Excellence in Business Communication, 12e **(Thill/Bovee)**
Chapter 1   Professional Communication in a Digital, Social, Mobile World

1) Which of the following best describes the communication process?
A) transferring information and meaning
B) listening actively
C) writing messages
D) speaking to others
E) providing data that benefits the speaker
Answer: A
Explanation: A) Communication is the process of transferring information and meaning between senders and receivers, using one or more written, oral, visual, or electronic media. The other answers are only part of the communication process.
LO: 1.1: Explain the importance of effective communication to your career and to the companies where you will work.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

2) Which of the following results in additional pressure on communication skills?
A) having great ideas
B) rising higher within the organization
C) connecting with decision-makers outside of your area of expertise
D) established company networks
E) the changing nature of employment
Answer: E
Explanation: E) Ambition and great ideas aren't enough. You'll need to communicate with a wide variety of people if you want to succeed in business. The changing nature of employment is putting new pressure on communication skills, too. Many companies now supplement their permanent workforces with independent contractors who are brought on for a short period or even just a single project.
LO: 1.1: Explain the importance of effective communication to your career and to the companies where you will work.
AACSB: Written and oral communication
Difficulty: Easy
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

3) Which of the following is most affected by effective communication by a company?
A) the nation
B) the suppliers
C) the competitors
D) the world
E) the stakeholders
Answer: E
Explanation: E) Stakeholders are those groups of people affected in some way by the company's actions—like customers, employees, shareholders, suppliers, neighbors, the community, the nation, and even the world. The other groups of people are only one subset of all stakeholders.
LO: 1.1: Explain the importance of effective communication to your career and to the companies where you will work.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Application
Learning Outcome: Discuss the challenges and importance of business communication

4) Which of the following is *not* a characteristic of effective business messages?
A) They provide practical information.
B) They present the writer's opinions as facts.
C) They state precise audience responsibilities.
D) They highlight and summarize essential information.
E) They are short.
Answer: B
Explanation: B) Opinions should be presented as opinions. If opinions are called for, give compelling evidence to support your opinion or conclusion. All the other answers are characteristics of effective business messages.
LO: 1.1: Explain the importance of effective communication to your career and to the companies where you will work.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Discuss the challenges and importance of business communication

5) All of the following except _____ will make your business messages more effective.
A) providing practical information
B) clarifying expectations and responsibilities
C) presenting information concisely and efficiently
D) discussing personal issues and complaining about problems
E) showing readers how they will benefit by responding the way you want them to
Answer: D
Explanation: D) To make your communication efforts as effective as possible, focus on making them practical, factual, concise, clear, and persuasive.
LO: 1.1: Explain the importance of effective communication to your career and to the companies where you will work.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Discuss the challenges and importance of business communication

6) How do executives in established firms spend the majority of their time?
A) budgeting
B) traveling
C) communicating
D) plying their trade
E) buying and selling
Answer: C
Explanation: C) If you launch a company or move into an executive role in an existing organization, you can expect communication to consumer the majority of your time.
LO: 1.1: Explain the importance of effective communication to your career and to the companies where you will work.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

7) Effective communication helps businesses make stronger decisions based on
A) closer ties with communities in the marketplace.
B) timely, reliable information.
C) clearer and more persuasive marketing messages.
D) greater employee engagement.
E) earlier warning of potential problems.
Answer: B
Explanation: B) Effective communication helps businesses in numerous ways. While it does create closer ties, and more persuasive marketing messages, it allows an organization to make stronger decisions based on timely, reliable information.
LO: 1.1: Explain the importance of effective communication to your career and to the companies where you will work.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Application
Learning Outcome: Discuss the challenges and importance of business communication

8) Describe five characteristics of effective business messages.
Answer: Effective business messages provide practical information that immediately helps receivers in concrete ways. They also give facts rather than vague impressions, and provide compelling evidence to support all conclusions. They present information in a concise, efficient manner. Effective business messages also state precise expectations and responsibilities, and they offer compelling, persuasive arguments and recommendations.
LO: 1.1: Explain the importance of effective communication to your career and to the companies where you will work.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

9) The quality of performing at a high level and conducting oneself with pride and purpose is known as
A) expediency.
B) professionalism.
C) entrepreneurialism.
D) impression management.
E) leadership.
Answer: B
Explanation: B) Professionalism is the quality of performing at a high level and conducting oneself with purpose and pride.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

10) According to the concept of emotional intelligence, if you'll be speaking to people you don't know and you can't find out more about them,
A) don't worry because you can adjust to their needs on the fly.
B) always put your own needs before their needs.
C) rely on chance and circumstance to help you relate to their needs.
D) use common sense and imagination to relate to their needs.
E) use general and simple terms to ensure understanding.
Answer: D
Explanation: D) When meeting people you don't know and you can't learn more about them, try to project yourself into their position by using common sense and imagination. This ability to relate to the needs of others is a key part of emotional intelligence.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

11) The term *digital information fluency* encompasses all of the following elements except
A) recognizing information needs.
B) searching efficiently to locate reliable sources of information.
C) using gathered information ethically.
D) using random methods to present ideas and information.
E) actively listening to others.
Answer: D
Explanation: D) Digital information fluency involves the following: recognizing information needs, using efficient search techniques to locate reliable sources of information, particularly from online sources, and using gathered information ethically.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

12) An example of downward communication is
A) a junior staff person giving information to a staff supervisor.
B) a sales manager giving instructions to a salesperson.
C) an email message about sick leave from one staff secretary to another.
D) a company briefing held on the organization's top floor.
E) a conversation between colleagues that quickly becomes hostile.
Answer: B
Explanation: B) Downward communication flows from executives to employees, for example, when the president conveys executive decisions and provides employees information that helps them do their jobs.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Written and oral communication
Difficulty: Easy
Classification: Application
Learning Outcome: Discuss the challenges and importance of business communication

13) An example of horizontal communication is
A) a junior staff person giving information to a staff supervisor.
B) a company briefing held on the organization's ground floor.
C) an email message about sick leave sent from one department secretary to a secretary in a different department.
D) an email message that sparks a chain of multiple replies.
E) a manager sending an email to his or her staff.
Answer: C
Explanation: C) Horizontal communication flows between departments to help employees share information, coordinate tasks, and solve complex problems.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Application
Learning Outcome: Discuss the challenges and importance of business communication

