Communication is the transmission of ideas from one individual or group to another.

*ANSWER:* c

29. In which of the following cases is communication successful?
    a. when the fastest communication channel is used
    b. when the sender pronounces all words perfectly
    c. when positive feedback is given
    d. when the receiver understands an idea as the sender intended it

*ANSWER:* d

30. When does the process of communication begin?
    a. when a message is put into words
    b. when the message is sent over a communication channel to the receiver
    c. when the sender has an idea
    d. when the receiver actually receives the message and decodes it

*ANSWER:* c

31. When employees at Coors chose the slogan "Turn It Loose," they didn't realize it would translate to "Suffer from Diarrhea" into Spanish. To avoid similar problems, which of the following must the sender of a message do?
    a. select a proper communication channel
    b. provide means to ensure reliable feedback
    c. keep all messages in English
    d. select appropriate words or symbols as part of the encoding process

*ANSWER:* d

32. Robert must send an e-mail message to a client in Turkey. He is carefully selecting his words to ensure that his Turkish client, who speaks English as a second language, will understand. In which part of the communication process is Robert involved?
    a. message encoding
    b. idea formation
    c. message transmission
    d. message decoding

*ANSWER:* a

33. Zachary needs to deliver a sensitive message to a colleague and decides to deliver it face to face. What is Zachary in the process of doing?

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a. encoding the message b. decoding the message
c. preparing for feedback d. selecting the channel for the message

*ANSWER:* d

34. While reading an e-mail message from her boss, Linh is distracted by numerous typographical and spelling errors. What is the term for these errors that detract from the message and make it difficult to read?

a. bypassing b. noise
c. feedback d. frame of reference

*ANSWER:* b

35. Suzanne has just received an e-mail message from a client and is reading it carefully to determine her client's needs. Which part of the communication process is Suzanne involved in?

a. encoding b. channel selection
c. decoding d. feedback

*ANSWER:* c

36. Which of the following is an example of an internal disruption in the decoding process?

a. Loud construction sounds outside prevent Imran from hearing the message.
b. Meaghan finds her mind drifting during a lecture as she thinks about her upcoming trip to Florence.
c. Brandon finds it hard to pay attention during the interview because the interviewer's phone keeps ringing.
d. Sylvia finds it difficult to read an e-mail message from her colleague because it's filled with grammatical errors and typos.

*ANSWER:* b

37. Jeanette is offended when she notices that only masculine pronouns are used in the company's human resources manual. What is this decoding problem a result of?

a. a closed communication climate b. bypassing
c. an external disruption d. a semantic obstacle

*ANSWER:* d

38. When Jin includes the sentence "Let me know whether I can answer any questions" at the end of his e-mail message, what is he encouraging?

a. decoding b. feedback
c. frame of reference d. bypassing

*ANSWER:* b

39. What helps the sender know whether the message was received and understood?

a. feedback b. noise
c. bypassing d. decoding

*ANSWER:* a

40. As her supervisor explains the new procedure, Rachel nods. What is Rachel's response an example of?

a. verbal feedback b. noise
c. evaluation d. nonverbal feedback

*ANSWER:* d

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41. You are talking with the president of your company about a possible merger. Which of the following is the *most* useful feedback you can provide during the conversation?

a. *I don't understand why you think we should go through with this merger.*
b. *If I understand you correctly, your recommendation is that we go through with the merger.*
c. *There's no way this merger can possibly work.*
d. *Are you serious?*

*ANSWER:* b

42. Anwar says that he will answer his client's questions "as soon as possible." Anwar plans to answer the questions by early next week; the client expects the answers by the end of the day. What does this misunderstanding result from?

a. bypassing
b. differing frames of reference
c. noise
d. using the incorrect communication channel

*ANSWER:* a

43. When are differences in frames of reference especially significant?

a. when working on improving listening skills
b. when communicating with people from different cultures
c. when overcoming physical barriers to communication
d. when dealing with conflicting emotions

