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SKU: 9780357901243-TEST-BANK

Name:_____ Class:_____ Date:_____

Chapter 01: Establishing a Framework for Business Communication

Multiple Choice

1. In ideal situations, the goal of communication is to _____.
   a. reach mutual understanding
   b. better prospects of self-advancement
   c. provide valuable feedback
   d. commend others

ANSWER: a

2. In the communication process, differences in education level, experience, and culture of the sender and the receiver are examples of _____.
   a. synergies
   b. interferences
   c. chronemics
   d. connotations

ANSWER: b

3. When communicating important messages to audiences less familiar to us, it is especially important to _____.
   a. assume that understanding has taken place to avoid offending the receiver
   b. ask someone more familiar with that audience to deliver the message instead
   c. check with the receiver to see if understanding has taken place
   d. rely on what we know about other types of audiences we frequently communicate with

ANSWER: c

4. The _____ communication network is a channel typified by the organizational chart, which is created by management to define individual and group relationships and to specify lines of responsibility.
   a. decentralized
   b. formal
   c. grapevine
   d. informal

ANSWER: b

5. Which of the following is true of the informal communication network?
   a. It tends to follow a slower process than formal communication.
   b. It continuously develops as people interact to accommodate their social and psychological needs.
   c. It is dictated by the managerial, technical, cultural, and structural environment of an organization.
   d. It remains static and parallels the established organizational chart.

ANSWER: b

6. Which of the following is true of organizational communication?
   a. Unless you are in a high-level role, your communication will not likely have an effect on the organization's success as a whole.
   b. Informal channels are not an important part of the organizational communication process.
   c. Regardless of your role, your ability to communicate effectively impacts both the organization and your

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Chapter 01: Establishing a Framework for Business Communication

personal success within it.

d. All organizational communication flows are planned and structured.

ANSWER: c

7. Which of the following is true of grapevine communication?

a. It has a reputation for being speedy but inaccurate.

b. It carries formal as well as informal messages within an organization.

c. It passes a message through a linear channel.

d. It has a single, consistent source.

ANSWER: a

8. Aryana looks forward to her biannual performance meeting with her manager because it helps her learn about the quality of her job performance. This type of meeting is an example of _____ communication.

a. downward

b. upward

c. horizontal

d. disciplinary

ANSWER: a

9. Rodrigo, an employee at Analysts Inc., hears about a change in the company's leave policy from one of his coworkers and shares this information with another coworker, Janelle. Janelle, in turn, passes on the information to her teammates. However, this information has not been officially confirmed. In this scenario, the information has been exchanged through _____.

a. kinesic communication

b. upward communication

c. downward communication

d. grapevine communication

ANSWER: d

10. _____ communication flows from supervisors to employees or from policy makers to operating personnel.

a. Upward

b. Horizontal

c. Downward

d. Reverse

ANSWER: c

11. Which of the following is true of downward communication?

a. The process of creating and submitting progress reports to managers is an example of downward communication.

b. Recording a project's results and accomplishments involves downward communication.

c. Orientation to a company's rules and practices is an element of downward communication.

d. Problem solving and clarifications in organizations involve downward communication.

ANSWER: c

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Chapter 01: Establishing a Framework for Business Communication

12. Chantelle, the manager of the claims department in an insurance company, meets with her team to explain the new claim form the company will be using moving forward. This scenario is an example of _____.

a. upward communication
b. downward communication
c. horizontal communication
d. written communication

ANSWER: b

13. _____ communication is the primary means of achieving coordination in a functional organizational structure.

a. Downward
b. Upward
c. Horizontal or lateral
d. Managerial

ANSWER: c

14. Which of the following statements is true of upward communication?

a. It usually flows from supervisors to employees and from policy makers to operating personnel.
b. It involves teaching people how to perform their specific tasks.
c. It involves employees getting frequent feedback from managers.
d. It frequently involves risk to an employee and is dependent on the employee's trust in the supervisor.

