Chapter 01

Succeeding in Business Communication

**True / False Questions**

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| 1. | Unlike his boss, Mitchel, who is an entry-level engineer, does not require skills in reasoning, mathematics, and communication.  True    False |

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| 2. | Oral communication is always for internal audiences in an organization and written communication is strictly created for external audiences.  True    False |

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| 3. | "The cost of hardware to store e-mail is much higher than the cost to administer and maintain archives."  True    False |

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| 4. | How quickly a document can be read is determined by the difficulty of the subject matter and by the document's organization and writing style.  True    False |

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| 5. | Poor writing may need to be rewritten and frequently brought to other people for help.  True    False |

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| 6. | The best way to keep an audience involved in a presentation is to make them guess what the presenter wants to convey.  True    False |

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| 7. | "When writing a document, you should place the main point in the middle of a long first paragraph in order to keep the reader from skipping information."  True    False |

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| 8. | Dejuan has to send a newsletter to all the employees. While addressing the employees in the newsletter, he should treat them as people, not as numbers.  True    False |

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| 9. | Conventions in business communication help people recognize, produce, and interpret different kinds of communications.  True    False |

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| 10. | It is mandatory to follow the same standard conventions in all organizations across the world.  True    False |

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| 11. | E-mails are a more formal mode of communication than presentations.  True    False |

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| 12. | Oral channels are better for group decision making, and allow misunderstandings to be cleared up more quickly.  True    False |

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| 13. | How detailed a message should be depends upon the kind of message, the purposes of the message, the audiences for the message, and the corporate culture.  True    False |

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| 14. | In order to solve a problem, it is essential to develop several solutions and measure them against the audience and purposes.  True    False |

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| 15. | While communicating with a client, Karen, a sales executive, should consider all characteristics of the client including those which may seem irrelevant.  True    False |

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| 16. | When a message includes an argument for a decision, reasons and audience benefits are always financial in nature.  True    False |

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| 17. | Aldo, a manager, is writing an e-mail to his subordinates informing them about the new office rules. While writing the e-mail, he should identify many benefits in the new rules, and ensure that the benefits are adapted to the needs of his subordinates.  True    False |

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| 18. | Fredrick is creating a brochure. To make the brochure more appealing, he should use paragraphs with more than eight lines.  True    False |

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| 19. | Rodrigo has to design an invitation to a corporate event. While designing the invitation, he should not put himself in the reader's situation, because that might distract attention from the purpose of the message.  True    False |

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| 20. | When receiving feedback on a message, it is important not only to know if a message succeeded or failed, but also to know the reasons it succeeded or failed.  True    False |

**Multiple Choice Questions**

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| 21. | Which of the following is an example of verbal communication?

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| A.  | Logos |

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| B.  | Gestures |

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| C.  | Eye contact |

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| D.  | Pictures |

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| E.  | Tweets |

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| 22. | Loretta, a professor, recently gave a presentation on over-consumerism and its impacts. The presentation was a huge success, mainly because she used a lot of nonverbal communication which drew the audience's attention and made the presentation interesting. Which of the following is a form of nonverbal communication that Loretta must have used in her presentation?

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| A.  | Anecdotes |

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| B.  | Narrations |

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| C.  | Quotations |

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| D.  | Graphics |

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| E.  | Jokes |

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| 23. | \_\_\_\_\_ are a type of nonverbal communication.

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| A.  | Pictures |

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| B.  | Presentations |

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| C.  | E-mails |

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| --- | --- |
| D.  | Memos |

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| E.  | Informal meetings |

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| 24. | An example of an interpersonal nonverbal signal of authority is a company executive:

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| A.  | sitting at the head of a conference table at a board meeting. |

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| B.  | greeting the executives of another company with weak handshakes. |

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| C.  | writing a progress report on a campaign activity. |

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| D.  | sending out an e-mail announcing a new policy. |

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| E.  | presenting a report on a project recently completed. |

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| 25. | Which of the following statements is true of communication skills at entry-level jobs?

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| A.  | Communication skills are not important, since new employees do not communicate with others. |

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| B.  | Communication skills are ranked relatively low among the qualities which employers look for. |

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| C.  | Communication skills are required for understanding instructions and for asking questions. |

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| D.  | Communication skills are not necessary if a person has good reasoning and technical skills. |

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| E.  | Communication skills are not required, because people at entry-level jobs do not have writing responsibilities. |

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| 26. | \_\_\_\_\_ skills consistently rank first among the qualities that employers look for in college graduates.

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| A.  | Technical |

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| B.  | Communication |

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| C.  | Mathematical |

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| --- | --- |
| D.  | Abstract reasoning |

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| E.  | Mechanical |

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| 27. | According to the survey conducted by the National Commission on Writing, \_\_\_\_\_ is a writing responsibility which all employees have.

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| A.  | technical writing |

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| B.  | blogging |

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| --- | --- |
| C.  | instant messaging |

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| --- | --- |
| D.  | e-mailing |

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| --- | --- |
| E.  | tweeting |

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| 28. | Which of the following statements is true about writing skills required at work?

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| A.  | Firefighters do not require writing skills. |

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| B.  | Almost every entry-level professional requires good communication skills. |

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| C.  | Managerial jobs require good management skills and not good communication skills. |

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| D.  | Managers do not require writing skills, as they have assistants to do their writing work. |

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| E.  | Higher authorities in an organization do not need to write, as they will have form letters and templates. |

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| 29. | Which of the following is an example of an internal audience for written communication at work?

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| A.  | Suppliers |

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| --- | --- |
| B.  | Stockholders |

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| --- | --- |
| C.  | Clients |

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| --- | --- |
| D.  | Funders |

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| --- | --- |
| E.  | Subordinates |

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| 30. | Which of the following is an example of an external audience for written communication at work?

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| --- | --- |
| A.  | The human resource team |

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| --- | --- |
| B.  | A subordinate |

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| --- | --- |
| C.  | A manager |

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| --- | --- |
| D.  | A colleague |

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| E.  | A potential employee |

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| 31. | Dong Ho works at Welborough Bank in California. He recently gave a presentation on "Benefits of Investing in Unit-Link Plans" to the members of his team, the sales team, and the marketing team. He also showed the presentation to his superiors before making a few changes and presenting it to the customers. The external audience for Dong's presentation includes:

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| --- | --- |
| A.  | the sales team. |

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| --- | --- |
| B.  | the marketing team. |

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| --- | --- |
| C.  | his superiors. |

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| D.  | the customers. |

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| E.  | his subordinates. |

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| 32. | Natalia who works for Trends, a fashion business, needs to give a presentation to her superiors about the marketing plan for the newly launched Vogue line of clothing. Once she receives an approval for it, she will be sharing details of the launch with distributors, clients, and fashion businesses with which they have tie-ups. In addition, she will also be presenting the plan to the press to spread word about the new clothing line. Who among the following would be included in Natalia's internal audience?

|  |  |
| --- | --- |
| A.  | Other fashion businesses |

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| --- | --- |
| B.  | Clients |

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| --- | --- |
| C.  | Superiors |

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| --- | --- |
| D.  | Distributors |

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| --- | --- |
| E.  | Press |

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| 33. | Ella, a human resource manager, has written a report for the organizational director on the staffing needs of the company. Along with the report, she has also sent a memo explaining why the document is being forwarded to him. The accompanying document is called a \_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | quotation |

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| --- | --- |
| B.  | 10-K Report |

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| --- | --- |
| C.  | claims adjustment |

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| --- | --- |
| D.  | transmittal |

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| --- | --- |
| E.  | policy and procedure bulletin |

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| 34. | Which of the following documents is used for performance appraisals, salaries, and hiring?

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| --- | --- |
| A.  | Annual report |

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| --- | --- |
| B.  | Job description |

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| C.  | Monthly report |

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| D.  | Thank-you letter |

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| E.  | Procedure bulletin |

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| 35. | Evelyn Jones who works for Lobo Events, an event management company, is preparing a document on the problems faced while hosting events and generating revenue. In the report, she explains that unavailability of venues for events in particular seasons and steep charges by music bands are challenges faced by the company. In addition, she explains the company's performance and that it generated revenue of $25,000,000 in the last three months. Which of the following documents is Evelyn preparing in this scenario?

|  |  |
| --- | --- |
| A.  | Letter of transmittal |

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| --- | --- |
| B.  | Performance appraisal |

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| --- | --- |
| C.  | Procedure bulletin |

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| --- | --- |
| D.  | Quarterly report |

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| E.  | 10-K Report |

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| 36. | A(n) \_\_\_\_\_ is a statement of company rules, guidelines, and instructions with a purpose to inform, and build both image and goodwill.

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| A.  | policy and procedure bulletin |

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| --- | --- |
| B.  | 10-K report |

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| --- | --- |
| C.  | appraisal |

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| --- | --- |
| D.  | transmittal |

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| E.  | annual report |

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| 37. | Which of the following is a function of a request to deviate from policy and procedure bulletin?