*ANSWER:* b

44. A Canadian sales team offended a group of Peruvian businesspeople by starting its sales presentation without first engaging in informal conversation as expected in the Peruvian culture. The communication barrier in this instance could be attributed to which of the following?

a. bypassing
b. poor listening skills
c. a failure to recognize different frames of reference
d. emotional interference caused when senders or receivers are distracted by internal feelings

*ANSWER:* c

45. Hannah posts her résumé on the websites of several companies. Unfortunately, it is poorly formatted and contains several spelling and grammar errors. What kind of communication barrier might this cause?

a. bypassing b. differing frames of reference
c. emotional distraction d. physical distraction

*ANSWER:* d

46. Alex is having trouble concentrating on a report he is reading because his smartphone keeps ringing and his colleagues keep sending him text messages. What kind of communication barrier is this?

a. differing frames of reference b. distraction
c. lack of language skills d. bypassing

*ANSWER:* b

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47. Naoko has just moved to Canada from Japan and is taking a class to improve her English. What interpersonal communication barrier is she trying to overcome?

a. differing frames of reference b. digital interruptions
c. lack of language skills d. bypassing

*ANSWER:* c

48. While conducting an orientation session for new employees, Clayton noticed looks of confusion on the faces of some listeners. He then paused and asked his audience, "What questions do you have so far?" How was Clayton striving to overcome communication barriers?

a. by questioning his assumptions, biases, and prejudices
b. by improving his language and listening skills
c. by creating an environment for useful feedback
d. by reducing physical distractions

*ANSWER:* c

49. Which of the following is an example of external organizational communication?

a. an employee performance appraisal
b. a sales letter sent to a prospective customer
c. a report recommending a change in company procedure
d. an e-mail message giving instructions for requesting a change in health benefits.

*ANSWER:* b

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

a. a collection letter sent to a customer
b. a website advertising a company's products
c. a meeting of all department managers
d. an annual report sent to company stockholders

*ANSWER:* c

51. In which of the following forms of communication is social presence most evident?

a. IM b. e-mail
c. face to face d. blog post

*ANSWER:* c

52. Which of the following is an advantage of written communication?

a. It creates a permanent record.
b. It provides immediate feedback.
c. It is more personal than oral communication.
d. It is effective for delivering nonverbal cues.

*ANSWER:* a

53. Which of the following is NOT an advantage of oral communication?

a. It provides immediate feedback. b. It promotes easy recall.
c. It can be adjusted to the audience. d. It supplies nonverbal cues.

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*ANSWER:* b

54. According to the text, why are more businesses shifting away from paper forms of communication, such as memos and letters, to e-mail and text messaging?
   a. The advances in information technology allow businesses to speed up the flow of communication.
   b. Businesses like their employees to be available after work hours.
   c. Memos and letters are no longer preferred because they leave a permanent record.
   d. Customers expect businesses to communicate using the technologies they prefer.

*ANSWER:* a

55. Internal and external communication have a lot in common; however, internal communications are used for one key purpose for which external communications are NOT typically used. What is this purpose?
   a. to exchange ideas with coworkers, superiors, and subordinates
   b. to inform customers of new products
   c. to promote goodwill with clients
   d. to persuade potential customers to buy products

*ANSWER:* a

56. Which of the following statements best compares oral and written communication?
   a. Written communication is preferred to oral communication only when a permanent record is needed.
   b. Written messages are generally less well considered than oral messages.
   c. Oral communication, such as a face-to-face meeting, allows for immediate feedback; written communication does not.
   d. Oral communication is recommended over written communication to present formal or complex ideas.

*ANSWER:* c

57. Which of the following is the most prevalent communication channel in the workplace today?
   a. texting  b. e-mail
   c. face-to-face meetings  d. Facebook

*ANSWER:* b

58. Which of the following is an example of external organizational communication?
   a. a tweet sent to a coworker about an upcoming meeting
   b. a memo to the staff asking for input on a new office design
   c. an e-mail to a supplier about a delivery date
   d. an annual report sent to your manager summarizing last year's sales.