ANSWER: d

15. One of the major shortcomings of organizational charts is that they do not recognize the role of _____ when they depict authority relationships by placing one box higher than another and define role functions by placing titles in those boxes.

a. horizontal communication
b. upward communication
c. downward communication
d. external communication

ANSWER: a

16. In the context of levels of communication, internal messages _____.

a. are communicated through media advertisements
b. lack a defined purpose or strategy
c. are intended for recipients within an organization
d. are informal and unstructured

ANSWER: c

17. Alix, a manager at Cerium Corp., is required to provide individual performance feedback to their direct reports. In this scenario, the communication between Brandon and his direct reports is at a(n) _____ level.

a. intrapersonal
b. interpersonal
c. public
d. organizational

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Chapter 01: Establishing a Framework for Business Communication

ANSWER: b

18. Which of the following represents communication at a group level?
    a. A manager addressing their project team in a meeting.
    b. An employee discussing a new technology with a coworker.
    c. A company publishing its annual report on the company website.
    d. An organization advertising its products in magazines.

ANSWER: a

19. A supervisor at a manufacturing plant is told to dump the chemicals used in the refining process into a local river rather than disposing them properly according to safety regulations. The CEO of the company insists that the chemicals are not harmful to the environment. The supervisor knows that dumping is illegal, but they will lose their job if they report the issue to authorities at the Environmental Protection Agency. In the context of causes of unethical corporate behavior, this scenario illustrates the supervisor's _____.
    a. obsession with personal advancement
    b. expectation of not getting caught
    c. dilemma whether the act is wrong or not
    d. unwillingness to take a stand for what is right

ANSWER: d

20. ServProf Inc. is a financial consulting firm currently recruiting new employees. One of its policies states that an employee must work in the company for a minimum of one year and sign a contract confirming the acceptance of this policy. Employees who accept the job offer agree to this, and it does not adversely affect them. However, it is against the law for companies to enact such a policy. In this scenario, ServProf Inc. has engaged in _____ behavior.
    a. illegal and unethical
    b. illegal yet ethical
    c. legal yet unethical
    d. legal and ethical

ANSWER: b

21. Which of the following is true of stereotypes?
    a. They weaken preconceived notions about a person based on their ethnicity.
    b. They facilitate judging a person based on their performance.
    c. They influence the way a person interacts with members of another group.
    d. They make a person hold a superior view of their culture and cultural practices.

ANSWER: c

22. One of the guiding policies of Windsor Corp. is to provide opportunities to their employees based solely on the skills required for a job. The company's human resources policy holds that a coworker must not be judged based on their ethnicity. Which of the following would go against this policy?
    a. Chinese employees in the company, though ethnocentric, are friendly toward coworkers of all cultures.
    b. The company hires only Japanese employees for technical jobs as they are stereotyped as being better at such tasks.
    c. The employees of the company are not prejudiced against their colleagues based on their ethnicity.
    d. The top management of the company promotes employees based only on their relevant qualifications for a

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position.

ANSWER: b

23. Cultural _____ requires that organizations have a defined set of values and principles and demonstrate behaviors, attitudes, policies, and structures that enable them to work effectively across cultures.

a. competence
b. imperialism
c. assimilation
d. appropriation

ANSWER: a

24. Which of the following statements is true of telecommuting?

a. It involves regular face-to-face meetings.
b. It only aids communication that takes place within an organization.
c. It is ineffective for communication in geographically dispersed locations.
d. It reduces travel time and increases work flexibility.

ANSWER: d

25. Seamus consults with his co-worker Anna because he knows that she has a different perspective than his on how to best accomplish the launch of the company's new marketing plan because of their age difference. This shows that Seamus _____.

a. has high industry knowledge
b. values diversity
c. has low institutional knowledge
d. has low cultural competence

ANSWER: b

26. A key element of team success lies in creating situations in which the whole is greater than the sum of its parts. This concept is known as _____.

a. synergy
b. groupthink
c. self-assessment
d. virtual agreement

ANSWER: a

27. A(n) _____ team consists of three or more people who collaborate from different physical locations, perform interdependent tasks, have shared responsibility for the outcome of the work, and rely on some form of technology to communicate with one another.

a. ad hoc
b. virtual
c. matrix
d. support

ANSWER: b

28. What level of global communication competence have we achieved when cultural competence is internalized to the

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degree that it becomes effortless and second nature rather than a conscious effort?

a. Appreciation is the level of global communication competence achieved in this example.
b. Acceptance is the level of global communication competence achieved in this example.
c. Adaptation is the level of global communication competence achieved in this example.
d. Understanding is the level of global communication competence achieved in this example.

