Business Communication 2nd edition Rentz Test Bank

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Business Communication 2nd Edition by Rentz CH01

ANSWERS ARE LOCATED IN THE SECOND PART OF THIS DOCUMENT

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

1) Poor communication has a negative effect on career progression but has little effect on the morale of employees.

- ◎ true
- ◎ false

2) Researchers have found that poor communication often erodes customer loyalty.

- ◎ true
- ◎ false

3) It is now more important for employees to have visual literacy than verbal literacy.

- ◎ true
- ◎ false

4) Poor communication negatively affects big businesses, but not small businesses.

- ◎ true
- ◎ false

5) The ability of people to quickly assess the emotions of those around them and adapt their words, tone, and gestures accordingly is known as social intelligence.

- ◎ true
- ◎ false

6) The ability to interact with data, see patterns in data, make data-based decisions, and use data to design for desired outcomes is known as artificial intelligence.

- ◎ true
- ◎ false

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7) The widespread use of the Internet has increased companies' attention to social responsibility.

- ◎ true
- ◎ false

8) When two employees of a business communicate in order to complete a project, they are engaging in internal-operational communication.

- ◎ true
- ◎ false

9) Personal communication interferes with productivity and should be prohibited in the workplace.

- ◎ true
- ◎ false

10) The most formal structure of an organization is the traditional hierarchy.

- ◎ true
- ◎ false

11) A manager sends an email about new expense account rules to one of the company's traveling salespeople. This an example of external-operational communication.

- ◎ true
- ◎ false

12) The kind of communicating a business does is independent of the nature of the business.

- ◎ true
- ◎ false

13) A multicultural organization is the most difficult type of organization for outsiders to break into.

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◎ true
◎ false

14) The workplace context is complex, often presenting a person with many ways to handle a situation.

◎ true
◎ false

15) Internal audiences as well as external ones can occupy different professional roles and therefore favor different kinds of content and language.

◎ true
◎ false

16) Even if your dialog with someone has ended, the practice of assessing the results of your communication decisions will still help you develop stronger skills to use for meeting future challenges.

◎ true
◎ false

17) Solving a communication problem should be a linear process, with no backtracking.

◎ true
◎ false

18) Most workplace communications are not isolated events; instead, they take place in the context of related communications.

◎ true
◎ false

19) Any communication between two businesspeople affects their relationship.

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◎ true
◎ false

20) Generating options is one of the early steps in the problem-solving approach to workplace communication.

◎ true
◎ false

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

21) Which of the following is an accurate comparison between email and new media?

A) Email came into existence during the late 1970s; new media began in the late 1980s.
B) Email has mostly replaced phone calls; new media has mostly replaced memos.
C) Both email and new media are often used in place of face-to-face conversations.
D) Both email and new media rely heavily on the use of simulations.
E) Email has revolutionized business communication more than new media has.

22) The advent of new media has

A) increased the need for employees who have social intelligence.
B) increased the reliance on traditional modes of communication.
C) lessened the need to pay attention to nonverbal cues in communication.
D) decreased the amount of collaboration employees do on projects.
E) reduced the need for cross-cultural competency in organizations.

23) Identify the impact of new media on communication.

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A) New media have increased rigidity in thinking and reduced people's problem-solving skills.
B) New media have decreased the average social intelligence of people at work.
C) New media have made it easier to tap the intelligence of people outside an organization.
D) New media have reduced the need for cross-cultural competency.
E) New media have used artificial intelligence to reduce the number of decisions made by front-line employees.

24) Part of having _____ means understanding that businesspeople from other countries may have very different attitudes about punctuality and efficiency.

A) artificial intelligence
B) interpretive skill
C) cross-cultural competency
D) computational thinking
E) business etiquette

25) Which of the following is a current challenge for business communicators?

A) growing need to move away from communicating in genres
B) decreased availability of workers from diverse backgrounds
C) increased need for employees with media literacy
D) increased rejection of new media by younger workers
E) decreased access to ideas from outside the organization

26) When interacting in social situations, an employee is expected to follow a set of behaviors known as

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A) business etiquette.
B) formal communication.
C) heuristics.
D) cross-cultural competency.
E) interpretive skills.

27) Social intelligence is best defined as the ability of people to

A) choose the right medium to most effectively deliver your message.
B) quickly assess the emotions of those around them and adapt their words, tone, and gestures accordingly.
C) interact with data, see patterns in data, make data-based decisions, and use data to design for desired outcomes.
D) use their communications and actions to take a stand on social issues.
E) observe proper business etiquette with both internal and external audiences.