*ANSWER:* c

59. An employee performance appraisal is an example of which of the following forms of communication?
   a. external  b. internal
   c. upward  d. informal

*ANSWER:* b

60. *Media richness theory* attempts to classify media in organizations according to which of the following criteria?
   a. how much the media cost to use

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b. how technologically advanced the media are
c. how widely the media are used in the workplace
d. how clearly the media convey information to a recipient

*ANSWER:* d

61. Which of the following is considered a rich medium?
a. e-mail message b. face-to-face conversation
c. flyer or poster d. blog

*ANSWER:* b

62. Which of the following communication media requires the most clarifying information for the recipient?
a. face-to-face meetings and conversations b. e-mail messages
c. flyers or posters d. telephone calls

*ANSWER:* c

63. Daniel must handle a complex organizational issue. Which of the following media would be *best* for this purpose?
a. videoconference b. e-mail message
c. telephone conversation d. face-to-face meeting

*ANSWER:* d

64. How is social presence defined?
a. how extroverted a person is in a business meeting with either internal or external audiences
b. how well a company uses social media to communicate to customers and employees
c. the degree of salience between a sender and receiver using a communication medium
d. a person's ability to get along with others, whether customers or employees in an organization

*ANSWER:* c

65. Which of the following statements about social presence is accurate?
a. Media with high social presence conveys impersonal information.
b. Social presence is greater in asynchronous communication than in synchronous communication.
c. Social presence can mean how much awareness of the sender is conveyed along with the message.
d. Social presence is as great face to face as it is in mediated and written communication.

*ANSWER:* c

66. Mina wants to use the communication medium with the highest social presence. Which of the following should she choose?
a. e-mail b. blog posting
c. discussion forum post d. live chat

*ANSWER:* d

67. What does a free exchange of information help organizations do?
a. respond rapidly to changing markets
b. minimize employee morale
c. limit public information

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d. reduce the exchange of ideas within organizations

*ANSWER:* a

68. Which of the following is an example of horizontal communication in an organization?
a. Six marketing reps meet to discuss ideas for targeting new customers.
b. An accounting clerk submits a progress report about a current project to a supervisor.
c. An employee suggests to a supervisor a way to improve customer service.
d. A supervisor sends an e-mail message to all division employees detailing the newest procedure for submitting expense claims.

*ANSWER:* a

69. Which of the following is an example of upward communication in an organization?
a. Three administrative assistants meet to discuss possible software upgrades.
b. A department manager sends a text message to employees about a new overtime policy.
c. A warehouse worker suggests to the boss a way to improve employee morale.
d. The CEO sends an e-mail message to all employees inviting them to a company picnic.

*ANSWER:* c

70. Which of the following is an example of downward communication in an organization?
a. A business professor submits a conference report to the dean.
b. Four accountants meet to discuss the quarterly financial reports.
c. Members of a task force submit a progress report to the CEO.
d. The CFO sends information about a new accounting regulation to employees in the accounting department.

*ANSWER:* d

71. How have today's companies improved communication to compete more effectively?
a. Companies have made a concerted effort to eliminate the grapevine.
b. Companies have restructured and reengineered themselves into smaller operating units.
c. Companies have limited free-flowing communication to external audiences.
d. Companies have increased the number of levels in the communication chain.

*ANSWER:* b

72. Mihaela has just moved to Canada from Turkey. In Turkey, she was a lab manager in a hierarchical organization where employees quickly responded to direct orders. She now has a senior position in a Canadian lab that focuses on team building. She has discovered that her fellow workers do not respond to her previous management style. What organizational communication barrier must she overcome?
a. lack of communication skills b. long lines of communication
c. differing frames of reference d. ego involvement

*ANSWER:* c

73. Bert is CEO of an organization that has many layers in the chain of command. He is looking for ways to reduce these layers so that he can communicate more directly with the first-line employees. What organizational communication barrier is he trying to overcome?
a. lack of trust between management and employees
b. long lines of communication

