***Business Communication: Polishing Your Professional Presence, 2Ce* (Shwom/Snyder)**

**Chapter 1 Becoming a Successful Business Communicator**

1) All of the following are examples of communicating EXCEPT

A) posting updates on Facebook to keep in touch with geographically distant friends and family.

B) emailing your employer to confirm scheduling issues.

C) speaking to your mother on the phone.

D) gesturing across the table to a friend to get them to stop telling the story they have begun.

E) reciting a list of dates to memorize them for an upcoming exam.

Answer: E

Explanation: All of the other choices are examples of the complex process of communication: planning, creating, delivering, and interpreting messages. This choice is simply a means to learn and retain information.

Diff: 1 Type: MC

Objective: LO 1.1

2) The communication skills you already possess \_\_\_\_\_\_\_\_ in the workplace.

A) will likely hamper your attempts to communicate

B) are inapplicable to communication

C) are most likely sufficient to meet the challenges of communication

D) will be valuable to you for communicating

E) 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 Type: MC

Objective: LO 1.1

3) Which of the following is NOT an example of communication?

A) texting a colleague that you will be a few minutes late for your meeting

B) tweeting that you are headed to a concert in the park

C) updating your page on a social networking site

D) listening to classic music on iTunes

E) whispering to a friend during a meeting

Answer: D

Explanation: All of the other choices are examples of the complex process of communication: planning, creating, delivering, and interpreting messages. In this choice you are using an electronic device to listen to music, but are not seeking to share information with others.

Diff: 1 Type: MC

Objective: LO 1.1

4) Which of the following workplace activities is NOT one in which your communication skills will be utilized?

A) calculating whether sales are up this quarter using the latest figures

B) explaining why sales were down last quarter

C) persuading your colleagues that your idea will likely lead to increased sales

D) ensuring that your department understands that increasing sales is the top priority

E) discussing your employee's poor sales figures without making them feel defensive

Answer: A

Explanation: All of the other choices represent situations in which you will need to use your communication skills. Computing sales figures from data is not an example of communication.

Diff: 1 Type: MC

Objective: LO 1.1

5) In 2018, the Royal Bank of Canada produced a fascinating report on youth and entry-level skills and employability called *Humans Wanted.* Which of the following skill is identified as being critical to personal and professional success?

A) technological literacy

B) creative thinking

C) dexterity

D) active listening

E) industry-specific knowledge

Answer: D

Explanation: Skills identified as being critical include: critical thinking, coordination and collaboration, social perceptiveness, active listening, and complex problem solving.

Diff: 2 Type: MC

Objective: LO 1.1

6) The Council of Canada surveyed 95 leading Canadian employers to produce its 2018 report, *Navigating Change.* Which of the following skills were identified as top requirements for entry-level hires?

A) leadership skills and communication

B) flexibility and entrepreneurial skills

C) communication skills and teamwork skills

D) teamwork skills and strategic planning skills

E) strong work ethic and initiative

Answer: C

Explanation: These were the top ranked skills sets.

Diff: 1 Type: MC

Objective: LO 1.1

Ryan, a recent college graduate, possesses exemplary written and oral communication skills. Ryan always received top marks for college writing assignments such as reports, and was a successful member of the school debate team.

7) As Ryan begins a job search, Ryan can expect that \_\_\_\_\_\_\_\_.

A) being an effective communicator will be a competitive advantage

B) most post-secondary graduates possess similar communication skills

C) employers will not be unduly impressed by these skills, as most people in the workplace have mastered them

D) this ability might hinder opportunities as a job candidate

E) excellent speaking skills will be a plus for job opportunities, but writing skills are taken for granted in the workplace

Answer: A

Explanation: Employers who recognize the value of communication skills may pay a premium to get employees with those skills. Strong communication skills are highly valued in the workplace. Thus, developing proficiency in this area can enhance your professional and personal success.

Diff: 2 Type: MC

Objective: LO 1.1

8) In terms of Ryan's career, Ryan's communication skills \_\_\_\_\_\_\_\_.

A) will not help find a job but will help keep the job

B) will give Ryan prestige in the job but will not make any difference in salary potential

C) will be perceived as valuable by employers but cannot translate into monetary savings for the company

D) may give an opportunity to produce documents that save money or generate income for the company

E) may have a positive impact on Ryan's professional life but a negative impact on Ryan's personal life

Answer: D

Explanation: Even a small change in communication can have a large return on investment for an organization, enabling it to save money or generate income. A skilled communicator can improve a company's public image and employee satisfaction; earn up to three times as much as a poor communicator; and apply their communication skills to their personal life as well.

Diff: 2 Type: MC

Objective: LO 1.1

9) Research confirms that communication can help your career and your employer in all of the following ways EXCEPT which of the following?

A) Communication skills will help you find a job.

B) Communication skills will make employers overlook that you do not have the necessary qualifications for a job.

C) Communication skills will make you a more valuable employee.

D) Communication skills can improve your salary.

E) Communication skills can have a positive impact on your life outside of work.

Answer: B

Explanation: Because communication is a valued commodity in the workplace, it can enhance your professional and personal success. Research confirms that it will help your career and your employer in all of the ways described in the other choices.

Diff: 1 Type: MC

Objective: LO 1.1

Kaylin just graduated from college in June. For the last three years Kaylin successfully ran a small business at the school. The business arranged for the delivery of personalized birthday cakes and other gifts to students in the school. Since many of these students were from out of the province or even out of the country, this service provided a way for their family and friends back home to celebrate special occasions. Kaylin used social media like Facebook and Twitter to remind potential customers of upcoming birthdays and other gift-giving occasions such as holidays or campus events (care packages for mid-term exams, picnic packs to celebrate the arrival of spring after a snowy winter, etc.).

10) Prospective employers are likely to \_\_\_\_\_\_\_\_.

A) admire Kaylin's initiative but see little application to a "real job"

B) think Kaylin should have focused on course studies while at school instead of on a side venture

C) expect that Kaylin, as a successful entrepreneur, will have experience with many types of business communication

D) place little value on a hobby that did not lead to many valuable skills

E) impress upon Kaylin that real business communication will be very different from what Kaylin engaged in as an entrepreneur

Answer: C

Explanation: If you run your own small business as an entrepreneur, your communication abilities will be especially critical since most of the communication responsibilities will fall squarely on your shoulders.