14) Every organization has _____, which encompasses all communication that occurs outside the lines of command in the company's organizational structure.
A) an online social networking presence
B) an extraneous communication network
C) an informal communication network
D) an internal communication network
E) a transitional communication system
Answer: C
Explanation: C) Informal communication takes place naturally when employees interact, both on the job and in social settings. Some of it takes place when the formal network doesn't provide information that employees want.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

15) In most organizations, the rumor mill tends to be particularly active when
A) employees are satisfied with their jobs.
B) formal communication channels are working efficiently.
C) employees are wasting company time.
D) the formal communication network is not providing the information employees want.
E) there is a lack of gender balance among the employees.
Answer: D
Explanation: D) The rumor mill tends to be more active when the formal communication network is not providing the information employees need and want. People feel more comfortable and secure with strong communication. If that breaks down, people will look to informal sources. The other answers don't relate to how a rumor mill works.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Synthesis
Learning Outcome: Discuss the challenges and importance of business communication

16) _____ communication flows between departments to help employees share information, coordinate tasks, and solve complex problems.
A) Upward
B) Downward
C) Horizontal
D) Diagonal
E) Circular
Answer: C
Explanation: C) Horizontal communication occurs when a secretary sends an email to another secretary in a different department on a new company wide policy. Upward and downward are other directions that communication can flow in a formal network. There is no such thing as diagonal or circular.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Written and oral communication
Difficulty: Easy
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

17) An audience-centered approach to communication involves
A) saying whatever it takes to win over the members of your audience.
B) embedding a layer of technology between you and your audience members.
C) respecting, understanding, and meeting the needs of your audience members.
D) focusing on how the members of the audience can help you obtain your goals.
E) starting by telling the audience exactly how they can help you.
Answer: C
Explanation: C) Use an audience-centered approach to help you understand and respect the members of your audience, and then make every effort to get your message across in a way that's meaningful to them.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Conceptual/Application
Learning Outcome: Discuss the challenges and importance of business communication

18) Generally speaking, limitations of the formal communication network
A) discourage employees from taking advantage of social media.
B) have not affected the popularity of social media in the business environment.
C) have helped to spur the growth of social media in the business environment.
D) discourage upward communication.
E) hinder the ability to convey executive decisions.
Answer: C
Explanation: C) Informal communication occurs during employee interactions on the job and in social settings; it also occurs when the formal network doesn't provide information that employees want. In fact, the inherent limitations of formal communication networks helped spur the growth of social media in the business environment.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Synthesis
Learning Outcome: Discuss the challenges and importance of business communication

19) To make your communication more effective,
A) clearly address your audience's wants and needs—not yours.
B) include as much information as possible, even if you're not sure it's necessary.
C) prepare the message as if the audience is not interested.
D) start by telling the audience how they can help you.
E) limit questions.
Answer: A
Explanation: A) Audiences tend to tune out when they receive "me" messages. To make sure a message is heard and understood, use the "you" attitude to focus on the other person, not on yourself.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

20) When you adopt _____ to communication, you understand and respect the members of your audience and make every effort to communicate in a way that's meaningful to them.
A) an audience-centered approach
B) a technology-driven approach
C) an egocentric approach
D) a performance-maximization approach
E) a downward flow approach
Answer: A
Explanation: A) The key to an audience-centered approach is for the sender of the message to focus on the needs of the audience, not his or her own needs. This "you" rather than "me" attitude breeds trust between the sender and the audience and makes the audience more receptive to any message that the sender wants to communicate.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

21) The concept of _____ refers to the ability to relate to the needs of others, which is a vital characteristic of successful managers and leaders.
A) interpersonal adaptability
B) relational franchising
C) emotional intelligence
D) macro-generational empathy
E) critical thinking
Answer: C
Explanation: C) Emotional intelligence is a measure of how well a person can empathize and identify with others. Emotional intelligence involves both sending and receiving information. For example, a person with emotional intelligence can notice when her audience is not giving her their full attention. So rather than carry on without having a fully engaged audience, the speaker backs off and waits to communicate her message at a more receptive moment.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

22) An audience-centered approach to communication involves
A) saying whatever it takes to win over the members of your audience.
B) embedding a layer of technology between you and the members of your audience.
C) respecting, understanding and meeting the needs of your audience.
D) focusing on how the members of your audience can help you obtain your goals.
E) limiting the number of topics covered.
Answer: C
Explanation: C) An audience-centered approach involves understanding and respecting the members of your audience and making every effort to get your message across in a way that is meaningful to them.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

23) Evaluating evidence completely and objectively requires _____ skills.
A) critical thinking
B) relationship building
C) downward communication
D) professionalism
E) team player
Answer: A
Explanation: A) Using critical thinking, the ability to evaluate evidence completely and objectively in order to form logical conclusions and make sound recommendations.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

24) Most of the information that flows downward in an organization is geared toward helping employees do their jobs.
Answer: TRUE
Explanation: Downward communication flows from executives to employees, conveying executive decisions and providing information that helps employees do their jobs.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

25) Within organizations, formal communication is upward and downward, while informal communication is always horizontal.
Answer: FALSE
Explanation: Throughout the formal network, information flows in three directions - downward, upward, and horizontally. Downward communication flows from executives to employees. Upward communication flows from employees to executives. Every organization also has an informal communication network, often referred to as the grapevine or the rumor mill, which encompasses all communication that occurs outside the formal network.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

26) Emotional intelligence includes the ability to relate to the needs of others.
Answer: TRUE
Explanation: A key part of emotional intelligence is the ability to relate to the needs of others. The more you know about the people you are communicating with, the easier it will be to concentrate on their needs–which, in turn, will make it easier for them to hear your message, understand it, and respond positively.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

27) As long as employees get the job done, most companies are not concerned with employees meeting expectations of business etiquette.
Answer: FALSE
Explanation: Today's employers expect you to be competent at a wide range of communication tasks. One of those tasks is communicating in a civilized manner that reflects contemporary expectations of business etiquette, even when dealing with indifferent or hostile audiences.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