28) Which of the following is most likely to require interpersonal skills?

A) working overtime
B) writing notes about a meeting
C) understanding how a new product works
D) analyzing a progress report
E) working on a team

29) Heidi is an energy drink salesperson. When selling her firm's drinks in the United States, she emphasizes how they will give consumers the extra edge they need to get ahead in life. However, when selling them in China, she instead emphasizes how consumers will be better able to meet their family and work responsibilities. By doing this, Heidi demonstrates

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A) cross-cultural competency.
B) ethical reasoning.
C) computational thinking.
D) visual literacy.
E) corporate social responsibility.

30) Which of the following statements about ethnic diversity in the workplace is true?

A) Older generations in the workplace are more diverse than younger generations.
B) U.S .workers have grown less ethnically diverse.
C) The youngest generation in the workplace has the most ethnic diversity.
D) Ethnic diversity in the workplace makes employees less culturally aware.
E) Workplace ethnic diversity reduces an organization's ability to solve problems creatively.

31) Which of the following examples demonstrates the appropriate use of business etiquette?

A) Cathy ignores Lorenzo's request for a day off for an important cultural holiday.
B) Tracy assumes that Bob has expertise with computers.
C) Barry shouts at his work team to motivate them.
D) Chen interrupts his business partner as she explains why they lost a client.
E) Roberta listens carefully to Jim's complaint about his workload.

32) Which example demonstrates computational thinking?

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A) By analyzing market research data, Charisse determines that her company needs to improve public relations.
B) After reading the comments in his company's suggestion box, Sven realizes his employees are overworked.
C) During the meeting, Laura can tell by her manager's gestures that he is feeling stressed.
D) Lia creates complex visuals to accompany her quarterly report to her manager.
E) Luigi uses his presentation to manipulate people into accepting his viewpoint regarding social responsibility.

33) Mira reviews the data about users that her company's website collects and uses that data to create targeted marketing materials. Mira is using

A) computational thinking.
B) visual literacy.
C) cultural awareness.
D) artificial intelligence.
E) corporate social responsibility.

34) Management researchers often define a problem as

A) a situation that requires you to backtrack several times in order to solve it.
B) a gap between someone's present situation and where that person wants to be.
C) something that requires more computational thinking than interpretive skills.
D) a situation that has a well-defined obstacle.
E) an obstacle that requires many types of skills to overcome.

35) Which is the best example of cross-cultural competency?

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A) Leon learns to tolerate his coworker's different attitude about punctuality.
B) Mariko is skillful at drawing useful conclusions from data.
C) Jenna asks questions to draw out the assumptions underlying coworkers' statements.
D) Pedro tries to manipulate people into accepting his viewpoint regarding policies.
E) Annika is proficient at creating and interpreting graphics.

36) The widespread use of the Internet has

A) led employees to expect written communication to be inviting and easy to read.
B) reduced the spread of overtly negative information about organizations.
C) increased the likelihood of culturally similar people working together on a global team.
D) made organizations less accountable to society and removed them from public scrutiny.
E) made it easier for business executives to make quick, formulaic management decisions.

37) Which of the following is included in internal-operational communication?

A) a business's communication with its customers
B) a business's communication with its suppliers
C) the orders and instructions that supervisors give to their employees
D) the instructions that the supervisors of a business give to its vendors
E) a business's communication with government agencies

38) Which of the following examples involves an internal audience for a business communication?

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A) The state's legislators do not act upon the CEO's request for lower business taxes.
B) The company gives a 10 percent discount to loyal customers.
C) Most of the company's employees find the CEO's presentation motivational.
D) Two coworkers talk casually while competing on the company bowling team.
E) The CEO talks about his company's scandal to media reporters.

39) The head of the marketing department at Plural Publishing sends an email to the company's three project managers, asking them to send the back cover copy for each book being published in the spring. This is an example of

A) internal-operational communication.
B) external-operational communication.
C) personal communication.
D) grapevine communication.
E) internal-external communication.

40) Which of the following is an example of internal-operational communication?

A) a letter written by a consumer to the customer care service
B) an advertisement put on a company's website for the general public
C) an order form submitted to an organization's supplier for raw materials
D) a businessperson's posts on her personal Twitter feed
E) a memo from the company president to her subordinates regarding sales targets

41) Which of the following statements about external-operational communication is true?

