Business Communication and Character 12th edition Newman Test Bank

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Business Communication and Character (12th)

ISBN 9798214052243 | Chapter 1: Introduction to Business Communication and Character

Total Questions: 100

Multiple Choice (75)

Q1. *[Multiple Choice] · Remember*

What does the chapter identify as the relationship between communication and character?

a) Communication skills can be developed separately from character traits.
b) Character is more important than communication in business relationships.
c) Communication demonstrates character only in formal business presentations.
d) Character and communication are inextricable and demonstrate who you are as a person. ✓ correct

Q2. *[Multiple Choice] · Understand*

How does the chapter describe the development of character over time?

a) Character development requires formal training programs in business settings.
b) Character is a fixed trait that cannot be changed after childhood.
c) Character is a skill to be practiced and developed through daily choices. ✓ correct
d) Character improvement happens automatically with increased work experience.

Q3. *[Multiple Choice] · Apply*

A project manager admits to their team that they made an error in the timeline and takes steps to resolve the resulting delays. Which character dimension are they demonstrating?

a) Accountability by taking responsibility for their mistake. ✓ correct
b) Vulnerability by accepting emotional exposure to the team.
c) Humility by recognizing their limits and learning opportunities.
d) Courage by standing up for principles despite potential risks.

Q4. *[Multiple Choice] · Understand*

Why do employers rate communication as the most important skill for college graduates?

a) Communication skills are the easiest to measure during job interviews.
b) Communication skills help graduates get hired, perform well, and earn promotions. ✓ correct
c) Communication training is less expensive than other professional development programs.
d) Communication skills eliminate the need for technical expertise in most jobs.

Q5. *[Multiple Choice] · Apply*

A team leader shares with colleagues that they need help meeting a project deadline. Which character dimension does this communication demonstrate?

a) Integrity by acting consistently with personal and societal values.
b) Vulnerability by being willing to accept emotional exposure. ✓ correct
c) Authenticity by living as your genuine self.
d) Compassion by caring for others and for yourself.

Q6. *[Multiple Choice] · Understand*

How does the chapter describe the process of developing moral muscle memory?

a) Through formal ethics training programs provided by employers.
b) By avoiding difficult situations that might compromise personal values.
c) Through studying ethical theories and philosophical frameworks extensively.
d) By making daily decisions that have positive outcomes for others and yourself. ✓ correct

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Q7. *[Multiple Choice] · Apply*

An executive explores potential downsides of their proposal during a board presentation. Which character dimension does this behavior demonstrate?

a) Humility by recognizing limits and being willing to learn. ✓ correct
b) Courage by standing up for principles despite potential risks.
c) Authenticity by living as your genuine self in professional settings.
d) Integrity by acting consistently with personal and organizational values.

Q8. *[Multiple Choice] · Understand*

What does the chapter suggest about the relationship between character and communication outcomes?

a) Good communication demonstrates character and makes a positive impact on others. ✓ correct
b) Character development is less important than technical communication skills.
c) Communication skills can compensate for weaknesses in personal character.
d) Strong character guarantees successful communication in all business situations.

Q9. *[Multiple Choice] · Apply*

A team member creates a LinkedIn profile that accurately reflects their resume and work experience. Which character dimension does this demonstrate?

a) Accountability by taking responsibility for professional representation.
b) Vulnerability by being willing to accept emotional exposure online.
c) Authenticity by living as your genuine self in professional settings.
d) Integrity by acting consistently with personal and societal values. ✓ correct

Q10. *[Multiple Choice] · Understand*

How does the chapter describe the role of daily communication decisions in character development?

a) Every day we make critical choices about whether, how, when, and what to communicate. ✓ correct
b) Daily decisions have minimal impact since character is primarily formed during childhood.
c) Communication decisions only affect character when they involve major business situations.
d) Character development requires formal training rather than everyday communication practice.

Q11. *[Multiple Choice] · Apply*

During a job interview, a candidate acts naturally and presents themselves genuinely rather than trying to project an artificial persona. Which character dimension are they demonstrating?

a) Authenticity by living as your genuine self. ✓ correct
b) Integrity by acting consistently with personal and societal values.
c) Vulnerability by being willing to accept emotional exposure.
d) Humility by recognizing limits and being willing to learn.

Q12. *[Multiple Choice] · Apply*

A supervisor listens carefully to an employee who is struggling with personal issues that are affecting their work performance. Which character dimension does this demonstrate?

a) Humility by recognizing limits and being willing to learn from employees.
b) Compassion by caring for others and for yourself. ✓ correct
c) Courage by standing up for principles despite potential workplace risks.
d) Accountability by taking responsibility for employee performance issues.

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Q13. *[Multiple Choice] · Apply*

A department head initiates a difficult conversation with a colleague about their missed deadlines despite knowing it might create tension. Which character dimension does this demonstrate?

a) Courage by standing up for principles despite potential risks. ✓ correct

b) Authenticity by living as your genuine self in professional interactions.

c) Vulnerability by being willing to accept emotional exposure in workplace relationships.

d) Accountability by taking responsibility for departmental performance issues.

Q14. *[Multiple Choice] · Remember*

What are the three components of the CAM communication model in order?

a) Communication goals, audience feedback, and medium selection.

b) Content analysis, audience research, and message development.

c) Message creation, audience targeting, and character assessment.

d) Character check, audience analysis, and message and medium. ✓ correct

Q15. *[Multiple Choice] · Understand*

Why does the CAM model begin with a character check rather than audience analysis?

a) Personal reflection eliminates the need for extensive audience research.

b) Character assessment is easier to complete than audience research.

c) Character evaluation requires less time than analyzing audience preferences.

d) Understanding ourselves first helps us communicate authentically with others. ✓ correct

Q16. *[Multiple Choice] · Apply*

Before writing an important email to stakeholders, a manager reflects on their motivation and considers how they want to be perceived. Which step of the CAM model are they completing?

a) Audience analysis to understand stakeholder needs and preferences.

b) Communication barrier assessment to identify potential obstacles.

c) Message and medium planning to determine content and delivery method.

d) Character check to understand their own motivations and desired perception. ✓ correct

Q17. *[Multiple Choice] · Understand*

What makes communication more complex than the basic sender-receiver model suggests?

a) Technology barriers prevent messages from reaching intended audiences effectively.

b) Written communication is always more complex than verbal communication methods.

c) Formal business communication requires more steps than informal personal communication.

d) Messages contain explicit and implicit content, and people create new meaning together. ✓ correct

Q18. *[Multiple Choice] · Apply*

A sales representative is preparing a presentation for potential clients and considers their industry knowledge, decision-making authority, and preferred communication style. Which CAM component are they focusing on?

a) Message and medium selection to determine content and delivery method.

b) Audience analysis to tailor the message to recipient characteristics. ✓ correct

c) Character check to examine personal motivations and ethical considerations.

d) Communication barrier identification to prevent misunderstandings.

