

**Test Item File for *Excellence in Business Communication*, Fourth Canadian Edition
Chapter 1**

1) Communication and effective communication are basically the same thing.

A) True

B) False

Answer: B

Type: TF Page Reference: 2

2) Unclear communication not only results in errors and missed deadlines, but also lies at the root of many other serious workplace issues.

A) True

B) False

Answer: A

Type: TF Page Reference: 3

3) Employers start judging your ability to communicate on the day you show up for the first interview.

A) True

B) False

Answer: B

Type: TF Page Reference: 3

4) Most often you will be communicating with people who are similar to you in age, profession, and ethnic background.

A) True

B) False

Answer: B

Type: TF Page Reference: 5

5) The formal communication network is typically shown as the organizational chart.

A) True

B) False

Answer: A

Type: TF Page Reference: 9

6) Most of the information that flows downward in an organization is geared toward helping employees do their jobs.

A) True

B) False

Answer: A

Type: TF Page Reference: 9

7) Grapevines flourish when employees don't receive information they want or need.

A) True

B) False

Answer: A

Type: TF Page Reference: 10

8) Although companies often communicate with outsiders in a formal manner, informal contacts with outsiders are not important.

A) True

B) False

Answer: B

Type: TF Page Reference: 10

9) The "grapevine" is another name for formal horizontal communication.

A) True

B) False

Answer: B

Type: TF Page Reference: 10

10) Only 20 percent of the information that travels along the grapevine in an organization pertains to business.

A) True

B) False

Answer: B

Type: TF Page Reference: 10

11) The grapevine helps employers determine if their formal means of communication are effective.

A) True

B) False

Answer: A

Type: TF Page Reference: 10

12) The first step in the communication process is "the sender has an idea."

A) True

B) False

Answer: A

Type: TF Page Reference: 11

13) A diverse workforce can yield a significant competitive advantage by bringing more ideas and broader perspectives to bear on business challenges.

- A) True
- B) False

Answer: A

Type: TF Page Reference: 13

14) Most messages aimed at important external receivers, such as the press, investors, and customers are drafted by the president of the company.

- A) True
- B) False

Answer: B

Type: TF Page Reference: 9

15) Information has become one of the most important resources in business today.

- A) True
- B) False

Answer: B

Type: TF Page Reference: 13

16) Company outsiders may form an impression of your organization based on subtle, unconscious clues you transmit through your tone of voice, facial expression, and general appearance.

- A) True
- B) False

Answer: A

Type: TF Page Reference: 10

17) Whether you're listening or speaking, communication is a two-way process.

- A) True
- B) False

Answer: A

Question ID: 1-17

Type: TF Page Reference: 11

18) The communication process is a simple one consisting of two phases: the sender transmits the message and the receiver gets the message.

- A) True
- B) False

Answer: B

Type: TF Page Reference: 11

19) Technology always helps a company.

A) True

B) False

Answer: B

Type: TF Page Reference: 14

20) A message is interpreted correctly when the receiver assigns to the words the same meaning as the sender intended and then responds in the desired way.

A) True

B) False

Answer: A

Type: TF Page Reference: 12

21) Your communication efforts will also be influenced by the organization's corporate culture.

A) True

B) False

Answer: A

Type: TF Page Reference: 14

22) When interference in the communication process distorts or obscures the sender's meaning, it is called noise.

A) True

B) False

Answer: A

Type: TF Page Reference: 15

23) A major barrier to effective communication is competing messages.

A) True

B) False

Answer: A

Type: TF Page Reference: 15

24) The more your audience members share your experiences—personal, professional, and cultural—the more likely they are to extract the same meanings that you encode in your messages.

A) True

B) False

Answer: A

Question ID: 1-24

Type: TF Page Reference: 16

25) Setting aside time to attend to email and telephone messages all at once is one way to help minimize distractions.

A) True

B) False

Answer: A

Type: TF Page Reference: 17

26) Sending more messages is usually better than not sending enough.

A) True

B) False

Answer: B

Type: TF Page Reference: 17

27) With the audience-centred approach, communicators try to learn as much as possible about their receivers.

A) True

B) False

Answer: A

Type: TF Page Reference: 17

28) Your ability to empathize with, be sensitive to, and generally consider your audience's feelings is the best way to be effective in your communication.

A) True

B) False

Answer: A

Type: TF Page Reference: 19

29) React emotionally when you receive constructive feedback.

