

Business Communication: Polishing Your Professional Presence, 4e (Shwom/Snyder)
Chapter 1 Developing Your Professional Presence

1) Which of the following is a complex process of encoding and decoding information, ideas, and feelings?

- A) Confidence
- B) Communication
- C) Professional presence
- D) Transmission model
- E) Feedback

Answer: B

Explanation: In its most basic form, communication is a complex process of encoding and decoding messages (information, ideas, and feelings).

Diff: 1

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

2) Which communication model focuses on a single communication exchange in a linear path from a sender to a receiver?

- A) Transmission
- B) Physiological
- C) Language
- D) Transaction
- E) Relational

Answer: A

Explanation: The transmission model focuses on a single communication exchange and portrays communication as the linear transmission of a message from a sender to a receiver.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

3) Putting ideas into words, images, or actions takes place during which step in the communication process?

- A) Medium determination
- B) Transmission
- C) Encoding
- D) Decoding
- E) Interaction

Answer: C

Explanation: A sender has an intention, selects a medium of communication, encodes that intention into words, images, or actions; and sends the message through that medium.

Diff: 2

Question Category: Synthesis

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

4) What are the external circumstances that influence communication referred to?

- A) Interaction model
- B) Feedback
- C) Semantic barriers
- D) Context
- E) Language barriers

Answer: D

Explanation: The concept of context is the external circumstances and forces that influence communication.

Diff: 2

Question Category: Concept

AACSB: Reflective thinking

Study Question: 1 Why is it challenging to communicate well?

5) Issues such as the distance between communicators and the noise in a room are aspects of what type of context?

- A) Language
- B) Semantic
- C) Physiological
- D) Psychological
- E) Physical

Answer: E

Explanation: Physical context is the context in which the communication takes place, including the physical distance between communicators as well as what's going on around you, such as a noisy room or someone whispering.

Diff: 1

Question Category: Application of knowledge

AACSB: Application of knowledge

Study Question: 1 Why is it challenging to communicate well?

6) Language that is difficult to understand or is ambiguous is indicative of what type of barrier?

- A) Semantic
- B) Feedback
- C) Physical
- D) Psychological
- E) Physiological

Answer: A

Explanation: Semantic barriers arise from language that is ambiguous or difficult to understand.

Diff: 1

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

7) Which of the following workplace activities is most likely to be the one in which your communication skills will be utilized?

- A) Calculating whether sales are up this quarter using the latest figures
- B) Formulating strategies to manage your new team
- C) Persuading your colleagues that your idea will likely lead to increased sales
- D) Analyzing the pattern of errors found in your new product
- E) Designing algorithms for the to-be-developed software

Answer: C

Explanation: None of the other options require communication skills as they are not intended to be directed toward someone, while persuading colleagues requires talking to them and making them understand what you wish to convey.

Diff: 2

Question Category: Application of knowledge

AACSB: Analytical thinking

Study Question: 1 Why is it challenging to communicate well?

8) Which of the following is a disciplined approach to analyzing and evaluating information to guide actions and decisions?

- A) Leadership
- B) Critical thinking
- C) Communication
- D) Professional presence
- E) Context

Answer: B

Explanation: Critical thinking is a disciplined approach to analyzing, synthesizing, and evaluating information, which then acts as a guide to actions and decisions.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

9) Which of the following expands the concept of context and is influenced by social and cultural forces?

- A) Transaction model
- B) Relational context
- C) Interaction model
- D) Psychological model
- E) Language

Answer: A

Explanation: The transaction model of communication expands on the concept of context and recognizes that communication is influenced by a broader set of external forces: social, relational, and cultural.

Diff: 2

Question Category: Concept

AACSB: Application of knowledge

Study Question: 1 Why is it challenging to communicate well?

10) During the communication process, which of the following acknowledges that one group's learned behaviors may be different than those of another group?

- A) Relational context
- B) Cultural context
- C) Social context
- D) Psychological context
- E) Physical context

Answer: B

Explanation: Cultural context acknowledges that one group's set of learned behaviors and norms may be different from another's.

Diff: 2

Question Category: Synthesis

AACSB: Analytical thinking

Study Question: 1 Why is it challenging to communicate well?

11) Which of the following concepts helps to explain why communication can fail?

- A) Transmission
- B) Medium
- C) Barriers
- D) Encoding
- E) Interaction

Answer: C

Explanation: The concept of barriers helps explain why communication often fails. Barriers are obstacles that get in the way of effective communication and come in many forms.

Diff: 2

Question Category: Concept

AACSB: Analytical thinking

Study Question: 1 Why is it challenging to communicate well?

12) Which communication process portrays communication as a dynamic process?

- A) The transaction model
- B) The relational model
- C) The credibility model
- D) The interaction model
- E) The cultural model

Answer: D

Explanation: The interaction model of communication portrays communication as a dynamic process. Messages evolve as senders and receivers communicate in turn and give each other feedback.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

13) Which of the following is an example of encoding a message?

- A) Deciding how to phrase a request to your boss for clarification on your new assignment
- B) Deciding to read the annual financial report of your company
- C) Deciding to purchase a new smart phone so that you can check and send email while you are on the go
- D) Deciding to toss out an advertisement that was mailed to you
- E) Deciding to read an email sent by a friend

Answer: A

Explanation: Communication begins when the sender has something to "say" to a receiver. To communicate this thought, the sender must encode the message—put it into words, images, or actions.

Diff: 2

Question Category: Application of knowledge

AACSB: Analytical thinking

Study Question: 1 Why is it challenging to communicate well?

14) Which of the following terms refers to the process of putting your message into words, images, or action?

- A) Transmitting
- B) Encoding
- C) Receiving
- D) Interpreting
- E) Decoding

Answer: B

Explanation: The person initiating the communication, the sender, must first determine what he or she wants to say and then encode it by putting it into words, images, or action.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

15) Which of the following terms best represents the set of circumstances in which you are communicating?