ANSWER: c

29. In an organizational setting, a _____ is a small number of people with complementary skills who work together for a common purpose.

a. faction
b. clique
c. band
d. team

ANSWER: d

30. Which of the following statements best describes teams?

a. They lead to decreased interaction between employees and management.
b. They increase efficiency by eliminating layers of managers whose job was once to pass orders downward.
c. They function effectively as soon as they are formed, requiring no developmental process to operate.
d. They require managers to set goals for each team member.

ANSWER: b

31. Identify a true statement about face-to-face communication.

a. Face-to-face team members typically communicate at the same time in different places.
b. There is a high potential for deception in face-to-face communication.
c. There is a high degree of anonymity in face-to-face communication.
d. Face-to-face team members have access to a wide range of nonverbal cues.

ANSWER: d

32. Which of the following statements is true of an asynchronous message?

a. There is no time delay between when an asynchronous message is sent and when it is received.
b. A live video-conference is an example of an asynchronous message.
c. An asynchronous message is a message that is not read, heard, or seen at the same time you send the message.
d. Sending a text message to someone who is monitoring Facebook is an example of an asynchronous message.

ANSWER: c

33. Social _____ is the feeling we have when we act and think as if we're involved in an unmediated, face-to-face conversation.

a. stratification
b. altruism
c. awareness
d. presence

ANSWER: d

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Chapter 01: Establishing a Framework for Business Communication

34. Which of the following is an advantage of a virtual team?
    a. It is characterized by strong leadership.
    b. It results in increased productivity.
    c. It has limited access to communication media at all times.
    d. It facilitates face-to-face communication.

ANSWER: b

35. Which of the following is a disadvantage of virtual teams?
    a. Limited market opportunities
    b. Inefficient knowledge transfer
    c. Poor leadership
    d. Decreased productivity

ANSWER: c

36. _____ communication describes interactions between organizational units on the same hierarchical level.
    a. Peripheral
    b. Vertical
    c. Horizontal
    d. External

ANSWER: c

37. The term *diversity skills* refers to _____.
    a. a manager's ability to allot project tasks specific to an individual's personal and professional skills
    b. a manager's ability to spot talent across various organizational departments to create a cross-functional team
    c. the ability to communicate effectively with both men and women of all ages, cultures, and underrepresented groups
    d. the ability to efficiently work on different kinds of tasks in an organization

ANSWER: c

38. _____ refers to the assumption that one's own cultural norms are the right way to do things.
    a. Ethnocentrism
    b. Territoriality
    c. Nepotism
    d. Cultural relativism

ANSWER: a

39. Desiree and Deja are coworkers whose desks are positioned adjacent to each other. Every morning, Desiree starts her day by lighting an incense stick and placing it on her desk. Deja, however, finds the scent to be too pungent and feels nauseous because of it. Deja asks Desiree to discontinue this practice, but Desiree refuses to do so. Desiree says that it is a practice followed in her culture to attract positive energy in the workplace. She also says that every person should follow this practice if they want to start the day on a good note. In this situation, Desiree is exhibiting _____.
    a. ethnocentrism
    b. territoriality
    c. nepotism

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d. cultural relativism

ANSWER: a

40. _____ refers to the study of how a culture perceives time and its use.

a. Chronemics
b. Haptics
c. Proxemics
d. Kinesics

ANSWER: a

41. Marco, a team leader at a marketing firm, allots a project to Jose, one of his team members. However, about halfway through the project, after a progress update from Jose, Marco realizes that Jose will not be able to complete the given task before the deadline. Marco gets two other members of the team to work alongside Jose to get the project completed on time. This scenario is an example of _____.

a. norming
b. synergy
c. induction
d. symbiosis

ANSWER: b

True / False

42. Communication is the process of exchanging and interpreting information and meaning between or among individuals through a system of symbols, signs, and behavior.