Q19. *[Multiple Choice] · Understand*

What role do communication barriers play in the complexity of the communication process?

a) Barriers are primarily caused by technology problems in modern workplaces.
b) Barriers can be completely eliminated through proper communication training.
c) Barriers only affect written communication and can be avoided with careful planning.
d) Barriers may prevent messages from being received as intended by the audience. ✓ correct

Q20. *[Multiple Choice] · Apply*

A marketing director is planning a campaign announcement and considers the company's recent financial performance, employee morale, and competitive landscape. Which CAM component does this represent?

a) Character check to examine personal motivations and ethical implications.
b) Communication evaluation to assess potential message effectiveness.
c) Audience analysis to understand the context affecting message reception. ✓ correct
d) Message and medium planning to determine content structure and delivery.

Q21. *[Multiple Choice] · Understand*

What does the chapter suggest about the iterative nature of communication?

a) Communication effectiveness depends only on the sender's message clarity and delivery.
b) Communication is a linear process that moves from sender to receiver without feedback.
c) Communication involves back-and-forth interaction where people create new meaning together. ✓ correct
d) Communication barriers prevent any meaningful interaction between senders and receivers.

Q22. *[Multiple Choice] · Apply*

A project manager needs to inform stakeholders about a budget overrun and is considering how to frame the message to maintain trust while being transparent. Which CAM component are they primarily working on?

a) Message and medium planning to determine content framing and delivery approach. ✓ correct
b) Communication barrier assessment to identify potential obstacles to message acceptance.
c) Audience analysis to understand stakeholder concerns and communication preferences.
d) Character check to examine their motivation for transparency versus self-protection.

Q23. *[Multiple Choice] · Understand*

What does the chapter suggest about the relationship between communication consequences and future interactions?

a) Communication consequences can be completely controlled through careful message planning.
b) Communication consequences only affect immediate outcomes and have no lasting impact.
c) Communication has consequences that affect understanding and future interactions. ✓ correct
d) Communication consequences are primarily determined by the medium rather than content.

Q24. *[Multiple Choice] · Remember*

What are the four components of emotional intelligence according to the chapter?

a) Self-awareness, self-management, social awareness, and relationship management. ✓ correct
b) Character assessment, communication skills, interpersonal relations, and conflict resolution.
c) Introspection, emotional regulation, perspective taking, and influence building.
d) Personal insight, emotional control, empathy development, and team leadership.

Q25. *[Multiple Choice] · Apply*

A manager who is frustrated about a project delay chooses to wait before sending an email to their team. Which emotional intelligence competency are they demonstrating?

a) Self-management by keeping emotions in check before communicating. ✓ correct
b) Self-awareness by understanding their own emotional state accurately.
c) Social awareness by recognizing team members' stress levels.
d) Relationship management by inspiring team members to work harder.

Q26. *[Multiple Choice] · Understand*

What does the chapter suggest about maintaining authorship when using AI tools?

a) Human oversight is unnecessary when AI tools are highly accurate.
b) AI should completely replace human writing to improve efficiency.
c) Users should maintain authority and authenticity over their work. ✓ correct
d) AI tools should only be used for grammar and spelling corrections.

Q27. *[Multiple Choice] · Apply*

An employee wants to use AI to help brainstorm ideas for a presentation but plans to write the first draft themselves. Which principle of responsible AI use are they following?

a) Ensuring accuracy by verifying all AI-generated information.
b) Maintaining authority by using AI as a collaborator rather than replacement. ✓ correct
c) Following legal guidelines by avoiding confidential information input.
d) Respecting others' work by avoiding copyrighted content reproduction.

Q28. *[Multiple Choice] · Understand*

What does the chapter suggest about the relationship between self-awareness archetypes and character development?

a) Self-awareness archetypes remain fixed throughout a person's career development.
b) Character is judged externally, so understanding how others perceive us is critical. ✓ correct
c) Internal self-awareness is more important than external self-awareness for leaders.
d) Most people naturally achieve high levels of both internal and external self-awareness.

Q29. *[Multiple Choice] · Apply*

A manager discovers that AI-generated content for their report contains potentially copyrighted material. What should they do to maintain ethical AI use?

a) Use the content since AI tools automatically handle copyright permissions.
b) Include a disclaimer stating that AI generated the potentially copyrighted content.
c) Switch to a different AI platform that guarantees copyright-free content.
d) Revise and rephrase the AI content as they would from any other source. ✓ correct

Q30. *[Multiple Choice] · Remember*

What are the three types of ethics that guide behavior according to the chapter?

a) Professional, social, and individual ethics. ✓ correct
b) Organizational, religious, and family ethics.
c) Personal, business, and community ethics.
d) Legal, moral, and cultural ethics.

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Q31. *[Multiple Choice] · Apply*

A student uses AI to explain feedback on their writing assignment rather than having AI correct the errors directly. Which responsible AI principle are they following?

a) Following legal guidelines by avoiding confidential information in AI inputs.
b) Ensuring accuracy by verifying all AI-generated information against multiple sources.
c) Enhancing learning rather than undermining their educational development. ✓ correct
d) Maintaining authenticity by ensuring the work reflects their personal voice.

Q32. *[Multiple Choice] · Understand*

What does the chapter identify as a key difference between seekers and pleasers in self-awareness archetypes?

a) Seekers have high internal awareness while pleasers have high external awareness.
b) Seekers and pleasers both struggle with the same self-awareness challenges.
c) Seekers lack both internal and external awareness while pleasers understand how others perceive them. ✓ correct
d) Seekers focus on meeting others' expectations while pleasers prioritize personal goals.

Q33. *[Multiple Choice] · Apply*

A department head realizes they are feeling angry about a policy change and wants to show who is in charge before communicating with their team. What should they do during their character check?

a) Delegate the communication to someone else to avoid personal involvement.
b) Proceed with the communication to establish authority quickly.
c) Question their motivation and consider whether they genuinely want to improve how others work. ✓ correct
d) Wait until the policy change is reversed before communicating anything.

Q34. *[Multiple Choice] · Remember*

According to the chapter, what percentage of people truly know themselves and how others perceive them?

a) Only 10% to 15% of people have both internal and external self-awareness. ✓ correct
b) Approximately 25% to 30% of people achieve high levels of self-awareness.
c) Nearly 75% of people have accurate self-perceptions in professional settings.
d) About 50% of people understand how others perceive their communication.

