

Chapter 01: Establishing a Framework for Business Communication

1. In ideal situations, the goal of communication is to:
 - a. reach mutual understanding.
 - b. give constructive criticism.
 - c. provide valuable feedback.
 - d. commend others.

ANSWER: a

2. In the communication process, differences in education level, experience, and culture of the sender and the receiver are examples of:
 - a. synergies.
 - b. interferences.
 - c. claims.
 - d. connotations.

ANSWER: b

3. A person is unable to communicate a message to his or her audience due to a noisy environment. The noisy environment is an example of _____.
 - a. interference
 - b. synergy
 - c. chronemics
 - d. proxemics

ANSWER: a

4. The _____ is a channel typified by the organization chart, which is created by management to define individual and group relationships and to specify lines of responsibility.
 - a. decentralized communication network
 - b. formal communication network
 - c. grapevine communication network
 - d. routine communication network

ANSWER: b

5. Which of the following is true of the formal communication network?
 - a. It is the most lenient of all communication networks.
 - b. It has a reputation for being speedy but inaccurate.
 - c. It is dictated by the managerial, technical, cultural, and structural environment of an organization.
 - d. It undergoes continual changes and does not parallel the organizational chart of an organization.

ANSWER: c

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6. Which of the following sentences is true of grapevine communication?
- a. It has a reputation for being speedy but inaccurate.
 - b. It carries formal messages within an organization.
 - c. It passes a message through a linear channel.
 - d. It has a single, consistent source.

ANSWER: a

7. Jeff, an employee at Citrus Inc., hears about a change in the company's leave policy from one of his coworkers and shares this information with another coworker, Judy. Judy, in turn, passes on the information to her teammates. However, this information has not been officially confirmed. In this scenario, the information was exchanged through _____.
- a. formal communication
 - b. upward communication
 - c. external communication
 - d. grapevine communication

ANSWER: d

8. Which of the following is a difference between the formal communication network and informal communication network?
- a. The formal communication network is dictated by the cultural environment of an organization, whereas the informal communication network is dictated by the technical environment of an organization.
 - b. The formal communication network has no single, consistent source, whereas the informal communication network has a single, consistent source.
 - c. The formal communication network has a reputation for being speedy but inaccurate, whereas the informal communication network is always accurate.
 - d. The formal communication network can be depicted graphically by the organization chart, whereas the informal communication network cannot be depicted accurately by any graphic means.

ANSWER: d

9. _____ flows from supervisor to employee, from policy makers to operating personnel, or from top to bottom on the organization chart.
- a. Upward communication
 - b. Horizontal communication
 - c. Downward communication
 - d. Lateral communication

ANSWER: c

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10. Which of the following is true of downward communication?
- a. The process of creating progress reports is an example of downward communication.
 - b. Recording an employee's results and accomplishments involves downward communication.
 - c. Orientation to a company's rules and practices is an element of downward communication.
 - d. Problem solving and clarifications in organizations involve downward communication.

ANSWER: c

11. Identify a true statement about downward communication.
- a. It helps employees learn about the quality of their job performance.
 - b. It flows from the front lines of an organization to the top.
 - c. It is primarily feedback to requests and actions of supervisors.
 - d. It keeps management informed about the feelings of lower-level employees.

ANSWER: a

12. Chantell, the manager of the claims department in an insurance company, explains her team about the new claim form that the company will use from next month. This scenario is an example of _____.
- a. upward communication
 - b. downward communication
 - c. horizontal communication
 - d. lateral communication

ANSWER: b

13. In the context of directions of communication flow, _____ is a type of communication that is generally a response to requests from supervisors.
- a. downward communication
 - b. upward communication
 - c. horizontal communication
 - d. lateral communication

ANSWER: b

14. Which of the following statements is true of upward communication?
- a. It flows from supervisors to employees and from policy makers to operating personnel.
 - b. It includes teaching people how to perform their specific tasks.
 - c. It involves employees getting frequent feedback from managers.
 - d. It involves risk to an employee and is dependent on trust in the supervisor.

ANSWER: d

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15. One of the major shortcomings of organizational charts is that they do not recognize the role of _____ when they depict authority relationships by placing one box higher than another and define role functions by placing titles in those boxes.
- a. horizontal communication
 - b. upward communication
 - c. downward communication
 - d. external communication

ANSWER: a

16. In the context of levels of communication, internal messages:
- a. are communicated through media advertisements.
 - b. include website communication and annual reports.
 - c. are intended for recipients within an organization.
 - d. include communication to the public.

ANSWER: c

17. Brandon, a manager at Fairpro Technologies Corp., is required to provide individual performance feedback to his subordinates. In this scenario, the communication between Brandon and his subordinates is at a(n) _____ level.
- a. intrapersonal
 - b. interpersonal
 - c. public
 - d. organizational

ANSWER: b

18. Which of the following represents communication at a group level?
- a. A manager addressing his project team in a meeting
 - b. An employee discussing about a new technology with his coworker
 - c. A company publishing its annual report on the company web site
 - d. An organization advertising its product on magazines

ANSWER: a

19. A _____ is the situation or setting within which all communication occurs.
- a. context
 - b. memorandum
 - c. grapevine
 - d. stimulus

ANSWER: a

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20. A supervisor at a manufacturing plant is told to dump chemicals used in the refining process into a local river rather than disposing them properly according to safety regulations. The chief executive officer of the company insists that the chemicals are not harmful to the environment. The supervisor knows that dumping is illegal and that he will lose his job if he reports the issue to authorities at the Environmental Protection Agency. In the context of causes of unethical corporate behavior, this scenario illustrates the supervisor's:
- obsession with personal advancement.
 - expectation of not getting caught.
 - uncertainty about whether an act is wrong.
 - unwillingness to take a stand for what is right.