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c. closed communication climate

d. ego involvement

*ANSWER:* b

74. Melinda was recently hired as manager of a small retail establishment. She immediately noticed that employees seem afraid to speak with her. She wants her employees to feel comfortable coming to her about anything. What organizational communication barrier is she trying to overcome?

a. lack of trust between management and employees

b. top-heavy organizational structure

c. turf wars

d. lack of communication skills

*ANSWER:* a

75. Which of the following statements best describes formal and informal communication channels?

a. All relevant organizational information should flow through formal communication channels.

b. Ideally, the heaviest flow of information within an organization should be downward, from decision makers to workers.

c. The grapevine can be a fairly accurate and speedy source of organization information.

d. Most traditional organizations have established regular channels for the horizontal exchange of information.

*ANSWER:* c

76. Which of the following is an example of an informal organizational communication channel?

a. A supervisor gives a performance appraisal to a subordinate.

b. An employee suggests to a supervisor a way to increase productivity in the department.

c. Research and development team members hold a virtual meeting to discuss ideas for future products.

d. An employee starts a blog to share personal work experiences, opinions, and observations.

*ANSWER:* d

77. Which of the following statements best describes a company's communication channels?

a. All relevant organizational information should flow through formal communication channels.

b. A free exchange of information within organizations should be avoided because it can lead to chaos.

c. Managers should do everything possible to avoid grapevine communication within an organization.

d. Companies should monitor social media sites to see what customers and others are saying about the company.

*ANSWER:* d

78. Sandra owns a medium-sized financial services firm. She would like to make the best use of the grapevine for communication. What is the most effective way for Sandra to do so?

a. She should use the grapevine for delivering only good news.

b. She should stay away from the grapevine and let employees use it privately.

c. She should increase the amount of information delivered through formal channels.

d. She should eliminate the grapevine entirely and allow formal communication only.

*ANSWER:* c

79. Peter has started a new job and has noticed that there is a lot of gossip in his new workplace. He wants be professional. Which of the following is the best way for him to handle this situation?

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a. He should listen to all the gossip he can to learn more about his new workplace.
b. He should avoid getting involved, even if he hears inaccurate gossip being spread about a coworker.
c. He should attack any rumours about himself aggressively.
d. He should not use the informal grapevine for any kind of workplace communication.

*ANSWER:* c

80. Covering up incidents, abusing sick days, lying to a supervisor, taking credit for a colleague's ideas, and inflating grades on a résumé are examples of which of the following?
a. breaking of the law b. common workplace practices
c. unethical actions d. workplace distrust

*ANSWER:* c

81. Ethical business communicators strive to tell the truth and label opinions so that they are not confused with facts. They are objective and communicate clearly. From an ethical perspective, what else should ethical business communicators do?
a. Ensure that communication flows upward, downward, and horizontally.
b. Give credit when using the ideas of others.
c. Encourage feedback.
d. Choose appropriate channels of communication.

*ANSWER:* b

82. When faced with an ethical dilemma, which of the following is the *first* question you should ask?
a. What would my family, friends, and coworkers think?
b. Would I take this action if I were on the opposite side?
c. Is the action I am considering legal?
d. Would a trusted advisor agree with this action?

*ANSWER:* c

83. 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?
a. Is the action you are considering legal?
b. Are there better alternatives?
c. Would family, friends, or coworkers approve?
d. What is the best channel of communication to use in responding to your boss?