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A) It includes the ongoing discussions that the senior management undertakes to determine the goals and processes of the business.

B) It includes all of the business's efforts at selling, from sales letters and emails to ads, tradeshow displays, and customer visits.

C) It includes the orders and instructions that supervisors give employees, as well as written and oral exchanges among employees about work matters.

D) It includes the informal discussions that take place in the break room or other places where employees gather.

E) It includes the messages that employees exchange during the workday with relatives and friends outside the organization.

42) The social media manager for a small start-up firm posts a link to the company's Facebook page describing an upcoming customer appreciation event. This form of communication can best be categorized as

A) internal-operational communication.
B) external-operational communication.
C) personal communication.
D) informal communication.
E) problem-solving communication.

43) Which of the following is an example of external-operational communication?

A) a training session conducted by a member of the information technology team to show employees how to use a new database

B) a videoconference discussion among members of a project team who all work at different regional offices

C) a television advertisement for business Internet services

D) a report provided to senior management by the sales manager

E) a memo from human resources to employees reminding them that they are must attend a conference at an outside location

44) Which of the following demonstrates informal communication?

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A) Board members have a discussion about the future course of the organization.
B) Two employees have a coffee break conversation regarding the progress of their project.
C) An employee tells his manager that a coworker is having a negative influence on the team.
D) A story about an employee's marriage difficulties is passed along from one coworker to another.
E) Employees write messages to their team members regarding project-related issues.

45) Communication with an external audience should be undertaken with careful attention to both content and tone because

A) employees can end up making mistakes if these communications are not clear.
B) these often take the form of memos, which need to precise and formal.
C) external audiences tend to have low literacy.
D) such messages can be regarded as public relations messages, conveying a certain image of the company.
E) communicating with external audiences is more important than communicating with internal audiences.

46) Which of the following statements about personal communication is true?

A) Personal communication is an official part of a business's operations.
B) Personal communication should be discouraged as it is often counterproductive to the organization's goals.
C) Personal communication is usually regulated by the formal network.
D) Communication with external parties may include elements of personal communication.
E) The attitudes of the employees and those with whom they communicate are rarely influenced by personal communication.

47) Which of the following best exemplifies personal communication?

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A) a team discussion of how to improve work performance
B) an acknowledgement that an order has been received
C) a note to a supplier thanking him for the Christmas card he sent
D) a business proposal written to the general manager of a company
E) a team meeting to discuss plans for the company awards banquet

48) The _____ refers to the way the various components of a company fit together.

A) personal communication network
B) organizational structure
C) supply chain
D) regulatory network
E) organizational context

49) A company requires the heads of its five departments to send a project update email to the company vice president each Friday afternoon. This is an example of

A) an informal network.
B) a genre.
C) heuristics.
D) new media.
E) a recursive process.

50) Which of the following is true about the organizational structure of a company?

A) It controls the upward movement of information rather than the lateral movement.
B) It usually becomes flatter as companies become larger.
C) It includes relationships among people both inside and outside the company.
D) It includes only formal types of communication.
E) It involves a work pattern that is influenced by typical lines of communication

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51) Which is the best example of a genre?

A) a memo about a one-time bonus after a very profitable year
B) an improvised sales pitch to a potential customer
C) a phone call between managers to discuss an employer transfer
D) gossip exchanged over lunch in the break room
E) a weekly project status report to the department head

52) A hierarchical organization is best defined as

A) a structure in which employees report to both functional bosses and project supervisors.
B) a structure with few levels of authority and reporting.
C) a collection of the simple, well-defined communication streams within an organization.
D) a rigid chain of command with clear boundaries for responsibility and restricted lines of communication.
E) the network used by an organization to communicate with its core business partners.

53) In a(n) _____ structure, employees report to both functional bosses and project supervisors.

A) organic
B) hierarchical
C) matrix
D) genre
E) external

54) Which of the following statements about business culture within an organization is true?

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A) An organization's culture is usually independent of the industry in which it operates.
B) How structured an organization often determines the formality of its culture.
C) Simpler organizations typically have cultures that require more communication than complex organizations do.
D) Since communication technology has become common, the geographic dispersion of an organization has little on its culture.
E) The culture of a homogeneous organization requires more adaptation to participants' values than that of a multicultural organization.