Q35. *[Multiple Choice] · Apply*

A consultant inputs confidential client information into an AI tool to help analyze market trends. What character and ethical issue does this raise?

a) The consultant is maintaining authority by using AI as a collaborative tool.
b) The consultant is ensuring accuracy by using AI to verify market data.
c) The consultant is violating privacy guidelines by sharing confidential information. ✓ correct
d) The consultant is enhancing learning by exploring new analytical methods.

Q36. *[Multiple Choice] · Understand*

What does the chapter suggest about the relationship between reflection and self-awareness development?

a) Reflection should only occur after major communication failures or successes.
b) Reflection is a natural process that happens automatically without conscious effort.
c) Reflection is less important than seeking feedback from others for self-awareness.
d) Regular reflection helps develop self-awareness and improve future decision-making. ✓ correct

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Q37. *[Multiple Choice] · Apply*

A marketing team member uses AI to generate initial ideas for a campaign but then researches each concept independently and develops original content. Which responsible AI principle are they demonstrating?

a) Ensuring accuracy by verifying all AI-generated information against credible sources.
b) Respecting others' work by avoiding copyrighted content reproduction.
c) Following legal guidelines by avoiding confidential information in AI inputs.
d) Maintaining authority by using AI deliberately for specific purposes while controlling the project. ✓ correct

Q38. *[Multiple Choice] · Understand*

What does the chapter suggest about the environmental impact of AI in relation to responsible use?

a) Environmental impact only affects large-scale commercial AI applications.
b) Environmental impact is not a significant concern for individual AI users.
c) Environmental considerations should override all other AI use benefits.
d) Environmental concerns about AI may factor into responsible use decisions. ✓ correct

Q39. *[Multiple Choice] · Apply*

A research analyst asks AI to provide sources for market data and then locates and reads the original research papers. Which responsible AI practice are they following?

a) Following legal guidelines by avoiding confidential information in research queries.
b) Ensuring accuracy by verifying AI results against original sources. ✓ correct
c) Respecting others' work by properly attributing research sources.
d) Maintaining authority by using AI as a collaborative research assistant.

Q40. *[Multiple Choice] · Apply*

A team leader discovers they are looking for accolades rather than genuinely wanting to improve team performance before sending a message about new procedures. What should they do?

a) Ask another manager to deliver the message to avoid personal motivation issues.
b) Send the message immediately to establish leadership credibility with the team.
c) Delay the message until they receive recognition for previous team achievements.
d) Question their motivation and refocus on genuine outcomes for team improvement. ✓ correct

Q41. *[Multiple Choice] · Understand*

What does the chapter suggest about the relationship between individual ethics and family values?

a) Individual ethics are completely separate from family influences and childhood experiences.
b) Individual ethics are based on family values, heritage, and personal experience. ✓ correct
c) Individual ethics should always override family values in professional settings.
d) Family values are more important than individual ethics in business communication.

Q42. *[Multiple Choice] · Remember*

What are the three types of communication in an organization's formal communication network?

a) Internal, external, and cross-functional communication.
b) Strategic, operational, and tactical communication.
c) Downward, upward, and lateral communication. ✓ correct
d) Verbal, written, and nonverbal communication.

Q43. *[Multiple Choice] · Apply*

A software developer needs approval from their department head to attend a conference. What type of communication flow does this represent?

a) Downward communication from manager to employee.
b) Cross-functional communication between different divisions.
c) Upward communication from employee to manager. ✓ correct
d) Lateral communication between department colleagues.

Q44. *[Multiple Choice] · Understand*

How do denotative and connotative meanings of words create communication barriers?

a) People may attribute different emotional meanings to the same word. ✓ correct
b) Denotative meanings are always more important than connotative meanings.
c) Denotative meanings change frequently while connotative meanings stay constant.
d) Connotative meanings are found only in technical business documents.

Q45. *[Multiple Choice] · Apply*

A marketing coordinator needs to share campaign results with colleagues in the finance department. What type of communication challenge might they face?

a) Informal network communication through organizational grapevine channels.
b) Cross-functional lateral communication requiring relationship-building and persuasion skills. ✓ correct
c) Upward communication requiring management approval for information sharing.
d) Downward communication needing clear instructions and delegation techniques.

Q46. *[Multiple Choice] · Understand*

How does organizational savvy contribute to effective business communication?

a) It focuses primarily on understanding formal communication networks and hierarchies.
b) It helps communicators navigate personalities, styles, and organizational culture effectively. ✓ correct
c) It requires extensive training in organizational psychology and behavior theories.
d) It eliminates the need to consider audience preferences and communication barriers.

Q47. *[Multiple Choice] · Apply*

During a team meeting, a colleague becomes visibly upset when discussing budget cuts. How should other team members respond to overcome this emotional barrier?

a) Immediately change the topic to avoid further emotional reactions.
b) Ignore the emotional response and continue with the agenda items.
c) Describe what they observe, ask questions, and demonstrate empathy. ✓ correct
d) Ask the upset colleague to leave the meeting until they calm down.

Q48. *[Multiple Choice] · Understand*

Why is cross-functional lateral communication particularly challenging in organizations?

a) Different departments use incompatible technology systems for communication.
b) Different departments have conflicting goals that cannot be reconciled.
c) You must influence coworkers without having management authority over them. ✓ correct
d) Cross-functional communication requires approval from multiple department heads.

Q49. *[Multiple Choice] · Apply*

A company's human resources department forwards a job application from the chief people officer to the director of recruiting, who then passes it to the college recruiting manager. What type of communication flow does this represent?

a) Upward communication from employees seeking management approval.
b) Lateral communication between departments at the same organizational level.
c) Cross-functional communication coordinating work between different business units.
d) Cascading communication directing information from one level down to another. ✓ correct

Q50. *[Multiple Choice] · Understand*

How does the informal communication network (grapevine) function differently from formal communication channels?

a) The grapevine operates through unofficial employee networks and fills information gaps. ✓ correct
b) The grapevine is more accurate than formal communication channels in organizations.
c) The grapevine can be completely controlled by management through proper policies.
d) The grapevine only carries negative information while formal channels share positive news.

Q51. *[Multiple Choice] · Apply*

A company is experiencing rumors about potential layoffs, and employees are becoming increasingly anxious. What should management do to address this grapevine activity?

a) Act quickly using formal communication networks to provide timely, accurate information. ✓ correct
b) Ignore the rumors since they are not based on official company announcements.
c) Wait until official decisions are made before providing any information to employees.
d) Identify and discipline employees who are spreading the rumors.