- A) Conciseness
- B) Clarity
- C) Context
- D) Medium
- E) Passive listening

Answer: C

Explanation: The term "context" refers to the set of circumstances in which you are communicating.

Diff: 1

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

16) As a sender, immediately after _____ your message, you will most likely _____.

- A) encoding; decode your message
- B) encoding; choose your medium
- C) decoding; choose your medium
- D) decoding; prepare feedback
- E) encoding; close the dynamic loop

Answer: B

Explanation: To communicate your idea to the receiver, you must encode the message. That is, put it into words, images, or actions. While you do this, you also need to choose your medium, e.g., a phone conversation, an email, etc.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

17) You want to inform your colleague about a change to the project schedule. You decide to call him to inform him about this change. By deciding to use the telephone to complete this communication, you have _____.

- A) encoded the message
- B) closed the dynamic communication loop
- C) filtered the noise in the communication process
- D) selected the communication medium
- E) decoded the feedback

Answer: D

Explanation: The sender then has to select a medium—a channel used to transmit the message.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

18) A receiver decodes a message by _____.

- A) putting it into words, images, or actions
- B) selecting a channel through which to transmit it
- C) interpreting its words or actions and attaching meaning to them
- D) determining the appropriate verbal or nonverbal response that should be sent
- E) closing the dynamic loop

Answer: C

Explanation: The receivers' prior knowledge, experience, or expectations may affect the way they decode the message, which involves interpreting and attaching meaning to the words, images, and actions.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

19) The process of _____ a message involves interpreting its words and actions and attaching meaning to them.

- A) encoding
- B) decoding
- C) encrypting
- D) channeling
- E) blocking

Answer: B

Explanation: Decoding involves interpreting a message. The meaning that a receiver attaches to a message that she decodes is affected by her knowledge, experience, and context.

Diff: 1

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

20) When a message is decoded, the meaning that is attached to it is filtered by the _____.

- A) transmission medium
- B) sender's experience
- C) receiver's knowledge
- D) sender's emotional state
- E) dynamic loop

Answer: C

Explanation: The receiver decodes the message by interpreting the words and actions of a message and attaching meaning to them. This meaning is filtered by the receiver's knowledge, experience, and context.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

21) Which of the following terms refers to an obstacle that gets in the way of effective communication?

- A) Encoder
- B) Decoder
- C) Context
- D) Barrier
- E) Channel

Answer: D

Explanation: Barriers may stand in the way of effective communication.

Diff: 1

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

22) A hearing loss is an example of a _____ barrier.

- A) psychological
- B) semantic
- C) language
- D) physiological
- E) mixed message

Answer: D

Explanation: A physiological barrier arises from a receiver's physical state, for example a hearing loss or a migraine headache.

Diff: 1

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

23) _____ arise from language that is ambiguous or difficult to understand.

- A) Psychological barriers
- B) Semantic barriers
- C) Language barriers
- D) Physiological barriers
- E) Mixed messages

Answer: B

Explanation: Semantic barriers arise from language that is ambiguous or difficult to understand.

Diff: 1

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

24) A _____ arises when the sender and receiver do not share a common language.

- A) psychological barrier
- B) semantic barrier
- C) language barrier
- D) physiological barrier
- E) mixed message

Answer: C

Explanation: Language barriers arise from senders and receivers not using a shared language. Sometimes the problem is obvious: the sender speaks only Spanish and the receiver speaks only English. Sometimes the problem is less obvious. For example, employees who are new to a company or industry may not yet understand the jargon people use.

Diff: 2

Question Category: Application of knowledge

AACSB: Analytical thinking

Study Question: 1 Why is it challenging to communicate well?

25) _____ influences the purpose of communication, the best medium to use to communicate the message, and how receivers interpret the message.

- A) Collaboration
- B) Context
- C) Conciseness
- D) Clarity
- E) Channel

Answer: B

Explanation: Context, or the set of specific circumstances in which communication occurs, influences all of these factors.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

26) Which model of communication considers a broader set of external forces, such as social or relational issues, in the context of the message?

- A) Social
- B) Relational
- C) Cultural
- D) Transaction
- E) Physical

Answer: D

Explanation: The transaction model of communication expands on the concept of context and recognizes that communication is influenced by a broader set of external forces: social, relational, and cultural.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

27) Success in communication is affected by a variety of factors, including physical context and audience expectations.

Answer: TRUE

Explanation: Success in communication is affected by an array of factors that go beyond the language you use, including the physical, social and cultural context in which you communicate; your relationship with your audience; and the audience's knowledge and expectations.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

28) The interaction model of communication portrays communication as a dynamic process.

Answer: TRUE

Explanation: The interaction model indicates that messages evolve as senders and receivers communicate and give each other feedback.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

29) Psychological barriers arise from senders and receivers not using a shared language.

Answer: FALSE

Explanation: Language barriers arise from senders and receivers not using a shared language.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

30) Communication is the linear transmission of a message from a sender to a receiver.

Answer: FALSE

Explanation: Communication is the process of encoding and decoding messages. Transmission focuses on the linear transmission of a message.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 1 Why is it challenging to communicate well?

31) The physical context model recognizes that communication is influenced by a broader set of external forces.

Answer: FALSE

Explanation: The transactional model of communication expands on the concept of context and recognizes that communication is influenced by a broader set of external forces.

Diff: 2

Question Category: Synthesis

AACSB: Application of knowledge

Study Question: 1 Why is it challenging to communicate well?

32) Discuss the idea of presence and how to develop a professional presence.

Answer: These three elements—competence, credibility, and confidence—form the core of professional presence. Some people equate presence with the "wow" factor that allows you to make a great first impression, similar to the peacock that is the emblem of this book. While that wow factor is certainly impressive, presence goes deeper than that. Presence emanates from within, reflecting your comfort with yourself and the rapport you develop with people around you. In addition, your professional presence depends on your ability to communicate so that others recognize your competence, are eager to listen to what you have to say, trust you, and have confidence in you.