ANSWER: d

21. ServProf Inc. is a financial consulting firm that is currently recruiting new employees. One of the policies of the company states that an employee should agree to work in the company for a minimum of one year, and this requires every employee to sign a contract with the company. Employees who accept the job offer agree to this policy, and it does not affect them. However, it is against the law for companies to follow such a policy. In this scenario, ServProf has engaged in _____ behavior.
- illegal and unethical
 - illegal yet ethical
 - legal yet unethical
 - legal and ethical

ANSWER: b

22. Which of the following is true of stereotypes?
- They weaken preconceived notions about a person based on his or her ethnicity.
 - They facilitate judging a person based on his or her performance.
 - They influence the way a person interacts with members of another group.
 - They enable effective communication by conjuring a real image of a person.

ANSWER: c

23. One of the most important policies of Windsor Corp. is to provide opportunities for all based only on the skills required for a job. The company's human resource policy holds that a coworker must not be judged based on a group to which he or she belongs. Which of the following, if true, will falsify this policy?
- Chinese employees, though ethnocentric, are friendly toward coworkers of all cultures.
 - Managers do not hire African Americans as they are stereotyped for tardiness.
 - Employees do not judge their colleagues based on their ethnicity.
 - Top management promotes employees only based on their performance.

ANSWER: b

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24. Which of the following statements is true of telecommuting?
- a. It involves regular face-to-face meetings.
 - b. It requires employees to be physically present in a company's office.
 - c. It is ineffective for communication in geographically dispersed locations.
 - d. It reduces travel time and increases work flexibility.

ANSWER: d

25. A(n) _____ is a computer network that uses Internet Protocol technology to share information, operational systems, or computing services within an organization.
- a. telegraph
 - b. intranet
 - c. intercom
 - d. telephone

ANSWER: b

26. _____ is a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content.
- a. Social media
 - b. A web browser
 - c. An intranet
 - d. A cookie

ANSWER: a

27. Which of the following statements is true of decentralized decision making?
- a. It primarily involves downward communication.
 - b. It requires every decision to be made by the top management.
 - c. It enables teams to communicate in a peer-to-peer fashion.
 - d. It follows traditional lines of authority.

ANSWER: c

28. A _____ is a small number of people with complementary skills who work together for a common purpose.
- a. context
 - b. credo
 - c. sample
 - d. team

ANSWER: d

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29. Which of the following statements describes teams?
- a. They lead to decreased interaction between employees and management.
 - b. They increase efficiency by eliminating layers of managers whose job was once to pass orders downward.
 - c. They function effectively as soon as they are formed requiring no developmental process to operate.
 - d. They require managers to set goals for each team member.

ANSWER: b

30. Which of the following is an advantage of a virtual team?
- a. It is characterized by strong leadership.
 - b. It results in increased productivity.
 - c. It has unlimited access to various communication media.
 - d. It facilitates face-to-face communication.

ANSWER: b

31. Which of the following is a disadvantage of virtual teams?
- a. Limited market opportunities
 - b. Inefficient knowledge transfer
 - c. Poor leadership
 - d. Decreased productivity

ANSWER: c

32. Communication is an arrangement that involves working at home or other remote locations and sending and receiving work from a company office electronically.
- a. True
 - b. False

ANSWER: False

33. In career activities, the only form of communication used is verbal communication.
- a. True
 - b. False

ANSWER: False

34. Promoting a company's products, services, and image using a variety of channels in various contexts is one of the career activities that require communication.
- a. True
 - b. False

ANSWER: True

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35. According to the transactional process model, in face-to-face communication situations, parties to the encounter fail to interpret each other's nonverbal signals.

- a. True
- b. False

ANSWER: False

36. In an ideal communication situation, one party would be able to encode his or her message in such a way that the receiving party would understand the intended meaning differently.

- a. True
- b. False

ANSWER: False

37. Organizational communication is communication that occurs with an organizational context.

- a. True
- b. False

ANSWER: True

38. Only the most formal organizations can function in the absence of an informal communication system.

- a. True
- b. False

ANSWER: False

39. The inaccuracy of the grapevine has more to do with the message output than with the input.

- a. True
- b. False

ANSWER: False

40. Context can influence the content, the quality, and the effectiveness of a communication event.

- a. True
- b. False

ANSWER: True

41. Learning about other cultures and developing sensitivity will help maximize ethnocentric relations when dealing with other cultures.

- a. True
- b. False

ANSWER: False

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42. The study of body language is known as chronemics.

- a. True
- b. False

ANSWER: False

43. A limitation of language translation is that some words in one language do not have an equivalent meaning in other languages.

- a. True
- b. False

ANSWER: True

44. One of the weaknesses of teams is that they prevent companies from drawing on the skills and imagination of a whole workforce.

- a. True
- b. False

ANSWER: False

45. In successful team environments, shared leadership, which involves more direct and effective communication between management and its internal customers, is common.

- a. True
- b. False

ANSWER: True

46. Grouping employees into a team structure guarantees that employees will automatically function as a team.

- a. True
- b. False

ANSWER: False

47. Read the scenario, and then answer the corresponding question.

Your coworker, Caitlin, sends you an email to let you know that recent updates have been made to the accounts receivable database. As you read Caitlin's email, you simultaneously listen to your voice mail messages. Then you send a quick reply to Caitlin to let her know you received her email.