*ANSWER:* d

84. Communication today generally flows one way—from companies to the public.
a. True
b. False

*ANSWER:* False

85. In making hiring decisions, employers often rank communication skills among the most-requested competencies.
a. True
b. False

*ANSWER:* True

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## Chapter 1 — Business Communication in the Digital Age

86. Today's new communication technologies have made writing skills less important than in the past.
    a. True
    b. False
*ANSWER:* False

87. You are born with the abilities to read, listen, speak, and write effectively.
    a. True
    b. False
*ANSWER:* False

88. The 21st-century economy depends mainly on information and knowledge.
    a. True
    b. False
*ANSWER:* True

89. Learning workers combine acquired skills with the knowledge of how to learn.
    a. True
    b. False
*ANSWER:* True

90. In today's Information Age, nearly three out of four jobs will require thinking, brainpower, and decision making.
    a. True
    b. False
*ANSWER:* True

91. Today's rapidly changing business environment depends entirely on a stable, full-time workforce.
    a. True
    b. False
*ANSWER:* False

92. Only workers at the highest levels of management are expected to think creatively and critically.
    a. True
    b. False
*ANSWER:* False

93. With more organizations using short forms of communication like tweets and text messages, writing skills are not as important today.
    a. True
    b. False
*ANSWER:* False

94. Flattened management hierarchies allow companies to react more quickly to market changes.
    a. True
    b. False
*ANSWER:* True

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95. Diverse workforces are more likely to create the products that consumers demand.
    a. True
    b. False
*ANSWER:* True

96. Cross-functional teams are usually made up of people with similar backgrounds, knowledge, and training.
    a. True
    b. False
*ANSWER:* False

97. You may expect to work long hours without extra compensation and be available 24/7/365.
    a. True
    b. False
*ANSWER:* True

98. The rise of new communication technologies, trade barriers, advanced forms of transportation, and saturated local markets have encouraged companies to move to emerging markets around the world.
    a. True
    b. False
*ANSWER:* False

99. Frontline employees, as well as managers, participate in critical thinking and decision making.
    a. True
    b. False
*ANSWER:* True

100. A sizable chunk of our future economy may rely on “free agents” who will be hired on a project basis.
    a. True
    b. False
*ANSWER:* True

101. A virtual office is a workplace that is mobile and centralized.
    a. True
    b. False
*ANSWER:* False

102. Bypassing helps you get through to the person you are calling in the most efficient manner.
    a. True
    b. False
*ANSWER:* False

103. The first two steps in the communication process are (1) the sender has an idea, and (2) the sender encodes the message.

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a. True
b. False

*ANSWER:* True

104. Computers, a wireless network, a phone, a letter, and a memo are all examples of channels.
a. True
b. False

*ANSWER:* True

105. Communication in today's workplace is shifting from one-sided and slow to interactive, instant, and less paper-based communication.
a. True
b. False

*ANSWER:* True

106. An agile worker is one who moves quickly to the top of the company's hierarchy.
a. True
b. False

*ANSWER:* False

107. One advantage of oral communication over written communication is that oral communication can be more easily adjusted to the audience.
a. True
b. False

*ANSWER:* True

108. One disadvantage of written communication is that the paper trail it leaves can be dangerous.
a. True
b. False

*ANSWER:* True

109. External communication includes sharing ideas and messages with superiors, coworkers, and subordinates.
a. True
b. False

*ANSWER:* False

110. According to media richness theory, face-to-face conversations are the richest because they provide helpful cues and allow for immediate feedback.
a. True
b. False

*ANSWER:* True

111. Social presence is greater in asynchronous communication (e-mail, forum posts) than in synchronous communication (live chat, IM).
a. True

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b. False

*ANSWER:* False

112. The three primary business communication functions are to inform, to persuade, and to entertain.

a. True

b. False

*ANSWER:* False

113. Information flows through formal communication channels in three directions: downward, upward, and spiral.

a. True

b. False

*ANSWER:* False

114. Organizations with free-flowing, open communication tend to be more successful.

a. True

b. False

*ANSWER:* True

115. Meli, a company department manager, frequently communicates via text messages with other department managers within the company. This is an example of an upward flow of communication.

a. True

b. False

*ANSWER:* False

116. David, a payroll clerk, came up with an idea for processing payroll more efficiently and presented it to the Human Resources Department manager. This is an example of an upward flow of communication.

a. True

b. False

*ANSWER:* True

117. A company's CEO has developed a five-year strategic plan and will share it with all employees. This is an example of downward communication.