28) When does the rumor mill tend to be most active within an organization? Include an example of a situation that might cause the rumor mill to become more active.
Answer: The informal communication network or "grapevine" tends to be most active when employees believe the formal network is not providing the information they want. For example, if employees are worried about possible layoffs but managers do not address the topic, the grapevine would probably become more active.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Synthesis
Learning Outcome: Discuss the challenges and importance of business communication

29) To adopt an audience-centered approach to communication, what do you need to learn about your audience? List at least three specific attributes.
Answer: An audience-centered approach requires learning as much as possible about the receiver's biases, education, age, status, style, and personal and professional concerns.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Synthesis
Learning Outcome: Discuss the challenges and importance of business communication

30) Define professionalism and list its six distinctive traits.
Answer: Professionalism is the quality of performing at a high level with purpose and pride. Professionals exhibit six traits: striving to excel, being dependable and accountable, being team players, demonstrating a sense of etiquette, making ethical decisions, and staying positive.
LO: 1.2: Explain what it means to communicate as a professional in a business context.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Discuss the challenges and importance of business communication

31) In the first step of the communication process, the sender
A) decides what to say.
B) chooses a communication channel.
C) has an idea.
D) chooses a communication medium.
E) evaluates his or her options.
Answer: C
Explanation: C) Whether a communication effort will ultimately be effective starts with an idea. For example, if you have a clear idea about a procedure change that will save your company time and money, the communication process is off to a strong start. However, if all you want to do is complain and do not have any solutions to your complaint, you probably will not communicate anything of value to your audience. The other answers are what the sender should do after having an idea.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Easy
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

32) The final step in the communication process is
A) receiving the message.
B) sending the message.
C) the audience providing feedback to the sender.
D) interpreting the message.
E) decoding the message.
Answer: C
Explanation: C) When the audience provides feedback to the sender, this can help the sender evaluate the effectiveness of the communication effort. Feedback can be verbal, nonverbal, or both. However, this feedback may need to be decoded carefully. A smile, for example, can have many meanings. The other steps are earlier steps in the communication process.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

33) Uncomfortable meeting rooms, multitasking, and computer screens filled with popup messages are all examples of
A) problems with feedback.
B) distractions.
C) problems with background differences.
D) overload problems.
E) social media.
Answer: B
Explanation: B) Distractions can be anything that forces a person to focus on something other than the immediate task.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Application
Learning Outcome: Discuss the challenges and importance of business communication

34) Which of the following is *not* one of the five ways to get the audience to notice your messages?
A) Acknowledge the importance of the situation.
B) Address the audience's wants and needs.
C) Use words, images, and designs that are familiar.
D) Consider audience expectations.
E) Ensure ease of use.
Answer: A
Explanation: A) The five ways to get the audience to notice your message is to 1) consider audience expectations, 2) ensure ease of use, 3) emphasize familiarity, 4) practice empathy, and 5) design for compatibility. The other answers are what the sender should do to get the audience to notice your message.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

35) A corporate executive who's staked her reputation on an aggressive advertising strategy might use _____ and distort or ignore evidence that suggests the strategy isn't succeeding.
A) discrimination
B) misapprehension
C) selective perception
D) stereotypical receptivity
E) counterintuitive modeling
Answer: C
Explanation: C) In the phenomenon of selective perception, a person may distort or ignore any information that doesn't conform to his or her perception of reality.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Application
Learning Outcome: Discuss the challenges and importance of business communication

36) In order for audience members to respond appropriately to a business message, they must
A) remember the message.
B) be able to respond to the message.
C) be motivated to respond to the message.
D) do all of the above.
E) do none of the above—communication is a simple process that everyone is naturally good at.
Answer: D
Explanation: D) First, the recipient has to remember the message long enough to act on it. Second, the recipient has to be able to respond as you wish. Lastly, the recipient has to be motivated to respond. The other answers are only one part of what the audience must do to respond appropriately.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

37) Most companies that embrace Business Communication 2.0
A) completely abandon the traditional approach to communication.
B) will eventually return to a 1.0 approach, since the technology turns out to be too complicated for most employees.
C) adopt a hybrid approach to communication, in which some messages follow the traditional model and others follow the 2.0 approach.
D) adopt a downward communication model.
E) follow a social model to communication.
Answer: C
Explanation: C) No company, no matter how enthusiastically it embraces Web 2.0, is going to be run by a social club. Instead, a hybrid approach is emerging in which some communications follow the traditional approach, while others follow the 2.0 approach. Business 2.0 is about both approaches to communication. Business 2.0 is not about being European or from any specific place.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

38) The 2.0 approach to business communication differs from the traditional approach because it encourages audiences to
A) become active participants in the communication.
B) listen compliantly and passively.
C) absorb the information the sender shares.
D) remain aloof when communicating in business.
E) use introspection as the pathway to success.
Answer: A
Explanation: A) Traditional business messages are scripted by designated communicators, approved by someone in authority, distributed through selected channels, and delivered without modification to a passive audience. In the 2.0 approach, customers and other stakeholders are active participants who influence or take control of conversations.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

39) Which of the following is an example of Business Communication 2.0 in action?
A) A manager sends out weekly newsletters to employees.
B) An electronics store invites customers to submit YouTube videos showing how to install home theater systems.
C) An advertising firm creates a television commercial for a local automobile dealer.
D) A small business owner rents sign space on neglected downtown buildings to promote revitalization efforts.
E) All of the above are examples of Business Communication 2.0.
Answer: B
Explanation: B) Inviting customers to submit how-to videos accomplishes several things. It provides useful information to new customers and allows existing customers to pay an important role in developing product and service enhancements. Such outcomes can convert curious shoppers into loyal customers.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Discuss the challenges and importance of business communication

40) Information overload is
A) a real problem that can lead to exhaustion and interfere with personal relationships.
B) a false condition concocted by workers who fear technology and its capabilities.
C) a condition that affects only those who work in high-tech jobs.
D) especially prevalent among elderly Americans.
E) an accepted aspect of mobile technology.
Answer: A
Explanation: A) The overuse or misuse of communication technology can lead to information overload, in which people receive more information than they can effectively process. Information overload makes it difficult to discriminate between useful and useless information, lowers productivity, and amplifies employee stress both on the job and at home—even to the point of causing health and relationship problems. Information overload has nothing to do with fear of technology. Anyone who uses a computer, a smart phone, or other advanced gadget is susceptible to information overload.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Synthesis
Learning Outcome: Discuss the challenges and importance of business communication