A) True

B) False

Answer: B

Type: TF Page Reference: 20

30) Constructive feedback focuses on the process and not the outcomes of communication.

- A) True
- B) False

Answer: B

Type: TF Page Reference: 20

31) Three principles of etiquette that will get you through almost any situation are respect, fun, and courtesy.

- A) True
- B) False

Answer: B

Type: TF Page Reference: 21

32) Communicating in today's business environment nearly always requires some level of technical competence.

- A) True
- B) False

Answer: A

Type: TF Page Reference: 22

33) Inappropriate web surfing while at work can leave employers open to lawsuits for sexual harassment if inappropriate images are displayed.

- A) True
- B) False

Answer: A

Type: TF Page Reference: 23

34) When people must choose between conflicting loyalties and weigh difficult trade-offs, they are facing an ethical lapse.

- A) True
- B) False

Answer: B

Type: TF Page Reference: 25

35) A message that means to mislead or manipulate the audience is unethical.

- A) True
- B) False

Answer: A

Type: TF Page Reference: 24

36) Because of technology's speed and efficiency, it is the best choice for every communication situation.

- A) True
- B) False

Answer: B

Type: TF Page Reference: 23

37) "Knowledge workers" are those employees that specialize in acquiring, processing, and communicating information.

- A) True
- B) False

Answer: A

Type: TF Page Reference: 13

38) Your own skills as a communicator will be as much a factor in your business success as anything else.

- A) True
- B) False

Answer: A

Type: TF Page Reference: 2-3

39) The stakeholders in an organization do NOT include _____

- A) employees.
- B) competition.
- C) supervisors.
- D) government.

Answer: B

Type: MC Page Reference: 2

40) To make your messages effective _____

- A) give facts rather than impressions.
- B) present a lot of information.
- C) use a lot of body language.
- D) use arguments.

Answer: A

Type: MC Page Reference: 6

41) Today's successful companies _____

- A) use teams and collaborative work groups to arrive at quick decisions.
- B) limit decisions to a few managers at the top of a formal hierarchy.
- C) realize that the traditional management structure still works best.

D) make all important decisions by going through a painstaking, careful, time-consuming process.

Answer: A

Type: MC Page Reference: 15

42) Employers often express frustration at the poor communication skills of many employees—particularly _____

- A) managers.
- B) recent graduates.
- C) sales personnel.
- D) contract employees.

Answer: B

Type: MC Page Reference: 2

43) One example that is NOT an example of horizontal communication is communication that flows _____

- A) from the Sales department to the Accounting department.
- B) from V.P. Finance to the V.P. Marketing.
- C) from one project team member to another project team member.
- D) from a Warehouse manager to a Warehouse employee.

Answer: D

Type: MC Page Reference: 9

44) An example of downward communication flow is _____

- A) a junior staff person giving information to a staff supervisor.
- B) a sales manager giving instructions to a salesperson.
- C) an email message about sick leave sent from one staff secretary to another.
- D) a company briefing held on the organization's top floor.

Answer: B

Type: MC Page Reference: 9

45) Statements to the press, letters to investors, advertisements, and price announcements require _____

- A) group meetings.
- B) vendors.
- C) annual reports.
- D) extremely careful planning.

Answer: D

Type: MC Page Reference: 9

46) The director of advertising writing a memo to the plant manager is an example of _____

- A) upward communication flow.
- B) downward communication flow.
- C) horizontal communication flow.
- D) informal communication flow.

Answer: C

Type: MC Page Reference: 10

47) A casual conversation between co-workers is an example of _____

- A) upward communication.
- B) downward communication.
- C) interdepartmental communication.
- D) informal communication.

Answer: D

Type: MC Page Reference: 8

48) How much of the information that travels along the grapevine actually pertains to business?

- A) almost none of it
- B) half of it
- C) more than three-quarters of it
- D) none of the above

Answer: C

Type: MC Page Reference: 10

49) Some executives are wary of informal communication channels, possibly because they _____

- A) fear the spread of misinformation.
- B) believe only formal channels are efficient carriers of information.
- C) object to casual conversations on company time.
- D) fear a loss of their control over the flow of information.

Answer: D

Type: MC Page Reference: 10

50) An example of external communication would be _____

- A) an email from a salesperson to a customer.
- B) a memo from a manager at headquarters to a manager at a store in another state.
- C) a teleconference among company sales representatives in several states.
- D) talking on a cell phone to a colleague.