Diff: 2 Type: MC

Objective: LO 1.1

11) How might companies view Kaylin's experience with social media?

A) While Facebook is a good way to keep in touch with family and friends, it does not have significance in the workplace.

B) Effective use of social media like Twitter can build a company's brand and extend its marketing reach.

C) Communication through social media is an inappropriate way for companies to try to market themselves.

D) Effective communication through a blog may build a company's brand at the expense of its employees' satisfaction.

E) Such use of social media is very difficult to duplicate and would not be likely to benefit the company that Kaylin works for.

Answer: B

Explanation: Social media can create a community of people who share information about brands to increase product awareness. Businesses communicate all day, every day, with audiences they may never meet in person.

Diff: 2 Type: MC

Objective: LO 1.2

12) Good business communication skills \_\_\_\_\_\_\_\_.

A) can have a positive impact on your life outside of work

B) will help advance your career but will hinder your personal relationships

C) are inapplicable to your personal life

D) will improve personal relationships, although they offer no financial benefits in your life outside of work

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: 1 Type: MC

Objective: LO 1.1

13) Good business communication skills can have a positive impact on your life outside of work through all of the following applications EXCEPT

A) negotiating a better deal on a car.

B) convincing your landlord to refund your security deposit.

C) persuading a merchant to give you a refund.

D) calculating your monthly expenses.

E) writing an effective application essay for graduate school.

Answer: D

Explanation: All of the other choices involve developing, creating, delivering, and interpreting verbal and nonverbal messages. Computing your monthly expenses involves numbers and calculations, not conversation and persuasion.

Diff: 1 Type: MC

Objective: LO 1.1

14) Which of the following is a form of social media?

A) company newsletter

B) Facebook

C) gathering with friends for lunch

D) going to a movie

E) Microsoft Excel

Answer: B

Explanation: Social media are web-based applications designed to promote social interaction. All of the other choices are not examples of social media.

Diff: 1 Type: MC

Objective: LO 1.2

15) As students pass through school, they do NOT always acquire sufficient communication skills. Why might that be?

A) Business communication is complex, even for dedicated students.

B) Most schools do not offer any business communication courses.

C) Business communication is an innate skill that cannot be taught.

D) You are either a good communicator or you are not.

E) Since many students perceive it to be such a difficult course, they are discouraged from taking it.

Answer: A

Explanation: Some students do not take business communication courses, while others do but do not devote enough time to understanding what communication involves because they think it is an "easy" course. However, even for a dedicated student communicating well in a business context is complex.

Diff: 2 Type: MC

Objective: LO 1.2

16) Which of the following is an example of unsuccessful communication?

A) ordering an item online and deciding after it arrives that you do not like it

B) asking a friend for advice and then trying to apply it to your problem

C) getting instructions on how to put something together and then assembling the item

D) making an urgent request on a colleague's voice mail and getting no reply for a week

E) writing a letter to a manufacturer complaining about a recent purchase and receiving a discount on a future purchase

Answer: D

Explanation: In this example your urgent request goes unanswered. Your colleague may have misunderstood your request or your message may have been unclear. There might even have been a technical problem with the recording or playing of the message.

Diff: 2 Type: MC

Objective: LO 1.2

17) Which of the following statements best expresses the goal of communication?

A) The goal of communication is for a receiver to decode a message.

B) The goal of communication is for a sender to transmit a message.

C) The goal of communication is to develop shared meaning by communicating in a dynamic loop.

D) The goal of communication is to select the appropriate channel for sending an encoded message.

E) The goal of communication is to maximize the potential for feedback.

Answer: C

Explanation: The goal of communication is not just for a sender to transmit a message to a receiver, but for a sender and receiver to develop shared meaning by communicating in a dynamic loop, sending messages back and forth.

Diff: 2 Type: MC

Objective: LO 1.2

18) 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 that text messaging is an inappropriate medium for communicating with your professor

C) deciding to purchase a new smartphone 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 Type: MC

Objective: LO 1.2

19) Deciding that an email is the best way to request information from a colleague for the proposal you are writing is an example of which step of the communication process?

A) Sender encodes a message.

B) Sender selects a medium.

C) Receiver decodes the message.

D) Receiver encodes feedback.

E) Sender and receiver close the communication loop.

Answer: B

Explanation: The sender transmits a message to the receiver through a medium (a channel used to transmit the message), such as a face-to-face conversation, a phone conversation, a letter, or an email message.

Diff: 2 Type: MC

Objective: LO 1.2

20) When you \_\_\_\_\_\_\_\_ your message to the receiver, you also need to \_\_\_\_\_\_\_\_.

A) encode; decode

B) encode; choose your medium

C) decode; choose your medium

D) decode; prepare feedback

E) encode; 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 Type: MC

Objective: LO 1.2

21) The medium you choose to transmit your message \_\_\_\_\_\_\_\_.

A) makes no difference in how your message will be received

B) will always be determined by your company's policy

C) depends solely upon which method you are most comfortable with

D) should support how the receiver will best process the information

E) should be selected after the receiver decodes your message

Answer: D

Explanation: Determining the best way to phrase the message and the best medium to use requires that you understand the audience, the individual person or people for whom the message is intended, and the context, the set of circumstances in which you are communicating. The receiver's 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 Type: MC

Objective: LO 1.2

22) The 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, images, or actions and attaching meaning to them

D) deciding which form of verbal or nonverbal response should be sent

E) closing the dynamic loop (back and forth messages)

Answer: C

Explanation: This meaning is filtered by the receiver's knowledge, experience, and context.

Diff: 2 Type: MC

Objective: LO 1.2

23) \_\_\_\_\_\_\_\_ a message involves interpreting its words, images, and actions and attaching meaning to them.

A) Encoding

B) Decoding

C) Encrypting

D) Channeling

E) Blocking

Answer: B

Explanation: The meaning that a receiver attaches to a message that they decode is affected by their knowledge, experience, and context.

Diff: 1 Type: MC

Objective: LO 1.2

24) When a message is decoded, the meaning that is attached to it is filtered by which of the following?

A) the transmittal medium

B) the sender's experience

C) the receiver's knowledge

D) the feedback response

E) the dynamic loop

Answer: C

Explanation: The receiver's 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 Type: MC

Objective: LO 1.2

You email a fellow student requesting help on a class project and they send an angry reply stating that they do not believe in cheating.