How do you develop presence? While you are in school, you have undoubtedly been developing your competence as you take courses in your major and other fields. Ideally, you have also been learning how to learn, so that you can continue to increase your competence on the job. Your credibility is based in part on your character, which you have been developing since you were a child. You also earn credibility by doing good work, being trustworthy, and empathizing with others, showing that you understand their needs and point of view. You develop confidence by believing in yourself and by learning communication skills that allow you to project that belief as you communicate your ideas. Confidence also comes from the knowledge that you can use your critical thinking abilities to adapt what you have learned as new situations arise.

Diff: 2

Question Category: Synthesis

AACSB: Reflective thinking

Study Question: 1 Why is it challenging to communicate well?

33) Describe steps in the transmission model of communication, how and where the process has the potential for failure.

Answer: The transmission model focuses on a single communication exchange and portrays communication as the linear transmission of a message from a sender to a receiver. A sender has an intention; selects a medium of communication; encodes that intention into words, images, or actions; and sends the message through that medium. The receiver gets that message and decodes it to understand its meaning, unless the message is blocked by some kind of noise or barrier.

The concept of barriers helps explain why communication often fails. Barriers come in many forms. They may be physiological. For example, if you are speaking to someone who has hearing loss or a migraine headache, he may not be able to listen effectively and interpret what you are saying. Barriers may be psychological. If you compliment someone who does not trust you, she may interpret that compliment as a subtle criticism. Semantic barriers arise from language that is ambiguous or difficult to understand. If a colleague rushes late into a meeting and says to you, "I was held up at the train station," you might ask if the robber had a gun, when your colleague simply meant that the train was delayed. Language barriers arise from senders and receivers not using a shared language. Sometimes the problem is obvious: the sender speaks only Spanish and the receiver speaks only English. Sometimes the problem is less obvious. For example, employees who are new to a company or industry may not yet understand the jargon people use.

Diff: 3

Question Category: Application of knowledge

AACSB: Reflective thinking

Study Question: 1 Why is it challenging to communicate well?

34) Explain the physiological barrier, language barrier, and psychological barrier of communication. Include examples of each.

Answer: Physiological barriers arise from a receiver's physical state. If you work with patients at a hospital, their physical states (confusion, dizziness, nausea, pain, etc.) might create barriers to communication. These might be dealt with by speaking more slowly and clearly, repeating oneself, etc. Language barriers can occur due to unfamiliarity with the jargon used in a particular business. In law enforcement, numerical codes are often used to describe situations and infractions, so someone new or unfamiliar with this jargon might mix up some of the codes and have to ask for clarification. Psychological barriers arise from a receiver's attitudes toward the message or toward the sender. In a professional setting where one company takes over another, there may be resentment on the part of employees when the new company imposes its policies and procedures. Being sensitive to the psychological state of the employees and taking care not to phrase changes so that they sound like criticisms of the old ways will facilitate communication and probably compliance as well. There are many other examples that can illustrate each of the communication barriers.

Diff: 2

Question Category: Application of knowledge

AACSB: Analytical thinking

Study Question: 1 Why is it challenging to communicate well?

35) Why is it important to be aware of the different types of barriers to communication?

Answer: There are many barriers to communication, and they can occur at any point in the communication process. The reason is to be aware of them so that you can anticipate them and hopefully avoid them as much as possible. Or if it is not possible to avoid them, to deal with the glitch as effectively as possible and get the communication back on track. In some situations, this is more obvious than others. If, for example, you are communicating with someone who speaks another language, you will need an interpreter and be very aware of and sensitive to communicating as clearly as possible. But other barriers are less obvious, like using idiomatic expressions that can be misunderstood. Saying you are late for the meeting because you were held up can be construed to mean that you were robbed, while you only meant to say that you were delayed. Being aware of such expressions and avoiding them in favor of others that are less ambiguous is a good idea. Also, paying attention to the body language you are using can help avoid sending mixed messages. If you say you're excited to be part of a new project team, but keep fidgeting during the meeting and looking at the clock, your body language is giving the opposite impression of your spoken words.

Diff: 3

Question Category: Synthesis

AACSB: Reflective thinking

Study Question: 1 Why is it challenging to communicate well?

36) How will your current communication skills help you when in the workplace?

- A) They will likely hamper your attempts to communicate.
- B) They are inapplicable to communication.
- C) They are most likely sufficient to meet every challenge of communication.
- D) They will be valuable to you for communicating.
- E) They must all be unlearned if you want to successfully communicate.

Answer: D

Explanation: The communication skills you have already developed will be valuable to you in the workplace, where communication is considered to be the most important of all abilities you can possess. However, your current skills may not be sufficient to meet many challenges of communicating in the workplace.

Diff: 1

Question Category: Synthesis

AACSB: Written and oral communication

Study Question: 2 What are the benefits of being a good communicator?

37) In its survey of MBA alumni, the Graduate Management Admissions Council found that _____ tops employers' list of essential workplace skills.

- A) communication
- B) problem solving
- C) cognitive skills
- D) listening
- E) technological

Answer: A

Explanation: Communication tops the list of the essential workplace skills identified by MBA alumni surveyed by the Graduate Management Admission Council. In fact, 94% of alumni ranked communication as the most important skill and identified communication as equally important at all levels of the organization.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 2 What are the benefits of being a good communicator?

38) Which of the following terms best describes web-based applications designed to promote interactions among people?

- A) Cookie
- B) Social media
- C) Filter
- D) Firewall
- E) Router

Answer: B

Explanation: The term "social media" refers to web-based applications designed to promote social interactions among people.

Diff: 1

Question Category: Concept

AACSB: Information technology

Study Question: 2 What are the benefits of being a good communicator?

39) Good business communication skills _____.

- A) can have a positive impact on your life outside of work
- B) will help you advance in your career, but will hinder your personal relationships
- C) will improve personal relationships, although they offer no financial benefits in your personal or professional life
- D) are inapplicable to your personal life
- E) are not worth the investment of time and energy necessary to acquire them

Answer: A

Explanation: If you learn good business communication skills, you can apply them in your personal life to improve your relationships. You may also be able to use them to negotiate a better deal on a car, persuade your cell phone provider to give you a refund, or write an effective application letter for graduate school.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 2 What are the benefits of being a good communicator?