41) The _____ is the form a message takes and the _____ is the system used to deliver the message.
A) channel; medium
B) medium; channel
C) schema; pipeline
D) package; tunnel
E) schema; channel
Answer: B
Explanation: B) Think of the medium as the form a message takes (such as a Twitter update) and the channel as the system used to deliver the message (such as the Internet).
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

42) A manager hears the part of a message that supports his agenda, but doesn't seem to notice evidence that contradicts his point of view. The manager is engaging in
A) discrimination.
B) misreading.
C) selective perception.
D) stereotyping.
E) information overload.
Answer: C
Explanation: C) Selective perception occurs when a person hears what he or she "wants to hear." Listeners tend to tune out or fail to notice parts of communication that do not directly support their points of view. When they see or hear only their own point of view, they are engaging in selective perception.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Discuss the challenges and importance of business communication

43) Whereas traditional Business Communication tends to emphasize _____, Business Communication 2.0 focuses more on _____.
A) discussion; lecture
B) collaboration; isolation
C) control; influence
D) permission; intrusion
E) personal computing; social media
Answer: C
Explanation: C) Business Communication 2.0 recognizes that few audience members like to be dictated to with ironclad pronouncements. Business Communication 2.0 instead tries to influence the audience by allowing the audience to interact in the content of the message itself. When compared to traditional Business Communication, control is lost in Business Communication 2.0, but credibility and persuasiveness are usually gained.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

44) As a contemporary approach to business communication, the _____ is interactive, conversational, and usually open to all who wish to participate.
A) reflexive communication model
B) computer-assisted communication model
C) social communication model
D) give-and-take communication model
E) downward communication model
Answer: C
Explanation: C) The social communication model of business communication is interactive, conversational, and usually open to all who which to participate.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

45) _____ is the process of transferring information and meaning between senders and receivers.
A) Reflection
B) Projection
C) Communication
D) Illumination
E) Conjecture
Answer: C
Explanation: C) Communication is the process of transferring information and meaning between senders and receivers.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Easy
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

46) When a sender puts an idea into a message, the sender is _____ the idea.
A) transmitting
B) encoding
C) developing
D) decoding
E) shaping
Answer: B
Explanation: B) Encoding can involve any kind of written, spoken, or physical code. Encoding can involve such things as putting a message into words, conveying the message as a facial expression, writing the message, or translating the message into a computer language.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

47) In the communication process, _____ describes the step in which the audience extracts the idea from a message.
A) extracting
B) encoding
C) translating
D) decoding
E) transmitting
Answer: D
Explanation: D) Decoding is the act of interpreting the message, of changing it from a set of symbols to a form that the human brain can understand.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

48) If an incoming message doesn't fit into a person's view of reality, then he or she may use _____ to distort or ignore that information.
A) myopic introspection
B) cognitive reconstruction
C) selective perception
D) creative interpretation
E) cognitive interpretation
Answer: C
Explanation: C) People sometimes hear only what they want to hear; this is a form of selective perception. When a supervisor tells a worker that he is very creative but too sloppy, the worker is engaging in selective perception if he hears the "creative" part of the message, but not the "sloppy" part.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

49) In what way has the social communication model enabled a new approach to business communication?
Answer: The social communication model is interactive, conversational, and usually open to all who wish to participate. Audience members are no longer passive recipients of messages but active participants in a conversation. Social media have given customers and other stakeholders a voice they did not have in the past, and businesses are listening to that voice. In fact, one of the most common uses of social media among U.S. businesses is monitoring online discussions about a company and its brands.
Instead of transmitting a fixed message, a sender in a social media environment initiates a conversation by sharing valuable information. This information is often revised and reshaped by the web of participants as they share it and comment on it. People can add to it or take pieces from it, depending on their needs and interests.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

50) Briefly explain the concept of corporate culture.
Answer: Corporate culture is the mixture of values, traditions, and habits that give a company its atmosphere or personality. An organization's corporate culture can promote or stifle open communication.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Diverse and multicultural work environments
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

51) What is selective perception?
Answer: Selective perception is the process of distorting or ignoring information that does not fit one's view of reality. It can become a barrier to effective listening.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Ethical understanding and reasoning
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

52) Briefly explain the nature and importance of the final phase in the communication process.
Answer: The final phase in the communication process occurs when the receiver provides feedback for the sender. Feedback enables the sender to evaluate the effectiveness of the message.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Application
Learning Outcome: Discuss the challenges and importance of business communication

53) Briefly explain how social media have changed the way customers and other groups engage in business communication.
Answer: Social media tools such as blogs and social networks have transformed passive audiences into active participants by allowing them to share content, revise content, respond to content, or contribute new content.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

54) Outline the eight steps of the communication process.
Answer: The first step in the communication process occurs when the sender has an idea and decides to share it. Second, the sender encodes the idea as a message that the receiver will understand. Third, the sender produces the message in a transmittable medium. Fourth, the sender transmits the message through a channel (such as a face-to-face conversation or an email). Fifth, the audience receives the message. Sixth, the audience decodes the message by extracting the idea from it. Seventh, the audience responds to the message. Eighth, the audience provides feedback that helps the sender evaluate the effectiveness of the communication effort.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

55) Describe four common types of communication barriers.
Answer: Four common types of communication barriers are noise and distractions, competing messages, filters, and channel breakdowns. Noise and distractions can be both physical and emotional and are especially common due to the widespread habit of multitasking. Competing messages make it difficult to gain and keep your audience's attention and can result in information overload, which makes it difficult to distinguish between useful and useless information and increases workplace stress. Messages can be blocked or distorted by filters: any human or technological intervention between the sender and the receiver. Filtering can be intentional or unintentional. Finally, channel breakdowns occur when the channel you select fails to deliver your message at all.
LO: 1.3: Describe the communication process model and the ways social media are changing the nature of business communication.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