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| A.  | Explaining that another approach is better for a specific situation rather than the standard approach |

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| B.  | Discussing profitability and problems during a period and how it deviates from past figures |

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| C.  | Summarizing financial information to be filed with the Securities and Exchange Commission |

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| D.  | Discussing the granting or denying of customer request to be given credit for defective goods |

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| E.  | Explaining why an organization's statistical figures deviates or varies from external market figures |

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| 38. | Leah, a communications manager at a travel company, needs to evaluate her team members' work for the last financial year. She needs to prepare a report on the evaluation of objectives they helped achieve. Which of the following documents is Leah preparing in this scenario?

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| --- | --- |
| A.  | Career assessment |

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| --- | --- |
| B.  | Performance appraisal |

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| --- | --- |
| C.  | Quarterly report |

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| --- | --- |
| D.  | Memo of congratulations |

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| E.  | Role-based assessment |

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| 39. | A memo of congratulations is written to:

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| A.  | clients who have been with a company for over 10 years. |

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| B.  | employees who have won awards or been promoted. |

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| C.  | company partners at the end of a project. |

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| D.  | external allies for a well implemented campaign. |

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| E.  | suppliers who have been loyal to a company. |

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| 40. | Lian Chang is the owner of Blaze, a fashion business in Manhattan. She received an e-mail from her client requesting for price details on her eco-friendly line of clothing. Now, she needs to write a letter to him with the requested details. Which of the following is Lian likely to produce in response to the customer e-mail?

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| --- | --- |
| A.  | A 10-K Report |

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| B.  | A thank-you letter |

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| C.  | A quotation |

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| D.  | A claims adjustment |

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| E.  | A transmittal |

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| 41. | A \_\_\_\_\_ is an external document granting or denying a customer request to be given credit for defective goods.

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| A.  | 10-K Report |

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| --- | --- |
| B.  | quarterly report |

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| --- | --- |
| C.  | policy and procedure bulletin |

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| --- | --- |
| D.  | transmittal |

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| --- | --- |
| E.  | claims adjustment |

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| 42. | Every year in the month of April, Rowland and Co. files a report to the Securities and Exchange Commission of the U.S.A. The report consists of details about their audited financial statements, executive compensation, and equities. Which of the following documents is being mentioned in this scenario?

|  |  |
| --- | --- |
| A.  | Annual report |

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| --- | --- |
| B.  | Quarterly Report |

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| --- | --- |
| C.  | Claims adjustment |

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| --- | --- |
| D.  | 10-K report |

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| E.  | Quotation |

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| 43. | In business communication, which of the following is the main purpose of thank-you letters?

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| A.  | To build an image of the organization |

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| B.  | To build an image of the writer |

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| C.  | To build goodwill |

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| --- | --- |
| D.  | To persuade |

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| E.  | To inform |

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| 44. | Jacob is drafting an annual report for his organization. After completing the report, he sends it to all the team leaders in the organization, so that they can check the content and add information regarding the achievements of their team. After Jacob receives the altered reports from the leaders, he sends them to the CEO for a final check. The CEO checks the report, and sends Jacob the corrections that need to be incorporated. Which of the following *best* describes the process depicted by this scenario?

|  |  |
| --- | --- |
| A.  | Document cycling |

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| B.  | Inconsistent messages |

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| --- | --- |
| C.  | E-mail storage process |

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| --- | --- |
| D.  | Administration of documents |

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| E.  | Incompatible communication systems |

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| 45. | Which of the following statements is true of the costs of communication?

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| A.  | Cost of hardware is not included in the cost of communication. |

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| B.  | Document cycling processes decrease the cost of communication. |

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| C.  | E-mail storage contributes a significant part of the cost of communication. |

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| D.  | Paper documents are not included while estimating the cost of communication. |

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| E.  | E-mails with attachments are the costliest form of communication. |

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| 46. | Which of the following statements is true of business communications?

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| A.  | E-mails with attachments are the costliest form of communication. |

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| B.  | Costs for retrieval of corrupted messages are not included in the cost of communication. |

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| --- | --- |
| C.  | Costs for storage of e-mails are included in hardware costs and not in the cost of communication. |

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| D.  | Cost of hardware is included in the cost of communication. |

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| E.  | Longer e-mails cost less than smaller e-mails. |

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| 47. | Which of the following statements is true of the time consumed due to bad writing?

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| A.  | Bad writing results in cycling of the document and increases the time required to complete a document. |

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| B.  | Bad writing always conveys good ideas, but requires more time to discuss each idea. |

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| C.  | Bad writing is usually incomplete and, therefore, saves time by reducing unwanted discussions. |

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| D.  | Bad writing conveys very little information, so it requires very little time to understand. |

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| E.  | Bad writing doesn't take long for the reader to read, as it is usually short. |

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| 48. | Meyer is a customer service executive. While responding to a customer complaint, he considers the customer's expectations and the customer's point of view. He writes, "Please find a document attached to this e-mail. You can find therein the criteria for exchange and replacement of products." He uses language that is legalistic to avoid legal problems. As a best practice in business communication, which of the following should Meyer do to improve his response e-mail?

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| A.  | Use herein instead of therein. |

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| B.  | Avoid using legalistic language. |

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| C.  | Write the e-mail from his point of view. |

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| D.  | Increase the legalistic language use. |

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| E.  | Begin his message with "Gentlemen, please find a document…" |

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| 49. | Benjamin is a manager at a software firm. He needs to make sure that the members of his team complete work on a project with an approaching deadline. To remind them about the deadline, he writes an e-mail stating, "You need to complete the work by Monday, so that I can deliver the product to the client on time." His e-mail, however, involves a writing flaw. Which of the following writing flaws is present in Benjamin's e-mail?

|  |  |
| --- | --- |
| A.  | Selfish tone |

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| --- | --- |
| B.  | Vague request |

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| --- | --- |
| C.  | Legalistic language |

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| --- | --- |
| D.  | Misused words |

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| --- | --- |
| E.  | Confusing words |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 50. | Which of the following is a characteristic of good writing?

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| A.  | It keeps requests ambiguous which helps avoid arguments. |

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| --- | --- |
| B.  | It uses legalistic language to impress the readers. |

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| C.  | It analyzes the larger context in which words may appear. |

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| D.  | It presents the main point in the middle of a long paragraph. |

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| E.  | It requires a reader to gather additional information. |

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| 51. | Which of the following statements is true of legal problems in communication?

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| A.  | Poor business communication causes legal problems only to an organization. |

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| B.  | Documents cannot be used as evidence in contexts a writer did not intend. |

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| --- | --- |
| C.  | Only letters and e-mails can cause legal obligations for organizations. |

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| --- | --- |
| D.  | Instant messages do not cause legal obligations for organizations. |

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| E.  | Individual communications can result in legal problems. |

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| 52. | Rebecca, a human resource executive, received a letter from her manager, advising her to organize an interactive program for some of the employees of the organization. Rebecca needs to call her manager to find out the objective of the program, when it needs to be organized, and which employees need to attend the program. In this scenario, the manager's letter does not represent good business and administrative communication because:

|  |  |
| --- | --- |
| A.  | it allows the reader to act on it instantly. |

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| --- | --- |
| B.  | the message is incomplete. |

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| --- | --- |
| C.  | the message is incorrect. |

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| --- | --- |
| D.  | the reader requires more time to understand the message. |

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| E.  | it prevents the reader from guessing. |

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| 53. | Which of the following statements is true of good business and administrative communication?

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| A.  | It makes an audience guess the message a speaker or writer has presented. |

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| --- | --- |
| B.  | It leaves the audience's questions unanswered to create challenges and interactions. |

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| --- | --- |
| C.  | It represents messages which are free from errors in spelling and grammar. |

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| --- | --- |
| D.  | It considers members of an audience as numbers instead of as groups of people. |

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| --- | --- |
| E.  | It takes a long time to decipher and it challenges an audience's intellect. |

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| 54. | Which of the following is true of the use of communication technology?

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| --- | --- |
| A.  | Role of electronic communications continues to increase in personal contexts and decrease in business contexts. |

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| --- | --- |
| B.  | In the office, more and more communication is done by paper documents and face-to-face interactions. |

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| --- | --- |
| C.  | Technologies that increase productivity and save money are often used in business. |

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| --- | --- |
| D.  | Social media such as Facebook and Twitter are losing their importance in business offices. |

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| E.  | Texting is not used as a mode of communication in business contexts. |

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| 55. | Which of the following statements is true of conventions?

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| --- | --- |
| A.  | They remain constant over long periods of time. |

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| --- | --- |
| B.  | They are widely accepted practices. |

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| --- | --- |
| C.  | They apply universally to all audiences. |

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| D.  | They are practices one seldom encounters. |

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| E.  | They can be best learned by reading reports. |

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| 56. | Which of the following is a key to using conventions effectively?