Q52. *[Multiple Choice] · Understand*

What does the chapter suggest about cultural barriers in business communication?

a) Cultural barriers primarily affect written communication rather than verbal interactions.
b) Cultural barriers can be eliminated through diversity training programs.
c) Cultural barriers extend beyond language differences and affect communication style and choices. ✓ correct
d) Cultural barriers only affect communication between people from different countries.

Q53. *[Multiple Choice] · Apply*

A hiring manager prefers to hire people with no experience and train them 'the company way' rather than hiring experienced candidates from competitors. What type of communication barrier does this represent?

a) Attitudinal barriers based on personal beliefs about training and experience. ✓ correct
b) Cultural barriers related to different workplace practices and values.
c) Emotional barriers caused by strong feelings about competitor companies.
d) Language barriers caused by different professional terminology and jargon.

Q54. *[Multiple Choice] · Apply*

A new employee notices that when they speak up in team meetings and make suggestions, their coworkers seem uncomfortable. What type of communication barrier might be affecting this situation?

a) Emotional barriers caused by the new employee's anxiety about fitting in.
b) Language barriers due to differences in professional terminology and accents.
c) Cultural barriers related to different expectations about speaking up in meetings. ✓ correct
d) Attitudinal barriers based on the team's resistance to change and new ideas.

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Q55. *[Multiple Choice] · Understand*

What does the chapter suggest about managers' approach to the informal communication network?

a) Managers should rely primarily on the grapevine instead of formal communication channels.
b) Managers should ignore the grapevine since it only carries negative information.
c) Managers should try to eliminate the grapevine completely through strict policies.
d) Managers should identify key influencers to get accurate messages into the grapevine. ✓ correct

Q56. *[Multiple Choice] · Apply*

A regional sales manager needs to share performance data with the national sales director for quarterly review. What type of communication flow does this represent?

a) Downward communication from management to regional employees.
b) Upward communication providing managers with information for decision making. ✓ correct
c) Cross-functional communication between different business departments.
d) Lateral communication between managers at the same organizational level.

Q57. *[Multiple Choice] · Understand*

How do stereotyping and cultural barriers interact in business communication?

a) We are prone to stereotyping by assuming one person's behavior represents everyone in their group. ✓ correct
b) Cultural barriers prevent stereotyping by encouraging individual assessment.
c) Stereotyping only affects communication between people from different countries.
d) Stereotyping eliminates cultural barriers by creating shared understanding.

Q58. *[Multiple Choice] · Apply*

A customer service representative notices that a client becomes defensive when discussing billing issues. How should they respond to overcome this emotional barrier?

a) Describe what they observe, ask questions, and demonstrate empathy for the client's situation. ✓ correct
b) Continue explaining billing procedures until the client understands the policies.
c) End the conversation quickly to prevent further escalation of emotions.
d) Transfer the call to a supervisor to avoid dealing with the emotional response.

Q59. *[Multiple Choice] · Remember*

What distinguishes rich media from lean media in business communication?

a) Rich media allow for real-time interactivity and social cues like body language. ✓ correct
b) Rich media are used only for external communication with customers.
c) Rich media are always more expensive than lean media options.
d) Rich media require advanced technology while lean media use basic tools.

Q60. *[Multiple Choice] · Apply*

Team members having different perspectives need to negotiate contract terms. Which communication medium would be most appropriate?

a) Email exchange to document all positions and decisions.
b) In-person meeting to allow for real-time interaction and relationship building. ✓ correct
c) Phone conference to save travel time and expenses.
d) Chat platform for quick responses and immediate feedback.

Q61. *[Multiple Choice] · Apply*

A company needs to announce a major organizational restructuring to multiple audiences including employees, investors, and media. What communication approach should they use?

a) Post the announcement on social media for immediate widespread distribution.
b) Send a single email to all audiences to ensure consistent messaging.
c) Use multiple messages through various channels to reach different audiences appropriately. ✓ correct
d) Hold one large meeting with all stakeholders to maximize efficiency.

Q62. *[Multiple Choice] · Understand*

What does the chapter suggest about multicommunicating in business settings?

a) Multicommunicating can be effective up to a point but may cause attention issues. ✓ correct
b) Technology advances have eliminated the negative effects of multicommunicating.
c) Multicommunicating always improves productivity and efficiency in workplace tasks.
d) Multicommunicating should be avoided completely in all professional situations.

Q63. *[Multiple Choice] · Apply*

A customer service manager needs to send appointment reminders to clients. Which communication medium would be most effective for this purpose?

a) Text messages because they are far more likely to be opened than emails. ✓ correct
b) Phone calls to personally confirm each appointment with individual clients.
c) Printed postcards mailed to clients' home addresses for formal notification.
d) Email messages with detailed appointment information and company policies.

Q64. *[Multiple Choice] · Understand*

What advantage do online meetings offer over traditional in-person meetings according to the chapter?

a) Online meetings provide video, screensharing, whiteboarding, and polling capabilities. ✓ correct
b) Online meetings are always more cost-effective than in-person alternatives.
c) Online meetings require less preparation time than traditional meeting formats.
d) Online meetings eliminate all communication barriers and misunderstandings.

Q65. *[Multiple Choice] · Apply*

A project team needs to make a complex decision that could involve potential disagreements among team members. Which communication medium would be most appropriate?

a) In-person meeting to enable immediate feedback and relationship building. ✓ correct
b) Survey platform to collect anonymous input from all team members.
c) Video conference to combine visual cues with scheduling convenience.
d) Email chain to document all viewpoints and maintain written records.

Q66. *[Multiple Choice] · Understand*

What does the chapter suggest about the relationship between message complexity and media richness?

a) Media richness has no significant impact on communication effectiveness.
b) All business messages should use the richest media available for maximum impact.
c) Lean media are always more efficient than rich media for business communication.
d) Complex and emotional messages are best delivered with rich media. ✓ correct

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Q67. *[Multiple Choice] · Apply*

A busy manager encourages their team to text rather than email for urgent requests. What communication principle does this decision reflect?

a) Rich media are always more effective than lean media for workplace communication.
b) Text messages are more likely to be seen quickly and receive immediate responses. ✓ correct
c) Informal communication methods improve team relationships better than formal channels.
d) Digital communication eliminates the need for face-to-face team interactions.

Q68. *[Multiple Choice] · Apply*

A retail company needs to notify customers about a product recall for safety reasons. Which communication approach would be most appropriate?

a) Make phone calls to each customer to personally explain the recall details.
b) Use multiple communication channels including email, text, and social media for broad reach. ✓ correct
c) Send printed letters to customers' home addresses for formal documentation.
d) Post the recall notice only on the company website to avoid creating panic.