a. True
b. False

ANSWER: True

43. For career success, the most important type of communication to become skilled in is verbal.

a. True
b. False

ANSWER: False

44. Informing and persuading are common purposes of communication in the workplace.

a. True
b. False

ANSWER: True

45. According to the transactional process model of communication, in face-to-face communication situations, people fail to interpret each other's nonverbal signals.

a. True
b. False

ANSWER: False

46. In an ideal communication situation, one party would be able to encode their message in such a way that it would be

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open to interpretation by the receiving party.

a. True

b. False

ANSWER: False

47. Organizational communication is the movement of information within a company structure.

a. True

b. False

ANSWER: True

48. Only the most formal organizations can function in the absence of an informal communication system.

a. True

b. False

ANSWER: False

49. The inaccuracy of the grapevine has more to do with the message output than with the input.

a. True

b. False

ANSWER: False

50. Context can influence the content, the quality, and the effectiveness of a communication event.

a. True

b. False

ANSWER: True

51. Learning about other cultures and developing sensitivity will help maximize ethnocentric reactions when dealing with other cultures.

a. True

b. False

ANSWER: False

52. The study of body language is known as chronemics.

a. True

b. False

ANSWER: False

53. A limitation of language translation is that some words in one language do not always have an equivalent meaning in other languages.

a. True

b. False

ANSWER: True

54. Like cultural intelligence, cultural competence is a developmental process that evolves over an extended period.

a. True

b. False

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Chapter 01: Establishing a Framework for Business Communication

ANSWER: True

55. One of the weaknesses of teams is that they prevent companies from drawing on the skills and imagination of a whole workforce.

a. True

b. False

ANSWER: False

56. Successful team environments are often characterized by shared leadership, which involves more direct and effective communication between management and its internal customers.

a. True

b. False

ANSWER: True

57. Grouping employees into a team structure guarantees that they will automatically function as a team.

a. True

b. False

ANSWER: False

58. The more asynchronous our interaction, the more similar it is to face-to-face interactions.

a. True

b. False

ANSWER: False

Essay

59. Jared works as a physics teacher at Theta Institute. Juan, a first-generation Hispanic student, is a student in Jared's class, which meets from 3–4:30 pm every weekday. Acting classes, which are sometimes quite loud, are scheduled at that same time every day in the adjacent room. Jared notices that Juan is not performing well in the physics class and that his grades have not shown any signs of improvement over the semester. Jared is worried that at this rate Juan might not pass his final exam. Jared decides to investigate why Juan is unable to process the physics content well. He also wants to find out the barriers to effective communication. In this scenario, what is Jared most likely to conclude?

ANSWER: Answers will vary. In this scenario, Jared is most likely to conclude that there is a difference in education level and culture between Juan and himself, and this difference is creating a barrier to effective communication. Jared thinks that noise from the acting class in the adjacent room could also be affecting Juan's ability to concentrate. Physical interferences in the channel, including a noisy environment, interruptions, and uncomfortable surroundings, can create a barrier to effective communication. It is possible that Juan is preoccupied with other problems and is not concentrating in class. Mental distractions, such as being preoccupied with other matters and developing a response, rather than listening, create barriers to understanding. Refer to 1-2: The Communication Process.

60. Define organizational communication, being sure to discuss the role (and examples) of formal and informal communication networks.

ANSWER: Answers will vary. Organizational communication is communication that occurs with an organizational context. Regardless of your career or level within an organization, your ability to communicate will affect not only the success of the organization but also your personal success and advancement within that organization. Communication occurs in a variety of ways within an organization. Some communication flows are planned

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and structured; others are not. Some communication flows can be formally depicted, whereas some defy description.
Communication within an organization involves both formal and informal networks.
Formal communication network: This channel is typified by the formal organization chart, which is created by management to define individual and group relationships and to specify lines of responsibility. Essentially, the formal system is dictated by the managerial, technical, cultural, and structural environment of the organization. Within this system, people are required to behave and to communicate in certain ways simply to get work done. When employees rely almost entirely on the formal communication system as a guide to behavior, the system might be identified as a bureaucracy. Procedures manuals, job descriptions, organization charts, and other written materials dictate the required behavior. Communication channels are followed strictly, and red tape is abundant. Procedures are generally followed exactly as written; terms such as rules and policies serve as sufficient reasons for actions.
Informal communication network: This network, which is commonly called "the grapevine," continuously develops as people interact within the formal system to accommodate their social and psychological needs. Because the informal network undergoes continual changes and does not parallel the organizational chart, it cannot be depicted accurately by any graphic means. As people talk casually during breaks, text one another, or chat online, the focus usually shifts from topic to topic. One of the usual topics is work—job, company, supervisor, fellow employees. Even though the formal system includes definite communication channels, the grapevine tends to develop and operate within all organizations. Refer to 1-3: Communicating Within Organizations.