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| --- | --- |
| A.  | Using conventions only for routine activities |

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| --- | --- |
| B.  | Remembering that conventions do not change with time |

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| --- | --- |
| C.  | Using conventions without adjusting them for a particular audience |

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| --- | --- |
| D.  | Remembering that every organization follows the same conventions |

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| --- | --- |
| E.  | Remembering that conventions always need to fit the current situation |

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| 57. | The best way to learn the conventions in a particular workplace is to:

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| A.  | see what other workers are doing. |

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| B.  | read documents on office guidelines. |

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| --- | --- |
| C.  | interact with the human resources department. |

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| D.  | get updated by the manager or supervisor. |

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| E.  | research online about the organization. |

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| 58. | Milo, who is working in the U.S., has been transferred to an office in India. Which of the following is the *best* way for Milo to learn the conventions in the Indian office?

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| --- | --- |
| A.  | He should follow the same conventions used in the U.S., as conventions do not change. |

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| --- | --- |
| B.  | He should research about the conventions in Indian businesses before he comes to India. |

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| C.  | He should observe what other workers are doing in the Indian office. |

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| D.  | He should ask clients in India about the conventions. |

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| E.  | He should read more Indian business magazines. |

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| 59. | Which of the following should you do when analyzing business communication situations?

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| --- | --- |
| A.  | Avoid taking into account emotions of other people when stakes are high. |

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| --- | --- |
| B.  | Take into account only the needs of the organization and not those outside the organization. |

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| --- | --- |
| C.  | Use written channels instead of oral channels for better decision making. |

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| --- | --- |
| D.  | Use detailed instructions to understand audiences and corporate culture. |

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| E.  | Consider your own needs as well as the needs of your superior and your audience. |

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| 60. | Paper documents and presentations are preferred over e-mail, texting, tweeting, and phone calls when:

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| A.  | group decisions need to be made. |

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| B.  | misunderstandings need to be cleared quickly. |

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| --- | --- |
| C.  | communication needs to be personal. |

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| D.  | conflicts need to be resolved immediately. |

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| E.  | communication needs to be formal. |

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| 61. | Which of the following questions is one of the five questions that should be asked for solving business communication problems?

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| A.  | What can you infer from the information you're given? |

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| B.  | What information must your message include? |

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| --- | --- |
| C.  | Where could you get additional information? |

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| D.  | Which solution is likely to work best? |

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| E.  | What channel should you use? |

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| 62. | Which of the following actions should be followed while solving business communication problems?

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| A.  | Consciously developing one key solution instead of multiple ones |

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| B.  | Understanding that even irrelevant features of an audience are important |

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| C.  | Emphasizing information by placing it in the middle of a paragraph |

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| D.  | Identifying one main audience benefit if it is a persuasive message |

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| E.  | Ensuring that benefits are adapted well to the needs of the audience |

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| 63. | Aliya is presenting a report on "Negative Impacts of Genetic Engineering" at a conference on Food Security in Manhattan. The audience consists of scientists, government officials, and members of civil society groups, some of these are skeptical about the subject. Which of the following would *best* help Aliya handle the audience?

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| --- | --- |
| A.  | Presenting the good ideas of genetic engineering at the end of the report |

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| B.  | Presenting the main points of the report in the middle of the report |

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| C.  | Making the milestones achieved section clear in the first paragraph |

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| D.  | Approaching the issue of genetic engineering indirectly |

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| E.  | Identifying one main audience benefit instead of several benefits |

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| 64. | Which of the following is a way to make a document more visually inviting?

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| A.  | Avoiding the use of subject lines since they disorient the reader |

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| --- | --- |
| B.  | Using headings to group unrelated ideas |

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| C.  | Avoiding the numbering of points to make the document look clean |

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| D.  | Using lists and indented sections to emphasize examples |

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| E.  | Using long paragraphs consisting of more than ten typed lines |

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| 65. | Which of the following styles of writing should be followed to create a business document?

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| A.  | It should make the message as friendly and personal as possible. |

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| B.  | It should use complex words if it is being addressed to strangers. |

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| C.  | It should place positive information at the end of the document. |

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| D.  | It should focus more on what is impossible so that it can tackle the problem. |

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| E.  | It should use me-attitude to show that one is confident about the document. |

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**Short Answer Questions**

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| 66. | Explain how verbal communication, nonverbal communication, and interpersonal nonverbal signals differ from each other.      |

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| 67. | Johanna, who is appointed as a software engineer, thinks that she will not need to have any writing ability for the job, because she is joining as an engineer and not as a writer. Explain why this belief is fundamentally flawed.      |

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| 68. | Discuss the main costs of communication.      |

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| 69. | Explain how poor writing contributes to wasted time.      |

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| 70. | Poor communication choices can lead to legal problems in an organization. Elaborate.      |

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| 71. | Explain the criteria for an effective message?      |

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| 72. | What are conventions of communication and how are they *best* learned?      |

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| 73. | What are the various communication channels that you can use to communicate?      |

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| 74. | Explain, briefly, the process to create good messages.      |

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| 75. | Savanna recently gave a presentation for a group of college students on how to choose the right career path. The presentation was a huge success and the students in their feedback form stated that the visual appeal of the presentation was excellent. What characteristics did the presentation most likely have?      |

Chapter 01 Succeeding in Business Communication Answer Key

**True / False Questions**

|  |  |
| --- | --- |
| 1. | Unlike his boss, Mitchel, who is an entry-level engineer, does not require skills in reasoning, mathematics, and communication.  **FALSE**Entry-level jobs require high-level skills in reasoning, mathematics, and communication. Communication ability often ranks first among the qualities that employers look for in college graduates. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 2 MediumLearning Objective: 01-01 What the benefits of good communication are.Topic: Benefits of Good Communication Skills* |

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| 2. | Oral communication is always for internal audiences in an organization and written communication is strictly created for external audiences.  **FALSE**Communication—oral, nonverbal, and written—goes to both internal and external audiences. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-02 Why you need to be able to communicate well.Topic: Communicating on the Job* |

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| 3. | "The cost of hardware to store e-mail is much higher than the cost to administer and maintain archives."  **FALSE**A significant cost of communication is e-mail storage. In addition to the exponential increase in frequency, e-mails are also growing in size. Businesses are storing much of this huge load on their servers. But the cost of the hardware is only some of the storage cost; a larger cost is administering and maintaining the archives. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-03 What the costs of communication are.Topic: The Cost of Communication* |

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| 4. | How quickly a document can be read is determined by the difficulty of the subject matter and by the document's organization and writing style.  **TRUE**Bad writing takes longer to read as we struggle to understand what we are reading. How quickly we can do this is determined by the difficulty of the subject matter and by the document's organization and writing style. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-04 What the costs of poor communication are.Topic: Costs of Poor Communication* |

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| 5. | Poor writing may need to be rewritten and frequently brought to other people for help.  **TRUE**Bad writing may need to be rewritten and such poorly written documents are frequently cycled to other people for help. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-04 What the costs of poor communication are.Topic: Costs of Poor Communication* |

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| 6. | The best way to keep an audience involved in a presentation is to make them guess what the presenter wants to convey.  **FALSE**Ineffective messages do not get results. A receiver who has to guess what the sender means may guess wrong. A reader who finds a letter or memo unconvincing or insulting simply won't do what the message asks. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-04 What the costs of poor communication are.Topic: Costs of Poor Communication* |

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| 7. | "When writing a document, you should place the main point in the middle of a long first paragraph in order to keep the reader from skipping information."  **FALSE**While preparing a document, one should avoid placing the main point in the middle of the long first paragraph because the middle is the least emphatic part of a paragraph. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-04 What the costs of poor communication are.Topic: Costs of Poor Communication* |

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| 8. | Dejuan has to send a newsletter to all the employees. While addressing the employees in the newsletter, he should treat them as people, not as numbers.  **TRUE**Good business and administrative communication treats the receiver as a person, not a number. It cements a good relationship between the communicator and the receiver. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 1 EasyLearning Objective: 01-05 What the basic criteria for effective messages are.Topic: Basic Criteria for Effective Messages* |

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| 9. | Conventions in business communication help people recognize, produce, and interpret different kinds of communications.  **TRUE**Common business communications have conventions. These conventions help people recognize, produce, and interpret different kinds of communications. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-06 What role conventions play in business communication.Topic: Following Conventions* |

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| 10. | It is mandatory to follow the same standard conventions in all organizations across the world.  **FALSE**Every organization is unique in the conventions they follow. The best way to learn conventions in a particular workplace is to see what other workers are doing. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-06 What role conventions play in business communication.Topic: Following Conventions* |