Q69. *[Multiple Choice] · Understand*

What does the chapter suggest about the convergence of communication media?

a) Media convergence eliminates the need to choose between rich and lean communication options.
b) Media convergence reduces the importance of matching medium to message content.
c) Media convergence complicates choices because multiple forms are available on one platform. ✓ correct
d) Media convergence makes all communication platforms equally effective for business use.

Q70. *[Multiple Choice] · Apply*

A financial services company needs to send quarterly statements to clients who have opted out of electronic delivery. Which communication medium should they use?

a) Text messages with links to secure online portals for statement access.
b) Email delivery with enhanced security features to protect financial information.
c) Phone calls to verbally communicate all quarterly statement information.
d) Printed statements mailed to clients' addresses as requested. ✓ correct

Q71. *[Multiple Choice] · Apply*

A software development team needs to coordinate daily work activities, share quick updates, and ask brief questions throughout the day. Which communication medium would be most appropriate?

a) Email for detailed documentation and formal record-keeping of all interactions.
b) Chat platform for quick responses and immediate availability status visibility. ✓ correct
c) In-person meetings scheduled throughout the day for face-to-face coordination.
d) Phone calls for personal interaction and immediate verbal feedback.

Q72. *[Multiple Choice] · Understand*

What does the chapter suggest about the relationship between task switching and multicommunicating?

a) Task switching allows people to truly multitask and improve overall productivity.
b) Task switching is more efficient than focusing on single activities in business settings.
c) Task switching eliminates the negative effects of multicommunicating on attention.
d) People switch between activities rather than truly multitasking, causing interruptions. ✓ correct

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Q73. *[Multiple Choice] · Apply*

A nonprofit organization wants to engage supporters and build relationships through user-generated content and interactive discussions. Which communication approach would be most effective?

a) Social media platforms that focus on user-generated content and engagement. ✓ correct
b) Email newsletters with detailed organizational updates and donation requests.
c) Printed brochures mailed to supporters' home addresses for formal communication.
d) Phone calls to personally connect with each supporter individually.

Q74. *[Multiple Choice] · Apply*

A manufacturing company needs to provide detailed safety instructions that employees can reference while working on the factory floor. Which communication medium would be most appropriate?

a) Video conference training sessions conducted during work shifts.
b) Text messages sent to employees' personal phones with safety reminders.
c) Printed handouts and posted signs that employees can easily reference during work. ✓ correct
d) Email instructions that employees can access on their mobile devices.

Q75. *[Multiple Choice] · Apply*

A technology startup wants to create a nostalgic brand image and connect with customers who value traditional communication methods. Which medium should they consider?

a) Printed catalogs or brochures that communicate traditional values and craftsmanship. ✓ correct
b) Social media campaigns with interactive digital content and user engagement.
c) Video streaming content showcasing modern technology and innovation.
d) Email newsletters with detailed product information and company updates.

True/False (15)

Q76. *[True/False] · Remember*

Communication is the most important skill that employers value for college graduates to be successful at work.

a) true ✓ correct
b) false

Correct answer: True

Q77. *[True/False] · Understand*

Character is a fixed trait that cannot be developed or changed over time.

a) true
b) false ✓ correct

Correct answer: False

Q78. *[True/False] · Apply*

Costco leaders demonstrated accountability by taking responsibility for employee union vote results.

a) true ✓ correct
b) false

Correct answer: True

Q79. *[True/False] · Remember*

The CAM communication model begins with audience analysis before considering character factors.

a) true
b) false ✓ correct

Correct answer: False

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Q80. *[True/False] · Understand*

Communication barriers may prevent messages from being received exactly as the sender intended.

a) true ✓ correct
b) false

Correct answer: True

Q81. *[True/False] · Understand*

According to the chapter, only 10% to 15% of people have both high internal and high external self-awareness.

a) true ✓ correct
b) false

Correct answer: True

Q82. *[True/False] · Remember*

The chapter identifies professional, social, and individual ethics as the three types that guide behavior.

a) true ✓ correct
b) false

Correct answer: True

Q83. *[True/False] · Apply*

When using AI tools, maintaining authorship means preserving your authority and authenticity over your work.

a) true ✓ correct
b) false

Correct answer: True

Q84. *[True/False] · Remember*

Self-awareness was identified as the most important capability for leaders to develop by Stanford Graduate School of Business's Advisory Council.

a) true ✓ correct
b) false

Correct answer: True

Q85. *[True/False] · Understand*

Cross-functional lateral communication is challenging because you must influence coworkers without having management authority over them.

a) true ✓ correct
b) false

Correct answer: True

Q86. *[True/False] · Remember*

Denotation refers to the literal, dictionary meaning of a word while connotation refers to the subjective, emotional meaning.

a) true ✓ correct
b) false

Correct answer: True

Q87. *[True/False] · Understand*

The informal communication network (grapevine) becomes more active when formal communication doesn't provide needed information.

a) true ✓ correct

b) false

Correct answer: True

Q88. *[True/False] · Understand*

Complex and emotional messages are best delivered with rich media that allow for real-time interaction.

a) true ✓ correct

b) false

Correct answer: True

Q89. *[True/False] · Apply*

Text messages are more likely to be opened than emails, making them effective for urgent business communications.

a) true ✓ correct

b) false

Correct answer: True

Q90. *[True/False] · Understand*

Multicommunicating involves truly processing multiple activities simultaneously rather than switching between tasks.

a) true

b) false ✓ correct

Correct answer: False

Essay (10)

Q91. *[Essay] · Understand*

Explain how communication and character are connected according to the chapter.

Suggested answer: *Communication and character are inextricable, meaning they cannot be separated. Our messages and delivery reflect who we are as people, demonstrating our values and how we choose to engage with others. Character is demonstrated through communication decisions, and over time, making choices that create positive outcomes for others and ourselves helps develop 'moral muscle memory' and stronger character.*

Q92. *[Essay] · Remember*

List the seven character dimensions mentioned in the chapter and provide one communication example for each.

Suggested answer: *The seven character dimensions are: 1) Accountability - admitting a mistake and taking steps to solve problems; 2) Authenticity - acting naturally during a job interview; 3) Compassion - listening to an employee who needs support; 4) Courage - initiating a difficult conversation with a coworker; 5) Humility - exploring downsides of your proposal; 6) Integrity - creating a LinkedIn profile that matches your resume; 7) Vulnerability - sharing with coworkers that you need help meeting a deadline.*

Q93. *[Essay] · Remember*

List and briefly describe the three components of the CAM communication model.