25) What might you be thinking when you receive your classmate's reply?

A) Your classmate does not understand how to use email appropriately.

B) Your classmate may have had a bad experience in the past that caused them to misinterpret your request.

C) Your classmate should have used another communication medium to signal a negative response.

D) Your classmate is correct that a request for help must imply cheating.

E) Your classmate should have ignored your email request.

Answer: B

Explanation: The receiver's 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. Since your fellow student read "help" and thought "cheat," they may have been asked in the past for help and found out that the classmate wanted to copy their work or have it done for them.

Diff: 2 Type: MC

Objective: LO 1.2

26) The miscommunication between you and your classmate might have been avoided if \_\_\_\_\_\_\_\_.

A) you had been more specific about the type of help you wanted from your classmate

B) your classmate had angrily deleted your email instead of replying to you

C) you had used the same wording but sent your request as a letter instead of an email

D) you had been more vague in your message about what you wanted

E) your classmate went directly to your professor with their suspicions

Answer: A

Explanation: The receiver's 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. Since they interpreted "help" to mean "cheat," they may have had a bad experience in the past involving cheating. Avoiding ambiguity and specifying the help you wanted might have helped them understand that cheating is not what you intended.

Diff: 2 Type: MC

Objective: LO 1.2

27) A(n) \_\_\_\_\_\_\_\_ is any obstacle that gets in the way of effective communication.

A) encoding

B) decoder

C) context

D) barrier

E) channel

Answer: D

Explanation: There are many barriers that can obstruct effective communication, for example a sender's ambiguity or a receiver's lack of knowledge.

Diff: 1 Type: MC

Objective: LO 1.2

28) Which of the following is true about feedback?

A) Feedback must be verbal.

B) Feedback cannot include gestures.

C) Feedback may request clarification.

D) Feedback must be transmitted in the same medium as the original message.

E) Feedback hinders the communication process.

Answer: C

Explanation: Feedback is any form of verbal or nonverbal response to a message sent from the recipient to the original sender.

Diff: 2 Type: MC

Objective: LO 1.2

29) Which of the following is an example of feedback?

A) nodding your head in agreement as a colleague describes a possible solution to a problem

B) delivering a birthday card to a friend

C) sending a text message to your friend inviting them to a movie

D) forwarding a funny email that you just received to a group of friends

E) purchasing new skates at Amazon.ca

Answer: A

Explanation: Feedback is any form of verbal or nonverbal response to a message sent from the recipient to the original sender. All of the other choices are feedback. This example does not involve a response to the original sender, but rather sharing information with a new audience.

Diff: 3 Type: MC

Objective: LO 1.2

30) What is shaking your head in disapproval after your coworker makes a discriminatory statement an example of?

A) feedback

B) decoding a message

C) context

D) a channel

E) a barrier

Answer: A

Explanation: Feedback is any form of verbal or nonverbal response to a message sent from the recipient to the original sender.

Diff: 2 Type: MC

Objective: LO 1.2

31) Hearing loss is an example of which type of barrier?

A) psychologic barrier

B) semantic barrier

C) language barrier

D) physiological barrier

E) mixed messages

Answer: D

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

Diff: 2 Type: MC

Objective: LO 1.2

32) \_\_\_\_\_\_\_\_ 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: 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.

Diff: 2 Type: MC

Objective: LO 1.2

33) Which type of barrier is it when a new employee does not know what is expected of them when asked to review the P&L?

A) psychological barrier

B) semantic barrier

C) language barrier

D) physiological barrier

E) mixed message

Answer: C

Explanation: A language barrier arises from senders and receivers not using a shared language. One example is someone new to a company or industry who does not understand its jargon, for example the fact that a P&L is a profit and loss statement.

Diff: 2 Type: MC

Objective: LO 1.2

34) You joined a team just as it was finishing up a big and much anticipated project at your company. You feel a little insecure as the team's newest member and the one who contributed the least to this project. At the next staff meeting your boss thanks you for all your hard work in making the project a success. Instead of this making you feel good, you feel uncomfortable, interpreting the comment as a sarcastic remark about how little you actually participated in this project. What is this is an example of?

A) psychological barrier

B) semantic barrier

C) language barrier

D) physiological barrier

E) mixed message

Answer: A

Explanation: Psychological barriers arise from a receiver's attitudes toward the message or towards the sender. When you are upset, your emotions act as a barrier to effective communication.

Diff: 2 Type: MC

Objective: LO 1.2

Padma, an avid home cook, has no culinary training or experience in professional kitchens. One evening Padma hosts a dinner party and a friend, Tom, who manages a restaurant, is so impressed by the meal that Tom gives Padma the opportunity to work in the restaurant.

35) On the first night, Padma is asked to help plate the appetizers for the 4-top that just arrived. Padma does not understand the request. The request is to arrange the appetizers on the proper serving dishes, along with the necessary garnishes and condiments, for the table of four diners that just arrived at the restaurant. What is this is an example of?

A) psychological barrier

B) semantic barrier

C) language barrier

D) physiological barrier

E) mixed message

Answer: C

Explanation: A language barrier arises from senders and receivers not using a shared language. This does not necessarily mean that one is speaking English and the other another language. A less obvious example of a language barrier is when someone new to a company or industry does not understand its jargon. Not having worked in a restaurant before, Padma could not be expected to know what "plating" and "4-top" mean in this environment.

Diff: 2 Type: MC

Objective: LO 1.2

36) Padma is assisting with the prep work for that evening's dinner service and the chef asks if the mise en place for the meat station is ready. Padma answers no; as Padma was asked to assemble and prepare ingredients, not to do mise en place. The chef storms off, angrily shouting for someone else to get it done. Padma mentions this to a coworker, who informs Padma that the French term "mise en place" translates to "set in place," and signifies the set-up of ingredients needed for a particular dish or area of the kitchen. Now Padma has to tell the angry chef that the job the chef just started someone else on is duplicating the prep work Padma has already done. What is this is an example?

A) psychological barrier

B) semantic barrier

C) language barrier

D) physiological barrier

E) mixed message

Answer: C

Explanation: A language barrier arises from senders and receivers not using a shared language. In this case Padma is unfamiliar with the French term "mise en place." Even if Padma spoke French, they might not know that in professional kitchen jargon this term means something very specific, namely the set-up of ingredients needed for a particular dish or station.