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| 11. | E-mails are a more formal mode of communication than presentations.  **FALSE**Paper documents and presentations are formal and give you considerable control over a message. E-mail, texting, tweeting, phone calls, and stopping by someone's office are comparatively less formal. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-06 What role conventions play in business communication.Topic: Following Conventions* |

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| 12. | Oral channels are better for group decision making, and allow misunderstandings to be cleared up more quickly.  **TRUE**Oral channels are better for group decision making and allow misunderstandings to be cleared up more quickly, and seem more personal. On the other hand, paper documents and presentations are formal and give you considerable control over a message. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-06 What role conventions play in business communication.Topic: Following Conventions* |

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| 13. | How detailed a message should be depends upon the kind of message, the purposes of the message, the audiences for the message, and the corporate culture.  **TRUE**How detailed a message should be depends on the kind of message, purposes, audiences, and the corporate culture. Such specifics need to be figured out without detailed instructions. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-06 What role conventions play in business communication.Topic: Following Conventions* |

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| 14. | In order to solve a problem, it is essential to develop several solutions and measure them against the audience and purposes.  **TRUE**In order to solve a problem, it is essential to gather knowledge and brainstorm solutions. One should develop several solutions and measure them against the audience and purposes. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-07 How to solve business communication problems.Topic: How to Solve Business Communication Problems* |

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| 15. | While communicating with a client, Karen, a sales executive, should consider all characteristics of the client including those which may seem irrelevant.  **FALSE**Some characteristics of your audience will be irrelevant; focus on ones that matter for the message. Whenever you address several people or a group, try to identify the economic, cultural, or situational differences that may affect how various subgroups may respond to what you have to say. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 2 MediumLearning Objective: 01-07 How to solve business communication problems.Topic: How to Solve Business Communication Problems* |

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| 16. | When a message includes an argument for a decision, reasons and audience benefits are always financial in nature.  **FALSE**In order to create a good message, it is important to brainstorm to develop reasons for a decision, the logic behind an argument, and possible benefits for the audience. Reasons and audience benefits do not have to be monetary. Making the audience's job easier or more pleasant is a good benefit. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-07 How to solve business communication problems.Topic: How to Solve Business Communication Problems* |

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| 17. | Aldo, a manager, is writing an e-mail to his subordinates informing them about the new office rules. While writing the e-mail, he should identify many benefits in the new rules, and ensure that the benefits are adapted to the needs of his subordinates.  **TRUE**While writing a message, it is important to ensure that benefits are adapted to the audience. In an informative or persuasive message, one should identify multiple audience benefits. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 2 MediumLearning Objective: 01-07 How to solve business communication problems.Topic: How to Solve Business Communication Problems* |

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| 18. | Fredrick is creating a brochure. To make the brochure more appealing, he should use paragraphs with more than eight lines.  **FALSE**A well-designed document is easier to read and builds goodwill. To make a document visually attractive, one should use short paragraphs of eight typed lines or fewer. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 2 MediumLearning Objective: 01-07 How to solve business communication problems.Topic: How to Solve Business Communication Problems* |

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| --- | --- |
| 19. | Rodrigo has to design an invitation to a corporate event. While designing the invitation, he should not put himself in the reader's situation, because that might distract attention from the purpose of the message.  **FALSE**Communication that keeps the reader in mind uses you-attitude. Read your message as if you were in your audience's shoes. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 2 MediumLearning Objective: 01-07 How to solve business communication problems.Topic: How to Solve Business Communication Problems* |

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| --- | --- |
| 20. | When receiving feedback on a message, it is important not only to know if a message succeeded or failed, but also to know the reasons it succeeded or failed.  **TRUE**While receiving feedback on a message, one should understand whether a message failed and the reason behind it. One should analyze successes as well because it is important to know why a message worked. Knowing the reason helps create more successful messages. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-07 How to solve business communication problems.Topic: Costs of Poor Communication* |

**Multiple Choice Questions**

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| 21. | Which of the following is an example of verbal communication?

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| --- | --- |
| A.  | Logos |

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| --- | --- |
| B.  | Gestures |

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| --- | --- |
| C.  | Eye contact |

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| --- | --- |
| D.  | Pictures |

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| **E.**  | Tweets |

Tweets are an example of verbal communication. Communication may be verbal or non-verbal. Verbal communication uses words. Presentations, e-mail messages, letters, memos, reports, blogs, text messaging, social media, and websites are some other examples of verbal communication. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-01 What the benefits of good communication are.Topic: Benefits of Good Communication Skills* |

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| 22. | Loretta, a professor, recently gave a presentation on over-consumerism and its impacts. The presentation was a huge success, mainly because she used a lot of nonverbal communication which drew the audience's attention and made the presentation interesting. Which of the following is a form of nonverbal communication that Loretta must have used in her presentation?

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| --- | --- |
| A.  | Anecdotes |

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| --- | --- |
| B.  | Narrations |

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| --- | --- |
| C.  | Quotations |

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| **D.**  | Graphics |

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| E.  | Jokes |

Loretta most likely used photographs in her presentation. Nonverbal communication does not use words. Pictures, computer graphics, and company logos are nonverbal. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 2 MediumLearning Objective: 01-01 What the benefits of good communication are.Topic: Benefits of Good Communication Skills* |

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| 23. | \_\_\_\_\_ are a type of nonverbal communication.

|  |  |
| --- | --- |
| **A.**  | Pictures |

|  |  |
| --- | --- |
| B.  | Presentations |

|  |  |
| --- | --- |
| C.  | E-mails |

|  |  |
| --- | --- |
| D.  | Memos |

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| --- | --- |
| E.  | Informal meetings |

Nonverbal communication does not use words. Pictures, computer graphics, and company logos are nonverbal. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-01 What the benefits of good communication are.Topic: Benefits of Good Communication Skills* |

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| 24. | An example of an interpersonal nonverbal signal of authority is a company executive:

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| --- | --- |
| **A.**  | sitting at the head of a conference table at a board meeting. |

|  |  |
| --- | --- |
| B.  | greeting the executives of another company with weak handshakes. |

|  |  |
| --- | --- |
| C.  | writing a progress report on a campaign activity. |

|  |  |
| --- | --- |
| D.  | sending out an e-mail announcing a new policy. |

|  |  |
| --- | --- |
| E.  | presenting a report on a project recently completed. |

Interpersonal nonverbal communication describes how people sit at meetings, how large offices are, and how long someone keeps a visitor waiting. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-01 What the benefits of good communication are.Topic: Benefits of Good Communication Skills* |

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| 25. | Which of the following statements is true of communication skills at entry-level jobs?

|  |  |
| --- | --- |
| A.  | Communication skills are not important, since new employees do not communicate with others. |

|  |  |
| --- | --- |
| B.  | Communication skills are ranked relatively low among the qualities which employers look for. |

|  |  |
| --- | --- |
| **C.**  | Communication skills are required for understanding instructions and for asking questions. |

|  |  |
| --- | --- |
| D.  | Communication skills are not necessary if a person has good reasoning and technical skills. |

|  |  |
| --- | --- |
| E.  | Communication skills are not required, because people at entry-level jobs do not have writing responsibilities. |

Communication skills are required for understanding instructions and asking questions. Even in your first job, you'll communicate. You'll listen to instructions; you'll ask questions; you may solve problems with other workers in teams. Even "entry-level" jobs require high-level skills in reasoning, mathematics, and communicating. As a result, communication ability consistently ranks first among the qualities that employers look for in college graduates. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-01 What the benefits of good communication are.Topic: Benefits of Good Communication Skills* |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 26. | \_\_\_\_\_ skills consistently rank first among the qualities that employers look for in college graduates.

|  |  |
| --- | --- |
| A.  | Technical |

|  |  |
| --- | --- |
| **B.**  | Communication |

|  |  |
| --- | --- |
| C.  | Mathematical |

|  |  |
| --- | --- |
| D.  | Abstract reasoning |

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| --- | --- |
| E.  | Mechanical |

Communication ability consistently ranks first among the qualities that employers look for in college graduates. Even "entry-level" jobs require high-level skills in reasoning, mathematics, and communication. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-01 What the benefits of good communication are.Topic: Benefits of Good Communication Skills* |

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| 27. | According to the survey conducted by the National Commission on Writing, \_\_\_\_\_ is a writing responsibility which all employees have.

|  |  |
| --- | --- |
| A.  | technical writing |

|  |  |
| --- | --- |
| B.  | blogging |

|  |  |
| --- | --- |
| C.  | instant messaging |

|  |  |
| --- | --- |
| **D.**  | e-mailing |

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| --- | --- |
| E.  | tweeting |

The survey conducted by the National Commission on Writing showed that almost all employees have writing responsibilities that include e-mailing and giving presentations with visuals such as PowerPoint slides. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-01 What the benefits of good communication are.Topic: Benefits of Good Communication Skills* |

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| 28. | Which of the following statements is true about writing skills required at work?