55) Which of the following statements about organizational culture is true?

A) The concept of organizational or corporate culture was popularized in the early 1930s.
B) A company's organizational culture is determined almost entirely by management.
C) The focus on organizational culture by management consultants and theorists has drastically decreased over time.
D) The official organizational culture of a company is almost always identical to its actual organizational culture.
E) Organizational culture refers to an organization's customary, but often unstated, ways of perceiving and doing things.

56) Which of the following statements about the actual organizational culture of a company is true?

A) It is usually the same as the organizational culture promoted by the leaders at the top.
B) It is a dynamic, living realm of meaning constructed through communications at the topmost level of the company.
C) It is defined by the company's mission statement.
D) It is announced through formal communications by the management of the company.
E) It is a medium constructed daily through infinite behaviors and communications at all levels of the organization.

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57) Which of the following is an example of the larger context affecting an attempt to communicate?

A) the fact that the communicators have known each other for five years
B) the communicator's job in accounting
C) the communicator's MBA
D) the federal government's recent changes to financial oversight laws
E) the organization represented by the communicators

58) Which of the following statements about ill-defined problems is true?

A) Ill-defined problems can be solved by applying the right formula.
B) A well-run business encounters few ill-defined problems.
C) Ill-defined problems always have a negative impact on companies.
D) Solving ill-defined problems requires analytical skill and good judgment.
E) Ill-defined problems have unique and perfect solutions.

59) Which of the following is an accurate statement about heuristics?

A) Heuristics are always based on a trial-and-error approach.
B) Heuristics make little use of previous scenarios.
C) Heuristics provide a set of rules that can be applied to all problems.
D) Heuristics help prevent a person from treating each problem as brand new.
E) Heuristics are used mainly by people who are new to problem-solving in the workplace.

60) Which of the following is true about contexts for communication?

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A) Communication can be influenced by the communicators' professional roles.
B) The communicators' personal contexts rarely influence their communication.
C) The largest context in which business communication takes place is the organizational context.
D) The organizational context influences external communication, but it has little influence on internal communication.
E) Customs and cultures have less effect on business communication than many people expect.

61) Miguel grew up in a large family in a rural area of Texas, while Marissa is an only child who grew up in New York City. This information contrasts Miguel and Marissa's _____ contexts.

A) organizational
B) formal
C) informal
D) personal
E) professional

62) Which of the following best exemplifies a personal context influencing business communication?

A) Because of Medpace Inc.'s hierarchical structure, employees are expected to use a formal style when communicating with high-ranking executives.
B) Jose, a freelance software trainer, prefers to use technical jargon when communicating with vendors.
C) Paula, a fashion designer, writes a fashion blog that gives her opinions about current trends.
D) Jason, upset because he recently broke up with his girlfriend, writes a rude email to a coworker.
E) Gemini Inc.'s employees often discuss their private lives before work and during breaks.

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63) Which of the following best exemplifies a communicator's professional context influencing communication?

A) As the public relations manager, Trina is always aware that she is representing her company.
B) Kwame, an optimistic person, likes to put an inspirational quote at the end of his email messages.
C) Morgan, an architect, prefers to communicate ideas visually.
D) Melissa refuses to apologize to her subordinate after yelling at him in public.
E) Trevor often uses social media sites at work because his company's products are marketed to young adults.

64) Which example demonstrates the evaluate-the-options step in the problem-solving approach to communication?

A) Charles chooses to delay his email to an employee until after his vacation.
B) Pedro wants his office assistant to have a clearer understanding of the company's product flow.
C) Trung decides to use colorful graphics to better convey his presentation to the company's board.
D) Cynthia judges whether passing out flyers is an effective way to promote her start-up business.
E) Bernard realizes many employees fail to criticize his company for fear of losing their jobs.

65) According to the problem-solving approach to communication, once the primary sender of a message has generated options, the next step is to

A) evaluate the options.
B) interpret the message.
C) compose the message.
D) send the message.
E) build the solution.

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66) If you have decided to give your message verbally, during the _____ stage in the process of communication, you will design any visuals you might need.

A) build-the-solution
B) deliver-the-solution
C) evaluate-the-options
D) generate-the-options
E) define-the-solution

67) Elektra Office Products prides itself on efficient, speedy service, and it expects the same from its supply chain. When one of Elektra's suppliers takes a week to answer a query about an open order, Jeremi, the purchasing manager, begins to look for a different source. This example demonstrates how an audience's response to a message is influence by

A) the organizational context of the sender.
B) the organizational context of the audience.
C) the professional context of the sender.
D) the professional context of the audience.
E) the personal context of the audience.