61. Orton is a manager at Hardwire Technological Solutions (HTS), a multinational information technology company. Alan and Stephanie work on Orton's team as junior analysts. Stephanie was one of the best performers at HTS. However, her performance in the last three months has been faltering and is showing no signs of improvement. Orton requested a one-on-one meeting with Alan and Stephanie, individually, to discuss the issue. Why did Orton likely request these individual meetings? How might Orton think this will help improve Stephanie's performance?

ANSWER: Answers will vary. Orton requested for a personal meeting with Stephanie to discuss her problems, her work and methods of doing it, and her perception of the organization. This type of communication is called upward communication, where the management requests for feedback from lower organizational levels. However, this type of communication can be misleading because Stephanie might be unwilling to discuss her problems with a superior officer like Orton. Stephanie's message might contradict her true feelings and perceptions. Orton, therefore, might have requested for a meeting with Alan to discuss her problems and give feedback. Upward communication paves the way for effective downward communication, in which the communication flows from Orton to the employees. After receiving feedback from Alan and Stephanie, Orton might find himself in a better position to help Stephanie perform her tasks effectively. Refer to 1-3: Communicating Within Organizations.

62. One level of communication in the workplace is interpersonal, which involves communication between two people. The task goal of this communication level is to accomplish work confronting the two people. In this communication level, the maintenance goal is to feel better about themselves and each other because of their interaction. For example, communication between a supervisor and a subordinate or between two coworkers. Explain the other four levels of communication and their goals, providing an example of each as modeled above.

ANSWER: Answers will vary. Communication can involve sending messages to both large and small audiences. Internal messages are intended for recipients within an organization. External messages are directed to recipients outside the organization. When considering the intended audience, communication can be described as taking place on five levels: intrapersonal, interpersonal, group, organizational, and public. An effective communicator has a clearly defined purpose for each message and selected strategies for targeting their intended audience.
a. Intrapersonal communication level: This communication level involves communication within oneself. However, this level of communication is not considered by some to be true communication as it does not involve a separate sender and receiver. An individual considering how others respond to their verbal and/or

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nonverbal communication is an example of intrapersonal communication.
b. Group communication level: This communication level involves communication among more than two people. Here, the goal is to achieve greater output than individual efforts could produce. Examples include work group, project team, and department meeting.
c. Organizational communication level: This communication level involves groups combined in such a way that large tasks may be accomplished. The goal of this communication level is to provide adequate structure for groups to achieve their purposes. Examples include communication with a company or organization.
d. Public communication level: This communication level involves an organization reaching out to its public to achieve its goals. The goal is to reach many with the same message. Examples include media advertisement, website communication, and annual report. Refer to 1-3: Communicating Within Organizations.