|  |  |
| --- | --- |
| A.  | Firefighters do not require writing skills. |

|  |  |
| --- | --- |
| **B.**  | Almost every entry-level professional requires good communication skills. |

|  |  |
| --- | --- |
| C.  | Managerial jobs require good management skills and not good communication skills. |

|  |  |
| --- | --- |
| D.  | Managers do not require writing skills, as they have assistants to do their writing work. |

|  |  |
| --- | --- |
| E.  | Higher authorities in an organization do not need to write, as they will have form letters and templates. |

Almost every entry-level professional or managerial job requires you to write e-mail messages, speak to small groups, write documents, and present your work for annual reviews. People who do these things well are likely to be promoted beyond the entry level. Employees in jobs as diverse as firefighters, security professionals, and construction project managers are all being told to polish their writing and speaking skills. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-02 Why you need to be able to communicate well.Topic: "I'll Never Have to Write Because…"* |

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| 29. | Which of the following is an example of an internal audience for written communication at work?

|  |  |
| --- | --- |
| A.  | Suppliers |

|  |  |
| --- | --- |
| B.  | Stockholders |

|  |  |
| --- | --- |
| C.  | Clients |

|  |  |
| --- | --- |
| D.  | Funders |

|  |  |
| --- | --- |
| **E.**  | Subordinates |

Subordinates are an example of internal audience for written communication at work. Communication—oral, nonverbal, and written—goes to both internal and external audiences. Internal audiences are other people in the same organization: subordinates, superiors, peers. External audiences are people outside the organization: customers, suppliers, distributors, unions, stockholders, potential employees, trade associations, special interest groups, government agencies, the press, and the general public. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-02 Why you need to be able to communicate well.Topic: Communicating on the Job* |

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| 30. | Which of the following is an example of an external audience for written communication at work?

|  |  |
| --- | --- |
| A.  | The human resource team |

|  |  |
| --- | --- |
| B.  | A subordinate |

|  |  |
| --- | --- |
| C.  | A manager |

|  |  |
| --- | --- |
| D.  | A colleague |

|  |  |
| --- | --- |
| **E.**  | A potential employee |

A potential employee is an example of external audience for written communication at work. External audiences are people outside the organization: customers, suppliers, distributors, unions, stockholders, potential employees, trade associations, special interest groups, government agencies, the press, and the general public. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-02 Why you need to be able to communicate well.Topic: Communicating on the Job* |

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| 31. | Dong Ho works at Welborough Bank in California. He recently gave a presentation on "Benefits of Investing in Unit-Link Plans" to the members of his team, the sales team, and the marketing team. He also showed the presentation to his superiors before making a few changes and presenting it to the customers. The external audience for Dong's presentation includes:

|  |  |
| --- | --- |
| A.  | the sales team. |

|  |  |
| --- | --- |
| B.  | the marketing team. |

|  |  |
| --- | --- |
| C.  | his superiors. |

|  |  |
| --- | --- |
| **D.**  | the customers. |

|  |  |
| --- | --- |
| E.  | his subordinates. |

The external audience for Dong's presentation will include the customers of Welborough Bank. Internal audience comprise of people in the same organization. On the other hand, external audiences comprise of people outside an organization. Customers, unions, suppliers, and distributors are examples of an external audience. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 2 MediumLearning Objective: 01-02 Why you need to be able to communicate well.Topic: Communicating on the Job* |

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| 32. | Natalia who works for Trends, a fashion business, needs to give a presentation to her superiors about the marketing plan for the newly launched Vogue line of clothing. Once she receives an approval for it, she will be sharing details of the launch with distributors, clients, and fashion businesses with which they have tie-ups. In addition, she will also be presenting the plan to the press to spread word about the new clothing line. Who among the following would be included in Natalia's internal audience?

|  |  |
| --- | --- |
| A.  | Other fashion businesses |

|  |  |
| --- | --- |
| B.  | Clients |

|  |  |
| --- | --- |
| **C.**  | Superiors |

|  |  |
| --- | --- |
| D.  | Distributors |

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| --- | --- |
| E.  | Press |

Natalia's internal audience would include her superiors. Internal audiences are other people in the same organization: subordinates, superiors, peers. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 2 MediumLearning Objective: 01-02 Why you need to be able to communicate well.Topic: Communicating on the Job* |

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| 33. | Ella, a human resource manager, has written a report for the organizational director on the staffing needs of the company. Along with the report, she has also sent a memo explaining why the document is being forwarded to him. The accompanying document is called a \_\_\_\_\_.

|  |  |
| --- | --- |
| A.  | quotation |

|  |  |
| --- | --- |
| B.  | 10-K Report |

|  |  |
| --- | --- |
| C.  | claims adjustment |

|  |  |
| --- | --- |
| **D.**  | transmittal |

|  |  |
| --- | --- |
| E.  | policy and procedure bulletin |

The accompanying document sent by Ella is called a transmittal. A transmittal is a memo accompanying document explaining why a document is being forwarded to a receiver. Its purpose is to inform and persuade a reader to read a document and also to build image and goodwill. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-02 Why you need to be able to communicate well.Topic: Communicating on the Job* |

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| 34. | Which of the following documents is used for performance appraisals, salaries, and hiring?

|  |  |
| --- | --- |
| A.  | Annual report |

|  |  |
| --- | --- |
| **B.**  | Job description |

|  |  |
| --- | --- |
| C.  | Monthly report |

|  |  |
| --- | --- |
| D.  | Thank-you letter |

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| --- | --- |
| E.  | Procedure bulletin |

Job description is the description of qualifications and duties of one's job. It is used for performance appraisals, salaries, and hiring. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-02 Why you need to be able to communicate well.Topic: Communicating on the Job* |

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| 35. | Evelyn Jones who works for Lobo Events, an event management company, is preparing a document on the problems faced while hosting events and generating revenue. In the report, she explains that unavailability of venues for events in particular seasons and steep charges by music bands are challenges faced by the company. In addition, she explains the company's performance and that it generated revenue of $25,000,000 in the last three months. Which of the following documents is Evelyn preparing in this scenario?

|  |  |
| --- | --- |
| A.  | Letter of transmittal |

|  |  |
| --- | --- |
| B.  | Performance appraisal |

|  |  |
| --- | --- |
| C.  | Procedure bulletin |

|  |  |
| --- | --- |
| **D.**  | Quarterly report |

|  |  |
| --- | --- |
| E.  | 10-K Report |

Evelyn is preparing a quarterly report. A quarterly or monthly report summarizes profitability, productivity, and problems during a period. It is also used to plan activities for the next month or quarter. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-02 Why you need to be able to communicate well.Topic: Communicating on the Job* |

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| 36. | A(n) \_\_\_\_\_ is a statement of company rules, guidelines, and instructions with a purpose to inform, and build both image and goodwill.

|  |  |
| --- | --- |
| **A.**  | policy and procedure bulletin |

|  |  |
| --- | --- |
| B.  | 10-K report |

|  |  |
| --- | --- |
| C.  | appraisal |

|  |  |
| --- | --- |
| D.  | transmittal |

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| --- | --- |
| E.  | annual report |

A policy and procedure bulletin is a statement of company policies and instructions with a purpose to inform, and build image and goodwill. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-02 Why you need to be able to communicate well.Topic: Communicating on the Job* |

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| 37. | Which of the following is a function of a request to deviate from policy and procedure bulletin?

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| --- | --- |
| **A.**  | Explaining that another approach is better for a specific situation rather than the standard approach |

|  |  |
| --- | --- |
| B.  | Discussing profitability and problems during a period and how it deviates from past figures |

|  |  |
| --- | --- |
| C.  | Summarizing financial information to be filed with the Securities and Exchange Commission |

|  |  |
| --- | --- |
| D.  | Discussing the granting or denying of customer request to be given credit for defective goods |

|  |  |
| --- | --- |
| E.  | Explaining why an organization's statistical figures deviates or varies from external market figures |

A request to deviate from policy and procedure bulletin is a persuasive memo arguing that another approach is better for a specific situation than the standard approach. Its purpose is to persuade, build image, and goodwill. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 2 MediumLearning Objective: 01-02 Why you need to be able to communicate well.Topic: Communicating on the Job* |

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| 38. | Leah, a communications manager at a travel company, needs to evaluate her team members' work for the last financial year. She needs to prepare a report on the evaluation of objectives they helped achieve. Which of the following documents is Leah preparing in this scenario?