Diff: 3 Type: MC

Objective: LO 1.2

37) Padma is asked if they know how to make a red wine reduction. Padma looks down and quietly mumbles "sure," and starts wringing their hands. Padma is confused when the job of making the red wine reduction is assigned to someone else, as Padma answered affirmatively that they knew how to do it. Which of the following is the best explanation of what happened?

A) A psychological barrier has obstructed communication; by answering quietly, Padma is signalled that they were offended by the request.

B) A semantic barrier has occurred; since Padma answered "sure" instead of "yes," their answer was confusing.

C) A language barrier has obstructed communication; Padma should have said "yes" in several different languages to ensure that they were understood.

D) A physiological barrier has obstructed communication; by wringing their hands, Padma gave the impression that their hands hurt and that Padma could not perform the task.

E) A mixed message has obstructed communication; Padma's verbal and nonverbal responses communicated different things.

Answer: E

Explanation: Padma's answer was "yes," but their quiet tone did not express confidence, and looking down and hand-wringing further expressed discomfort with this request. When verbal and nonverbal communications are at odds, a mixed message is said to have occurred.

Diff: 3 Type: MC

Objective: LO 1.2

38) Effective communication is also challenging because it takes place in a specific context, which is defined as \_\_\_\_\_\_\_\_.

A) a set of circumstances that influences the purpose of communication, the best medium to use, and how receivers interpret messages

B) a set of principles that guide decision-making and lead someone to do the right thing

C) a medium used to transmit a message

D) the process of working together to achieve a common goal

E) the act of influencing or convincing your audience to accept your position

Answer: A

Explanation: Effective communication is also challenging because it takes place in a specific context or set of circumstances that influence the purpose of communication. It is the best medium to use, and how receivers interpret the message.

Diff: 2 Type: MC

Objective: LO 1.2

39) \_\_\_\_\_\_\_\_ 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 a communication occurs, influences all these factors.

Diff: 2 Type: MC

Objective: LO 1.2

40) Communication typically occurs \_\_\_\_\_\_\_\_.

A) in a vacuum

B) between two people

C) between people with identical concerns

D) among multiple people with different contexts

E) among multiple people who encode and decode messages in exactly the same way

Answer: D

Explanation: Communication typically occurs among multiple people who encode and decode messages differently and who have different contexts, backgrounds, concerns, and agendas.

Diff: 2 Type: MC

Objective: LO 1.2

41) Which of the following requires non-verbal communication skills?

A) phone calls

B) podcasts

C) teleconferences

D) emails

E) webcasts

Answer: D

Explanation: Email uses the written word, not the spoken word.

Diff: 1 Type: MC

Objective: LO 1.2

42) Caroline knows that while their oral presentation skills are stellar, their writing style could use a bit of work. Which of the following would be the best medium for Caroline to communicate effectively?

A) a podcast

B) a wiki

C) a blog

D) a text chat

E) an email

Answer: A

Explanation: A podcast is an oral communication method, while the other choices all involve the written word.

Diff: 1 Type: MC

Objective: LO 1.2

43) Questions such as, "What is your goal?" and "How can you organize your message to state and support your main point?" are related to which characteristic of effective business communicators?

A) strategic

B) professional

C) ethical

D) adaptable

E) collaborative

Answer: A

Explanation: Strategic communicators are always making decisions and asking themselves questions such as these to ensure their messages are purposeful, audience-oriented, and (in many cases) persuasive.

Diff: 2 Type: MC

Objective: LO 1.3

44) According to the text, which question is relevant to the strategic aspect of being an effective business communicator?

A) Is my message ethical?

B) What medium should I use for my message?

C) Am I communicating in a way that is appropriate to the situation?

D) Is my communication medium current with technology?

E) How can I make my message work with many cultures?

Answer: B

Explanation: All of these questions are related to being an effective communicator, but only this choice is relevant to the strategic aspect. A strategic communicator is purposeful, audience-oriented, and (in many cases) persuasive.

Diff: 2 Type: MC

Objective: LO 1.3

45) According to the text, considering whether your message is appropriate to the situation is related to which characteristic of effective business communicators?

A) strategic

B) professional

C) technological

D) adaptive

E) collaborative

Answer: B

Explanation: The professional aspect of effective communication deals with being appropriate to the situation, being ethical, and being clear and concise.

Diff: 2 Type: MC

Objective: LO 1.3

46) According to the text, which consideration is relevant to the adaptable characteristic of effective business communicators?

A) What do I want to accomplish with my message?

B) With whom should I communicate to accomplish my goal?

C) Is my message able to work with other cultures?

D) Is my message clear and concise?

E) Is my message ethical?

Answer: C

Explanation: The adaptable characteristic of effective communicators involves being current with technology, being able to work with other cultures, and being collaborative.

Diff: 2 Type: MC

Objective: LO 1.3

47) When communicating, being specific about your intended outcome is \_\_\_\_\_\_\_\_.

A) not recommended, as it is unprofessional

B) risky, as it may offend some people

C) a good idea, as it will make it harder for your audience to say no

D) strategic, as it makes it easier for your audience to understand what you want them to do

E) appropriate only when you know that your audience is likely to decline your request

Answer: D

Explanation: Successful business communicators plan their writing and speaking to achieve a specific purpose and an intended outcome. For example, when you write a cover letter for a job, the letter is effective if you get an interview.

Diff: 3 Type: MC

Objective: LO 1.3

48) When sending your message as an email, what is the purpose of the subject line?

A) It is unnecessary to have a subject line.

B) It should be omitted unless your email is a response to an earlier message.

C) It is best to include a general statement.

D) It should identify the purpose of the message.

E) It has no ability to capture the reader's attention.

Answer: D

Explanation: A specific subject line that immediately alerts the reader to the purpose of the email will capture the reader's attention.

Diff: 3 Type: MC

Objective: LO 1.3

49) What do good business communicators understand?

A) Their message must influence anyone who might come across it.

B) Their message must be able to reach their targeted audience.

C) Reaching an audience requires only that you be a good writer.

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 insight into audience's concerns.

Answer: B

Explanation: Messages must reach and influence the audience, the individual 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 and compose easy-to-read messages that address these concerns.