Suggested answer: *The three components are: 1) Character Check - examining your own motivations, purpose, and how you want to be perceived while considering ethical implications; 2) Audience Analysis - understanding your audience's needs, the communication context, and potential barriers; 3) Message and Medium - determining the content of your message and selecting the appropriate delivery method or channel.*

Q94. *[Essay] · Understand*

Explain why communication is more complex than a simple sender-receiver model and how people create new meaning together.

Suggested answer: *Communication is complex because messages contain both explicit and implicit content as well as obvious and subtle emotions. Audiences filter messages through their own knowledge, biases, experience, and background, so interpretation varies. Communication barriers interfere with intended message reception, and responses can cause senders to change course. Most importantly, when people interact, they create new meaning together through their exchanges, making communication a collaborative process rather than a simple transmission of information.*

Q95. *[Essay] · Understand*

Describe the four emotional intelligence competencies and explain why they are important for business communication.

Suggested answer: *The four competencies are: 1) Self-awareness - understanding your emotions and their effects on others; 2) Self-management - keeping emotions in check and acting with integrity; 3) Social awareness - demonstrating empathy and understanding group dynamics; 4) Relationship management - developing others and working toward shared goals. These competencies are important because they help communicators understand themselves and others, manage emotions effectively, and build positive relationships through communication.*

Q96. *[Essay] · Understand*

Describe the four self-awareness archetypes and explain which one represents the highest level of self-awareness.

Suggested answer: *The four archetypes are: 1) Seekers - low internal and external awareness, often feeling stuck; 2) Introspectors - high internal but low external awareness, clear about themselves but don't seek feedback; 3) Pleasers - low internal but high external awareness, focus on meeting others' needs at their own expense; 4) Awares - high internal and external awareness, know themselves and seek to understand how others perceive them. Awares represent the highest level because they operate with both self-knowledge and understanding of others' perceptions.*

Q97. *[Essay] · Remember*

Identify and explain the three types of communication in an organization's formal communication network.

Suggested answer: *The three types are: 1) Downward communication - information flowing from managers to their direct reports, such as instructions and feedback; 2) Upward communication - information flowing from employees to managers, providing feedback and information for decision-making; 3) Lateral communication - information flowing among peers at the same level, used for coordination and collaboration, which can be particularly challenging when it's cross-functional across different departments.*

Q98. *[Essay] · Understand*

Explain how cultural barriers extend beyond language differences and affect business communication.

Suggested answer: *Cultural barriers extend beyond language to affect communication style and choices, such as how and when people offer criticism or speak up in meetings. Culture also influences workplace behaviors like dress and prayer, which communicate values. Additionally, culture affects how we perceive others' communication, as our cultural background acts as a filter that leads us to interpret messages according to our cultural expectations and training, sometimes resulting in unfair stereotyping.*

Q99. *[Essay] · Understand*

Explain the difference between rich and lean media and when each type is most appropriate for business communication.

Suggested answer: *Rich media allow for real-time, synchronous interactivity and provide social cues like body language, such as in-person meetings. Lean media are static, one-way communication with fewer social cues, such as printed reports. Rich media are most appropriate for complex and emotional messages that require immediate feedback and relationship building, while lean media work well for routine and simple messages that don't require extensive interaction.*

Q100. *[Essay] · Remember*

Identify three advantages that online meetings offer over traditional in-person meetings according to the chapter.

Suggested answer: *Three advantages of online meetings are: 1) Easier scheduling and no travel time or expense required; 2) Multiple interactive capabilities including video, screensharing, whiteboarding, polling, chat, and file-sharing features; 3) People might feel more comfortable participating when joining from home or even from their office, which can increase engagement and participation levels.*

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Instructor Manual

Newman, Business Communication and Character, 12e, ©2027, 9798214052243; Chapter 01: Introduction to Business Communication and Character

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Purpose and Perspective of the Chapter

The purpose of this chapter is to establish the foundational relationship between communication and character in business contexts. Students will learn to apply the character, audience, message (CAM) communication model to develop effective workplace communication skills. The chapter also explores how communication demonstrates personal character through daily interactions and decision-making processes. Key learning outcomes include understanding emotional intelligence components, analyzing audience needs and organizational communication networks, and selecting appropriate communication media for different business situations. Students will examine legal and ethical considerations, including responsible artificial intelligence use, while developing self-awareness and professional communication competencies. The chapter emphasizes that character development is an ongoing process requiring reflection and practice, ultimately preparing learners to communicate authentically and effectively across diverse workplace environments and stakeholder relationships.

Learning Objectives

1-1 Describe the relationship between communication and character.

1-2 Explain components of the character, audience, message (CAM) communication model.

1-3 Identify factors to consider during the character check step of the communication model.

1-4 Describe aspects of the audience to consider in business communication.

1-5 Choose the best medium for your message in a business situation.

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Complete List of Chapter Activities and Assessments

The following table organizes activities and assessments by objective, so that you can see how all this content relates to objectives and make decisions about which content you would like to emphasize in your class based on your objectives. For additional guidance, refer to the Teaching Online Guide.

Chapter Objective	Activity/Assessment	PPT Slide(s)	Duration
1-1—1-5	Icebreaker	PPT Slide 2	< 10 min
1-1	Class Discussion Activity 1	PPT Slides 8–9	10–15 min
1-3	Class Discussion Activity 2	PPT Slides 22–23	10–15 min
1-4	Group Activity 1	PPT Slides 31–32	10–15 min
1-5	Group Activity 2	PPT Slides 40–41	5–10 min
1-5	Knowledge Check	PPT Slide 42	< 5 min

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Key Terms

Accountability: Taking responsibility.

Artificial Intelligence (AI): Technology systems that can perform tasks typically requiring human intelligence, including generative AI that produces new content and large language models that generate text.

Asynchronous communication: Messages that do not happen in real time—or at the same time; the opposite is synchronous.

Audience analysis: A critical step in communication for the writer to understand what the audience needs and how they may react to a message.

Authenticity: Living as your genuine self.

CAM Communication Model: A three-step communication planning framework consisting of Character Check, Audience Analysis, and Message and Medium selection.

Cascading communication: Conveying information from the top of the organization down to each level in sequence.

Character: The sum of who you are as a person; your ideas, what you value, and how you engage with those around you.

Communication: The process of sending and receiving messages.

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Communication barriers: Verbal and nonverbal impediments to an audience receiving a message as we intend.

Communication need: The reason for communicating in organizations—what starts the process.