Barriers often hinder the communication process. True or False: Listening to voice mail while attempting to read an email is likely to interfere with the communication process.

- a. True
- b. False

ANSWER: True

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Contextual Forces Influencing Business Communication - Legal and Ethical Constraints

Legal and ethical constraints are contextual forces influencing business communication. As contextual forces, legal and ethical constraints shape communication and provide boundaries in which communication occurs. Your understanding of legal and ethical constraints will improve the effectiveness of your workplace communication.

- 48. True or False: Ethical business communication and decision making require that you consider only the position of stakeholders who are investors in publicly traded companies.
 - a. True
 - b. False

ANSWER: False

- 49. Read the scenario, and then answer the corresponding question.

Your coworker, Caitlin, sends you an email to let you know that recent updates have been made to the accounts receivable database. As you read Caitlin's email, you simultaneously listen to your voice mail messages. Then you send a quick reply to Caitlin to let her know you received her email.

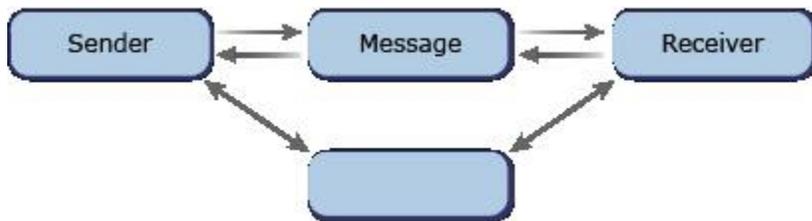
When you reply to Caitlin's email, you are providing _____.

 - A. feedback
 - B. affirmation
 - C. support

ANSWER: feedback

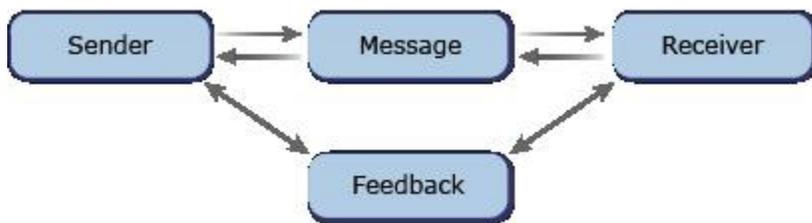
- 50. Study the image of the transactional process model of communication. Identify the missing component in the model.

The Communication Process



The missing component is _____.

- A. interference
- B. coding
- C. feedback



ANSWER: feedback

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Communicating within Organizations

Organizational communication is concerned with the flow of information within an organization. When you are working within a company, your ability to communicate effectively affects not only your personal success and advancement but also the success of the organization as a whole. Therefore, understanding the various aspects of organizational communication is critical to your success in business.

Communication flow refers to the way in which communication takes place within organizations.

51. Read the scenario, and then answer the corresponding question.

HighWire Studios is a corporate communications consulting group. The company has three employees, who work on projects individually. When all three employees are needed on a project, they share information face-to-face or through email.

HighWire Studios primarily uses _____ communication networks to communicate internally.

- A. formal
- B. informal

ANSWER: informal

52. Read the scenario. As you read, consider your position in relation to the ethical and legal forces at work, and then answer the question.

You work for Holstead Communications, a midsized digital phone, cable, and Internet service provider in rural New Mexico. Your company has always provided customers with two billing options: paperless or traditional. As a cost-saving measure, the company has decided to discontinue its traditional billing option. All customers who choose the traditional billing option will be charged a yearly billing fee of \$25. This fee will offset printing and mailing costs of \$600,000 annually.

The CFO and legal team have determined that Holstead is not legally obligated to announce the fee increase to its customers. Therefore, to avoid customer loss, negative press, and a potential decrease in revenue, Holstead will not announce the new fee. Instead, customers with traditional billing options will see a \$2.08 increase on their monthly bills.

As a customer service representative, you understand the difficulties that the additional fee will pose for some customers. For example, you know that some of Holstead's older customers and customers who don't speak English won't be able to decipher the additional fee on their bills.

You are uncomfortable with the choice that top management has made regarding billing fees. Despite your concerns, you know you will be up for promotion next month, and you have decided not to jeopardize your chances for advancement.

This company's decision to add a hidden fee is _____.

- A. legal, yet unethical
- B. illegal, yet ethical
- C. legal and ethical

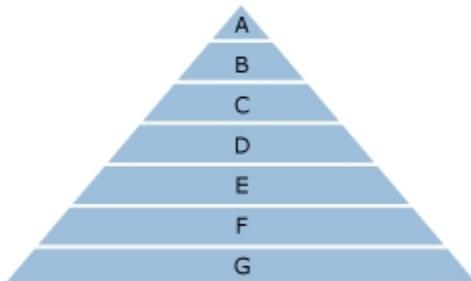
ANSWER: legal, yet unethical

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Global Leadership Competency

53. Consider the image of Global Leadership Competency Model and fill in the following element:

Global Leadership Competency Model



Source: Chin, C.O., Gu, J. & Tubbs, S. [2001]. Developing global leadership competencies. *Journal of Leadership Studies*, 7[4]: 20-35.