40) Polish, confidence, and passion are elements of what type of communication skill?

- A) Nonverbal
- B) Team
- C) Listening
- D) Writing
- E) Group

Answer: A

Explanation: Recruiters look for candidates with communication and writing skills, as well as "more polish, confidence, and passions," which are elements of nonverbal communication and professional presence.

Diff: 2

Question Category: Synthesis

AACSB: Written and oral communication

Study Question: 2 What are the benefits of being a good communicator?

41) Based on a report issued by American Express and Millennial Branding, which of the following is often cited by managers as a negative attribute of young workers?

- A) Strong interpersonal interactions
- B) Soft skills regarding communication
- C) Excessive self confidence
- D) Willingness to work as a team
- E) Ability to multitask

Answer: B

Explanation: A report produced collaboratively by American Express and Millennial Branding found that "managers have an overall negative view of young workers, and point to their lack of soft skills regarding communication and interpersonal interactions, time management abilities and willingness to work as a team."

Diff: 2

Question Category: Synthesis

AACSB: Analytical thinking

Study Question: 2 What are the benefits of being a good communicator?

42) According to the American Management Association, of the 721 senior-level professionals interviewed, where are most training dollars in these organizations being spent?

- A) Basic job skills
- B) Technology skills
- C) Communication skills
- D) Customer relation skills
- E) Leadership skills

Answer: C

Explanation: The American Management Association found that, of the 721 senior-level professionals interviewed, 66% said they invested company resources in training their employees in communication skills—more than any other kind of professional activity.

Diff: 2

Question Category: Application of knowledge

AACSB: Analytical thinking

Study Question: 2 What are the benefits of being a good communicator?

43) Which of the following communication skills will make you more valuable to an employer because your skills in this area will help the organization save money AND make money?

- A) Confidence
- B) Professional presence
- C) Cultural
- D) Writing
- E) Social

Answer: D

Explanation: Companies want good communicators because good communication is profitable: it saves money and it makes money. Strong skills in writing, listening and speaking, developing communication strategy, and implementing social media will increase your value to your company.

Diff: 2

Question Category: Application of knowledge

AACSB: Written and oral communication

Study Question: 2 What are the benefits of being a good communicator?

44) What type of communication skills would be especially helpful for an employee who interacts with a customer on a regular basis?

- A) Managing and organizing
- B) Leadership and speaking
- C) Cultural and writing
- D) Reading and writing
- E) Listening and speaking

Answer: E

Explanation: Writing is not the only communication skill that makes you a more valuable employee. As a customer service representative, you can retain customers and attract new ones by answering their questions efficiently and communicating solutions to their problems.

Diff: 2

Question Category: Synthesis

AACSB: Interpersonal relations and teamwork

Study Question: 2 What are the benefits of being a good communicator?

45) Which of the following communication tools can be used to build brand awareness?

- A) Social media
- B) Writing
- C) Listening
- D) Presence
- E) Speaking

Answer: A

Explanation: Effective communication through social media—such as blogs, Facebook, and Twitter—improves employee satisfaction and builds brand awareness to reach more customers.

Diff: 2

Question Category: Application of knowledge

AACSB: Application of knowledge

Study Question: 2 What are the benefits of being a good communicator?

46) According to the National Association of Colleges and Employers, what communication-related skills did employers rate as being most important?

- A) Team work, presentation skills, and technical knowledge
- B) The ability to communicate with those outside of the organization, order processing, and verbal skills
- C) Verbal skills, technical knowledge, and the ability to process information
- D) Team work, verbal skills, and the ability to process information
- E) Team work, technical knowledge, and verbal skills

Answer: D

Explanation: The National Association of Colleges and Employers (NACE) routinely surveys employers to determine the skills and qualities that employers most value in employees. In a recent survey, employers rated the ability to work in a team structure, the ability to verbally communicate with people both inside and outside the organization, and the ability to obtain and process information as more important than technical knowledge.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 2 What are the benefits of being a good communicator?

47) Which of the following are elements of nonverbal communication and professional presence?

- A) Team work and writing skills
- B) Oral communication and the ability to process information
- C) Confidence and technical knowledge
- D) Polish, confidence, and passion
- E) Team work and technical knowledge

Answer: D

Explanation: Recruiters who interviewed at university career fairs wanted to recruit people with "communication and writing skills," as well as "more polish, confidence, and passion," which are elements of nonverbal communication and professional presence.

Diff: 2

Question Category: Application of knowledge

AACSB: Analytical thinking

Study Question: 2 What are the benefits of being a good communicator?

48) Most students believe they are best prepared in the area of critical and analytical thinking when they graduate from college. In which area do employers find students well prepared?

- A) Teamwork
- B) Critical and analytical thinking
- C) Written communication
- D) Applying knowledge to the real world
- E) Complex problem solving

Answer: A

Explanation: According to Hart Research Associates, students rated themselves highest in critical and analytical thinking, but employers rated the same area at a 26% preparedness rating. Employers rated recent graduates strongest in working with others in teams, at 37%.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 2 What are the benefits of being a good communicator?

49) Listening skills are critical for effective salespeople.

Answer: TRUE

Explanation: As a salesperson, you can bring in more sales if you know how to listen effectively to the customer's needs, demonstrate how a product or service meets those needs, and close the sale at the end of a conversation.

Diff: 2

Question Category: Application of knowledge

AACSB: Application of knowledge

Study Question: 2 What are the benefits of being a good communicator?

50) The use of social media at the workplace decreases employee satisfaction as it relates to brand awareness.

Answer: FALSE

Explanation: Your expertise with social media also can benefit your company. Effective communication through social media—such as blogs, Facebook, and Twitter—improves employee satisfaction and builds brand awareness to reach more customers.

Diff: 2

Question Category: Application of knowledge

AACSB: Reflective thinking

Study Question: 2 What are the benefits of being a good communicator?