68) Which of the following questions is asked during the evaluate-the-options stage of the communication process?

A) Should you combine the main message with other messages?
B) What structure should you use for the content?
C) What prior knowledge can you apply to this situation?
D) What medium will be used to deliver your message?
E) Are there any timing considerations related to delivering your message?

69) For a sales presentation, Pedro decides to use an informal tone that makes use of tasteful humor. What step of the problem-solving approach to communication is Pedro working on?

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A) define the problem
B) generate the options
C) evaluate the options
D) deliver the solution
E) build the solution

70) Sonya is the head of human resources at her company. In the company guidelines, the dress code section states that business casual is the preferred style of wear. However, Sonya notices that employees are wearing everything from business suits to T-shirts and sweatpants. She realizes that the dress code has not been effectively communicated. What step of the problem-solving approach to communication is Sonya involved in?

A) generate options
B) define the problem
C) build the solution
D) evaluate the options
E) deliver the solution

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

71) Define the term "new media," and describe how new media have affected business communication.

72) Explain the main categories of business communication. Give an example of each.

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73) What are the differences between a hierarchical structure and an organic structure in an organization?

74) Define what a genre is in business communication, and give three examples.

75) Describe the various factors that affect the type of culture that a business has.

76) Define brand activism, and create a brief scenario in which a company uses this approach?

77) Create a business scenario involving communicators from two different countries, and give a brief account of the different contexts that would need to be considered for effective communication to occur.

78) How does a communicator's particular contexts influence the act of communication?

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79) Explain why solving a communication problem is often a recursive process.

80) What are the steps of the problem-solving approach to workplace communication?

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Answer Key

Test name: CH01

1) FALSE
Poor communication causes stress, low morale, obstacles to innovation, and slower career progression.

2) TRUE
Poor communication costs businesses millions of dollars every single day in the form of wasted time, misunderstandings, eroded customer loyalty, and lost business.

3) FALSE
Frequent exposure to the graphic-rich Internet has increased the importance of visual literacy, but it is not more important than verbal literacy, which is still a core communications skill.

4) FALSE
Poor communication costs businesses millions of dollars every single day in the form of wasted time, misunderstandings, eroded customer loyalty, and lost business. However, SIS International Research found that poor communication is a problem for small businesses, not just for big corporations.

5) TRUE
The ability of people to quickly assess the emotions of those around them and adapt their words, tone, and gestures accordingly is known as social intelligence.

6) FALSE

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Computational thinking is the ability to interact with data, see patterns in data, make data-based decisions, and use data to design for desired outcomes. The ability of machines to simulate some human behavior such as decision making is known as artificial intelligence.

7) TRUE
The Internet has increased companies' attention to social responsibility. It has brought a new transparency to companies' business practices, with negative information traveling quickly and widely. Nongovernmental organizations (NGOs) such as CorpWatch, Consumer Federation of America, and Greenpeace can exert a powerful influence on public opinion and even on governments.

8) TRUE
Internal-operational communication is the communication among the business's employees that is done to perform the work of the business and track its success.

9) FALSE
Personal communication is essential in the workplace since it helps make and sustain the relationships upon which business depends. Personal communication is the exchange of information and feelings in which we human beings engage whenever we come together.

10) TRUE
The most formal structure is that of the traditional hierarchical, or bureaucratic, organization. It is based on a rigid chain of command, clear boundaries for each person's responsibilities, and highly restricted lines of communication.

11) FALSE

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The work-related communication that a business does with people and groups outside the business is called external-operational communication. A salesperson who works for the company is part of the organization, so this is an example of internal-operational communication.

12) FALSE
Just how much and what kind of communicating a business does depends on several factors. The purpose of the business is one such factor. Another factor is the business's size and structure.

13) FALSE
A multicultural organization or one with extensive diversity will have a wider range of accepted values and more openness to different viewpoints. As a result, it will be easier for an outsider to break into than a homogenous organization is.

14) TRUE
The larger context for communication includes the moment in time in which the communication is taking place; the customs, values, and language or the surrounding culture; and the general business-economic climate.