|  |  |
| --- | --- |
| A.  | Career assessment |

|  |  |
| --- | --- |
| **B.**  | Performance appraisal |

|  |  |
| --- | --- |
| C.  | Quarterly report |

|  |  |
| --- | --- |
| D.  | Memo of congratulations |

|  |  |
| --- | --- |
| E.  | Role-based assessment |

Leah is preparing a performance appraisal. A performance appraisal evaluates the performance of employees and persuades employees to improve. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 2 MediumLearning Objective: 01-02 Why you need to be able to communicate well.Topic: Communicating on the Job* |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 39. | A memo of congratulations is written to:

|  |  |
| --- | --- |
| A.  | clients who have been with a company for over 10 years. |

|  |  |
| --- | --- |
| **B.**  | employees who have won awards or been promoted. |

|  |  |
| --- | --- |
| C.  | company partners at the end of a project. |

|  |  |
| --- | --- |
| D.  | external allies for a well implemented campaign. |

|  |  |
| --- | --- |
| E.  | suppliers who have been loyal to a company. |

A memo of congratulations is written to employees who have won awards or been promoted. Its purpose is to build goodwill. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-02 Why you need to be able to communicate well.Topic: Communicating on the Job* |

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| 40. | Lian Chang is the owner of Blaze, a fashion business in Manhattan. She received an e-mail from her client requesting for price details on her eco-friendly line of clothing. Now, she needs to write a letter to him with the requested details. Which of the following is Lian likely to produce in response to the customer e-mail?

|  |  |
| --- | --- |
| A.  | A 10-K Report |

|  |  |
| --- | --- |
| B.  | A thank-you letter |

|  |  |
| --- | --- |
| **C.**  | A quotation |

|  |  |
| --- | --- |
| D.  | A claims adjustment |

|  |  |
| --- | --- |
| E.  | A transmittal |

Lian should produce a quotation. A quotation is an external document which mentions prices of a specific product or service. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-02 Why you need to be able to communicate well.Topic: Communicating on the Job* |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 41. | A \_\_\_\_\_ is an external document granting or denying a customer request to be given credit for defective goods.

|  |  |
| --- | --- |
| A.  | 10-K Report |

|  |  |
| --- | --- |
| B.  | quarterly report |

|  |  |
| --- | --- |
| C.  | policy and procedure bulletin |

|  |  |
| --- | --- |
| D.  | transmittal |

|  |  |
| --- | --- |
| **E.**  | claims adjustment |

A claims adjustment is an external document granting or denying customer request to be given credit for defective goods or services. It serves to inform and establish goodwill with customers. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-02 Why you need to be able to communicate well.Topic: Communicating on the Job* |

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| 42. | Every year in the month of April, Rowland and Co. files a report to the Securities and Exchange Commission of the U.S.A. The report consists of details about their audited financial statements, executive compensation, and equities. Which of the following documents is being mentioned in this scenario?

|  |  |
| --- | --- |
| A.  | Annual report |

|  |  |
| --- | --- |
| B.  | Quarterly Report |

|  |  |
| --- | --- |
| C.  | Claims adjustment |

|  |  |
| --- | --- |
| **D.**  | 10-K report |

|  |  |
| --- | --- |
| E.  | Quotation |

Rowland and Co. files 10-K reports every year. A 10-K report is filed by a company to the Securities and Exchange Commission with details of their financial information. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-02 Why you need to be able to communicate well.Topic: Communicating on the Job* |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 43. | In business communication, which of the following is the main purpose of thank-you letters?

|  |  |
| --- | --- |
| A.  | To build an image of the organization |

|  |  |
| --- | --- |
| B.  | To build an image of the writer |

|  |  |
| --- | --- |
| **C.**  | To build goodwill |

|  |  |
| --- | --- |
| D.  | To persuade |

|  |  |
| --- | --- |
| E.  | To inform |

Thank-you letters are letters sent to suppliers, customers, or other people who have helped individuals or the company. Its main purpose is to build goodwill. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-02 Why you need to be able to communicate well.Topic: Communicating on the Job* |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 44. | Jacob is drafting an annual report for his organization. After completing the report, he sends it to all the team leaders in the organization, so that they can check the content and add information regarding the achievements of their team. After Jacob receives the altered reports from the leaders, he sends them to the CEO for a final check. The CEO checks the report, and sends Jacob the corrections that need to be incorporated. Which of the following *best* describes the process depicted by this scenario?

|  |  |
| --- | --- |
| **A.**  | Document cycling |

|  |  |
| --- | --- |
| B.  | Inconsistent messages |

|  |  |
| --- | --- |
| C.  | E-mail storage process |

|  |  |
| --- | --- |
| D.  | Administration of documents |

|  |  |
| --- | --- |
| E.  | Incompatible communication systems |

Document cycling is depicted in the scenario where the document is passed on from one person to other. Document cycling processes also increase costs. In many organizations, all external documents must be approved before they go out. A major document may cycle from writer to superior to writer to another superior to writer again 10 or more times before final approval. Longer documents can involve large teams of people and take months to write. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 2 MediumLearning Objective: 01-03 What the costs of communication are.Topic: The Cost of Communication* |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 45. | Which of the following statements is true of the costs of communication?

|  |  |
| --- | --- |
| A.  | Cost of hardware is not included in the cost of communication. |

|  |  |
| --- | --- |
| B.  | Document cycling processes decrease the cost of communication. |

|  |  |
| --- | --- |
| **C.**  | E-mail storage contributes a significant part of the cost of communication. |

|  |  |
| --- | --- |
| D.  | Paper documents are not included while estimating the cost of communication. |

|  |  |
| --- | --- |
| E.  | E-mails with attachments are the costliest form of communication. |

A significant cost of communication is e-mail storage. In addition to the exponential increase in frequency, e-mails are also growing in size. Furthermore, many of them come with attachments. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-03 What the costs of communication are.Topic: The Cost of Communication* |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 46. | Which of the following statements is true of business communications?

|  |  |
| --- | --- |
| A.  | E-mails with attachments are the costliest form of communication. |

|  |  |
| --- | --- |
| B.  | Costs for retrieval of corrupted messages are not included in the cost of communication. |

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| --- | --- |
| C.  | Costs for storage of e-mails are included in hardware costs and not in the cost of communication. |

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| **D.**  | Cost of hardware is included in the cost of communication. |

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| E.  | Longer e-mails cost less than smaller e-mails. |

A significant cost of communication is e-mail storage. The cost of the hardware is only some of the storage cost; a larger cost is administering and maintaining the archives. These costs include downtime when storage systems crash and time spent retrieving lost or corrupted messages. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-03 What the costs of communication are.Topic: The Cost of Communication* |

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| 47. | Which of the following statements is true of the time consumed due to bad writing?

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| **A.**  | Bad writing results in cycling of the document and increases the time required to complete a document. |

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| B.  | Bad writing always conveys good ideas, but requires more time to discuss each idea. |

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| C.  | Bad writing is usually incomplete and, therefore, saves time by reducing unwanted discussions. |

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| D.  | Bad writing conveys very little information, so it requires very little time to understand. |

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| E.  | Bad writing doesn't take long for the reader to read, as it is usually short. |

Bad writing may need to be rewritten. Poorly written documents frequently cycle to other people for help. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-04 What the costs of poor communication are.Topic: Costs of Poor Communication* |

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| 48. | Meyer is a customer service executive. While responding to a customer complaint, he considers the customer's expectations and the customer's point of view. He writes, "Please find a document attached to this e-mail. You can find therein the criteria for exchange and replacement of products." He uses language that is legalistic to avoid legal problems. As a best practice in business communication, which of the following should Meyer do to improve his response e-mail?

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| A.  | Use herein instead of therein. |

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| **B.**  | Avoid using legalistic language. |

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| C.  | Write the e-mail from his point of view. |

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| D.  | Increase the legalistic language use. |

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| E.  | Begin his message with "Gentlemen, please find a document…" |

Meyer should avoid using legalistic language in order to improve his e-mail. While writing in business context you should make sure not to use stiff and legalistic language. Note the sexist "Gentlemen" and obsolete "Please be advised," and "herein." |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-04 What the costs of poor communication are.Topic: Costs of Poor Communication* |

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| 49. | Benjamin is a manager at a software firm. He needs to make sure that the members of his team complete work on a project with an approaching deadline. To remind them about the deadline, he writes an e-mail stating, "You need to complete the work by Monday, so that I can deliver the product to the client on time." His e-mail, however, involves a writing flaw. Which of the following writing flaws is present in Benjamin's e-mail?

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| **A.**  | Selfish tone |

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| B.  | Vague request |

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| --- | --- |
| C.  | Legalistic language |

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| D.  | Misused words |

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| E.  | Confusing words |

The tone of Benjamin's letter is selfish. While writing business communication, it is important to avoid a selfish tone, Letters should not be written only from the writer's point of view; they should have benefits for the reader as well. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-04 What the costs of poor communication are.Topic: Costs of Poor Communication* |

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| 50. | Which of the following is a characteristic of good writing?

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| A.  | It keeps requests ambiguous which helps avoid arguments. |

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| B.  | It uses legalistic language to impress the readers. |

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| **C.**  | It analyzes the larger context in which words may appear. |

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| D.  | It presents the main point in the middle of a long paragraph. |

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| E.  | It requires a reader to gather additional information. |

Careful writers and speakers should think about the larger social context in which their words may appear. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-04 What the costs of poor communication are.Topic: Costs of Poor Communication* |

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| 51. | Which of the following statements is true of legal problems in communication?