51) Good written communication skills can improve your relationships with friends and family.

Answer: TRUE

Explanation: If you learn good communication skills—such as speaking and writing clearly—you can apply those skills in your personal life to improve your relationships with friends and family.

Diff: 2

Question Category: Application of knowledge

AACSB: Written and oral communication

Study Question: 2 What are the benefits of being a good communicator?

52) Effective communicators have a competitive edge in the job market.

Answer: TRUE

Explanation: Effective business communicators have a competitive edge in the job market, and will contribute to your company's and your own success.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 2 What are the benefits of being a good communicator?

53) Kaylin graduated from college in June. For the last three years she successfully ran a small part-time business while attending school. Her business arranged for the delivery of personalized birthday cakes and other gifts to students in her school. Since many of these students were from different states or countries, this service provided a way for their family and friends back home to celebrate the occasion. Kaylin used social media like Facebook and Twitter to remind potential customers of upcoming birthdays and other gift-giving occasions, like holidays or campus events (care package for mid-term exams, picnic packs to celebrate the arrival of spring after a snowy winter, etc.). Describe some of the communication issues that Kaylin might have faced while running her college business.

Answer: Students' answers may vary. For a small business such as hers, Kaylin would not be in a position to advertise her business in traditional media outlets, so she would need to communicate to her potential customers directly to let them know about her services. She would have to communicate clearly what she was providing and what steps customers would need to take to order from her. Social media like Facebook and Twitter would be useful tools, but some of her target audience (parents, grandparents, etc.) might not be familiar or comfortable with these means of communication. In cases where the family and friends of the student were non-native English speakers, she might also face language barriers. Additionally, she would have to communicate clearly and carefully, to avoid ambiguous language and semantic barriers. She would have to be strategic, professional, and adaptable in her communications in order to be successful in this venture.

Diff: 3

Question Category: Application of knowledge

AACSB: Reflective thinking

Study Question: 2 What are the benefits of being a good communicator?

54) Which of the following refers to the individual person or people for whom a message is intended?

- A) Transmission model
- B) Audience
- C) Transmitter
- D) Passive listener
- E) Encoder

Answer: B

Explanation: Good business communicators understand that their messages must reach and influence their audience—the person or people for whom a message is intended. Being able to influence an audience requires two complementary sets of skills.

Diff: 1

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

55) In which of the following is an oral communication method required?

- A) Writing news articles
- B) Updating Facebook status
- C) Participating in teleconferences
- D) Updating wikis
- E) Tweeting

Answer: C

Explanation: None of the other methods require oral communication, but teleconferencing involves speaking and listening to other participants.

Diff: 2

Question Category: Application of knowledge

AACSB: Analytical thinking

Study Question: 3 What characteristics will help you communicate effectively?

56) Which of the following is considered to be one of the core abilities for a successful communicator?

- A) Interpersonal communication
- B) Time management
- C) Presentation skills
- D) Communicating through leadership
- E) Group management

Answer: A

Explanation: Core abilities include writing, speaking, listening, and interpersonal communication. The best business communicators are able to connect with other people and successfully deal with communication challenges.

Diff: 2

Question Category: Concept

AACSB: Interpersonal relations and teamwork

Study Question: 3 What characteristics will help you communicate effectively?

57) A plan for what and how to communicate is called _____.

- A) purposefulness
- B) communication strategy
- C) audience orientation
- D) persuasion
- E) professionalism

Answer: B

Explanation: A communication strategy is a plan for what and how to communicate to ensure the message achieves its purpose.

Diff: 1

Question Category: Concept

AACSB: Reflective thinking

Study Question: 3 What characteristics will help you communicate effectively?

58) Identifying goals, audience, and medium are part of developing what type of strategy?

- A) Transmission
- B) Planning
- C) Communication
- D) Presence
- E) Relational

Answer: C

Explanation: A communication strategy includes identifying what the communicator wants to accomplish with the communication, who is the audience and what is their need, and what medium will work best for the audience.

Diff: 2

Question Category: Synthesis

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

59) How should a communicator judge the effectiveness of communication?

- A) Based on whether the audience received the message
- B) Based on the nonverbal signals relayed by the audience
- C) Based on the response of the audience
- D) Based on whether it accomplished its purpose
- E) Based on whether it was well received by the audience

Answer: D

Explanation: Business communication needs to be purposeful and constructed to achieve an intended outcome. Effectiveness can be judged based on whether it accomplishes its purpose.

Diff: 3

Question Category: Application of knowledge

AACSB: Reflective thinking

Study Question: 3 What characteristics will help you communicate effectively?

60) To achieve successful communication, the communicator must do what?

- A) Use active listening skills
- B) Write using industry jargon
- C) Use follow-up messages
- D) Identify decision makers
- E) Reach and influence the audience

Answer: E

Explanation: Good business communicators understand that their message must reach and influence their audience—the person or people for whom a message is intended.

Diff: 2

Question Category: Synthesis

AACSB: Reflective thinking

Study Question: 3 What characteristics will help you communicate effectively?

61) In the workplace, which communication skill is most often used?

- A) Listening
- B) Reading
- C) Writing
- D) Presenting
- E) Speaking

Answer: A

Explanation: Research suggests that people in school and in the workplace spend much more of their communication time listening than they do speaking, reading, or writing.

Diff: 2

Question Category: Concept

AACSB: Interpersonal relations and teamwork

Study Question: 3 What characteristics will help you communicate effectively?

62) Focusing on a speaker in order to make sense of the information and provide feedback is part of what communication skill?

- A) Persuasion
- B) Listening
- C) Professionalism
- D) Clarity
- E) Ethics

Answer: B

Explanation: Active listening is a learned skill that requires you to focus on the speaker, make sense of the information that he or she presents, and, when possible, provide feedback about the information to ensure you understand it correctly.

Diff: 2

Question Category: Application of knowledge

AACSB: Application of knowledge

Study Question: 3 What characteristics will help you communicate effectively?

63) How can you, as the communicator, increase the likelihood that your message will be accurately understood?