63. List four contextual forces affecting business communication. Explain one of the forces in detail.

ANSWER: Answers will vary. The contextual forces affecting business communication are:
a. Legal and ethical constraints
b. Diversity challenges
c. Changing technology
d. Team environment
Legal and ethical constraints: Legal and ethical constraints act as contextual or environmental forces on communication because they set boundaries in which communication rightfully occurs. International, federal, state, and local laws affect the way that various business activities are conducted. For instance, laws specify that certain information must be stated in messages that reply to credit applications and those dealing with the collection of outstanding debts. Furthermore, one's own ethical standards will often influence what they are willing to say in a message. For example, a system of ethics built on honesty might require that a message provides full disclosure rather than a shrouding of the truth. Legal responsibilities, then, are the starting point for appropriate business communication. One's ethical belief system, or personal sense of right and wrong behavior, provides further boundaries for professional activity.
The press is full of examples of unethical conduct in business and political communities, but unethical behavior is not relegated to the papers—it has far-reaching consequences. Those affected by decisions, the stakeholders, can include people inside and outside an organization. Employees and stockholders are obvious losers when a company fails. Competitors in the same industry also suffer, because their strategies are based on what they perceive about their competition. Beyond that, financial markets as a whole suffer due to erosion of public confidence.
Business leaders, government officials, and citizens frequently express concern about the apparent erosion of ethical values in society. Even for those who want to do the right thing, matters of ethics are seldom clear-cut decisions of right versus wrong, and they often contain ambiguous elements. In addition, the pressure appears to be felt most strongly by lower-level managers, often recent business school graduates who are the least experienced at doing their jobs. Refer to 1-4: Contextual Forces Influencing Business Communication.

64. Explain the causes of illegal and unethical behavior.

ANSWER: Answers will vary. Understanding the major causes of illegal and unethical behavior in the workplace will help you become sensitive to signals of escalating pressure to compromise your values. Unethical corporate behavior can have a number of causes:
a. Excessive emphasis on profits: Business managers are often judged and paid on their ability to increase business profits. This emphasis on profits might send a message that the end justifies the means.
b. Misplaced corporate loyalty: A misplaced sense of corporate loyalty might cause an employee to do what seems to be in the best interest of a company, even if the act is illegal or unethical.
c. Obsession with personal advancement: Employees who wish to outperform their peers or are working for the next promotion might feel that they cannot afford to fail. They might do whatever it takes to achieve the objectives assigned to them.
d. Expectation of not getting caught: Thinking that the end justifies the means, employees often believe illegal or unethical activity will never be discovered. Unfortunately, a great deal of improper behavior escapes

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detection in the business world. Believing no one will ever find out, employees are tempted to lie, steal, and perform other illegal acts.
e. Unethical tone set by top management: If top managers are not perceived as highly ethical, lower-level managers might be less ethical as a result. Employees have little incentive to act legally and ethically if their superiors do not set an example and encourage and reward such behavior.
f. Uncertainty about whether an action is wrong: Many times, company personnel are placed in situations in which the line between right and wrong is not clearly defined.
g. Unwillingness to take a stand for what is right: Often employees know what is right or wrong but are not willing to take the risk of challenging a wrong action. They might lack the confidence or skill needed to confront others with sensitive legal or ethical issues. They might remain silent and then justify their unwillingness to act. Refer to 1-4: Contextual Forces Influencing Business Communication.

65. Explain the four dimensions of analyzing ethical dilemmas.

ANSWER: Answers will vary. Determining whether an action is ethical can be difficult. Learning to analyze a dilemma from both legal and ethical perspectives will help you find a solution that conforms to your own personal values.
a. Dimension 1 (Behavior that is illegal and unethical): When considering some actions, you will reach the conclusion that they are both illegal and unethical. The law specifically outlines the "black" area—those alternatives that are clearly wrong—and your employer will expect you to become an expert in the laws that affect your particular area. When you encounter an unfamiliar area, you must investigate any possible legal implications. Frequently, your own individual sense of right and wrong will also confirm that the illegal action is wrong for you personally. In such situations, decisions about appropriate behavior are obvious.
b. Dimension 2 (Behavior that is illegal yet ethical): Occasionally, a businessperson will decide that even though a specific action is illegal, there is a justifiable reason to break the law. A better course of action would be to act within the law, possibly while lobbying for a change in the law.
c. Dimension 3 (Behavior that is legal yet unethical): If you determine that a behavior is legal and complies with relevant contractual agreements and company policy, your next step is to consult your company's or profession's code of ethics. This written document summarizes the company's or profession's standards of ethical conduct. Some companies refer to this document as a credo. If the behavior does not violate the code of ethics, then put it to the test of your own personal integrity.
d. Dimension 4 (Behavior that is both legal and ethical): Decisions in this dimension are easy to make. Such actions comply with the law, company policies, and your professional and personal codes of ethics. Refer to 1-4: Contextual Forces Influencing Business Communication.