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| A.  | Poor business communication causes legal problems only to an organization. |

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| B.  | Documents cannot be used as evidence in contexts a writer did not intend. |

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| C.  | Only letters and e-mails can cause legal obligations for organizations. |

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| D.  | Instant messages do not cause legal obligations for organizations. |

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| **E.**  | Individual communications can result in legal problems. |

Individual communications can have legal consequences. Poor communication choices can lead to legal problems for individuals and organizations. In particular, letters, memos, e-mails, and instant messages create legal obligations for organizations. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-04 What the costs of poor communication are.Topic: Costs of Poor Communication* |

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| 52. | Rebecca, a human resource executive, received a letter from her manager, advising her to organize an interactive program for some of the employees of the organization. Rebecca needs to call her manager to find out the objective of the program, when it needs to be organized, and which employees need to attend the program. In this scenario, the manager's letter does not represent good business and administrative communication because:

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| A.  | it allows the reader to act on it instantly. |

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| **B.**  | the message is incomplete. |

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| C.  | the message is incorrect. |

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| D.  | the reader requires more time to understand the message. |

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| E.  | it prevents the reader from guessing. |

The manager's letter does not represent good business and administrative communication because it is incomplete. Good business and administrative communication meets five basic criteria. It is clear, complete, and correct. It saves the audience's time and builds goodwill. In addition, it answers the audience's questions and gives the audience enough information to evaluate the message and act on it. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-05 What the basic criteria for effective messages are.Topic: Basic Criteria for Effective Messages* |

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| 53. | Which of the following statements is true of good business and administrative communication?

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| A.  | It makes an audience guess the message a speaker or writer has presented. |

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| B.  | It leaves the audience's questions unanswered to create challenges and interactions. |

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| **C.**  | It represents messages which are free from errors in spelling and grammar. |

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| D.  | It considers members of an audience as numbers instead of as groups of people. |

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| E.  | It takes a long time to decipher and it challenges an audience's intellect. |

Good business and administrative communication represents messages which are free from errors in spelling and grammar. It meets five basic criteria. It should be clear, complete, and correct. It should save the audience's time and build goodwill. All of the information in the message should be accurate. The message should be free from errors in spelling, grammar, word choice, and sentence structure. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-05 What the basic criteria for effective messages are.Topic: Basic Criteria for Effective Messages* |

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| 54. | Which of the following is true of the use of communication technology?

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| A.  | Role of electronic communications continues to increase in personal contexts and decrease in business contexts. |

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| B.  | In the office, more and more communication is done by paper documents and face-to-face interactions. |

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| **C.**  | Technologies that increase productivity and save money are often used in business. |

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| D.  | Social media such as Facebook and Twitter are losing their importance in business offices. |

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| E.  | Texting is not used as a mode of communication in business contexts. |

Technologies that increase productivity and save money are often used in business contexts. In the office, more and more communication is done by media such as e-mail and texts. The business world continually embraces all forms of technology that help increase productivity and save money. Newer forms of technology, especially social media such as Facebook, Twitter, and texting, are also becoming prominent in business offices. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-05 What the basic criteria for effective messages are.Topic: Basic Criteria for Effective Messages* |

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| 55. | Which of the following statements is true of conventions?

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| A.  | They remain constant over long periods of time. |

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| **B.**  | They are widely accepted practices. |

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| C.  | They apply universally to all audiences. |

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| D.  | They are practices one seldom encounters. |

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| E.  | They can be best learned by reading reports. |

Conventions are widely accepted practices one routinely encounters. They change over time and should be adjusted to a particular audience, purpose, and context. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-06 What role conventions play in business communication.Topic: Following Conventions* |

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| 56. | Which of the following is a key to using conventions effectively?

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| A.  | Using conventions only for routine activities |

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| B.  | Remembering that conventions do not change with time |

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| C.  | Using conventions without adjusting them for a particular audience |

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| D.  | Remembering that every organization follows the same conventions |

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| **E.**  | Remembering that conventions always need to fit the current situation |

The key to using conventions effectively, in spite of their changing nature, is to remember that they always need to fit the rhetorical situation—they always need to be adjusted for the particular audience, context, and purpose. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-06 What role conventions play in business communication.Topic: Following Conventions* |

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| 57. | The best way to learn the conventions in a particular workplace is to:

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| **A.**  | see what other workers are doing. |

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| B.  | read documents on office guidelines. |

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| C.  | interact with the human resources department. |

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| D.  | get updated by the manager or supervisor. |

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| E.  | research online about the organization. |

The best way to learn conventions in a particular workplace is to see what other workers are doing. Conventions are widely accepted practices one routinely encounters in a workplace and which change over time. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-06 What role conventions play in business communication.Topic: Following Conventions* |

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| 58. | Milo, who is working in the U.S., has been transferred to an office in India. Which of the following is the *best* way for Milo to learn the conventions in the Indian office?

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| A.  | He should follow the same conventions used in the U.S., as conventions do not change. |

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| B.  | He should research about the conventions in Indian businesses before he comes to India. |

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| **C.**  | He should observe what other workers are doing in the Indian office. |

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| D.  | He should ask clients in India about the conventions. |

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| E.  | He should read more Indian business magazines. |

Milo should observe what other workers are doing in the Indian office. The best way to learn conventions in a particular workplace is to see what other workers are doing. Close observation will help your communications fit in with the conventions of your employer. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-06 What role conventions play in business communication.Topic: Following Conventions* |

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| 59. | Which of the following should you do when analyzing business communication situations?

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| A.  | Avoid taking into account emotions of other people when stakes are high. |

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| B.  | Take into account only the needs of the organization and not those outside the organization. |

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| C.  | Use written channels instead of oral channels for better decision making. |

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| D.  | Use detailed instructions to understand audiences and corporate culture. |

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| **E.**  | Consider your own needs as well as the needs of your superior and your audience. |

While analyzing business communication situations, one should consider one's own needs in addition to those of superiors and the audience. It is also important to decide the content of a message based on the kind of message, its purpose, audience, and corporate culture. One should figure these details out without the help of instructions. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-06 What role conventions play in business communication.Topic: Understanding and Analyzing Business Communication Situations* |

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| 60. | Paper documents and presentations are preferred over e-mail, texting, tweeting, and phone calls when:

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| A.  | group decisions need to be made. |

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| B.  | misunderstandings need to be cleared quickly. |

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| C.  | communication needs to be personal. |

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| D.  | conflicts need to be resolved immediately. |

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| **E.**  | communication needs to be formal. |

Paper documents and presentations are preferred to e-mail, texting, tweeting, and phone calls when communication needs to be formal. Paper documents and presentations are formal and give you considerable control over a message. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-06 What role conventions play in business communication.Topic: Following Conventions* |

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| 61. | Which of the following questions is one of the five questions that should be asked for solving business communication problems?

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| A.  | What can you infer from the information you're given? |

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| **B.**  | What information must your message include? |

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| C.  | Where could you get additional information? |

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| D.  | Which solution is likely to work best? |

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| E.  | What channel should you use? |

"What information must your message include?" This question is one of the five questions asked for solving business communication problems. Apart from this, the other questions that help you analyze your audience(s), purpose(s), and the organizational context are: Who is your audience? What are your purposes in communicating? How can you build support for your position and what reasons or benefits will your audience find convincing? What aspects of the total situation may be relevant? |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-07 How to solve business communication problems.Topic: How to Solve Business Communication Problems* |

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| 62. | Which of the following actions should be followed while solving business communication problems?

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| A.  | Consciously developing one key solution instead of multiple ones |

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| B.  | Understanding that even irrelevant features of an audience are important |

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| C.  | Emphasizing information by placing it in the middle of a paragraph |

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| D.  | Identifying one main audience benefit if it is a persuasive message |

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| **E.**  | Ensuring that benefits are adapted well to the needs of the audience |

While solving business communication problems, one should ensure that benefits are adapted well to the needs of the audience. In an informative or persuasive message, it is important to identify multiple audience benefits. Some characteristics of an audience will be irrelevant and one should focus on those which are relevant to the message. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-07 How to solve business communication problems.Topic: How to Solve Business Communication Problems* |

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| 63. | Aliya is presenting a report on "Negative Impacts of Genetic Engineering" at a conference on Food Security in Manhattan. The audience consists of scientists, government officials, and members of civil society groups, some of these are skeptical about the subject. Which of the following would *best* help Aliya handle the audience?