Answer: A

Type: MC Page Reference: 8

- 51) In the first step of the communication process, _____
- A) the sender decides what to say.
 - B) the sender has an idea.
 - C) the sender chooses a medium of transmission.
 - D) the sender transmits the message.

Answer: B

Type: MC Page Reference: 11

- 52) The final link in the communication process is _____
- A) sending the message.
 - B) receiving the message.
 - C) giving feedback to the sender.
 - D) interpreting the message.

Answer: C

Type: MC Page Reference: 12

- 53) Communication is effective only when _____
- A) the sender has a meaningful idea, sends it, and it is received.
 - B) the idea becomes a message.
 - C) the message gets transmitted without noise.
 - D) others understand your message correctly and respond to it in the way you want.

Answer: D

Type: MC Page Reference: 2

- 54) The most extreme example of how backgrounds can impede communication occurs when the communicators _____
- A) are different ages.
 - B) are of different social status.
 - C) come from different countries or cultures.
 - D) have opposing political views.

Answer: C

Type: MC Page Reference: 16

- 55) Companies that restrict the flow of information limit their _____
- A) competitive potential.
 - B) potential employee promotions.
 - C) audience base.
 - D) management control.

Answer: A

Type: MC Page Reference: 16

56) Bad connections, poor acoustics, and illegible copy are all examples of _____

- A) problems with feedback.
- B) physical distractions.
- C) problems with background differences.
- D) overload problems.

Answer: B

Type: MC Page Reference: 15

57) On a typical day, the average office worker sends and receives about _____ email messages.

- A) 20
- B) 50
- C) 90
- D) 120

Answer: C

Type: MC Page Reference: 16

58) The term “corporate culture” refers to _____

- A) the number of organizational levels within a corporation.
- B) the extent to which corporations dominate a particular culture.
- C) the mixture of values, traditions, and habits that give a company its atmosphere or personality.
- D) a company's sponsorship of cultural events.

Answer: C

Type: MC Page Reference: 14

59) A flatter organizational structure _____

- A) decreases the chance of misunderstandings occurring.
- B) increases costs and reduces productivity.
- C) can reduce profit.
- D) creates more opportunities in middle management.

Answer: A

Type: MC Page Reference: 14

60) To make your messages more effective _____

- A) send fewer of them.
- B) mark all your messages with HIGH PRIORITY.
- C) send messages frequently.
- D) include as much detail as possible, even if it is not immediately needed.

Answer: A

Type: MC Page Reference: 17

61) Which of the following is an example of an ethical dilemma?

- A) Deciding whether or not to inform employees that layoffs are coming, when a big project needs to be finished
- B) Deciding whether or not to sell company stock when you have inside information on a coming downturn
- C) Deciding whether or not to use the copy machine for your personal papers
- D) Deciding whether or not to declare the costs of your vacation travel as a deductible business expense

Answer: A

Type: MC Page Reference: 25

62) Which of the following is an example of an ethical lapse?

- A) Putting suggestions in the company suggestion box without signing your name
- B) Informing a new employer about your previous (competing) employer's major clients
- C) Telling your supervisor that another employee is stealing office supplies
- D) Providing incorrect data in a report, even though you didn't know it was incorrect at the time

Answer: B

Type: MC Page Reference: 25

63) An organization can foster ethical communication by _____

- A) helping top managers to become more frequent communicators.
- B) setting ethical examples with ethical company leadership.
- C) using an ethical lapse.
- D) creating a mission statement.

Answer: B

Type: MC Page Reference: 25

64) Regardless of your specialty, most companies also expect you to be a competent communicator. Which of the following is NOT a communication skill desired by most businesses?

- A) Organizing ideas logically
- B) Presenting ideas persuasively
- C) Communicating forcefully
- D) Listening effectively

Answer: C

Type: MC Page Reference: 5

- 65) To make your business messages more effective you should _____.
A) include as many details as possible.
B) give facts not impressions.
C) use "smart" words.
D) be sure to put in a lot of pictures.

Answer: B

Type: MC Page Reference: 6

- 66) Plagiarism includes _____.
A) selectively misquoting.
B) disrepresenting numbers.
C) distorting visuals.
D) violation of a copyright.