- A. _____.
- A. Ignorance
- B. Understanding
- C. Adaptation
- D. Internalization
- E. Appreciation
- F. Awareness
- G. Acceptance

Global Leadership Competency Model



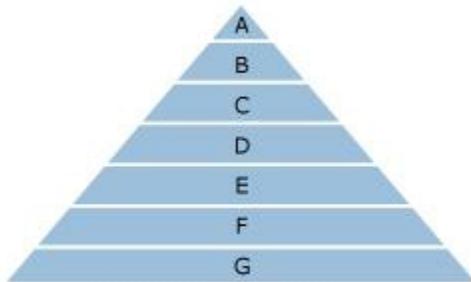
Source: Chin, C.O., Gu, J. & Tubbs, S. [2001]. Developing global leadership competencies. *Journal of Leadership Studies*, 7[4]: 20-35.

ANSWER: Adaptation

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54. Consider the image of Global Leadership Competency Model and Fill in the following element:

Global Leadership Competency Model



Source: Chin, C.O., Gu, J. & Tubbs, S. [2001]. Developing global leadership competencies. *Journal of Leadership Studies*, 7[4]: 20-35.

- B. _____.
- A. Appreciation
- B. Ignorance
- C. Adaptation
- D. Internalization
- E. Awareness
- F. Understanding
- G. Acceptance

Global Leadership Competency Model



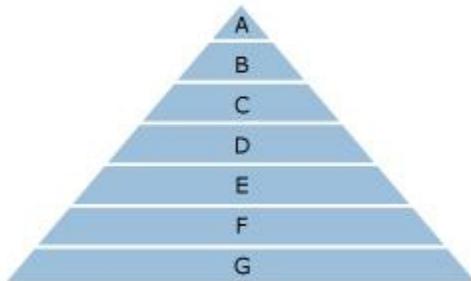
Source: Chin, C.O., Gu, J. & Tubbs, S. [2001]. Developing global leadership competencies. *Journal of Leadership Studies*, 7[4]: 20-35.

ANSWER: Internalization

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55. Consider the image of Global Leadership Competency Model and Fill in the following element:

Global Leadership Competency Model



Source: Chin, C.O., Gu, J. & Tubbs, S. [2001]. Developing global leadership competencies. *Journal of Leadership Studies*, 7[4]: 20-35.

- C. _____.
- A. Awareness
- B. Acceptance
- C. Appreciation
- D. Internalization
- E. Understanding
- F. Ignorance
- G. Adaptation

Global Leadership Competency Model



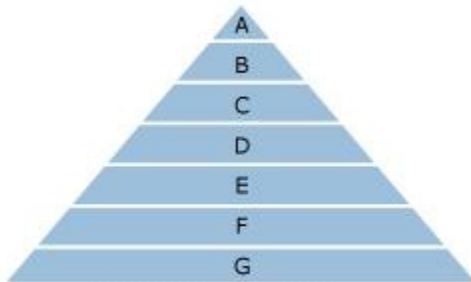
Source: Chin, C.O., Gu, J. & Tubbs, S. [2001]. Developing global leadership competencies. *Journal of Leadership Studies*, 7[4]: 20-35.

ANSWER: Acceptance

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56. Consider the image of Global Leadership Competency Model and Fill in the following element:

Global Leadership Competency Model



Source: Chin, C.O., Gu, J. & Tubbs, S. [2001]. Developing global leadership competencies. *Journal of Leadership Studies*, 7[4]: 20-35.

- D. _____.
- A. Internalization
- B. Awareness
- C. Adaptation
- D. Acceptance
- E. Ignorance
- F. Appreciation
- G. Understanding

Global Leadership Competency Model



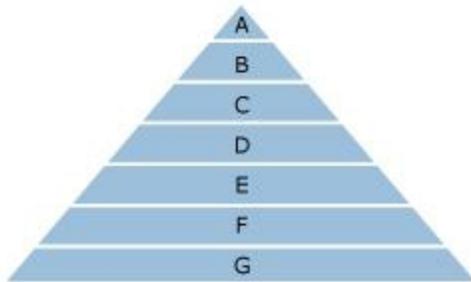
Source: Chin, C.O., Gu, J. & Tubbs, S. [2001]. Developing global leadership competencies. *Journal of Leadership Studies*, 7[4]: 20-35.

ANSWER: Appreciation

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57. Consider the image of Global Leadership Competency Model and Fill in the following element:

Global Leadership Competency Model



Source: Chin, C.O., Gu, J. & Tubbs, S. [2001]. Developing global leadership competencies. *Journal of Leadership Studies*, 7[4]: 20-35.

- E. _____.
- A. Internalization
- B. Adaptation
- C. Awareness
- D. Acceptance
- E. Ignorance
- F. Understanding
- G. Appreciation

Global Leadership Competency Model



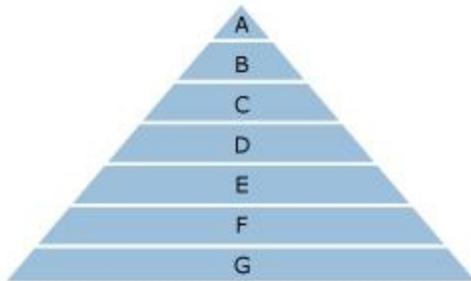
Source: Chin, C.O., Gu, J. & Tubbs, S. [2001]. Developing global leadership competencies. *Journal of Leadership Studies*, 7[4]: 20-35.

ANSWER: Understanding

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58. Consider the image of Global Leadership Competency Model and Fill in the following element:

Global Leadership Competency Model



Source: Chin, C.O., Gu, J. & Tubbs, S. [2001]. Developing global leadership competencies. *Journal of Leadership Studies*, 7[4]: 20-35.