66. Explain communication opportunities and challenges related to workplace diversity.

ANSWER: Answers will vary. As world markets continue to expand, U.S. employees at home and abroad will be doing business with more people from other countries. You might find yourself working abroad for a large American company, an international company with a plant in the United States, or a company with an ethnically diverse workforce. Regardless of the workplace, your diversity skills—that is, your ability to communicate effectively with both men and women of all ages, cultures, and underrepresented groups—will affect your success in today's culturally diverse global economy.
Workplace diversity can lead to misunderstandings and miscommunications, but it also poses opportunities to improve both workers and organizations. Employees must be prepared to communicate effectively with workers of different nationalities, genders, races, ages, abilities, and other characteristics.
Being a part of a diverse workforce will require you to communicate with everyone and to support colleagues in reaching their fullest potential and contributing to the company's goals. To lessen miscommunication, which inevitably occurs, increasing numbers of companies have undertaken diversity initiatives and are providing diversity training seminars to help workers understand and appreciate gender and age differences and the cultures of coworkers. Refer to 1-4: Contextual Forces Influencing Business Communication.

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Chapter 01: Establishing a Framework for Business Communication

67. Explain how ethnocentrism, stereotypes, and interpretation of time can create barriers to intercultural communication.

ANSWER: Answers will vary. People raised in two different cultures can clash in various ways because cultures give different definitions of the basics of interaction, such as values and norms.
a. Ethnocentrism: Problems occur between people of different cultures primarily because people tend to assume that their own cultural norms are the right way to do things. They wrongly believe that the specific patterns of behavior desired in their own cultures are universally valued. This belief, known as ethnocentrism, is certainly natural; but learning about other cultures and developing sensitivity will help minimize ethnocentric reactions when dealing with other cultures.
b. Stereotypes: We often form a mental picture of the main characteristics of another group, creating preformed ideas of what people in this group are like. These pictures, called stereotypes, influence the way we interact with members of the other group. When we observe a behavior that conforms to a stereotype, the validity of the preconceived notion is reinforced. We often view the other person as a representative of a class of people rather than as an individual. People of all cultures have stereotypes about other cultural groups they have encountered. These stereotypes can interfere with communication when people interact on the basis of the imagined representative and not the real individual.
c. Interpretation of time: The study of how a culture perceives time and its use is called chronemics. In the United States, we have a saying that "time is money." Canadians, like some northern Europeans who are also concerned about punctuality, make appointments, keep them, and complete them, and waste no time in the process. In some other cultures, time is the cheapest commodity and an inexhaustible resource; time represents a person's span on Earth, which is only part of eternity. To these cultures, engaging in long, casual conversations prior to serious discussions or negotiations is time well spent in establishing and nurturing relationships. On the other hand, the time-efficient American businessperson is likely to fret about wasting precious time. Refer to 1-4: Contextual Forces Influencing Business Communication.

68. Within the context of communication barriers, explain personal space requirements, body language, and translation limitations.

ANSWER: Answers will vary. People raised in two different cultures can clash in various ways because cultures give different definitions of basics of interaction, such as values and norms.
a. Personal space requirements: Space operates as a language just as time does. The study of cultural space requirements is known as proxemics. In all cultures, the distance between people functions in communication as "personal space" or "personal territory." In the United States, for example, for intimate conversations with close friends and relatives, individuals are willing to stay within about a foot and a half of each other. However, in many cultures outside the United States, closer personal contact is accepted, or greater distance might be the norm.
b. Body language: Body language is not universal, but instead is learned from one's culture. Even the most basic gestures have varying cultural meanings—the familiar North American symbol for "okay" means zero in France, money in Japan, and an expression of vulgarity in Brazil. Similarly, eye contact, posture, and facial expressions carry different meanings throughout the world.
c. Translation limitations: Words in one language do not always have an equivalent meaning in other languages, and the concepts the words describe are often different as well. Translators can be helpful, but keep in mind that a translator is working with a second language and must listen to one language, mentally cast the words into another language, and then speak them. This process is difficult and opens the possibility that the translator will fall victim to one or more cultural barriers. Even if you cannot speak or write another language fluently, people from other cultures will appreciate simple efforts to learn a few common phrases. Refer to 1-4: Contextual Forces Influencing Business Communication.