56) All of the following except _____ are characteristics of social media and mobile communication.
A) forcing professionals to develop new skills
B) altering relationships between senders and receivers
C) changing the nature of communication
D) creating countless opportunities but few meaningful challenges
E) managing disruptive technology
Answer: D
Explanation: D) The parallels between social media and mobile communication are striking: both sets of technologies change the nature of communication, alter the relationships between senders and receivers, create opportunities as well as challenges, and force business professionals to hone new skills.
LO: 1.4: Outline the challenges and opportunities of mobile communication in business.
AACSB: Information technology
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

57) People who've grown up with _____ expect to have immediate access to information and the ability to stay connected to their various social and business networks.
A) multifunctional communication technology
B) desktop communication technology
C) personal communication technology
D) mobile communication technology
E) mass communication technology
Answer: D
Explanation: D) People who've grown up with mobile communication technology expect to have immediate access to information and the ability to stay connected to their various social and business networks.
LO: 1.4: Outline the challenges and opportunities of mobile communication in business.
AACSB: Information technology
Difficulty: Easy
Classification: Conceptual
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

58) By providing _____, such as facility maps and property information, mobile technology can allow users to experience more of their environment and access information instantly.
A) digital domiciles
B) location-aware content
C) social-media catalogues
D) multimedia relationships
E) embedded links
Answer: B
Explanation: B) Users of mobile technology can access location-aware content to enhance their mobile experience.
LO: 1.4: Outline the challenges and opportunities of mobile communication in business.
AACSB: Information technology
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

59) Which of the following is a benefit for companies who integrate mobile technology?
A) an increase in employee productivity
B) more distancing in relationships with business partners
C) limited opportunity for competitors to be innovative
D) data security
E) ease of access of information between the company and the consumers
Answer: A
Explanation: A) Companies recognize the value of integrating mobile technology, from communication platforms to banking to retail. Mobile apps and communication systems can boost employee productivity, help companies form closer relationships with customers and business partners, and spur innovation in products and services.
LO: 1.4: Outline the challenges and opportunities of mobile communication in business.
AACSB: Information technology
Difficulty: Moderate
Classification: Synthesis
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

60) Globally, roughly _____ percent of Internet users access the web at least some of the time with a mobile device.
A) 40
B) 50
C) 60
D) 70
E) 80
Answer: E
Explanation: E) For millions of people around the world, a mobile device is their primary way, if not their only way, to access the Internet. Globally, roughly 80 percent of Internet users access the web at least some of the time with a mobile device.
LO: 1.4: Outline the challenges and opportunities of mobile communication in business.
AACSB: Information technology
Difficulty: Moderate
Classification: Application
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

61) For a majority of smartphone users, _____ is the primary use of the smartphone technology.
A) phone conversation
B) storage of data files
C) web browsing
D) emailing
E) mobile app accessibility
Answer: D
Explanation: D) Email and web browsing rank first and second in terms of the most common nonvoice uses of smartphones, and more email messages are now opened on mobile devices than on PCs. For many people, the fact that a smartphone can make phone calls is practically a secondary consideration; data traffic from mobile devices far outstrips voice traffic.
LO: 1.4: Outline the challenges and opportunities of mobile communication in business.
AACSB: Information technology
Difficulty: Moderate
Classification: Application
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

62) To become more user friendly, some companies have incorporated a _____ approach to technology.
A) customer first
B) data first
C) mobile first
D) security first
E) social media first
Answer: C
Explanation: C) As mobile access overtakes computer-based access, some companies now take a mobile-first approach, in which websites are designed for optimum viewing on smartphones and tablets.
LO: 1.4: Outline the challenges and opportunities of mobile communication in business.
AACSB: Information technology
Difficulty: Moderate
Classification: Application
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

63) The phrase _____ describes the ability to send vast amounts of data instantly, constantly, and globally.
A) mobile first
B) radical connectivity
C) disruptive technology
D) mobile friendly
E) mobile revolution
Answer: B
Explanation: B) Social media pioneer Nicco Mele coined the term *radical connectivity* to describe "the breathtaking ability to send vast amounts of data instantly, constantly, and globally."
LO: 1.4: Outline the challenges and opportunities of mobile communication in business.
AACSB: Information technology
Difficulty: Difficult
Classification: Critical Thinking
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

64) As social media prevents people from fully disengaging from work while allowing flexibility to meet personal and professional obligations, _____ become(s) increasingly important.
A) nontraditional work models
B) larger display screens
C) 24/7 connectivity
D) text messaging uniformity
E) accelerometers
Answer: A
Explanation: A) Mobile plays an important role in efforts to reduce operating costs through telecommuting and other nontraditional work models.
LO: 1.4: Outline the challenges and opportunities of mobile communication in business.
AACSB: Information technology
Difficulty: Difficult
Classification: Synthesis
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

65) Which of the following is an advantage of improved mobile tools for the workplace?
A) increased security controls
B) location-aware content
C) standardized writing
D) minimized distractions
E) increased connectivity
Answer: E
Explanation: E) Mobile tools can enhance productivity and collaboration by making it easier for employees to stay connected and giving them access to information and work tasks during forced gaps in the workday or while traveling.
LO: 1.4: Outline the challenges and opportunities of mobile communication in business.
AACSB: Information technology
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

66) When used well, mobile connectivity can
A) increase expertise in an organization.
B) limit crisis communication.
C) allow for thorough research.
D) decrease time needed for decision making.
E) decrease corporate security issues.
Answer: D
Explanation: D) Mobile connectivity can accelerate decision making and problem solving by putting the right information in the hands of the right people at the right time.
LO: 1.4: Outline the challenges and opportunities of mobile communication in business.
AACSB: Information technology
Difficulty: Difficult
Classification: Critical Thinking
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

67) Companies are wrestling with the _____, in which employees want to use their personal tablets and smartphones to access company networks and files.
A) BAPD phenomenon
B) BMSP phenomenon
C) BYOD phenomenon
D) BCNU phenomenon
E) BMPD phenomenon
Answer: C
Explanation: C) Employees want to access company networks and files with their personal smartphones and tablets, both in the office and away from it. This desire underlies the "bring your own device" (BYOD) phenomenon.
LO: 1.4: Outline the challenges and opportunities of mobile communication in business.
AACSB: Information technology
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