a. True

b. False

*ANSWER:* True

118. Jennifer's continuous checking of her phone for updates causes her to miss much of what her colleagues say during meetings. The organization communication barrier she is experiencing is distractions.

a. True

b. False

*ANSWER:* True

119. To improve communication, many of today's companies have reconfigured themselves into smaller teams and work units.

a. True

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b. False

*ANSWER:* True

120. Managers can use the grapevine productively by sharing bad news and good news.
a. True
b. False

*ANSWER:* True

121. Being ethical makes good business sense.
a. True
b. False

*ANSWER:* True

122. A(n) _____ or learning worker engages in mind work and is paid for his or her education and ability to learn.

*ANSWER:* knowledge

123. The three primary functions of business communication are to inform, to persuade, and to promote _____.

*ANSWER:* goodwill

124. _____ communication includes exchanging ideas and messages with superiors, coworkers, and subordinates.

*ANSWER:* Internal

125. _____ communication includes exchanging ideas and messages with customers, suppliers, the government, and the public.

*ANSWER:* External

126. Telephone calls, conversations, interviews, meetings, and conferences are all forms of _____ communication.

*ANSWER:* oral

127. E-mail messages, memos, letters, and reports are all forms of _____ communication.

*ANSWER:* written

128. _____ richness theory attempts to classify media in organizations according to how much clarifying information they are able to convey from a sender to a recipient.

*ANSWER:* Media

129. Media with high _____ presence convey warmth and are personal.

*ANSWER:* social

130. Official information typically flows through formal channels in three directions: _____, upward, and horizontally.

*ANSWER:* downward

131. Policies, procedures, directives, job plans, and mission goals flow _____ from managers to

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employees.
*ANSWER:* downward

132. Feedback from employees to management forms the _____ flow of communication in most organizations.
*ANSWER:* upward

133. Workers at the same level coordinate tasks, share information, solve problems, and resolve conflicts through _____ communication.
*ANSWER:* horizontal

134. The _____ is an informal channel of communication that carries organizationally relevant gossip and functions through social relationships.
*ANSWER:* grapevine

135. _____ refers to the conventional standards of right and wrong that prescribe what people should do.
*ANSWER:* Ethics

136. _____ are verifiable and often are quantifiable; opinions are beliefs held with confidence but without substantiation.
*ANSWER:* Facts

137. Ethical business communicators are _____ when they recognize their own biases and strive to keep them from distorting a message.
*ANSWER:* objective

138. _____ English policies ensure businesses write policies, warranties, and contracts in language comprehensible to average readers.
*ANSWER:* Plain

139. _____ language is language that does not discriminate against individuals or groups on the basis of their sex, ethnicity, disability, race, sexual orientation, or age.
*ANSWER:* Inclusive

140. Explain why having strong writing and communication skills is important in today's digital world.
*ANSWER:* Student answers will vary and should touch on some or all of the following points.

· Writing skills are especially important today. Technology enables us to transmit messages more rapidly, more often, and more widely than ever before.
· Writing skills are also significant because many people work together but are not physically together. They stay connected through spoken and written messages.
· Surveys of employers consistently show that communication skills are critical.
· In making hiring decisions, employers often rank communication skills among the most valued.
· Employers also said that communication skills are at least as important as technical skills for entry-level and management positions.
· Writing matters more than ever because online media require more of it, not less. Ever since the digital revolution swept the workplace, most workers write their own messages.

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## Chapter 1 — Business Communication in the Digital Age

141. Describe five trends occurring in today's dynamic workplace and discuss how communication skills are related to those changes.