Diff: 2 Type: MC

Objective: LO 1.3

You are organizing a charity event in which local high school students will participate in a two-day tennis tournament to raise funds for the renovation of the community tennis courts. This will involve communicating with students, their parents, school administrators, coaches, local businesses, and the general public.

50) One of your first tasks is to attract sponsors who will provide funding for the event in exchange for promotional considerations. Who should your audience be when you draft the letter trying to secure this funding?

A) students

B) students' parents

C) school administrators

D) coaches

E) local businesses

Answer: E

Explanation: You would look to local businesses to sponsor your event in exchange for promotional considerations such as publicity and branding of the tournament.

Diff: 2 Type: MC

Objective: LO 1.3

51) You are drafting a letter to high school tennis coaches asking them to help you recruit student tennis players for the tournament. What is the purpose of this letter?

A) to persuade the coaches to help

B) to inform the coaches about the tournament

C) to promote yourself and the tournament

D) to ask for funding for the tournament

E) to ask for a place to hold the tournament

Answer: A

Explanation: A persuasive communication emphasizes the benefits you are offering to your audience. A high school tennis coach would probably be very interested in helping their school's program and players, and, to a lesser degree, in helping the sport in general. Publicity for the sponsors would likely be of least interest to a high school coach.

Diff: 1 Type: MC

Objective: LO 1.3

52) You are drafting an email to send to the parents of the students registered at local high schools to invite people from the community to the tournament and spread the word that the tournament is happening. Which of the following statements may be too informal for this type of letter?

A) This tournament will be a great opportunity for students from your community high school to demonstrate their skills and network with students from neighbouring schools.

B) You are invited to attend this charity event and show your support for your local high school students.

C) This event will raise funds for the renovation of the community tennis courts.

D) Hey Neighbour. Friends should be supportive of one another, so when you attend the event, we will collect a charitable donation from you; whether you like it or not. LOL!

E) We need you! Please attend this charity event and show your support for your local high school students.

Answer: D

Explanation: The informal style may be appropriate for your friends. However, informality in the workplace can be a problem because someone can forward your email to others at the company.

Diff: 2 Type: MC

Objective: LO 1.3

53) What is active listening?

A) It is the same as hearing.

B) It is an innate skill that involves "reading between the lines."

C) It is a learned skill that requires focusing on the speaker.

D) It never involves feedback on the information.

E) It 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 is presented, and, when possible, provide feedback about the information to ensure you understand it correctly.

Diff: 2 Type: MC

Objective: LO 1.3

54) Melinda is talking to the supervisor, suggesting they implement a new process for their department. While Melinda is speaking, the boss is fidgeting in their seat and glances at their watch several times. When Melinda asks what they think, they stand up and walk out the door saying, "Sure, sure. It sounds interesting. Let us talk later." As an active listener Melinda \_\_\_\_\_\_\_\_.

A) will interpret this as an unequivocal acceptance of the suggestion

B) knows that they will have to work out the details but the suggestion is definitely approved

C) will perceive that the boss was in a hurry and that they will likely need to revisit this discussion

D) knows that the boss was anxious to leave the room because they disliked the idea so much

E) understands by the boss's nonverbal cues that they have rejected the idea, though in a way that spares Melinda's feelings

Answer: C

Explanation: An active listener will perceive emotional cues and body language, even when they are at odds with the words being spoken. The boss clearly seems anxious to leave the conversation. While this does not necessarily indicate that they dislike the idea and will not consider it, it seems to suggest that the boss might not have been focusing their full attention on it.

Diff: 3 Type: MC

Objective: LO 1.3

55) Which of the following behaviours most likely indicates that the listener disagrees with the idea Melinda is hearing?

A) twirling their hair around their finger

B) staring off into space

C) jotting down notes on a pad

D) rolling their eyes

E) drumming their fingers on the table

Answer: D

Explanation: Rolling one's eyes is a gesture that indicates dislike or annoyance at what is being said. Most of the other behaviours indicate boredom or a lack of interest. Jotting down notes on a pad could indicate interest in the idea, but this could be in favour or against. The notes might even be about an entirely different subject, which would again demonstrate a lack of interest in the idea.

Diff: 2 Type: MC

Objective: LO 1.3

56) An active listener does of which of the following?

A) lets personal bias dictate their understanding of a conversation

B) understands that the words someone is saying are important and body language can be ignored

C) takes things personally because they listen intently

D) perceives body language

E) multi-tasks when someone is speaking

Answer: C

Explanation: An active listener focuses attentively and actively works to understand and interpret the content, and then responds to acknowledge understanding.

Diff: 2 Type: MC

Objective: LO 1.3

57) \_\_\_\_\_\_\_\_ 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 Type: MC

Objective: LO 1.3

58) Which of the following situations might your manager or coworkers consider professional behaviour?

A) Most days you arrive at work 10-15 minutes past your start time, but you are willing to stay late to makeup the time.

B) You spend the day at the beach wearing shorts and sandals and before you know it you must hurry off to teach a business course. You have not time to change, but you feel that as long as you make it to class on time your boss will be happy.

C) You are so interested in what your colleagues are saying that you jump right into the conversation whenever you can to share your ideas because you know your ideas are more important than those of other colleagues.

D) You are bored at a meeting so you are checking your cell phone for messages and games, but you are sure to multi-task so that you hear what the presenter is saying.

E) You ensure that you start each work day with a smile and are polite and pleasant with each customer and coworker you encounter.

Answer: E

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. It also involves living up to the standards of your profession, including ethical standards.

Diff: 1 Type: MC

Objective: LO 1.3

59) Just as you're about to shut down your computer for the day, you remember that you need to send an update to your boss. You dash off a quick email and press send without spell checking or proofing it. What does doing this mean?

A) It is fine since this is not a formal report.

B) It is the right approach, since email does not require proofreading.

C) It is a poor idea, since you need to proofread and use correct grammar in all of your messages.

D) It is unprofessional, since doing so means failing to counter unstated objections.

E) It is unethical and may get you fired.

Answer: C

Explanation: Failing to proofread and pay proper attention to grammar in an email to your boss may result in mistakes and typos that will project an unprofessional image. Your attention to these details, especially when communicating to a superior or a client, is very important.

Diff: 2 Type: MC

Objective: LO 1.3

60) Which of the following behaviours best expresses professionalism?