Compassion: Caring for others and for yourself; noticing and acting to relieve someone's suffering.

Connotation: The subjective or emotional feeling associated with a word.

Courage: Standing up for principles despite the risks.

Cross-functional communication: Lateral, or horizonal, communication to another division or department.

Culturally adaptive prompting: Modifying prompts to incorporate different cultural contexts, for example, adjusting tone or asking AI to consider multiple belief systems.

Denotation: The literal, dictionary meaning of a word.

Distracting noise: Competing demands on attention, such as too much schoolwork or a messy workspace.

Downward communication: The flow of information from managers to their employees.

Emotional intelligence (or EQ—Emotional quotient): Recognizing, understanding, and managing feelings.

Environmental noise: Competing demands on attention, such as construction, an uncomfortable chair, or a family member during a Zoom call.

Ethics: Moral principles that go beyond legal rules to guide how to act.

Filter: Perception based on one's knowledge, experience, and viewpoints.

Formal communication network: The transmission of information through downward, upward, and lateral paths within an organization.

Generative AI (GenAI): Systems that create new content—for example, video, audio, text, images, code—based on patterns from existing content.

Humility: Seeing and handling our own and others' limitations; being willing to learn.

Individual Ethics: Ethics defined by a person, which are based on family values, heritage, personal experience, and other factors.

Informal communication network (or **grapevine)**: The flow of information through nonofficial channels within the organization.

Integrity: Acting consistently with your own and with societal values.

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Large Language Models (LLMs): A subset of GenAI, systems that generate text by learning patterns from existing sources of written language.

Lateral communication (or **horizontal communication)**: The flow of information among peers within an organization.

Lean media: Communication methods that are static, or one-way, and provide few or no social cues.

Medium: How a message is transmitted (e.g., email, video).

Message: The information (either verbal or nonverbal) that is communicated.

Multicommunicating: Overlapping conversations using various forms of communication.

Nonverbal Message: What is communicated without words (e.g., body language).

Organizational savvy (or **political savvy)**: The ability to navigate and adapt to individual personalities and styles as well as organizational culture, history, and structure.

Professional ethics: Ethics defined by an organization.

Rich media: Communication methods that allow for real-time interactivity and cues, such as body language.

Self-awareness: Accurately identifying our strengths and development needs; knowing ourselves and knowing how others perceive us.

Situational ethics: Ethics that are based on particular circumstances.

Social ethics: Ethics defined by society.

Stereotype: Attributing to an individual an assumption we have about the group to which that person belongs, which may or may not be true.

Synchronous communication: Messages that happen in real time—at the same time; the opposite is asynchronous.

Transparency: Sharing timely, accurate information.

Upward communication: The flow of information from lower-level employees to upper-level employees or managers.

User-generated content (UGC) (or **consumer-generated media (CGM))**: Any media (e.g., videos, images, blogs) about a company posted by consumers for public viewing.

Verbal message: The part of a communication that uses words to convey meaning.

Vulnerability: Being willing to accept emotional exposure.

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What's New in This Chapter

The following elements are improvements in this chapter from the previous edition:

- Distinguished AI from character and emotional intelligence and encouraged students to maintain authorship.
- Added suggestions for students related to sound decision making when engaging with AI.
- Moved "Ethical Decision Making" section to Chapter 2 to appear with teamwork.

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Chapter Outline

In the outline below, each element includes references (in parentheses) to related content. "LO #-#" refers to the associated learning objective; "PPT Slide(s) #" refers to the slide number(s) in the PowerPoint deck for this chapter (provided in the PowerPoints section of the Instructor Resource Center). Introduce the chapter and review the learning objectives (PPT Slide 3).

I. CHAPTER INTRODUCTION

A. When employees at a Virginia Costco warehouse joined the Teamsters Union, the CEO and president co-signed a letter to all employees, acknowledging their own failings. They emphasized "pride in our relationships with each other" and promised, "We're as committed as ever to our employees.

B. These actions can be compared with companies that only recognize the union begrudgingly, or those that engage in unlawful activities (such as the charges Amazon faced of interfering with or retaliating against employees who engaged in union activity).

C. **Icebreaker Activity** (PPT Slide 3): This Icebreaker activity helps the instructor and students get to know each other and lays the groundwork for an interactive and collaborative learning experience. Before discussing any content from the chapter, pose the question to students.

II. BUSINESS COMMUNICATION AND CHARACTER (LO 1-1; PPT Slides 4–9)

Character is developed overtime through our habits and behaviors. Every day, the choices made about how, when and what to communicate determine the character you are building.

A. The Value of Proficient Communication Skills

i. **Communication** is the process of sending and receiving messages.

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- **Verbally** through spoken or written words
- **Nonverbally** through facial expressions, gestures, postures, and voice qualities

ii. Skills employers value:
- Written, oral and interpersonal communication
- Teamwork
- Critical thinking and professionalism

B. Character Through Communication
i. Good communication demonstrates good character and a desire to make a positive impact on others.
ii. Character is a skill to be practiced and developed over time.
iii. **Figure 1** (PPT Slide 7): Character Dimensions and Business Communication

C. **Class Discussion Activity 1** (PPT Slides 8–9): Have students read and review section 1-1 in the text individually. Then have students reflect on and connect character traits and communication in the real world.

III. COMPONENTS OF COMMUNICATION (LO 1-2; PPT Slides 10–13)

How does communication happen in organizations, and how can you make good decisions about your own communication?

A. How Communication Happens
i. Audience **filters** the message according to their own knowledge, biases, experience, background, and so on.
- When people interact, they create new meaning together.
- Outcomes affect understanding and future interactions.

ii. **Communication barriers** get in the way of messages being received as they were intended.
iii. **Figure 2** (PPT Slide 12): How Communication Happens

B. The CAM Communication Model
i. We first need to understand ourselves (the character check).
ii. Then we analyze our audience before we craft a message that reflects well on ourselves and addresses the needs of those affected.
iii. **Figure 3** (PPT Slide 13): CAM Communication Model
iv. **Figure 4** (Text Page 7): CAM Questions

IV. CHARACTER CHECK (LO 1-3; PPT Slides 14–23)

During the first step of the communication process in the CAM model, we explore our own character and the context for our message. This requires an understanding of ourselves, clarity about the communication need and purpose, attention to legal and ethical considerations, and sound decisions about how we use artificial intelligence (AI).