- A) Include step-by-step instructions for the audience.
- B) Follow up the written communication with a phone call.
- C) Make the message easy for the audience to understand.
- D) Ask the audience if there is any further information needed.
- E) Look for nonverbal feedback from the audience.

Answer: C

Explanation: If you make the message easy for your audience to understand, you will increase the chances that people will accurately read or listen to the message. The message should be organized for easy comprehension.

Diff: 2

Question Category: Application of knowledge

AACSB: Analytical thinking

Study Question: 3 What characteristics will help you communicate effectively?

64) Which of the following is the process of influencing the audience to agree with your recommendation or request?

- A) Professionalism
- B) Clarification
- C) Conciseness
- D) Persuasion
- E) Empathy

Answer: D

Explanation: Persuasion is the process of influencing your audience to agree with your point of view, recommendation, or request.

Diff: 1

Question Category: Concept

AACSB: Application of knowledge

Study Question: 3 What characteristics will help you communicate effectively?

65) Which of the following requires living up to the ethical standards of your workplace and industry when developing a communication?

- A) Persuasion
- B) Conciseness
- C) Appropriateness
- D) Empathy
- E) Professionalism

Answer: E

Explanation: Professionalism involves living up to the standards of your profession, including ethical standards. Professional communication is clear, concise, appropriate, and ethical.

Diff: 2

Question Category: Concept

AACSB: Reflective thinking

Study Question: 3 What characteristics will help you communicate effectively?

66) Actions, attire, grammar usage, and proofreading all affect the _____ of an employee.

- A) professionalism
- B) persuasiveness
- C) ethics
- D) appropriateness
- E) presentation

Answer: A

Explanation: Professionalism is expressed by your actions, your attire, your wording in an email, your body language during a meeting, your tone of voice on the telephone, and your attention to correct grammar and proofreading.

Diff: 2

Question Category: Concept

AACSB: Reflective thinking

Study Question: 3 What characteristics will help you communicate effectively?

67) Unambiguous and easily understandable words help improve which aspect of writing?

- A) Persuasiveness
- B) Clarity
- C) Conciseness
- D) Professionalism
- E) Content

Answer: B

Explanation: Clarity is the quality of being unambiguous and easy to understand. Clear communication has only one possible meaning. In addition, it uses simple words in well-constructed sentences and well-organized paragraphs.

Diff: 2

Question Category: Application of knowledge

AACSB: Application of knowledge

Study Question: 3 What characteristics will help you communicate effectively?

68) When a communicator develops a message that uses no more words than necessary to convey meaning, what type of writing practice is being used?

- A) Persuasive
- B) Clarity
- C) Conciseness
- D) Empathetic
- E) Professional

Answer: C

Explanation: Conciseness means that a message uses no more words than necessary to accomplish its purpose.

Diff: 2

Question Category: Concept

AACSB: Reflective thinking

Study Question: 3 What characteristics will help you communicate effectively?

69) In addition to telling the truth and taking responsibility for your actions, which of the following is also an example of workplace ethics?

- A) Copying leadership on all email
- B) Taking credit for the success of a group assignment when you had a leadership role
- C) Enlightening a customer on a potentially harmful decision they might be making
- D) Imagining the impact of your actions on others
- E) Being well prepared for a presentation

Answer: D

Explanation: Being ethical means telling the truth, taking responsibility for your actions, and imagining the impact of your actions on others.

Diff: 2

Question Category: Synthesis

AACSB: Ethical understanding and reasoning

Study Question: 3 What characteristics will help you communicate effectively?

70) _____ is defined as the process of working together to achieve a common goal.

- A) Professionalism
- B) Collaboration
- C) Persuasion
- D) Active listening
- E) Communication

Answer: B

Explanation: Collaboration is defined as the process of working together to achieve a common goal. It is crucial in the workplace since so many of the projects are team-based.

Diff: 1

Question Category: Application of knowledge

AACSB: Application of knowledge

Study Question: 3 What characteristics will help you communicate effectively?

71) Cultural sensitivity _____.

- A) applies only to international communication
- B) deals exclusively with people who are non-native English speakers
- C) does not refer to cultural differences among people of different ages
- D) may apply to cultural differences between people of different genders
- E) is impossible to achieve given the diversity in the world today

Answer: D

Explanation: People who differ in age and gender may also be separated by cultural differences.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

72) In the context of doing business with people from other cultures, effective communicators _____.

- A) memorize a list of cultural difference between countries
- B) are ready to adapt to different cultural needs
- C) ignore cultural differences and treat everyone equally
- D) treat others as they would like to be treated
- E) follow exclusively the communication conventions of their own culture

Answer: B

Explanation: While it would be nearly impossible to memorize a list of cultural differences between countries, effective communicators approach their tasks with an open mind and are ready to adapt to different cultural needs.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

73) _____ refers to the learned and shared patterns in a group of people.

- A) Context
- B) Ethics
- C) Collaboration
- D) Professionalism
- E) Culture

Answer: E

Explanation: People demonstrate their culture through values, ideas, attitudes, and their approach to communication.

Diff: 1

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

74) A good communicator _____.

- A) must know all technologies
- B) knows that all technology choices can be used interchangeably
- C) understands that social media are inappropriate for business communication
- D) thinks about the implications of technology options and uses his or her choices wisely
- E) avoids trendy new technology choices in favor of tried and true methods like phone calls, memos, and face-to-face meetings

Answer: D

Explanation: As a good communicator, you don't need to know all technologies, but you do need to think about the implications of technology choices and use your options wisely.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

75) A communication _____ refers to a plan for what and how to communicate to ensure that a message achieves its purpose.

- A) strategy
- B) memorandum
- C) code
- D) blueprint
- E) schema

Answer: A

Explanation: The best communicators always have a communication strategy—a plan for what and how to communicate to ensure that their message achieves its purpose.

Diff: 1

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

76) _____ listening is a learned skill that requires you to focus on the speaker, make sense of the information that he or she presents, and, when possible, provide feedback about the information to ensure you understand it correctly.