Answer: D

Type: MC Page Reference: 24

- 67) There are many new technologies available to improve Business Communications. Which of the list below are NOT among them?
A) Blogging
B) Email
C) Online chats
D) Ergonomic offices

Answer: D

Type: MC Page Reference: 23

- 68) Ethics in the workplace is an increasingly important issue. Which of the following examples is not considered unethical?
A) Self promotion
B) Plagiarism
C) Misrepresenting numbers
D) Distorting visuals

Answer: A

Type: MC Page Reference: 24

- 69) Collectively, the people with whom you interact—your colleagues, employees, supervisors, customers, and so on—are referred to as _____.

Answer: stakeholders

Type: FB Page Reference: 2

- 70) Whether exchanging emails, giving a formal presentation, or chatting with co-workers at lunch, you are engaging in _____.

Answer: communication

Type: FB Page Reference: 12

71) _____ (communication, teamwork, problem solving) are just as important as technical abilities, as employers look for well-rounded individuals who will integrate well into their companies.

Answer: Soft skills

Type: FB Page Reference: 5

72) Increased globalization and workforce _____ mean that employees must be able to communicate with people from other cultures.

Answer: diversity

Type: FB Page Reference: 12-13

73) The exchange of information within an organization is referred to as _____ communication.

Answer: internal

Type: FB Page Reference: 8

74) The informal communication network within an organization is referred to as the _____.

Answer: grapevine

Type: FB Page Reference: 10

75) When you put your idea into a message that your receiver will understand, you are _____ the message.

Answer: encoding

Type: FB Page Reference: 11

76) Your receiver must cooperate by _____ your message—absorbing and understanding it.

Answer: decoding

Type: FB Page Reference: 12

77) After getting a message, a receiver responds by giving the sender _____.

Answer: feedback

Type: FB Page Reference: 12

78) _____ is interference in the communication process that distorts or obscures the sender's meaning.

Answer: Noise

Type: FB Page Reference: 15

79) Some business communicators try to manipulate their receivers by using _____ tactics.

Answer: deceptive

Type: FB Page Reference: 16

80) An organization's _____ is the mixture of values, traditions, and habits that give a place its atmosphere or personality.

Answer: corporate culture

Type: FB Page Reference: 14

81) An ethical _____ involves choosing among conflicting alternatives that aren't clear-cut.

Answer: dilemma

Type: FB Page Reference: 25

82) An ethical _____ involves making a clearly unethical or illegal choice.

Answer: lapse

Type: FB Page Reference: 25

83) How does the primary function of upward-flowing communication differ from that of downward-flowing communication?

Answer: Communication that flows upward mainly helps managers solve problems and make intelligent decisions. On the other hand, communication that flows downward is geared primarily toward helping employees do their jobs.

Type: ES Page Reference: 8-9

84) List at least three examples of formal external communication.

Answer: Any formal communication with outsiders (announcements, email messages, meetings, etc.) constitutes formal external communication.

Type: ES Page Reference: 9

85) When is the grapevine most active within an organization?

Answer: Grapevines tend to be most active when employees believe the formal network is not providing the information they want or need.

Type: ES Page Reference: 10

86) Describe three things you can pay attention to in an attempt to improve the odds that your message will be successfully perceived by your audience.

Answer: Consider audience expectations (deliver messages using the media and channels your audience expects), ensure ease of use (don't make messages hard to find as in a poorly designed website), emphasize familiarity (use words, images, and designs that are familiar to your audience), practice empathy (address your audiences' wants and needs), design for compatibility (technical compatibility with your audience).

Type: ES Page Reference: 18

87) Briefly explain the nature and importance of the final phase in the communication process.

Answer: The final phase in the communication process occurs when the receiver provides feedback for the sender. Feedback enables the sender to evaluate the effectiveness of the message.

Type: ES Page Reference: 12

88) Briefly define "knowledge workers."

Answer: Knowledge workers are employees who specialize in acquiring, processing, and communicating information.

Type: ES Page Reference: 13

89) Discuss the evolution of organizational structures and how these structures affect communication.

Answer: Organizations with tall structures may unintentionally restrict the flow of information. Tall structures may have many layers of management between the lowest and the highest positions, so they can suffer communication breakdowns and delays as messages are passed up and down through multiple layers. To overcome such problems, many businesses are now adopting flatter structures that reduce the number of layers. Flatter organizational structures usually make it easier to communicate effectively. In the pursuit of speed and agility, some businesses have adopted flexible organizations that pool the talents of employees and external partners. Regardless of the particular structure a company uses, communication efforts will be influenced by the organization's corporate culture. Successful companies encourage employee contributions by ensuring that communication flows freely down, up, and across the organizational chart.