15) TRUE
Internal audiences as well as external ones can occupy different professional roles and therefore favor different kinds of content and language. Part of successful communication is being alert to your audiences' different professional contexts.

16) TRUE
Even if the dialog has ended, the practice of assessing the results of your communication decisions will still help you develop stronger skills for meeting future challenges.

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17) FALSE
While the activities involved in solving a communication problem tend to form a linear pattern, the communicator often needs to revisit earlier steps while moving through the different activities. In other words, solving a communication problem is a recursive process.

18) TRUE
Most workplace communications have an intertextual context. Communication takes place in the context of related communications.

19) TRUE
The communicators' relationship forms an important context for communication. Certainly, communication is about moving information from point A to point B, but it is also about interaction between human beings. Your first correspondence with someone begins a relationship between the two of you, whether as individuals, people in certain business roles, or both.

20) TRUE
Generating options is the second step of the problem-solving approach to workplace communication. The sender needs to decide the best communication goals and strategies.

21) C
Email and new media are both used in place of face-to-face conversations.

22) A
New media are increasing the need for employees who have social intelligence—the ability "to quickly assess the emotions of those around them and adapt their words, tone, and gestures accordingly."

23) C

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The impacts of new media are many and far reaching. It is easy now to network with others, even on the other side of the world, and to tap the intelligence of those outside the boundaries of an organization through new media. New media have also increased the need for collaboration, social intelligence, and cross-cultural competency.

24) C
The increasing interconnectedness of countries and cultures means that employees should have cross-cultural competency, which means being aware that your assumptions about business and communication, including punctuality and efficiency, may not be shared by businesspeople from other cultures.

25) C
One widespread trend under way in business is the increased focus on ethical and socially responsible behavior. The Internet has brought a new transparency to companies' business practices, with negative information traveling quickly and widely.

26) A
When interacting in social situations, an employee is expected to follow a set of behaviors known as business etiquette.

27) B
Social intelligence is the ability of people to quickly assess the emotions of those around them and adapt their words, tone, and gestures accordingly. New media require that employees be "highly conversant with digital networking and virtual collaboration." They are also increasing the need for employees who have social intelligence.

28) E

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Working on a team requires interpersonal skills. Such skills involve not only written and oral expression but also listening, analysis of the situation and audience, and use of body language.

29) A
Cross-cultural competency refers to the ability to understand and adapt to the ideals and values of different cultures. One needs to be aware that assumptions about business and communication are not shared by everyone everywhere.

30) C
The youngest generation has the most ethnic diversity in the workplace.

31) E
Courtesy is a part of business etiquette. In terms of communication, this means that you allow others to speak, you listen carefully, you don't interrupt, and you keep your tone of voice under control.

32) A
Computational thinking is the ability to interact with data, see patterns in data, make data-based decisions, and use data to design for desired outcomes. New data-gathering tools have increased the need for strong analytical skills like computational thinking.

33) A
Computational thinking is the ability to interact and use data to make decisions and design for desired outcomes. Mira uses this ability to create targeted marketing materials based on the information collected by her company's website.

34) B

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Researchers in many fields—management, medicine, writing, psychology, and others—have studied problem solving. In general, they define a *problem* as a gap between where you are now and where you want to be.

35) A
Cross-cultural competency is best defined as the ability to understand and adapt to the preference for individualism or collectivism, religious beliefs, political environment, ideas about social hierarchy of different countries, and attitudes toward work itself.

36) A
The widespread use of the Internet has brought a new transparency to companies' business practices, with negative information traveling quickly and widely. This has increased the emphasis on corporate social responsibility.

37) C
Internal-operational communication includes all the communication that occurs in conducting work within a business. This is the communication among the business's employees that is done to perform the work of the business and track its success.

38) C
All the communication that occurs while conducting work within a business is internal-operational communication. This is the communication among the business's employees that is done to perform the work of the business and track its success. A CEO giving a motivational speech to employees is internal communication because it involves people who work for the company.

39) A

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The head of marketing communicating about business matters with employees at the business where they work is an example of internal-operational communication. All the communication that occurs in conducting work within a business is categorized as internal-operational communication.

40) E
All the communication that occurs in conducting work within a business is internal-operational. It includes reports that employees prepare concerning sales, production, inventories, finance, maintenance, and so on. It includes the messages that they write and speak in carrying out their assignments and contributing their ideas to the business.