68) Companies that use the mobile-first approach
A) allow employees to bring their mobile devices to work.
B) design their websites for optimum viewing on smartphones and tablets.
C) control operating costs through telecommuting and other nontraditional work models.
D) ignore traditional standards of grammar, punctuation, and spelling when writing messages.
E) work to minimize device size and increase portability.
Answer: B
Explanation: B) As mobile access overtakes computer-based access, some companies now take a mobile-first approach, in which websites are designed for optimum viewing on smartphones and tablets.
LO: 1.4: Outline the challenges and opportunities of mobile communication in business.
AACSB: Information technology
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

69) You can help to reduce information overload if you avoid sending unnecessary messages.
Answer: TRUE
Explanation: As a sender, you can reduce information overload by making sure you don't send unnecessary messages.
LO: 1.4: Outline the challenges and opportunities of mobile communication in business.
AACSB: Information technology
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Describe best practices in team and interpersonal communication

70) Factors such as poor acoustics and uncomfortable meeting rooms can be annoying, but they don't affect communication.
Answer: FALSE
Explanation: Messages can be disrupted by distractions such as extraneous noise, competing messages, and uncomfortable meeting rooms.
LO: 1.4: Outline the challenges and opportunities of mobile communication in business.
AACSB: Information technology
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Describe best practices in team and interpersonal communication

71) Messages can be blocked or distorted by filters, any human or technological interventions between the sender and the receiver.
Answer: TRUE
Explanation: Filtering can be both intentional (such as automatically filing incoming messages based on sender or content) or unintentional (such as an overly aggressive spam filter that deletes legitimate emails).
LO: 1.4: Outline the challenges and opportunities of mobile communication in business.
AACSB: Information technology
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Describe best practices in team and interpersonal communication

72) How can the overuse or misuse of communication technology become a barrier to effective communication?
Answer: The overuse or misuse of communication technology can lead to information overload, in which people receive more information than they can effectively process.
LO: 1.4: Outline the challenges and opportunities of mobile communication in business.
AACSB: Information technology
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

73) The "information technology paradox" refers to
A) widespread confusion over how to utilize email and IM.
B) the idea that technology has cut down interpersonal communication in business.
C) the idea that the use of information technology can waste as much time as it saves.
D) frustration surrounding incompatibility between Apple and Microsoft operating systems.
E) none of the above.
Answer: C
Explanation: C) Employees that use Twitter, IM, email and other technologies for workplace communication can waste as much time as they save—hence, the "information technology paradox."
LO: 1.5: List four general guidelines for using communication technology effectively.
AACSB: Information technology
Difficulty: Difficult
Classification: Conceptual
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

74) Which of the following is the best solution to technology-related problems such as inappropriate use of the web and social media in the workplace?
A) forbidding employees to use the web while they are in the office
B) requiring employees to turn off their smartphones when they arrive for work
C) developing clear policies that are evenly enforced
D) rewarding employees who call your attention to those who are using these technologies inappropriately
E) "going green" by removing all electronic devices (except telephones) from the office
Answer: C
Explanation: C) Inappropriate web use not only distracts employees but also exposes employers to lawsuits for sexual harassment, if inappropriate images are displayed in the workplace. With all of these technologies, the best solution lies in developing and enforcing clear policies for all employees. Many jobs require access to electronic devices like computers and using the Internet.
LO: 1.5: List four general guidelines for using communication technology effectively.
AACSB: Information technology
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

75) Facebook, Twitter, YouTube, and other technologies are key elements of the _____, in which information tools can waste as much time as they save.
A) social media conundrum
B) time-space continuum
C) information technology paradox
D) digital efficiency enigma
E) gamification revolution
Answer: C
Explanation: C) According to the "information technology paradox," information tools can waste as much time as they save. Concerns over inappropriate use of social networking sites, for example, have led many companies to ban employees from accessing them during work hours.
LO: 1.5: List four general guidelines for using communication technology effectively.
AACSB: Information technology
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

76) Which of the following can hinder effective communication?
A) keeping technology use in perspective
B) using the computer whenever possible
C) guarding against information overload
D) communicating in person
E) avoiding information addiction
Answer: B
Explanation: B) To communicate effectively, learn to keep technology in perspective, guard against information overload and information addiction, use technological tools productively, and disengage from the computer frequently to communicate in person.
LO: 1.5: List four general guidelines for using communication technology effectively.
AACSB: Information technology
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

77) Which of the following best describes the role of technology in the communication process?
A) an aid to interpersonal communication
B) a replacement for face-to-face communication
C) a tool to replace essential skills
D) a source of data to minimize human error
E) a tool to fill the gaps in a skill set
Answer: A
Explanation: A) Technology is an aid to interpersonal communication, not a replacement for it. Technology can't think for you or communicate for you, and if you lack some essential skills, technology can't fill in the gaps.
LO: 1.5: List four general guidelines for using communication technology effectively.
AACSB: Information technology
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

78) Receiving more information than that which can be processed is referred to as
A) gap.
B) information technology paradox.
C) gamification.
D) transparency.
E) information overload.
Answer: E
Explanation: E) The overuse or misuse of communication technology can lead to information overload, in which people receive more information than they can effectively process.
LO: 1.5: List four general guidelines for using communication technology effectively.
AACSB: Information technology
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

79) Receiving more information than that which can be utilized results in
A) increased stress at home.
B) decreased stress on the job.
C) increased productivity.
D) information domination.
E) a sense of urgency.
Answer: A
Explanation: A) Information overload makes it difficult to discriminate between useful and useless information, lowers productivity, and amplifies employee stress both on the job and at home—even to the point of causing health and relationship problems.
LO: 1.5: List four general guidelines for using communication technology effectively.
AACSB: Information technology
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

80) Why are some companies adding gamification to their mobile apps?
A) to reduce customer stress levels while they are on hold
B) to improve the computational speed on corporate information systems
C) to reduce the need for expensive customer service calls
D) to increase user engagement
E) to reduce employee headcount and other fixed costs.
Answer: B
Explanation: B) Gamification is the addition of game-playing aspects to an activity or a process with the goal of increasing user engagement, and it's a natural for social media and mobile devices.
LO: 1.5: List four general guidelines for using communication technology effectively.
AACSB: Information technology
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