- F. _____.
- A. Internalization
- B. Awareness
- C. Adaptation
- D. Understanding
- E. Ignorance
- F. Appreciation
- G. Acceptance

Global Leadership Competency Model



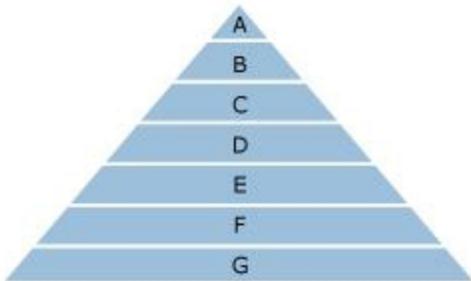
Source: Chin, C.O., Gu, J. & Tubbs, S. [2001]. Developing global leadership competencies. *Journal of Leadership Studies*, 7[4]: 20-35.

ANSWER: Awareness

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59. Consider the image of Global Leadership Competency Model and Fill in the following element:

Global Leadership Competency Model



Source: Chin, C.O., Gu, J. & Tubbs, S. [2001]. Developing global leadership competencies. *Journal of Leadership Studies*, 7[4]: 20-35.

- G. _____.
- A. Appreciation
- B. Adaptation
- C. Ignorance
- D. Understanding
- E. Internalization
- F. Acceptance
- G. Awareness

Global Leadership Competency Model



Source: Chin, C.O., Gu, J. & Tubbs, S. [2001]. Developing global leadership competencies. *Journal of Leadership Studies*, 7[4]: 20-35.

ANSWER: Ignorance

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60. Read the scenario, and then answer the corresponding question.

You have been assigned to represent your department on an ad hoc, strategic planning committee that will present recommendations to company executives. The first task the committee assigns you is gathering data and reporting back. You gather the requested information and compose a research report for your committee.

The committee is pleased with your work and asks you to prepare a status report and present it to the CEO at the next monthly meeting. You happily agree and follow through with this request.

After you deliver the report to the CEO, you get an email from her requesting your presence at the next meeting of the board of directors. She would like you to present your status report there as well.

When you read the email from your CEO asking you to present to the board of directors, you are the _____.

- A. encoder
- B. sender
- C. receiver

ANSWER: receiver

61. Read the scenario, and then answer the corresponding question.

You have been assigned to represent your department on an ad hoc, strategic planning committee that will present recommendations to company executives. The first task the committee assigns you is gathering data and reporting back. You gather the requested information and compose a research report for your committee.

The committee is pleased with your work and asks you to prepare a status report and present it to the CEO at the next monthly meeting. You happily agree and follow through with this request.

After you deliver the report to the CEO, you get an email from her requesting your presence at the next meeting of the board of directors. She would like you to present your status report there as well.

The CEO's email communication is an example of _____ communication.

- A. lateral
- B. upward
- C. downward

ANSWER: downward

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62. What is organizational communication? Describe the formal and informal communication networks.

ANSWER: Organizational communication is communication that occurs with an organizational context. Regardless of your career or level within an organization, your ability to communicate will affect not only the success of the organization but also your personal success and advancement within that organization.

Communication occurs in a variety of ways within an organization. Some communication flows are planned and structured; others are not. Some communication flows can be formally depicted, whereas some defy description.

Communication within an organization involves both formal and informal networks.

Formal communication network: This channel is typified by the formal organization chart, which is created by management to define individual and group relationships and to specify lines of responsibility.

Essentially, the formal system is dictated by the managerial, technical, cultural, and structural environment of the organization. Within this system, people are required to behave and to communicate in certain ways simply to get work done. When employees rely almost entirely on the formal communication system as a guide to behavior, the system might be identified as a bureaucracy. Procedures manuals, job descriptions, organization charts, and other written materials dictate the required behavior. Communication channels are followed strictly, and red tape is abundant. Procedures are generally followed exactly; terms such as rules and policies serve as sufficient reasons for actions.

Informal communication network: This network, which is commonly called "the grapevine," continuously develops as people interact within the formal system to accommodate their social and psychological needs. Because the informal network undergoes continual changes and does not parallel the organizational chart, it cannot be depicted accurately by any graphic means. As people talk casually during breaks, text one another, or chat online, the focus usually shifts from topic to topic. One of the usual topics is work—job, company, supervisor, fellow employees. Even though the formal system includes definite communication channels, the grapevine tends to develop and operate within all organizations.

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63. Explain the levels of communication with an example each.

ANSWER: Communication can involve sending messages to both large and small audiences. Internal messages are intended for recipients within an organization. External messages are directed to recipients outside the organization. When considering the intended audience, communication can be described as taking place on five levels: intrapersonal, interpersonal, group, organizational, and public. An effective communicator has a clearly defined purpose for each message and selected strategies for targeting his or her intended audience.

- a. Intrapersonal communication level: This communication level involves communication within oneself. However, this level of communication is not considered by some to be true communication as it does not involve a separate sender and receiver. For example, an individual considers how others respond to his or her verbal and/or nonverbal communication.
- b. Interpersonal communication level: This communication level involves communication between two people. The task goal of this communication level is to accomplish work confronting the two people. In this communication level, the maintenance goal is to feel better about themselves and each other because of their interaction. For example, communication between supervisor and subordinate and between two coworkers.
- c. Group communication level: This communication level involves communication among more than two people. Here, the goal is to achieve greater output than individual efforts could produce. Examples include work group, project team, and department meeting.
- d. Organizational communication level: This communication level involves groups combined in such a way that large tasks may be accomplished. The goal of this communication level is to provide adequate structure for groups to achieve their purposes. Examples include communication with a company or an organization.
- e. Public communication level: This communication level involves an organization reaching out to its public to achieve its goals. The goal is to reach many with the same message. Examples include media advertisement, website communication, and the annual report. See 1-3: Communicating within Organizations

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64. List four contextual forces affecting business communication. Explain one of the forces in detail.