Type: ES Page Reference: 14

90. What is a restrictive communication environment?

Answer: Restrictive environments occur when companies limit the flow of information, either intentionally or unintentionally.

Type: ES Page Reference: 16

91) How can the exchange of many messages become a barrier to effective communication?

Answer: The sheer number of messages that people receive on the job can be distracting. Too many messages can result in information overload, which not only makes it difficult to discriminate between useful and useless information but also amplifies workplace stress.

Type: ES Page Reference: 15-16

92) To adopt an audience-centred approach to communication, what do you need to learn about your audience? List at least three specific examples.

Answer: An audience-centred approach requires learning as much as possible about the receiver's biases, education, age, social status, style, and point of view.

Type: ES Page Reference: 17

93) Briefly explain the difference between an ethical dilemma and an ethical lapse.

Answer: You face an ethical dilemma when you must choose between two or more conflicting alternatives that both seem valid and ethical. An ethical lapse, on the other hand, occurs when you make a choice that is clearly unethical and or illegal. An ethical dilemma can lead to an ethical lapse, but doesn't necessarily do so.

Type: ES Page Reference: 25

94) Describe at least five common characteristics of effective business messages.

Answer: Effective business messages provide practical information that immediately helps receivers in concrete ways. They also give facts rather than impressions, focusing on what is rather than on what could, should, or might be. While ill-conceived messages create confusion and waste time, effective messages present information in a concise, efficient manner and clarify expectations and responsibilities. They also offer compelling, persuasive arguments and recommendations rather than simply pointing out problems.

Type: ES Page Reference: 6-7

95) Describe the various directions communication flows through an organization's formal hierarchy, and give an example of each one.

Answer: Communication travels upward, downward, and horizontally through an organization's formal hierarchy. An example of upward flowing communication would be an employee sending an email to his or her supervisor requesting clarification of a new company policy. The manager's response would flow downward. Horizontal

communication would include a memo from the production manager to the shipping manager warning of an impending delay.

Type: ES Page Reference: 9

96) Describe the seven phases of the communication process.

Answer: Communication is a two-way process that begins when someone conceives an idea and decides to convey it. This individual—the sender—then encodes the idea, putting it into a message the intended receiver will understand. Next, the sender chooses a medium for transmitting the message and then transmits the message via a specific communication channel and medium. The receiver gets the message and decodes it, seeking to absorb and understand it. Finally, the receiver provides feedback so that the sender can decide whether or not the message has been correctly understood.

Type: ES Page Reference: 11-12

97) Describe four common types of communication barriers.

Answer: The common types of communication barriers are distractions, competing messages, perceptual differences, language differences, restrictive environments, and deceptive tactics. Distractions, both physical and emotional, are particularly common in today's round-the-clock business world. Information overload (based on the sheer number of messages that people receive on the job) can make it difficult to discriminate between useful and useless information. Perceptual and language differences occur when two or more stakeholders develop different mental images of a single event or situation. Restrictive environments are those that limit the flow of communication. Stakeholders create another type of communication barrier when they seek to manipulate their receivers by using deceptive tactics.

Type: ES Page Reference: 15-16

98) Describe five strategies for overcoming communication barriers and briefly explain what each one of these strategies requires.

Answer: The first strategy for overcoming common communication barriers is to minimize distractions by reducing noise and interruptions and sending fewer messages. Second, adopt an audience-centred approach. Doing so requires learning as much as possible about your audience and tailoring your message to suit the receiver's needs and point of view. Third, effective communication requires fine-tuning your business communication skills. Fourth, provide and respond to constructive feedback. This involves focusing on the process and outcomes of communication (not the people involved) and learning to view your work as something you can improve. Finally, be sensitive to business etiquette, since the way you conduct yourself can have a profound impact on your company's success and reputation.

Type: ES Page Reference: 17-21

99) Describe “constructive feedback” and compare it with “destructive feedback.” Why is feedback important? How should you receive feedback?

Answer: Constructive feedback sometimes called “constructive criticism” focuses on the process and outcomes of communication, not on the people involved. In contrast, destructive feedback delivers criticism with no effort to stimulate improvement. When you receive feedback, resist the immediate urge to defend your work or deny the validity of the feedback. Remaining open to criticism isn’t always easy, but feedback is a valuable opportunity to learn and improve. Disconnect your emotions from the work and view it simply as something you can improve.

Type: ES Page Reference: 20