A) slouching in your chair during an interview

B) wearing frayed pants to a company luncheon

C) texting a thank you message to an interviewer using acronyms and emoticons

D) typing up an email to your boss on the fly, paying no attention to tone or grammar

E) leaving early enough for a meeting so that, despite a traffic jam, you arrive a few minutes early

Answer: E

Explanation: Professionalism is expressed by your actions, attire, wording of messages, body language during meetings, tone of voice, and attention to grammar in all of your messages. By allowing enough time to ensure arriving at your meeting on time, you express professionalism and a respect for other people's time.

Diff: 1 Type: MC

Objective: LO 1.3

61) Your audience will understand \_\_\_\_\_\_\_\_ language faster than \_\_\_\_\_\_\_\_ language.

A) clear; concise

B) complicated; wordy

C) clear and concise; wordy and complicated

D) wordy and complicated; clear and 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 Type: MC

Objective: LO 1.3

62) Which of the following responses demonstrates a lack of clarity?

A) "Where will we meet?" "We will meet at 3 p.m. today in meeting room AB1."

B) "Who should I speak with?" "Speak with Mohammad Khan in the IT department."

C) "How do I reach her?" "Call 416-289-3344 and dial extension 2265."

D) "How long should I bake this?" "Bake for one hour."

E) "Should I come to the meeting?" "You are welcome to attend but you do not really have to, although we may cover some important topics."

Answer: E

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

Diff: 1 Type: MC

Objective: LO 1.3

63) \_\_\_\_\_\_\_\_ 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 Type: MC

Objective: LO 1.3

64) Which of the following statements about technology is NOT true?

A) Technology reduces the distance between communicators.

B) Technology allows an immediate exchange of information across distance and time zones.

C) Technology changes very rapidly.

D) Technology is not prey to pitfalls so it eliminates the risk of failed communication.

E) Technology allows people to share documents instantaneously.

Answer: D

Explanation: Technology traps abound and effective communicators know how to avoid them. They include losing specialized fonts when moving a document to another computer, having photos turn up as boxes with red Xs, having colours change in a presentation in PowerPoint, and losing formatting in emails.

Diff: 2 Type: MC

Objective: LO 1.3

65) Which question best supports the "headline test"? This test may be used when you have an ethical dilemma.

A) Am I going to get ahead if I make this decision?

B) Who does this decision hurt?

C) What will my mother think if I make this decision?

D) How will I feel if this decision ends up in the news tomorrow?

E) How will my friends and family members treat me if I make this decision?

Answer: D

Explanation: You will know you are struggling with an ethical dilemma if you find yourself contemplating the headline test. How would you feel if your communication choice resulted in a negative headline in the business section of a major news site?

Diff: 2 Type: MC

Objective: LO 1.3

66) What should a good communicator know about technology?

A) They must know all technologies.

B) They know that all technology choices can be used interchangeably.

C) They understand that social media is inappropriate for business communication.

D) They keep current with new technologies and determine the best technology to use for a given task.

E) They avoid trendy new technology choices in favour of tried-and-true methods like phone calls, memos, and face-to-face meetings.

Answer: D

Explanation: To best take advantage of technology, communicators continually need to ask three questions: 1) What is the best technology for the task? 2) How can I use technology to enable more effective communication? 3) How can I avoid unexpected problems that a new communication technology might create?

Diff: 2 Type: MC

Objective: LO 1.3

67) \_\_\_\_\_\_\_\_ refers to the learned and shared attitudes and behaviours that characterize 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 Type: MC

Objective: LO 1.3

68) In the context of doing business with people of other cultures, what do effective communicators do?

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: By increasing your awareness of cultural differences and keeping an open dialogue with your colleagues, you can adapt your behaviour as needed. Adapting your communications style does not apply only to international communication. People who differ in age, gender, sexual orientation, gender identity, physical ability, and other types of diversity may also experience issues with communication.

Diff: 2 Type: MC

Objective: LO 1.3

69) What is cultural sensitivity?

A) It refers only to international communication.

B) It deals exclusively with people who are non-native English speakers.

C) It does not refer to cultural differences among people of different ages.

D) It may include cultural differences between people of different genders.

E) It is impossible 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 Type: MC

Objective: LO 1.3

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: This is crucial in the workplace since so many projects are team-based.

Diff: 1 Type: MC

Objective: LO 1.3

71) You are collaborating on a report with a coworker and want to share the latest version of your document. The most efficient method would be to call your coworker on the phone and describe the changes you have made.

Answer: FALSE

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.

Diff: 1 Type: TF

Objective: LO 1.3

72) The changing nature of work is increasing the demand not only for technical skills but for social and emotional skills (SES) like communication, leadership, cultural competence, resiliency, problem solving, and collaboration.

Answer: TRUE

Explanation: The changing nature of work is increasing the demand not only for technical skills but for social and emotional skills (SES) like communication, leadership, cultural competence, resiliency, problem solving, and collaboration.

Diff: 1 Type: TF

Objective: LO 1.1

73) Although communication skills are valued by employers, they are most applicable to senior management positions.

Answer: FALSE

Explanation: The Business Council of Canada surveyed 95 leading Canadian employers to produce its 2018 report, *Navigating Change.* The report identified collaboration, teamwork, interpersonal skills, and communications skills as the top requirements for entry-level hires.

Diff: 2 Type: TF

Objective: LO 1.1

74) Since communication skills like speaking and writing are so important, most people find them easy to develop.

Answer: FALSE

Explanation: Communicating well in business is complex. Business communication is typically goal oriented. The goal may be to ask, instruct, inform, persuade, or reach agreement. To achieve the goal, communicators and their audiences send messages back and forth until the sender and receiver achieve shared meaning.

Diff: 2 Type: TF

Objective: LO 1.2

75) Gesturing to some friends across the room to wait for you is not an example of communication, since no written or spoken language is involved.

Answer: FALSE

Explanation: Communication may be verbal or nonverbal.

Diff: 2 Type: TF

Objective: LO 1.3

76) Research has shown companies that communicate effectively financially outperform companies that communicate less effectively.

Answer: TRUE

Explanation: Consulting firm Towers Watson found this in a 2011 study.

Diff: 1 Type: TF

Objective: LO 1.1

77) Improving your communications skills in speaking, writing clearly, being aware of who will receive your message, listening to others, and persuading others may improve your relationships with friends and family.