ANSWER: The contextual forces affecting business communication are:

- a. Legal and ethical constraints
- b. Diversity challenges
- c. Changing technology
- d. Team environment

Legal and ethical constraints: Legal and ethical constraints act as contextual or environmental forces on communication because they set boundaries in which communication rightfully occurs. International, federal, state, and local laws affect the way that various business activities are conducted. For instance, laws specify that certain information must be stated in messages that reply to credit applications and those dealing with the collection of outstanding debts. Furthermore, one's own ethical standards will often influence what he or she is willing to say in a message. For example, a system of ethics built on honesty might require that a message provides full disclosure rather than a shrouding of the truth. Legal responsibilities, then, are the starting point for appropriate business communication. One's ethical belief system, or personal sense of right and wrong behavior, provides further boundaries for professional activity.

The press is full of examples of unethical conduct in business and political communities, but unethical behavior is not relegated to the papers—it has far-reaching consequences. Those affected by decisions, the stakeholders, can include people inside and outside an organization. Employees and stockholders are obvious losers when a company fails. Competitors in the same industry also suffer, because their strategies are based on what they perceive about their competition. Beyond that, financial markets as a whole suffer due to erosion of public confidence.

Business leaders, government officials, and citizens frequently express concern about the apparent erosion of ethical values in society. Even for those who want to do the right thing, matters of ethics are seldom clearcut decisions of right versus wrong, and they often contain ambiguous elements. In addition, the pressure appears to be felt most strongly by lower-level managers, often recent business school graduates who are the least experienced at doing their jobs.

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65. Explain the causes of illegal and unethical behavior.

- ANSWER:* Understanding the major causes of illegal and unethical behavior in the workplace will help you become sensitive to signals of escalating pressure to compromise your values. Unethical corporate behavior can have a number of causes:
- Excessive emphasis on profits: Business managers are often judged and paid on their ability to increase business profits. This emphasis on profits might send a message that the end justifies the means.
 - Misplaced corporate loyalty: A misplaced sense of corporate loyalty might cause an employee to do what seems to be in the best interest of a company, even if the act is illegal or unethical.
 - Obsession with personal advancement: Employees who wish to outperform their peers or are working for the next promotion might feel that they cannot afford to fail. They might do whatever it takes to achieve the objectives assigned to them.
 - Expectation of not getting caught: Thinking that the end justifies the means, employees often believe illegal or unethical activity will never be discovered. Unfortunately, a great deal of improper behavior escapes detection in the business world. Believing no one will ever find out, employees are tempted to lie, steal, and perform other illegal acts.
 - Unethical tone set by top management: If top managers are not perceived as highly ethical, lower-level managers might be less ethical as a result. Employees have little incentive to act legally and ethically if their superiors do not set an example and encourage and reward such behavior.
 - Uncertainty about whether an action is wrong: Many times, company personnel are placed in situations in which the line between right and wrong is not clearly defined.
 - Unwillingness to take a stand for what is right: Often employees know what is right or wrong but are not willing to take the risk of challenging a wrong action. They might lack the confidence or skill needed to confront others with sensitive legal or ethical issues. They might remain silent and then justify their unwillingness to act.

66. Explain the four dimensions of analyzing ethical dilemmas.

- ANSWER:* Determining whether an action is ethical can be difficult. Learning to analyze a dilemma from both legal and ethical perspectives will help you find a solution that conforms to your own personal values.
- Dimension 1: Behavior that is illegal and unethical: When considering some actions, you will reach the conclusion that they are both illegal and unethical. The law specifically outlines the "black" area—those alternatives that are clearly wrong—and your employer will expect you to become an expert in the laws that affect your particular area. When you encounter an unfamiliar area, you must investigate any possible legal implications. Frequently, your own individual sense of right and wrong will also confirm that the illegal action is wrong for you personally. In such situations, decisions about appropriate behavior are obvious.
 - Dimension 2: Behavior that is illegal yet ethical: Occasionally, a businessperson will decide that even though a specific action is illegal, there is a justifiable reason to break the law. A better course of action would be to act within the law, possibly while lobbying for a change in the law.
 - Dimension 3: Behavior that is legal yet unethical: If you determine that a behavior is legal and complies with relevant contractual agreements and company policy, your next step is to consult your company's or profession's code of ethics. This written document summarizes the company's or profession's standards of ethical conduct. Some companies refer to this document as a credo. If the behavior does not violate the code of ethics, then put it to the test of your own personal integrity.
 - Dimension 4: Behavior that is both legal and ethical: Decisions in this dimension are easy to make. Such actions comply with the law, company policies, and your professional and personal codes of ethics.

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67. Explain communication opportunities and challenges in diversity in businesses.

ANSWER: As world markets continue to expand, U.S. employees at home and abroad will be doing business with more people from other countries. You might find yourself working abroad for a large American company, an international company with a plant in the United States, or a company with an ethnically diverse workforce. Regardless of the workplace, your diversity skills—that is, your ability to communicate effectively with both men and women of all ages, cultures, and minority groups—will affect your success in today's culturally diverse global economy.