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

**1) Social media and changing communication technologies.** Interacting with others on social media has become a daily necessity for many Canadians. Most larger organizations are completely plugged in and have created a positive presence with the help of both traditional and social media.
Online communities continue to draw huge numbers of people from all over the world.
Positive and negative comments can travel instantly at the speed of a few mouse clicks. Because bad customer-service experiences can lead to lifelong grudges, tech-savvy companies are embracing digital tools to connect with consumers, invite feedback, and improve their products and services.[1]
A business communicator must develop a tool kit of new communication skills. You will want to know how to select the best communication channel, how to use each channel safely and effectively, and how to incorporate the latest technologies and search tools efficiently
**2) "Anytime, anywhere": 24/7/365 availability offices. As** you rise on the career ladder, you may be expected to work long hours without extra compensation and be available practically anytime and anywhere should a crisis strike at work. In many industries information workers are expected to remain tethered to their workplaces with laptops, tablets, and smartphones around the clock and on weekends.
**3) The global marketplace and competition.** People in other countries may practise different religions, follow different customs, live different lifestyles, and rely on different approaches in business. Successful communication in new markets requires developing new skills and attitudes. These include cultural awareness, flexibility, and patience.
**4) Shrinking management layers.** Today's flatter organizations require that every employee be a skilled communicator. Frontline employees, as well as managers, participate in critical thinking and decision making. Nearly everyone is a writer and a communicator.
**5) The gig economy and agile workers.** To adapt to change, many employers opt for a staffing model that includes nontraditional workers (self-employed, independent contractors, and contingent workers) who are agile and adaptable**.** Agile workers need to possess knowledge and skills, but they also need to be well organized and adaptable with a breadth of experience.
**6) Collaborative environment and teaming.** When companies form cross-functional teams, individuals must work together and share information. These employees must develop strong interpersonal, negotiation, and collaboration skills.
**7) Growing workforce diversity.** Business communicators must be able to interact with many coworkers who differ from them in race, ethnicity, gender, age, and many other ways.
**8) Virtual and nonterritorial offices.** Working in open offices, having flexible working arrangements, telecommuting, and being a member of virtual teams all require the need for even stronger communication skills. Staying connected involves sending messages, most of which are written, meaning that one's writing skills are constantly on display.
**9) The impact of the global pandemic. A**dapting to life during a pandemic has meant many more employees are working from home. As a result, communication technology and online business skills are more important than ever.

1 Roberts, I. (2011, March 30). *Consumer boycotts: How bad brand experience can turn into lifelong grudges*. Retrieved from http://experiencematters.criticalmass.com

142. Explain *media richness theory,* and give an example of a rich medium and a lean medium.

*ANSWER:* Student answers will vary.

Media richness theory attempts to classify media in organizations according to how much clarifying information they are able to convey from a sender to a recipient.[1] The more helpful cues and immediate feedback the medium provides, the richer it is. The richest media are face-to-face conversations and meetings.

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The leanest media are newsletters, flyers, bulletins, and posters.

1 Daft, R. L., & Lengel, R. H. (1983, May). *Information richness: A new approach to managerial behavior and organization design* [Technical report], p. 13. Retrieved from http://www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA128980; Daft, R. L., & Lengel, R. H. (1986). Organizational information requirements, media richness and structural design. *Management Science, 32*(5), 560. Retrieved from http://search.ebscohost.com

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

*ANSWER:* 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 items 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.

144. a) Explain the gig economy and why companies are looking for agile workers.

b) What can you see as two advantages and two disadvantages for a person working gigs?

*ANSWER:* Student answers will vary.

a) In a gig economy, workers can be expected to work contract to contract with various employers and organizations. Workforce agility is “the ability of employees and organizations to remain steadfast and maintain productivity in the face of change.” To adapt to change, many employers opt for a staffing model that includes nontraditional workers (self-employed, independent contractors and contingent workers) who are agile and adaptable. Agile workers need to possess knowledge and skills, but they also need to be well organized and adaptable with a breadth of experience
b) Advantages:
You are never bored because you are always on the move. If the workplace is unpleasant, you are committed to staying there for only a short time. Because you work in a variety of workplaces, you can learn new things, work with varied technology, and meet new people.
Disadvantages:
You have no security or benefits. It can be stressful because you must look for the next contract while you are currently working. Your career path is unstable.

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