Answer: TRUE

Explanation: If you improve your communications skills (such as speaking, writing clearly, being aware of who will receive your message, listening to others, and persuading others), you can apply these skills in your personal life to improve your relationships with friends and family.

Diff: 1 Type: TF

Objective: LO 1.1

78) Most students acquire sufficient communication skills as they go through school.

Answer: FALSE

Explanation: Why do so many students graduate without sufficient communication skills? Some students do not take business communication courses. Others may take a course but not devote enough time to understanding what communication involves because they think it is an "easy" class. However, even for a dedicated student, communicating well in business is complex.

Diff: 2 Type: TF

Objective: LO 1.2

79) One of the goals of communication is to avoid participating in a dynamic loop (sending messages back and forth).

Answer: FALSE

Explanation: The goal of communication is actually to develop shared meaning by communicating in a dynamic loop, sending and receiving messages back and forth.

Diff: 2 Type: TF

Objective: LO 1.2

80) Deciding that you should have a face-to-face conversation with your boss to receive clarification on an assignment is an example of the sender selecting a communication medium.

Answer: TRUE

Explanation: The sender transmits a message to the receiver through a medium–a channel used to transmit the message. This medium could be a letter, an email, a face-to-face conversation, etc.

Diff: 2 Type: TF

Objective: LO 1.2

81) Deciding how best to phrase a request to a coworker for the information that you need to create a proposal is an example of decoding a message.

Answer: FALSE

Explanation: When you communicate a request by putting it into words, images, or actions, you are encoding a message. When you interpret the words and actions of a message and attach meaning to them, you are decoding a message.

Diff: 2 Type: TF

Objective: LO 1.2

82) After receiving an email from your boss asking if you are free to help with a project on Saturday, you reply with an email asking how long it will take and what you will be required to do. This is an example of feedback.

Answer: TRUE

Explanation: Feedback is any form of verbal or nonverbal response to a message sent from the recipient to the original sender. It may be a quick response to the request, a request for clarification, or the addition of new ideas to think about.

Diff: 1 Type: TF

Objective: LO 1.2

83) Barriers to communication can occur at any point in the communication process.

Answer: TRUE

Explanation: Obstacles to communication can occur at any point in the communication process.

Diff: 1 Type: TF

Objective: LO 1.2

84) A mixed message occurs when the sender transmits a message in a language that is not spoken or understood by the receiver.

Answer: FALSE

Explanation: When the sender and receiver do not use a shared language, this is called a language barrier. A mixed message arises from a conflict between verbal and nonverbal communication.

Diff: 2 Type: TF

Objective: LO 1.2

85) The transactional model of communication is comprehensive and captures all the complexities of the communication process in a dynamic business environment.

Answer: FALSE

Explanation: The transactional model is too limited to capture all the complexities of communication. It depicts communication as happening between two people, however it typically occurs among multiple people with different contexts, backgrounds, agendas, etc.

Diff: 1 Type: TF

Objective: LO 1.2

86) A communication strategy is a plan for what and how to communicate to ensure that your message achieves its purpose.

Answer: TRUE

Explanation: The best communicators always have a communication strategy to make sure their messages are purposeful, audience-oriented, and, in many cases, persuasive.

Diff: 1 Type: TF

Objective: LO 1.3

87) Communication is all about self-expression.

Answer: FALSE

Explanation: Good business communicators understand that their messages must reach and influence their audience. Being able to reach an audience means first being a good reader and listener so that you can understand audience concerns.

Diff: 1 Type: TF

Objective: LO 1.3

88) Research suggest that people in the workplace spend much less of their communication time listening than they do speaking, reading, or writing.

Answer: FALSE

Explanation: Research suggests more time is spent listening than on the other aspects of communication. Being a good listener is arguably even more important than being a good reader.

Diff: 2 Type: TF

Objective: LO 1.3

89) Active listening is an innate skill.

Answer: FALSE

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

Diff: 2 Type: TF

Objective: LO 1.3

90) As a good communicator, you need to know all technologies.

Answer: FALSE

Explanation: You do not need to know all technologies, but you do need to think about the implications of technology choices and use your options wisely.

Diff: 2 Type: TF

Objective: LO 1.3

91) Given that communication skills are so important to success in the workplace and are highly desired by employers, why do you think that so many university and even graduate school graduates are lacking in these skills?

Answer: Since communication is something we all do, every day, people might think that they already possess sufficient communication skills and not think of it as an area in which they need to improve. If someone needs to learn a skill that they do not possess at all, they are likely to see it as something difficult and worthy of learning. But since most people already know how to make a phone call, write a letter, or send an email, they do not necessarily appreciate the nuances involved in adapting their communication skills to the workplace. They also might not realize how important it is to communicate correctly the first time with a minimum of confusion and antagonism. Also, it can be hard to quantify communication skills, so students are not able to evaluate their proficiency in this area.

Diff: 3 Type: ES

Objective: LO 1.2

92) Padma, an avid home cook, has no culinary training or experience in professional kitchens. After hosting a dinner party, Tom, a friend who manages a restaurant, is so impressed with the meal that Tom gives Padma the opportunity to work in the restaurant. Describe some of the communication challenges that Padma may face as Padma works in a professional kitchen for the first time.

Answer: As someone without formal training or restaurant experience, Padma may not be familiar with the jargon used in this environment. Phrases like "2-top," "plating," and "refire" mean specific things in this setting that Padma may not be aware of, and they may misunderstand or need to ask for clarification of these terms. Depending on the cuisine at the restaurant, language may also be an issue. For example, if it is an Italian restaurant with Italian employees, Padma may run into a problem if they do not speak Italian as well. Both of these are examples of language barriers, which arise from senders and receivers not using a shared language. Psychological barriers may also present a problem. If other employees resent Padma for getting the job through a friend, without the usual training and education, their emotions may act as a barrier to effective communication. Physiological barriers could be present as well. Kitchens can be loud, hectic places with lots of noise generated by the kitchen appliances and equipment. This is especially true for someone not used to such an environment, and could lead to a headache and/or make hearing difficult, both of which could interfere with even the simplest communication.

Diff: 3 Type: ES

Objective: LO 1.2

93) Discuss why selection of the communication medium is so important.