Workplace diversity can lead to misunderstandings and miscommunications, but it also poses opportunities to improve both workers and organizations. Employees must be prepared to communicate effectively with workers of different nationalities, genders, races, ages, abilities, and other characteristics.

Being a part of a diverse workforce will require you to communicate with everyone

and to support colleagues in reaching their fullest potential and contributing to the company's goals. To lessen miscommunication, which inevitably occurs, increasing numbers of companies have undertaken diversity initiatives

and are providing diversity training seminars to help workers understand and appreciate gender and age differences and the cultures of coworkers.

68. Explain how ethnocentrism, stereotypes, and interpretation of time can create barriers to intercultural communication.

ANSWER: Because cultures give different definitions of such basics of interaction as values and norms, people raised in two different cultures can clash in various ways.

a. Ethnocentrism: Problems occur between people of different cultures primarily because people tend to assume that their own cultural norms are the right way to do things. They wrongly believe that the specific patterns of behavior desired in their own cultures are universally valued. This belief, known as ethnocentrism, is certainly natural; but learning about other cultures and developing sensitivity will help minimize ethnocentric reactions when dealing with other cultures.

b. Stereotypes: We often form a mental picture of the main characteristics of another group, creating preformed ideas of what people in this group are like. These pictures, called stereotypes, influence the way we interact with members of the other group. When we observe a behavior that conforms to a stereotype, the validity of the preconceived notion is reinforced. We often view the other person as a representative of a class of people rather than as an individual. These stereotypes can interfere with communication when people interact on the basis of the imagined representative and not the real individual.

c. Interpretation of time:

The study of how a culture perceives time and its use is called chronemics

. In the United States, we have a saying that "time is money." Canadians, like some northern Europeans who are also concerned about punctuality, make appointments, keep them, and complete them, and waste no time in the process. In some other cultures, time is the cheapest commodity and an inexhaustible resource; time represents a person's span on Earth, which is only part of eternity. To these cultures, engaging in long, casual conversations prior to serious discussions or negotiations is time well spent in establishing and nurturing relationships. On the other hand, the time-efficient American businessperson is likely to fret about wasting precious time.

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69. In the context of barriers of communication, explain personal space requirements, body language, and translation limitations.

ANSWER: Because cultures give different definitions of such basics of interaction as values and norms, people raised in two different cultures can clash in various ways.

a. Personal space requirements: Space operates as a language just as time does. The study of cultural space requirements is known as proxemics. In all cultures, the distance between people functions in communication as "personal space" or "personal territory." In the United States, for example, for intimate conversations with close friends and relatives, individuals are willing to stay within about a foot and a half of each other. However, in many cultures outside the United States, closer personal contact is accepted, or greater distance might be the norm.

b. Body language: The study of body language is known as kinesics. Body language is not universal, but instead is learned from one's culture. Even the most basic gestures have varying cultural meanings—the familiar North American symbol for "okay" means zero in France, money in Japan, and an expression of vulgarity in Brazil. Similarly, eye contact, posture, and facial expressions carry different meanings throughout the world.

c. Translation limitations: Words in one language do not always have an equivalent meaning in other languages, and the concepts the words describe are often different as well. Translators can be helpful, but keep in mind that a translator is working with a second language and must listen to one language, mentally cast the words into another language, and then speak them. This process is difficult and opens the possibility that the translator will fall victim to one or more cultural barriers. Even if you cannot speak or write another language fluently, people from other cultures will appreciate simple efforts to learn a few common phrases.

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70. Explain how changing technology influences communication.

ANSWER:

Electronic tools create opportunities that range from new kinds of communications to improved quality of messages themselves. Electronic tools, such as the Internet, intranets, document production software, multimedia presentations, Web publishing tools, and email, can help people in various ways, such as by (i) collecting and analyzing data, (ii) shaping messages to be clearer and more effective, and (iii) communicating quickly and efficiently with others in geographically dispersed locations. Using various communication technologies, individuals can often work in their homes or other remote locations and send and receive work from a company office electronically. Telecommuting offers various advantages, including reduced travel time and increased work flexibility. Laptops and smartphones provide computing power and connectivity for professionals wherever they are. While the public Internet is accessible to everyone and offers a wide array of information, organizations are establishing intranets, which can be understood as a private analog of the Internet, or as a private extension of the Internet confined to a particular organization. An intranet is a computer network that uses Internet Protocol technology to share information, operational systems, or computing services within an organization. Increasingly, intranets are being used to deliver tools or sophisticated corporate directories, sales and customer relationship management tools, project management and so forth, to advance productivity. Intranets are also being used as corporate culture-change platforms. For example, large numbers of employees discussing key issues in an intranet forum application could lead to new ideas in management, productivity, quality, and other corporate issues. When part of an intranet is made accessible to customers and others outside the business, that segment becomes part of an extranet, or a network between organizations.

A related development is the growing use of social media in organizations. Social media is "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content." Social media depends on mobile and web-based technologies to create highly interactive platforms through which individuals and communities share, co-create, discuss, and modify user-generated content. It introduces substantial and pervasive changes to communication between organizations, communities, and individuals. In a business context, social media provides opportunities to engage in marketing research, communication, sales promotions/discounts, and relationship development/loyalty programs.