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A. Self-Awareness and Emotional Intelligence
    i. **Self-awareness** is an ongoing process of knowing ourselves and our emotions, strengths, and weaknesses.
    ii. **Emotional intelligence** has four competencies:
        - Self-awareness
        - Self-management
        - Social awareness
        - Relationship management
    iii. **Figure 5** (PPT Slide 16): Emotional Intelligence Competencies
    iv. **Figure 6** (Text Page 16): Four Self-Awareness Archetypes

B. Communication Need and Purpose
    i. Everyone must balance the need with the purpose of communication.
    ii. The best leaders strive to achieve better outcomes for more people than just themselves.
    iii. Leaders also think strategically and broadly about long-term effects of their communication.
    iv. Ask the following questions:
        - What is your motivation? What drives you?
        - What is the **communication need**?
        - What would be a successful outcome of your communication?
        - How will others perceive your message?

C. Legal and Ethical Considerations
    i. Anything written or said may become public during a legal investigation.
    ii. **Ethics** are the moral principles that define how we act, beyond legal rules.
        - **Professional ethics**: Defined by an organization
        - **Social ethics**: Defined by society
        - **Individual ethics**: Defined by the person

D. AI Environment
    i. **Generative AI (GenAI)** produces new content.
        - More specifically, **large language models (LLMs)** produce new text.
    ii. AI tools may replicate copyrighted information, perpetuate biases, and generate misleading or false information.
    iii. Another concern is privacy issues when using AI.
    iv. How you choose to engage AI reflects on your character and requires sound decision making.
        - Maintain your own authorship.
        - Maintain a healthy distrust of AI content

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v. **Figure 7** (PPT Slides 20–21): Character Questions About Using AI

E. **Class Discussion Activity 2** (PPT Slides 22–23): Have the students review the legal and ethical guidelines provided in Figure 7. Then, discuss culturally adaptive prompts as a group. Ask students to give some examples of culturally adaptive prompts to use when generating communications about a company policy a customer service manual for an international company.

V. AUDIENCE ANALYSIS (LO 1-4; PPT Slides 24–32)

Good communicators consider what context drives their message, how communication travels within an organization, and what barriers might interfere.

A. Communication Context
   i. An authentic person portrays themselves similarly in any situation.
   ii. Communication at home is different than at school, work, or social gatherings.
   iii. The best communicators adapt to the environment and situation.
   iv. **Organization** or **political savvy** helps to navigate and adapt to people and organizations and can determine your success as a communicator.

B. Communication Directions
   i. The **Formal Communication Network**
      - **Downward communication** is the flow of information from managers to their employees (who report to them).
      - **Cascading communication** moves information from one level in an organization down to another, but not necessarily manager to employee.
      - **Upward communication** is the flow of information from lower-level employees to upper-level employees or managers.
      - **Lateral communication** (or **horizontal**) is the flow of information among peers within an organization.
      - **Cross-functional communication** is the flow of information across different departments or divisions.
      - **Figure 8** (PPT Slide 27): The Formal Communication Network
   ii. **The Informal Communication Network**
      - **Informal** or **grapevine** is information passed from person to person without organizational oversight.
         a. Supports gathering more information from friends
         b. Can also lead to the spread of rumors

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- **Transparent** communication shares information timely and accurately and builds trust overtime.

C. Communication Barriers
   i. Considering the complexity of the communication process, your audience may not receive messages exactly as you intend.
   ii. **Communication barriers** may be verbal (what you say) or nonverbal and may be categorized as language, cultural, attitudinal, or emotional.
   iii. Language Barriers
      - May occur even after translation
      - **Denotation**: literal meaning
      - **Connotation**: subjective, emotional meaning
   iv. Cultural Barriers
      - Extend beyond mere language differences and affect our communication style and choices
      - Affects how we perceive others' communication
      - **Stereotyping**: assuming behavior of one person represents the entire group
   v. Attitudinal Barriers
      - Based on culture and experience
      - Determine how we interpret information communicated
      - **Figure 9** (Text Page 15): Robinhood Crypto Promotional Box
   vi. Emotional Barriers
      - Be authentic and appropriate
      - Practice emotional intelligence
      - Ask questions to understand
      - Don't disregard emotions
   vii. Other Barriers
      - Physiological: hearing loss, memory loss, and speech difficulties
      - Physical: dividers between cubicles
      - Technology: slow internet connection
      - **Environmental noise**: construction, an uncomfortable chair, or a family member during a Zoom call
      - **Distracting noise**: too much schoolwork or a messy workspace

D. **Group Activity 1** (PPT Slides 31–32): Have students read and review section 1-4 of the text. Then have them work in pairs to compare situations that may change their message. With their partner, students should come up with one example from the real world to share. When they are finished, bring the class together and ask students to share their observations.

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VI. MESSAGE AND MEDIUM (LO 1-5; PPT Slides 33–42)

Whether your communication achieves your objectives depends on how well you construct the **message** (the information to be communicated). With so many options for transmission (channels or media), the real challenge is choosing the best **medium**—whether traditional or technology based—for your message.

A. Traditional Communication Channels
   i. Oral communication: One-on-one, team meetings, conferences
   ii. Written communication: Flipcharts, handouts, colorful brochures, financial statements, complex reports, periodicals

B. Digital Communication
   i. Email and phone
   ii. Instant and text messaging
   iii. Online meetings and video conferencing
   iv. Social media
      - **User-generated content (UGC)**—also called consumer-generated media (CGM)—can increase engagement and build relationships.

C. Communication Media Choices
   i. **Rich media** (in person) for complex and emotional messages
   ii. **Lean media** (one-way) for routine and simple messages
   iii. Real-time (**synchronous**, as opposed to **asynchronous**) allows for interactivity and cues
   iv. **Figure 10** (PPT Slide 37): Considerations for Choosing Communication Media
   v. **Figure 11** (PPT Slide 38): Communication Media Continuum

D. Multicommunicating
   i. **Multicommunicating**, or engaging in overlapping communications can be effective—up to a point.
   ii. But research shows that multicommunicating leads to distractions, attention and information processing issues, and errors.

E. **Group Activity 2** (PPT Slides 40–41): Have students break into small groups of three to five people and read through the discussion questions. After discussing their thoughts, they should collectively choose the most compelling answers to the questions and share their thoughts with the larger group.

F. **Knowledge Check** (PPT Slide 42): Ask students to match each situation with the type of communication that would be best.

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VII. CHAPTER CLOSING

A. Negotiations between Costco company leaders and the Teamsters union are not going well. The Teamsters president reports his perspective: "... in the middle of a workday, Costco walked away from the bargaining table..." and "... the company has shown little interest in working constructively to reach a fair deal."
B. Costco hasn't released an equivalent statement, and leaders may believe they are operating with the highest of character and are doing right by their employees.

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