69. Discuss the five essential elements that contribute to a system's, institution's, or agency's ability to become more culturally competent.

ANSWER: Answers will vary. Five essential elements contribute to a system's, institution's, or agency's ability to become more culturally competent. These include:
a. Valuing diversity

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b. Having the capacity for cultural self-assessment
c. Being conscious of the dynamics inherent when cultures interact
d. Having institutionalized culture knowledge
e. Having developed adaptations to service delivery reflecting an understanding of cultural diversity. These five elements should be manifested at every level of an organization including policy making, administrative, and practice. Further, these elements should be reflected in the attitudes, structures, policies and services of the organization. Refer to 1-4: Contextual Forces Influencing Business Communication.

70. Explain how changing technology influences communication.

ANSWER: Answers will vary. Electronic tools create opportunities that range from new kinds of communications to improved quality of messages themselves. Electronic tools, such as the internet, intranets, document production software, multimedia presentations, web publishing tools, and email, can help people in various ways, such as by (i) collecting and analyzing data, (ii) shaping messages to be clearer and more effective, and (iii) communicating quickly and efficiently with others in geographically dispersed locations.
Using various communication technologies, individuals can often work in their homes or other remote locations and send and receive work from the company office electronically. Telecommuting offers various advantages, including reduced travel time and increased work flexibility. Laptops and smartphones provide computing power and connectivity for professionals wherever they are. Although the public internet is accessible to everyone and offers a wide array of information, organizations are establishing intranets, which can be understood as a private analog of the internet or as a private extension of the internet confined to a particular organization. An intranet is a computer network that uses internet protocol technology to share information, operational systems, or computing services within an organization. Increasingly, intranets are being used to deliver tools, for example, collaboration (to facilitate working in groups and teleconferencing) or sophisticated corporate directories, sales and customer relationship management tools, and project management, to advance productivity.
Intranets are also being used as corporate culture-change platforms. For example, large numbers of employees discussing key issues in an intranet forum application could lead to new ideas in management, productivity, quality, and other corporate issues. When part of an intranet is made accessible to customers and others outside the business, that segment becomes part of an extranet, or a network between organizations.
Although many benefits are provided through the use of technology in organizations, challenges or risks also must be recognized. Knowing how to "tunnel" through the vast amounts of irrelevant information available on the "digital highway" to find what you want can be overwhelming. The experience can also be expensive in terms of human time spent and charges incurred for online time. Locating information from electronic sources requires that you know the search procedures and methods for constructing an effective search strategy. There are also possible legal liabilities that can arise from improper use of technological resources.
Effective use of various communication technologies helps ensure timely, targeted messages and responses and helps build interpersonal relationships. This responsiveness leads to positive interactions with colleagues and strong customer commitment. Refer to 1-4: Contextual Forces Influencing Business Communication.

71. Raj was appointed as the captain of his office softball team for an upcoming corporate tournament. In his first week as captain, Raj noticed that the team was not up to corporate standards. Two of the players, Cherise and Jack, did not get along well, resulting in a lot of friction on the team. The team's morale was down. However, Raj knows that the team is capable of winning if they start working together. What are some strategies he could employ to maximize the team's effectiveness?

ANSWER: Answers will vary. Grouping players into a team structure does not mean that they will automatically function as a team. The players must go through a developmental process to begin to function as a team. Raj should ensure that the players are provided proper training in areas such as problem solving, goal setting, and conflict resolution. The team must be encouraged to establish the "three Rs"—roles, rules, and relationships.
Raj should give and take constructive criticism, actively listen, clearly impart his views to others, and provide meaningful feedback to his teammates. He should breakdown emotional barriers, such as insecurity or condescension. He should promote team functioning by removing process barriers, such as rigid policies and

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procedure. The team should be given the liberty to make its own choices during and after a match. Raj should understand the feelings and needs of his teammates so that they feel comfortable stating their opinions and discussing the strengths and weaknesses of the team. Raj could also try the practice of distributed leadership, in which the role of the leader can alternate among members and more than one leadership style can be active at any given time. Refer to 1-4: Contextual Forces Influencing Business Communication.

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