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| A.  | Presenting the good ideas of genetic engineering at the end of the report |

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| B.  | Presenting the main points of the report in the middle of the report |

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| C.  | Making the milestones achieved section clear in the first paragraph |

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| **D.**  | Approaching the issue of genetic engineering indirectly |

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| E.  | Identifying one main audience benefit instead of several benefits |

Aliya must handle the audience by approaching the issue of genetic engineering indirectly. While organizing information in business communication, it is important to approach the subject indirectly if the audience is reluctant. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingAccessibility: Keyboard NavigationBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-07 How to solve business communication problems.Topic: How to Solve Business Communication Problems* |

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| 64. | Which of the following is a way to make a document more visually inviting?

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| A.  | Avoiding the use of subject lines since they disorient the reader |

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| B.  | Using headings to group unrelated ideas |

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| C.  | Avoiding the numbering of points to make the document look clean |

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| **D.**  | Using lists and indented sections to emphasize examples |

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| E.  | Using long paragraphs consisting of more than ten typed lines |

In order to make a document visually attractive, it is important to use lists and indented sections to emphasize sub-points and examples. A well-designed document is easier to read and builds goodwill. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-07 How to solve business communication problems.Topic: How to Solve Business Communication Problems* |

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| 65. | Which of the following styles of writing should be followed to create a business document?

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| **A.**  | It should make the message as friendly and personal as possible. |

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| B.  | It should use complex words if it is being addressed to strangers. |

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| C.  | It should place positive information at the end of the document. |

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| D.  | It should focus more on what is impossible so that it can tackle the problem. |

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| E.  | It should use me-attitude to show that one is confident about the document. |

A business document should make the message as friendly and personal as possible. Good business and administrative communication is both friendly and businesslike. When you communicate with strangers, use simple, everyday words and make your message as personal and friendly as possible. |

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| *AACSB: CommunicationAccessibility: Keyboard NavigationBlooms: RememberDifficulty: 1 EasyLearning Objective: 01-07 How to solve business communication problems.Topic: How to Solve Business Communication Problems* |

**Short Answer Questions**

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| 66. | Explain how verbal communication, nonverbal communication, and interpersonal nonverbal signals differ from each other.  Verbal communication is a form of communication which uses words. Examples of verbal communication may be face-to-face or phone conversations, e-mail messages, letters, reports, blogs, tweets, and text messages. Nonverbal communication, on the other hand, does not use words. Examples of such kind of communication are pictures, computer graphics, and company logos. Interpersonal nonverbal signals are those which include how people sit at meetings, how large offices are, and how long someone keeps a visitor waiting. |

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| *AACSB: CommunicationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-01 What the benefits of good communication are.Topic: Benefits of Good Communication Skills* |

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| 67. | Johanna, who is appointed as a software engineer, thinks that she will not need to have any writing ability for the job, because she is joining as an engineer and not as a writer. Explain why this belief is fundamentally flawed.  Johanna thinks that she will not require any writing ability for the software engineer post because she is joining as an engineer and not as a writer. However, this belief is flawed because almost every entry-level professional or managerial job requires the employee to write e-mail messages, speak to small groups, write documents, and present one's work for annual reviews. People who do these things well are likely to be promoted beyond the entry level. Employees in jobs as diverse as firefighters, security professionals, and construction project managers are all being told to polish their writing and speaking skills. |

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| *AACSB: CommunicationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-02 Why you need to be able to communicate well.Topic: "I'll Never Have to Write Because…"* |

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| 68. | Discuss the main costs of communication.  Writing costs money. One main cost of writing is the process of document cycling. In many organizations, all external documents must be approved before they go out. A major document may cycle from writer to superior to writer to another superior and then to writer again, before it is finally approved. Longer documents can involve large teams of people and take months to write. Large organizations handle so much paper that even small changes to their communication practices amount to millions of dollars. Another significant cost of communication is e-mail storage. In addition to the exponential increase in frequency, e-mails are also growing in size. Businesses are storing much of this huge load on their servers. But the cost of the hardware is only some of the storage cost; a larger cost is administering and maintaining the archives. These costs include downtime when storage systems crash and time spent retrieving lost or corrupted messages. |

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| *AACSB: CommunicationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-03 What the costs of communication are.Topic: The Cost of Communication* |

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| 69. | Explain how poor writing contributes to wasted time.  Bad writing takes longer to read because the reader struggles to understand what they are reading. How quickly a reader can read a document is determined by the difficulty of the subject matter and by the document's organization and writing style. Second, bad writing may need to be rewritten. Poorly written documents frequently cycle to other people for help. Third, ineffective communication may obscure ideas so that discussions and decisions are needlessly drawn out. Fourth, unclear or incomplete messages may require the receiver to gather more information and some receivers may not bother to do so; they may make a wrong decision or refuse to act. |

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| *AACSB: CommunicationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-04 What the costs of poor communication are.Topic: Costs of Poor Communication* |

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| 70. | Poor communication choices can lead to legal problems in an organization. Elaborate.  Poor communication choices can lead to legal problems for organizations. Letters, memos, e-mails, and instant messages create legal obligations for organizations. When a lawsuit is filed against an organization, the lawyers for the plaintiffs have the right to subpoena documents written by employees of the organization. These documents may then be used as evidence, for instance, that an employer fired an employee without adequate notice or that a company knew about a safety defect but did nothing to correct it. These documents may also be used as evidence in contexts the writer did not intend. This means that a careless writer can create obligations that the organization does not mean to assume. |

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| *AACSB: CommunicationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-04 What the costs of poor communication are.Topic: Costs of Poor Communication* |

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| 71. | Explain the criteria for an effective message?  Good business and administrative communication meets five basic criteria: it's clear, complete, and correct; it saves the audience's time; and it builds goodwill.• It's clear. The meaning the audience gets is the meaning the communicator intended. It prevents the audience from guessing.• It's complete. All of the audience questions are answered and it has enough information to evaluate the message and act on it.• It's correct. All of the information in the message is accurate and the message is free from errors in spelling, grammar, word order, and sentence structure.• It saves the audience's time. The style, organization, and visual or aural impact of the message helps the audience read or hear, understand, and act on the information as quickly as possible.• It builds goodwill. The message presents a positive image of the communicator and his or her organization. It treats the receiver as a person, not a number. It establishes a good relationship between the communicator and the receiver. |

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| *AACSB: CommunicationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-05 What the basic criteria for effective messages are.Topic: Basic Criteria for Effective Messages* |

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| 72. | What are conventions of communication and how are they *best* learned?  Conventions are widely accepted practices that a person routinely encounters and those which change over time. They help people recognize, produce, and interpret different kinds of communications. The key to using conventions effectively, in spite of their changing nature, is to remember that they always need to be adjusted for a particular audience, context, and purpose. The best way to learn conventions in a particular workplace is to see what other workers are doing. Things like how they communicate with each other, if their practices change when they communicate with superiors, and what kinds of letters and memos, which they send, help in understanding different conventions in an organization. |

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| *AACSB: CommunicationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-06 What role conventions play in business communication.Topic: Following Conventions* |

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| 73. | What are the various communication channels that you can use to communicate?  While communicating, it is good to know that paper documents and presentations are formal and give you considerable control over the message. On the other hand, e-mail, texting, tweeting, phone calls, and stopping by someone's office are less formal. Oral channels are better for group decision making, allow misunderstandings to be cleared up more quickly, and seem more personal. Sometimes one may need to use more than one message, in more than one channel. |

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| *AACSB: CommunicationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-06 What role conventions play in business communication.Topic: Following Conventions* |

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| 74. | Explain, briefly, the process to create good messages.  In order to create a good message, you should start with gathering knowledge and brainstorming solutions. It is important to analyze the key questions for analysis such as who the audience is, and what the purpose of the message is. The information should be organized in a way to fit the audiences, the purposes, and the context. It is essential to make the document visually inviting and you should revise the draft to create a friendly, businesslike, positive style.You should also edit the draft for standard spelling, punctuation, grammar, and double-check names and numbers. In addition, it is essential to use the response one gets to plan future messages. |

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| *AACSB: CommunicationBlooms: UnderstandDifficulty: 2 MediumLearning Objective: 01-07 How to solve business communication problems.Topic: How to Solve Business Communication Problems* |

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| 75. | Savanna recently gave a presentation for a group of college students on how to choose the right career path. The presentation was a huge success and the students in their feedback form stated that the visual appeal of the presentation was excellent. What characteristics did the presentation most likely have?  While preparing the presentation, Savanna used subject lines such as "How to explore your interests," "Different careers to choose from," and "How to know if the career you have chosen is right for you" to orient the reader quickly. She also used heading to club together related ideas such as Marketing and Communications, Media and Public Relations.Lists and indented sections were used to emphasize sub-points and important examples. In addition, she numbered points that must be followed in sequence and used short paragraphs of six typed lines and sometimes fewer. |

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| *AACSB: CommunicationAACSB: Reflective ThinkingBlooms: ApplyDifficulty: 3 HardLearning Objective: 01-07 How to solve business communication problems.Topic: How to Solve Business Communication Problems* |