81) Which of the following best describes gamification?
A) an online tracking system to monitor employees' use of social media
B) a mobile app designed to improve customer service
C) adding game playing aspects to a business activity or process
D) an online collaboration system between an organization and its suppliers
E) an online game designed to train salespeople
Answer: C
Explanation: C) Foursquare is an advertising platform that relies on user activity and user-generated content, and the game element encourages people to use the app more frequently.
LO: 1.5: List four general guidelines for using communication technology effectively.
AACSB: Information technology
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

82) To increase employee connections, the sharing of ideas and improve brainstorming, some companies use
A) product champions.
B) gamification.
C) location aware devices.
D) information addiction.
E) information technology paradox.
Answer: B
Explanation: B) On several collaboration and brainstorming systems, gamification encourages people to make more connections, share ideas, and boost their influence within a community.
LO: 1.5: List four general guidelines for using communication technology effectively.
AACSB: Information technology
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

83) Which of the following can result from the use of social networking sites used while at work?
A) sexual harassment lawsuits
B) increased gamification
C) increased productivity
D) greater employee engagement
E) increased hours on the job
Answer: A
Explanation: A) Inappropriate web use not only distracts employees from work responsibilities, it can leave employers open to lawsuits for sexual harassment if inappropriate images are displayed in or transmitted around the company.
LO: 1.5: List four general guidelines for using communication technology effectively.
AACSB: Information technology
Difficulty: Difficult
Classification: Synthesis
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

84) Explain the "information technology paradox."
Answer: According to the information technology paradox, information tools such as email and the Internet can waste as much time as they save. Many companies have taken steps to prevent employees from wasting time online when they are supposed to be working.
LO: 1.5: List four general guidelines for using communication technology effectively.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

85) Explain the concept of gamification and how companies are using this tool to reach a larger audience.
Answer: Gamification is the addition of game-playing aspects to an activity or a process with the goal of increasing user engagement, and it's a natural for social media and mobile devices. Foursquare's check-in competitions, in which the person who "checks in" using Foursquare the most times during a 60-day window is crowned the "mayor" of that location, are one of the best-known uses of gamification. Foursquare is an advertising platform that relies on user activity and user-generated content, and the game element encourages people to use the app more frequently. On a customer-service system, the software rewards employees for increasing their productivity, meeting their service commitments to customers, and sharing knowledge with their colleagues. On several collaboration and brainstorming systems, gamification encourages people to make more connections, share ideas, and boost their influence within a community.
Gamification is also a key strategy for many companies trying to improve customer loyalty. Badgeville's Reputation Mechanics system boosts the profile of knowledgeable customers who share expertise on social media sites and other online forums.
LO: 1.5: List four general guidelines for using communication technology effectively.
AACSB: Information technology
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Discuss the challenges and importance of business communication

86) The accepted principles of conduct that govern behavior within a society are known as
A) laws.
B) social guidelines.
C) ethics.
D) protocols.
E) work rules.
Answer: C
Explanation: C) Ethics are the accepted principles of conduct that govern behavior within a society. Ethical behavior is a companywide concern, but because communication efforts are the public face of a company, they are subjected to rigorous scrutiny from regulators, legislators, investors, consumer groups, environmental groups, labor organizations, and stakeholders. While there is a great deal of overlap between laws, ethics, and social guidelines, they are not always the same thing. Protocols are procedures to help people follow laws, social guidelines, and ethics.
LO: 1.6: Define ethics, explain the difference between an ethical dilemma and an ethical lapse, and list six guidelines for making ethical communication choices.
AACSB: Ethical understanding and reasoning
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

87) Which of the following is *not* a characteristic of ethical communication?
A) It includes all relevant information.
B) It is intended to hide some negative information.
C) It is true in every sense.
D) It is not deceptive in any way.
E) It is not manipulative in any way.
Answer: B
Explanation: B) Ethical communication includes all relevant information, is true in every sense, and is not deceptive in any way. In contrast, unethical communication can distort the truth or manipulate audiences in a variety of ways. Examples of unethical communication include plagiarism, omitting essential information, selective misquoting, misrepresenting numbers, distorting visuals, and failing to respect privacy or information security needs. Both formal and informal communication should always include ethical communication.
LO: 1.6: Define ethics, explain the difference between an ethical dilemma and an ethical lapse, and list six guidelines for making ethical communication choices.
AACSB: Ethical understanding and reasoning
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Describe best practices in team and interpersonal communication

88) With the exception of _____, all of the following represent unethical communication.
A) using technical jargon
B) selective misquoting
C) distorting visuals
D) plagiarizing the work of others
E) omitting information that doesn't support your argument
Answer: A
Explanation: A) Unethical communication can distort the truth or manipulate audiences in a variety of ways. Examples of unethical communication include plagiarism, omitting essential information, selective misquoting, misrepresenting numbers, distorting visuals, and failing to respect privacy or information security needs. *Jargon* is the technical terminology of a special activity or group.
LO: 1.6: Define ethics, explain the difference between an ethical dilemma and an ethical lapse, and list six guidelines for making ethical communication choices.
AACSB: Ethical understanding and reasoning
Difficulty: Moderate
Classification: Application
Learning Outcome: Describe best practices in team and interpersonal communication

89) Which of the following is an example of an ethical dilemma?
A) deciding whether or not to inform employees that layoffs are coming as they work on finishing a big project
B) deciding whether or not to tell an employee that he needs to improve his performance
C) deciding whether or not to use the copy machine for personal papers
D) deciding whether or not to declare the costs of your vacation travel as a deductible business expense
E) deciding whether to use your corporate credit card to buy fuel for a personal trip
Answer: A
Explanation: A) An ethical dilemma involves choosing among alternatives that are not clear-cut. Perhaps two conflicting alternatives are both ethical and valid, or perhaps the alternatives lie somewhere in the gray area between clearly right and clearly wrong. Every company has responsibilities to multiple groups of people inside and outside the firm, and those various groups often have competing interests.
LO: 1.6: Define ethics, explain the difference between an ethical dilemma and an ethical lapse, and list six guidelines for making ethical communication choices.
AACSB: Ethical understanding and reasoning
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Describe best practices in team and interpersonal communication