41) B
The work-related communication that a business does with people and groups outside the business is called external-operational communication. External-operational communication includes all of the business's efforts at selling—from sales letters, emails, and phone calls to Web and television ads, tradeshow displays, the company website, and customer visits.

42) B
This form of communication can be categorized as external-operational communication. The social media manager is communicating with an external audience about the company.

43) C
A television advertisement is an example of external-operational communication. External-operational communication is a business's communication with its publics—suppliers, service companies, customers, government agencies, the general public, and others.

44) D

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The company's informal communication network is often used to pass stories along about employees.

45) D

Every act of communication with an external audience can be regarded as a public relations message, conveying a certain image of the company. For this reason, all such acts should be undertaken with careful attention to both content and tone.

46) D

Communication with external parties, such as through online and face-to-face networking, often involves personal communication.

47) C

A note to a supplier thanking him for the Christmas card he sent best exemplifies personal communication. Personal communication is the informal exchange of information and feelings in which we human beings engage whenever we come together—or when we just feel like talking to each other. Although not an official part of the business's operations, personal communication can have a significant effect on their success.

48) B

The organizational structure is how the company's various components fit together. More specifically, it is a work pattern determined by the employees' different levels of authority, assumed or assigned responsibilities, and typical lines of communication.

49) B

This is an example of a stable form of communication referred to as a genre.

50) E

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An organizational structure involves a work pattern determined by the employees' different levels of authority, assumed or assigned responsibilities, and typical lines of communication.

51) E
The available lines of communication in an organization cause certain stable forms of communication, or genres, to exist. For example, in a hierarchical company, the executives may hold monthly staff meetings, and supervisors may require routine operational reports from those they manage.

52) D
A hierarchical organization is best defined as a rigid chain of command with clear boundaries for responsibility and restricted lines of communication.

53) C
In a matrix structure, employees report not only to their functional bosses (e.g., finance VP or IT director) but also to a project supervisor.

54) B
Large organizations will need a hierarchal structure with several levels that will make the culture more formal and the employees' power less evenly distributed.

55) E
An organization's culture is its customary, but often unstated, ways of perceiving and doing things. Leaders influence an organization's culture, but it is a living thing that is constructed by day-to-day interactions and behaviors. The concept of organizational or corporate culture was popularized in the early 1980s, and it continues to be a central focus of management consultants and theorists.

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56) E
The actual organizational culture of a company is a living medium constructed daily through infinite behaviors and communications at all levels of the organization. It cannot be dictated by management.

57) D
The larger context includes the historical moment in which the communication is taking place; the language, values, and customs in the surrounding culture; and the general business-economic climate. Changes to financial oversight laws would fall into the larger context.

58) D
Solving ill-defined problems requires analytical skill and good judgment. Any given business context often presents multiple options for handling a situation. Identifying the best option requires identifying and thinking through these options.

59) D
Heuristics are basic guidelines, rough models, previous scenarios, and other aids that keep people from having to treat each problem as a brand new problem.

60) A
What gets communicated and how can be heavily influenced by the communicators' professional roles. Internal audiences, as well as external ones, can occupy different professional roles and therefore favor different kinds of content and language.

61) D
The circumstances that made you who you are as a person, including your family and upbringing, are your personal contexts.

62) D

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Jason's behavior exemplifies a personal context influencing communication. Who you are as a person depends to some extent on your current circumstances. Successes and failures, current relationships, financial ups and downs, the state of your health, your physical environment—all can affect a particular communicative act.

63) C
Morgan's communication preference is influenced by the kind of professional he is. Different professionals—whether physicians, social workers, managers, accountants, or those involved in other fields—possess different kinds of expertise, speak differently, and have different perspectives. What gets communicated, and how, can be heavily influenced by the communicators' professional roles.

64) D
The third step in the problem-solving approach to communication involves evaluating options.

65) A
According to the problem-solving approach to communication, once the primary sender of a message has generated options, the next step is to evaluate options. The sender needs to decide which communication strategy is the best one to use.

66) A
If you have decided to deliver your message verbally, during the stage of the communication process in which you build the solution, you will create any visuals you might need.

67) B
The organization to which an audience belongs—its priorities, its current circumstances, even how fast or slow its pace of work—can strongly influence the way the sender's message is received.

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68) D
During the evaluate-the-options stage, you need to decide what medium you will use to deliver your message.

69) E
During the build-the-solution step, a person decides the style or tone to be used to communicate.