- A) Adaptive
- B) Active
- C) Associative
- D) Integrative
- E) Constructive

Answer: B

Explanation: Active listening is a learned skill that requires you to focus on the speaker, make sense of the information that he or she presents, and, when possible, provide feedback about the information to ensure you understand it correctly.

Diff: 1

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

77) Good business communicators understand that _____.

- A) their message must influence anyone who might come across it
- B) their message must be able to reach their intended audience
- C) being a good writer is the only way to reach your audience
- D) being a good listener is not necessary to understand audience concerns
- E) being a good reader is vital, as it is the only way to gain insights into audience concerns

Answer: B

Explanation: Good business communicators understand that their messages must reach and influence the audience, the individual person or people for whom a message is intended. Being able to reach an audience requires that you be a good reader and listener to understand audience concerns, then to compose easy-to-read messages that address these concerns.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

78) Active listening _____.

- A) is the same as hearing
- B) is an innate skill that involves "reading between the lines"
- C) is a learned skill that requires focusing on the speaker
- D) never involves feedback on the information
- E) decreases the chances of correctly understanding the information

Answer: C

Explanation: Active listening is a learned skill that requires you to focus on the speaker, make sense of the information that he or she presented, and when possible, provide feedback about the information to ensure you understand it correctly.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

79) Which of the following does an active listener do?

- A) Works to interpret the meaning of content to understand what a person is saying
- B) Listens to the speaker without comprehending the information
- C) Filters out emotional cues
- D) Perceives speech but not the body language
- E) Thinks only about what is being said and not about why it is being said

Answer: A

Explanation: An active listener works to interpret meaning to understand what a person is saying. Additionally, an active listener will perceive emotional cues and body language.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

80) _____ is the process of influencing your audience to agree with your point of view, recommendation, or request.

- A) Coercion
- B) Persuasion
- C) Active listening
- D) Encoding
- E) Channeling

Answer: B

Explanation: When you want to influence people's thoughts or actions, your message needs to be persuasive.

Diff: 1

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

81) _____ is the quality of being unambiguous and easy to understand.

- A) Appropriateness
- B) Ethics
- C) Substitutability
- D) Clarity
- E) Conciseness

Answer: D

Explanation: Clarity is the quality of being unambiguous and easy to understand.

Diff: 1

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

82) _____ means that a message uses no more words than are necessary to accomplish its purpose.

- A) Clarity
- B) Appropriateness
- C) Substitutability
- D) Conciseness
- E) Ethics

Answer: D

Explanation: Conciseness means that a message uses no more words than are necessary to accomplish its purpose.

Diff: 1

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

83) Your audience will understand _____ language faster than _____ language.

- A) clear; concise
- B) complicated; wordy
- C) clear and concise; wordy and complicated
- D) complicated; concise
- E) complicated and concise; wordy and clear

Answer: C

Explanation: In business, people value clarity and conciseness because time is a scarce resource.

Diff: 1

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

84) _____ refers to the principles you use to guide decision making, leading you to do the right thing.

- A) Adaptability
- B) Ethics
- C) Feedback
- D) Context
- E) Social media

Answer: B

Explanation: As a professional, you are likely to face a number of ethical dilemmas that are difficult to resolve. Doing the right thing is not always obvious, and making the wrong decision may put your career, colleagues, customers, or company at risk.

Diff: 1

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

85) Using clarity in communication ensures that you will be truthful in your writing.

Answer: FALSE

Explanation: Ethics require being truthful in your writing. Clarity is the quality of being unambiguous and easy to understand.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

86) Active listening requires you to attentively focus on the speaker's communication.

Answer: TRUE

Explanation: Active listening is a learned skill that requires you to attentively focus on the speaker's communication, interpret the meaning of the content, and respond with feedback to ensure understanding.

Diff: 2

Question Category: Application of knowledge

AACSB: Information technology

Study Question: 3 What characteristics will help you communicate effectively?

87) Many organizations use social recruiting as a way to publicize jobs and search for employees.

Answer: TRUE

Explanation: Social media outlets such as LinkedIn and Facebook are excellent places to publicize jobs and search for new employees.

Diff: 1

Question Category: Concept

AACSB: Application of knowledge

Study Question: 3 What characteristics will help you communicate effectively?

88) An expression that means something different from the literal meaning of the word is an idiom.

Answer: TRUE

Explanation: Keep your writing and speaking easy to understand by a diverse audience by avoiding idioms—expressions that mean something different from the literal meaning of the word.

Diff: 1

Question Category: Application of knowledge

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

89) Cultural sensitivity only applies to international communication.

Answer: FALSE

Explanation: People who differ in age and gender may also be separated by cultural differences.

Diff: 2

Question Category: Concept

AACSB: Diverse and multicultural work environments

Study Question: 3 What characteristics will help you communicate effectively?

90) The goal of communication is the transmission of a message.

Answer: FALSE

Explanation: People communicate to form and maintain relationships, to persuade others, to learn, to increase self-esteem, to work collaboratively and develop new ideas, and to get work done.

Diff: 3

Question Category: Synthesis

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

91) Being adaptable means being purposeful in designing communication to achieve a specific outcome.

Answer: FALSE

Explanation: Being strategic requires effective communicators to be purposeful and design their communication to achieve a specific outcome.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

92) Effective communicators are audience-oriented.

Answer: TRUE

Explanation: Effective communicators are audience-oriented and consider what content the audience requires and what organization, format, and language will make the content easy to understand.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

93) The quality that makes you appear businesslike is adaptability.

Answer: FALSE

Explanation: Professionalism refers to the qualities that make you appear businesslike in the workplace.

Diff: 2

Question Category: Concept

AACSB: Reflective thinking

Study Question: 3 What characteristics will help you communicate effectively?

94) A strong sense of ethics will help you use communication effectively.

Answer: FALSE

Explanation: Being strategic, professional and adaptable will help you communicate effectively. Ethical behavior is an aspect of professionalism.