90) Which of the following is an example of an ethical lapse?
A) putting unsigned suggestions in the company suggestion box
B) sharing confidential information with a new employer about your previous (competing) employer's major clients
C) telling your supervisor that another employee is stealing office supplies
D) providing incorrect data in a report, even though you did not know it was incorrect at the time
E) sharing a negative earnings report with your supervisor
Answer: B
Explanation: B) An ethical lapse is nothing more complicated than doing something that you know is wrong. It is referred to as a "lapse" because it is assumed that making an unethical choice is an isolated event, rather than a pattern of behavior.
LO: 1.6: Define ethics, explain the difference between an ethical dilemma and an ethical lapse, and list six guidelines for making ethical communication choices.
AACSB: Ethical understanding and reasoning
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Describe best practices in team and interpersonal communication

91) To help establish clear guidelines for ethical behavior, many companies provide employees a written
A) ethics audit.
B) ethical dilemma.
C) ethical lapse.
D) code of ethics.
E) ethics contract.
Answer: D
Explanation: D) Many companies have established an explicit ethics policy by using a written code of ethics to help employees determine what is acceptable. The other answers do not involve any guidelines that a company might provide its employees.
LO: 1.6: Define ethics, explain the difference between an ethical dilemma and an ethical lapse, and list six guidelines for making ethical communication choices.
AACSB: Ethical understanding and reasoning
Difficulty: Moderate
Classification: Application
Learning Outcome: Describe best practices in team and interpersonal communication

92) Attempting to promote products and services to customers who don't know they're being marketed to is known as _____ marketing.
A) viral
B) surprise
C) undercover
D) stealth
E) hidden
Answer: D
Explanation: D) A major issue in business communication transparency is stealth marketing, which involves attempting to promote products and services to customers who do not know they are being marketed to. This type of marketing falls under ethical and legal communication and is deceptive because it does not give the target or audience the opportunity to raise their instinctive defenses against the persuasive powers of marketing messages.
LO: 1.6: Define ethics, explain the difference between an ethical dilemma and an ethical lapse, and list six guidelines for making ethical communication choices.
AACSB: Ethical understanding and reasoning
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

93) Within the context of social media, the term _____ refers to a sense of openness, of giving all participants access to the information they need to understand the messages they are receiving.
A) transformation
B) transubstantiation
C) transparency
D) transcendence
E) translucency
Answer: C
Explanation: C) The issue of transparency in social media refers to a sense of openness, of giving all participants in a conversation access to the information they need to process accurately the messages they are receiving.
LO: 1.6: Define ethics, explain the difference between an ethical dilemma and an ethical lapse, and list six guidelines for making ethical communication choices.
AACSB: Ethical understanding and reasoning
Difficulty: Moderate
Classification: Application
Learning Outcome: Describe best practices in team and interpersonal communication

94) An intentional false statement that damages someone's character or reputation is
A) defamation.
B) a violation of transparency requirements.
C) legal, but unethical.
D) a violation of the FTC.
E) considered to be a promotional communication.
Answer: A
Explanation: A) In addition to ethical guidelines, business communication is also bound by a wide variety of laws and regulations. Defamation is the intentional communication of false statements that damage character or reputation.
LO: 1.6: Define ethics, explain the difference between an ethical dilemma and an ethical lapse, and list six guidelines for making ethical communication choices.
AACSB: Ethical understanding and reasoning
Difficulty: Easy
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

95) An ethical _____ involves choosing between conflicting alternatives that are not clear-cut.
A) lapse
B) riddle
C) enigma
D) dilemma
E) quandary
Answer: D
Explanation: D) An ethical dilemma arises when the choice is between two alternatives that both have merit and are morally equivalent.
LO: 1.6: Define ethics, explain the difference between an ethical dilemma and an ethical lapse, and list six guidelines for making ethical communication choices.
AACSB: Ethical understanding and reasoning
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

96) An _____ involves making choice that's clearly unethical.
A) ethical lapse
B) ethical slip
C) ethical quandary
D) ethical dilemma
E) ethical decision
Answer: A
Explanation: A) An ethical lapse is a lapse, or temporary failure to exercise good judgment, when a normally ethical person carries out an unethical action.
LO: 1.6: Define ethics, explain the difference between an ethical dilemma and an ethical lapse, and list six guidelines for making ethical communication choices.
AACSB: Ethical understanding and reasoning
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

97) Ethics can be defined as not doing anything illegal.
Answer: FALSE
Explanation: While there is some overlap between ethical behavior and legal behavior, they are not always the same.
LO: 1.6: Define ethics, explain the difference between an ethical dilemma and an ethical lapse, and list six guidelines for making ethical communication choices.
AACSB: Ethical understanding and reasoning
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

98) Plagiarism is only a problem in the classroom. In the business environment, it's just another term for information sharing.
Answer: FALSE
Explanation: Plagiarism is an example of unethical communication. Plagiarism is presenting someone else's words or other creative products as your own. Note that plagiarism can be illegal if it violates a copyright, which is a form of legal protection for the expression of creative ideas.
LO: 1.6: Define ethics, explain the difference between an ethical dilemma and an ethical lapse, and list six guidelines for making ethical communication choices.
AACSB: Ethical understanding and reasoning
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

99) When people must choose between alternatives that aren't completely wrong or completely right, they are facing an ethical lapse.
Answer: FALSE
Explanation: An ethical dilemma involves choosing among alternatives that are not clear-cut. All choices could be both ethical and valid or perhaps the alternatives lie somewhere in the gray area between clearly right or clearly wrong.
LO: 1.6: Define ethics, explain the difference between an ethical dilemma and an ethical lapse, and list six guidelines for making ethical communication choices.
AACSB: Ethical understanding and reasoning
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

100) Briefly explain the difference between an ethical dilemma and an ethical lapse.
Answer: You face an ethical dilemma when you must choose between two or more conflicting alternatives that are not completely right or completely wrong. An ethical lapse, on the other hand, occurs when you make a choice that is clearly unethical and or illegal. An ethical dilemma can lead to an ethical lapse but doesn't necessarily do so.
LO: 1.6: Define ethics, explain the difference between an ethical dilemma and an ethical lapse, and list six guidelines for making ethical communication choices.
AACSB: Ethical understanding and reasoning
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Describe best practices in team and interpersonal communication