70) B
In the define-the-problem stage, a person decides what has happened that makes communication necessary.

71) Answers will vary, but should mention some or all of the following:
The forms of electronic communication that have developed since email are collectively called new media. They include messages on social networks, online meetings, podcasts, and other communications that can be accessed on demand and invite user participation. It is now easy to network with others, even on the other side of the world, and to tap the intelligence of those outside the boundaries of one's own organization. New media are also increasing the need for employees who have social intelligence.

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72) Answers will vary, but should note that there are three main categories of business communication:

• Internal-Operational Communication: All the communication that occurs in conducting work within a business is internal-operational. This is the communication among the business's employees that is done to perform the work of the business and track its success. For example, an email giving the agenda for an upcoming meeting is internal-operational communication.

• External-Operational Communication: The work-related communicating that a business does with people and groups outside the business is external-operational communication. This is the business's communication with its publics—suppliers, service companies, customers, government agencies, the general public, and others. For example, advertising is an example of external-operational communication.

• Personal Communication: Communication that takes place without apparent purpose as far as the operating plan of the business is concerned is called personal communication. For example, when one employee asks about another employee's sick child, that is personal communication.

73) A hierarchical structure is based on a rigid chain of command, clear boundaries for each person's responsibilities, and highly restricted lines of communication. At the other end of the spectrum is the organic or flat structure. This kind of structure has few levels of authority and reporting, loose boundaries around the different employees' responsibilities, and open channels of interaction among the employees.

74) A genre is a stable, repeated form of communication. Examples will vary but might include a weekly department meeting, a monthly expense report, and a status-update email.

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75) The type of culture that a business has depends on several factors:

• The purpose of the business: What the organization does and why has an enormous influence on its culture. If its purpose is to help others, it will have a more openly caring culture than if its primary goal is to increase shareholder wealth. If it is a business, its industry will help govern its purpose and therefore its culture.

• The business's size and structure: A small organization is likely to have a flat culture that encourages informality, whereas a large organization will need several layers of hierarchy that will make the culture more formal and the employees' power less evenly distributed.

• The business's customers and clients: Closely related to the organization's purpose is whom they serve or market their goods and services to. If something causes these to change, it can create the need for the organization's culture to change.

• The geographic and physical characteristics of a business: Internal communication in an organization with multiple locations will differ from that of an organization where everyone is in the same office or building. This difference can affect how informal and cohesive the organization is.

• The business's diversity: An organization whose employees are similar in background and who come from the same local area will have a culture that outsiders will have difficulty breaking into, whereas a multicultural organization or one with extensive diversity will have a wider range of accepted values and more openness to different viewpoints.

• The values and management style of a business's leaders: While an organization's leaders cannot control the culture, they can strongly influence it through their behavior, their decisions and decision-making style, their internal communications, and the image they present to the public. Sometimes a change in leadership will bring about major

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changes in an organization's culture.
76) Answers will vary, but students should note that brand activism involves companies using their communications and actions to take a stand on social issues. For example, a company that processes, packages, and distributes produce might take a stand related to the issue of food insecurity and, as part of its brand activism, contribute money and use its influence to help establish grocery stores in urban "food deserts."

77) Students' answers will vary. A good answer will emphasize the aspects of the larger context (economic, sociocultural, and historical) that would affect the communicators. The student can also consider the relationship that the communicators wish to establish and the particular contexts that can affect communication.

78) Many contexts of a communicator influence the act of communication:
• Organizational contexts: The type and culture of an organization will shape the communication choices in many ways, and the organizational contexts audiences will, in turn, shape their responses. In every act of business communication, at least one of the parties involved is likely to be representing an organization.
• Professional contexts: Different professionals possess different kinds of expertise, speak differently, and have different perspectives. Part of successful communication involves being alert to the audiences' different professional contexts as well as their different priorities.
• Personal contexts: The genes inherited, family and upbringing, life experiences, schooling, and the culture in which a person is reared affects his personality. Communicative acts can also be affected by successes and failures, current relationships, financial ups and downs, state of health, and physical environment. Though such personal matters are not disclosed, they definitely affect communication.

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79) Students' answers will vary. They should note that the process of solving a communication problem often reveals additional information that requires a communicator to revisit various stages of the communication process in order to accommodate all involved parties and their goals.

80) Define the problem; generate options; evaluate options; build the solution; deliver the solution.

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