Diff: 2

Question Category: Synthesis

AACSB: Ethical understanding and reasoning

Study Question: 3 What characteristics will help you communicate effectively?

95) Professionalism requires different behaviors for each situation in the workplace.

Answer: TRUE

Explanation: Professionalism reflects the ability to understand that each situation in the workplace requires a different set of behaviors.

Diff: 2

Question Category: Concept

AACSB: Application of knowledge

Study Question: 3 What characteristics will help you communicate effectively?

96) Discuss and provide examples of why selection of the proper communication medium is so important.

Answer: Students' answers may vary. There are many different channels through which to communicate: letter, email, phone conversation, voice mail, face-to-face meeting, social media, etc. When you choose your channel, you should pick the one that best supports the purpose of your message. Imagine that you need to make a request of a coworker. Is it a request that could be easily made with a brief phone chat? Or does it require a more complex explanation that would best be served by a well-organized written document? You must also consider the channel that will best allow the receiver to process the information you are communicating. While a short chat may seem the quickest way to make your request to a coworker, it might have pitfalls. The coworker may be busy at the time of an unexpected phone call and not have the ability to properly focus on your request while you are speaking. Consequently, she may not understand what you are asking and either incorrectly fulfill your request or need to keep contacting you with questions. A written document, on the other hand, would allow your coworker to refer back to details of your request without asking for clarification. The selection of the communication medium has a great effect on whether or not your message is clearly communicated and correctly decoded by your receiver.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

97) At a local elementary school, parents were lingering in the classroom past the start of the school day, making the emotional transition harder for their children. The parents were also crowding the limited physical space within the classrooms and doorways. Olivia is asked to draft a notice to be distributed to the kindergarteners' parents to rectify this problem. Discuss Olivia's draft and how to improve it.

"Attention kindergarten parents: do not remain in your children's classrooms for too long, as this is causing problems."

Answer: This notice is too blunt and too vague. The parents are probably lingering as they are worried about their children starting school, and want to stay and support them. This message will likely suffer from a psychological barrier, as it fails to take their emotional state into account. Worded the message more gently, and explaining that this request is aimed at making things better for their children, would likely make parents more willing to accept the message and comply with it. A semantic barrier is also likely. The message says parents are remaining for "too long," which is vague and still leaves it to parents' judgment as to what is long enough. To ensure that parents comply, specifying a particular time limit is ideal. Another problem might be a language barrier. Some parents might not be native English speakers, so translating the message into other languages might be wise.

To improve the message, make it strategic, professional, and adaptable. The message should be audience-oriented and parents' concerns should be taken into consideration while designing the message. The notice should also be specific as to the behavior the parents are expected to adopt. Issuing a solution-oriented message would make it more likely for the audience to comply. To be professional, Olivia should remember that this message is directed at parents, not students, so it shouldn't talk down to them or treat them as if they are children. It should also be appropriate to the situation. The original message is vaguely accusatory, blaming the audience. It is not clear if the parents have already been told that their behavior is problematic, so expecting them to follow a rule that they may not know and chastising them for it will likely anger the audience. To be adaptable, the message should be available in English and in any other language spoken by the school community. It should be available as a flyer handed out to parents, as a posting on the school website, and also as an email to the kindergarten parents, etc.

Diff: 3

Question Category: Application of knowledge

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?

98) Discuss the importance of working and writing collaboratively in the workplace

Answer: In business, although you will routinely have to communicate as an individual, many of your projects will be team-based because they are too big to be completed by just one person. As a result, collaboration—working together to achieve a common goal—is crucial in the workplace.

Being collaborative requires that you adapt to the working style of many different people. In addition, it requires that you coordinate, compromise, negotiate, and manage conflict. For example, assume you work for an airline and have been assigned to a cross-disciplinary team that is researching various ways to decrease costs. Your team has 30 days to complete its research and present findings and recommendations to management. Think about all the decisions you need to make to coordinate your work:

- How to identify talents of team members and divide the research
- How and when to share information with each other
- What criteria to use to evaluate the options
- Which options to present to management
- How to organize your presentation
- How to divide the task of writing the presentation
- How to organize and deliver your recommendations to management

In the process of working together and making these decisions, you and your teammates are likely to experience disagreements and conflicts. Perhaps one teammate, based on his research, firmly believes that the best option for decreasing costs is to eliminate the lowest-volume routes that the airline flies, while another teammate argues that her research shows this option has hidden public relations costs. As this scenario suggests, effective communicators need to know more than just how to research, write, and present. They also need to know how to coordinate work, manage conflicts, and negotiate agreements.

Diff: 3

Question Category: Synthesis

AACSB: Reflective thinking

Study Question: 3 What characteristics will help you communicate effectively?

99) You have an interview for an internship that you are very interested in. Discuss the ways in which you can display professionalism in this situation.

Answer: Students' answers may vary. Your actions, attire, body language, tone of voice and attention to accuracy in written documents are all ways to express professionalism. Do some research to prepare for the interview. This will show the organization that your interest is serious and you are motivated to prove it. Express appreciation for the interviewer's time in meeting with you. Wear clothing that is appropriate to the situation, in this case, a conservative outfit like a suit. During the interview, pay attention to your body language. Make eye contact, and sit up straight and attentively in your chair. Try not to glance at your watch, as it will appear that you are bored or at least anxious to leave. After you have left the interview, it is good etiquette to send a thank-you note. Be sure to spell check and proofread it to show that you are serious about your interest in this internship.

Diff: 2

Question Category: Application of knowledge

AACSB: Analytical thinking

Study Question: 3 What characteristics will help you communicate effectively?

100) Describe the "headline test" in the context of professional business communication.

Answer: When you are facing an ethical challenge, you can use the "headline test" to assess your proposed course of action. Sum up your actions as the headline of a newspaper article, and imagine how reading it would make you feel. If the headline makes you feel uncomfortable or guilty about your actions, this is a sign that you have probably acted against your own ethical principles.

Diff: 2

Question Category: Concept

AACSB: Written and oral communication

Study Question: 3 What characteristics will help you communicate effectively?