Answer: 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 an easy request to explain that could be accomplished 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, they 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. So, 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: 3 Type: ES

Objective: LO 1.2

94) Consider the various barriers to communication, and discuss how they might play out in professional situations.

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 unfamiliar with this jargon might mix up the codes and have to ask for clarification. 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: 3 Type: ES

Objective: LO 1.2

95) 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 you should be familiar with them is not so that you can academically catalogue them as they occur or impress a colleague by pointing out what type of barrier resulted in a miscommunication. You should be aware of them so that you can anticipate and avoid them as much as possible, and deal with them appropriately when they do occur. 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 who is sensitive to communicating as clearly as possible. Other barriers may be less obvious, like using idiomatic expressions that can be misunderstood. Being aware of such expressions and avoiding them 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 Type: ES

Objective: LO 1.2

96) Kaylin just graduated from college in June. For the last three years Kaylin successfully ran a small business at the school. Kaylin's business arranged for the delivery of personalized birthday cakes and other gifts to students in the school. Since many of these students were from out of the province or even out of the country, this service provided a way for their family and friends back home to celebrate special occasions. Kaylin used social media like Facebook and Twitter to remind potential customers of upcoming birthdays and other gift-giving occasions such as holidays or campus events (care packages for mid-term exams, picnic packs to celebrate the arrival of spring after a snowy winter, etc.). Describe some of the communication issues related to Kaylin's business.

Answer: For a small business such as Kaylin's, Kaylin would not be in a position to advertise their business in traditional media outlets, so they would need to communicate to their potential customers directly to let them know about services offered. Kaylin would have to communicate clearly what they are providing and what steps customers would need to take to order services/products. Social media like Facebook and Twitter would be useful tools, but some of the 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-English speakers, they might also face language barriers. Kaylin would have to communicate clearly and carefully to avoid ambiguous language and semantic barriers. Kaylin would have to be strategic, professional, and adaptable in communications in order to be successful in this venture.

Diff: 3 Type: ES

Objective: LO 1.2

97) Reshmetie works in the main office at a public elementary school. After only a week on the job, Reshmetie has been asked to deal with a difficult situation. The kindergarten teachers were finding that many of their students' parents were lingering in their classrooms past the start of the school day, consequently making the emotional transition harder for their children. The parents were also crowding the limited physical space within the classrooms and hallways. Reshmetie has been asked to draft a notice to be distributed to the kindergarteners' parents to try to rectify this problem. Reshmetie believes this is a simple enough task and writes the notice below.

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

Discuss the draft and how you might improve it.

Answer: This notice is too blunt and too vague. The parents are probably lingering because 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. Wording 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 to judge when they should leave. To ensure that parents comply, the message should provide a specific instruction (leave immediately, may stay until 8:30 am, etc.). 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.

The message should be strategic, professional, and adaptable. It would be better to be audience-oriented, designed with parents' concerns and likely reactions in mind. Putting it into the context of understanding the parents' motivation for lingering in the classroom, but explaining that this is actually making the children's transition more difficult, may persuade them to comply. The notice should also be specific as to the behaviour the parents are expected to adopt. Issuing a solution-oriented message would make it more likely for the audience to comply. To be professional, Reshmetie should remember that this message is directed at parents, not students, so it should not talk down to them or treat them as if they are children. It should also be appropriate to the situation. The original is vaguely accusatory, blaming the audience. It is not clear whether the parents have already been told that their behaviour 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 any other language spoken by the school community. It should be available as a flyer handed out to parents, and also as a posting on the school website, an email to the kindergarten parents, etc.

Diff: 3 Type: ES

Objective: LO 1.3

98) You are organizing a charity event in which local high school students will participate in a two-day tennis tournament to raise funds for the renovation of the community tennis courts. This will involve communicating with students, their parents, school administrators, coaches, local businesses, and the general public. Discuss some of the communication tasks and challenges you will face in organizing this event.

Answer: To organize this event you will need to communicate with coaches to find students willing to compete and then contact the students to see if they are interested in participating. Since they are high school students you will also need to communicate with their parents and perhaps school administrators to obtain their permission. To run any event you need financial resources, so you will need to communicate with local businesses and convince them to donate their goods, services, and dollars to sponsor your event. One of the biggest challenges will be dealing with multiple audiences. While all are involved in the same event, student players, parents, coaches, school administrators, and local businesses will have varying concerns and viewpoints. When trying to secure funding from local sponsors, for example, you will want to emphasize the benefits to them, including advertising and branding opportunities. Yet emphasizing the commercial aspect of the event would not be useful with players, parents, coaches, or school administrators. You will need to use your reading and listening skills to gain insights into the particular concerns of each audience and craft your messages with these in mind. In some cases, a message may address multiple groups and you will have to juggle and balance the concerns of the various segments of your audience. In all your communication you will need to avoid barriers. In this case, most likely semantic and language barriers. You will also need to promote your event and sell tickets to the general public. Using the various forms of technology and social media available can be a big help to you in this regard.

Diff: 3 Type: ES

Objective: LO 1.2

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

Answer: 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, possibly a conservative outfit like a suit (depending on the nature of the business). 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 anxious to leave. After you have left the interview it is good etiquette to send a thank you message. Be sure to spell check and proofread it to show that you are serious about your interest in this internship.

Diff: 3 Type: ES

Objective: LO 1.3

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: 3 Type: ES

Objective: LO 1.3

101) You are attending a lunch meeting with your manager and a potential customer. Describe four (4) behaviours that you will exhibit in order to demonstrate appropriate professionalism.

Answer: 1) Active listening; 2) Appropriate to the situation; 3) Clear and concise, and 4) Ethical. During a business luncheon, professionalism requires that you observe etiquette and actively participate in conversations without disrespecting others. Communication with a manager and customer should be more formal than when speaking to friends or family. Communication should be clear and concise (avoid mixed messages). Use manners such as saying, "please" and "thank you." Avoid using jargon if the customer is not familiar with specific company terms. Listen actively and let the customer and your manager know you understand by nodding when appropriate and asking clarifying questions as needed. Be ethical in everything you say and offer to do. Understand the purpose of the luncheon/meeting to ensure you ask the right questions and keep the conversation on topic so as not to waste your customer's time, and to retain a professional image. Your communication should address the questions on the audience's mind and anticipate the possible objections.

Diff: 3 Type: ES

Objective: LO 1.3