Although many benefits are provided through the use of technology in organizations, challenges or risks also must be recognized. The experience can also be expensive in terms of human time spent and charges incurred for online time. Locating information from electronic sources requires that you know the search procedures and methods for constructing an effective search strategy. There are also possible legal liabilities that can arise from improper use of technological resources.

Effective use of various communication technologies helps ensure timely, targeted messages and responses and helps build interpersonal relationships. This responsiveness leads to positive interactions with colleagues and strong customer commitment.

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71. Discuss the ways to maximize work team effectiveness.

ANSWER: Grouping employees into a team structure does not mean that they will automatically function as a team. A group must go through a developmental process to begin to function as a team. Members need training in such areas as problem solving, goal setting, and conflict resolution. Teams must be encouraged to establish the "three Rs"—roles, rules, and relationships.

A self-directed work team can become the basic organizational building block to best ensure success in dynamic global competition. Skills for successful participation in team environments are somewhat different from those necessary for success in old-style organizations. Today successful business communicators and team members must possess the ability to:

- a. give and take constructive criticism, actively listen, clearly impart one's views to others, and provide meaningful feedback;
- b. break down emotional barriers, such as insecurity or condescension;
- c. promote team functioning by removing process barriers, such as rigid policies and procedures;
- d. understand the feelings and needs of coworkers so members feel comfortable stating their opinions and discussing the strengths and weaknesses of the team;
- e. overcome cultural barriers, such as stereotyped roles and responsibilities, that can separate workers from management; and
- f. apply leadership skills in a dynamic group setting that results in team success. In dynamic team leadership, referred to as distributed leadership, the role of leader can alternate among members, and more than one leadership style can be active at any given time.

Gender, cultural, and age differences among members of a team can present barriers to team communication. Knowing what behaviors can limit the group process is imperative to maximizing results. Team members might need awareness training to assist in recognizing behaviors that may hinder team performance and in overcoming barriers that can limit the effectiveness of their communication.

SCENARIO-BASED QUESTIONS

72. Upward Communication

Orton is a manager at Hardwire Technological Solutions (HTS), a multinational information technology company. Alan and Stephanie work in his team as junior analysts. Stephanie was one of the best performers at HTS. However, her performance in the last three months has been faltering and is showing no signs of improvement. This concerned Orton, who requested for a one-on-one meeting with Alan and Stephanie, individually. Why did Orton request for a one-on-one meeting with Alan and Stephanie? How did Orton think this will help Stephanie?

ANSWER: Orton requested for a personal meeting with Stephanie to discuss her problems, her work and methods of doing it, and her perception of the organization. This type of communication is called upward communication, where the management requests for feedback from lower organizational levels. However, this type of communication can be misleading because Stephanie might be unwilling to discuss her problems with a superior officer like Orton. Stephanie's message might contradict her true feelings and perceptions. Orton, therefore, might have requested for a meeting with Alan to discuss her problems and give feedback. Upward communication paves the way for effective downward communication, in which the communication flows from Orton to the employees. After receiving feedback from Alan and Stephanie, Orton might find himself in a better position to help Stephanie to perform her tasks effectively.

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73. Barriers In Effective Communication

Jared is a Quants trainer working at Theta Institute. Juan, a first generation Latin American, is a Quants student at Theta Institute. Juan's classes are scheduled at 16:00–17:30 every weekday. Theater classes are also scheduled at the same time every day in the adjacent room. Juan's grades have not shown any signs of improvement in the last one year, and Jared is worried that at this rate Juan might not clear his final examinations. Jared decides to investigate why Juan is unable to process information and decides to investigate the barriers for effective communication. What did Jared conclude?

ANSWER: It is possible that a difference in education level, culture, and other characteristics of Jared and Juan, a first generation Latin American, is affecting Juan and creating a barrier for effective communication. Noise from the theater class in the adjacent room or interruptions could be affecting Juan's ability to concentrate. Physical interferences in the channel, including a noisy environment, interruptions, and uncomfortable surroundings, can also create a barrier for effective communication. It is possible that Juan is preoccupied with other problems and is not concentrating in class. Mental distractions, such as the preoccupation and developing a response, rather than listening, create barriers to understanding.

74. Maximization Of Work Team Effectiveness

Joseph was appointed captain of his office cricket team. In his first week as captain of the cricket team, Joseph noted that the team was not up to corporate standards. It has been a while since they played together as a team, and the team lacked match practice. There was also a lot of fighting within the team. Andrew and Jack, the opening batsmen for the team, do not get along well with each other. This tension between the opening pair caused a lot of friction in the team. The team's morale was down and lacked motivation for the upcoming corporate tournament. However, Joseph knows what the team is capable of winning if they play together as a team. What should Joseph do to maximize the team's effectiveness?

ANSWER: Grouping players into a team structure does not mean that they will automatically function as a team. The players must go through a developmental process to begin to function effectively as a team. Joseph should ensure that the players are provided proper training in areas such as problem solving, goal setting, and conflict resolution. The team must be encouraged to establish the "three Rs"—roles, rules, and relationships.

Joseph should give and take constructive criticism, actively listen, clearly impart his views to others, and provide meaningful feedback to his teammates. He should breakdown emotional barriers, such as insecurity or condescension. He should promote team functioning by removing process barriers, such as rigid policies and procedure. The team should be given the liberty to make its own choices during and after a match. Joseph should understand the feelings and needs of his teammates so that they feel comfortable stating their opinions and discussing the strengths and weaknesses of the team. Joseph could also try the practice of dynamic leadership, in which the role of the leader can alternate among members and more than one leadership style can be active at any given time.