

TEST BANK



CONTEMPORARY BUSINESS COMMUNICATION SCOT OBER



7TH EDITION

CHAPTER 2

Contemporary Issues in Business Communication

1. T F A team is a group of people who rely on each other to achieve a common theme.
Ans: False AACSB Outcomes: CA CO: 1 Page: 38
2. T F Because individuals don't waste time interacting with others, they can usually accomplish more work than teams.
Ans: False AACSB Outcomes: CA CO: 1 Page: 38
3. T F Synergy occurs when a group's virtual output is greater than the sum of the individual members' contributions.
Ans: False AACSB Outcomes: CA CO: 1 Page: 38
4. T F Research indicates that the ideal small team consists of five members.
Ans: True AACSB Outcomes: CA CO: 1 Page: 38
5. T F When members of a work team try to evade individual responsibility, they are engaged in social loafing.
Ans: True AACSB Outcomes: CAE CO: 1 Page: 38
6. T F Virtual teams brainstorm more productively than members of teams that work face-to-face.
Ans: True AACSB Outcomes: CAT CO: 1 Page: 38
7. T F Avoiding conflict in groups is essential to preserving harmony and successfully completing projects.
Ans: False AACSB Outcomes: CAE CO: 1 Page: 39
8. T F Groups should discourage debate about work issues because this prevents cohesive decisions from being implemented on time.
Ans: False AACSB Outcomes: CAE CO: 1 Page: 39
9. T F Groupthink results when a team's cohesiveness suppresses the free flow of ideas.
Ans: True AACSB Outcomes: CA CO: 1 Page: 39
10. T F Pressure to form cliques within a group contributes to consensus building.
Ans: False AACSB Outcomes: CA CO: 1 Page: 39
11. T F A consensus occurs when all team members can support a particular course of action.
Ans: True AACSB Outcomes: CA CO: 1 Page: 40
12. T F To build a level of trust and ease, team members should engage in small talk at their initial meeting.
Ans: True AACSB Outcomes: CAE CO: 1 Page: 40
13. T F The ability to speak persuasively is the single most important skill a person must possess to work through team problems most productively.
Ans: False AACSB Outcomes: CA CO: 1 Page: 40
14. T F Team members are likely to be more open to your comments if you speak in specifics rather than exaggerating.
Ans: True AACSB Outcomes: CA CO: 1 Page: 40
15. T F Using labels such as *unreliable* when giving feedback in meetings focuses members' attention on why certain behaviors are problematic.
Ans: False AACSB Outcomes: CAE CO: 1 Page: 41

16. T F Whether you are offering a compliment or a complaint, you should use more *you* statements than *I* statements in communicating with team members.
Ans: False AACSB Outcomes: CAE CO: 1 Page: 41
17. T F When identifying performance problems, one should try to assign responsibility to a particular member instead of to the entire group.
Ans: False AACSB Outcomes: CAE CO: 1 Page: 42
18. T F A group will perform more effectively if its members are allowed to contribute as fully as possible.
Ans: True AACSB Outcomes: CAE CO: 1 Page: 42
19. T F When writing in a team, your first order of business is to divide tasks among the members.
Ans: False AACSB Outcomes: CA CO: 1 Page: 43
20. T F To help management make more fully informed decisions, a team should include all the data it collects in the final document.
Ans: False AACSB Outcomes: CA CO: 1 Page: 43
21. T F If you are writing in a team, it is important to bring members together regularly to assess progress, resolve any questions, and reexamine the workload.
Ans: True AACSB Outcomes: CA CO: 1 Page: 43
22. T F A frequent problem of team-written documents is the lack of one “voice” throughout the document.
Ans: True AACSB Outcomes: CA CO: 1 Page: 44
23. T F Team members have an ethical obligation to avoid promoting self-centered agendas.
Ans: True AACSB Outcomes: CAE CO: 1 Page: 45
24. T F Businesspeople in all cultures attach the same negative connotations to tardiness.
Ans: False AACSB Outcomes: CAD CO: 2 Page: 46
25. T F Someone from another culture may misunderstand your friendly intentions if you repeatedly reach out to touch him or her during a conversation.
Ans: True AACSB Outcomes: CAD CO: 2 Page: 46
26. T F When traveling abroad to conduct business, Americans should display an attitude of ethnocentrism.
Ans: False AACSB Outcomes: CAD CO: 2 Page: 45
27. T F Although body language varies from culture to culture, the implications of key signals such as direct eye contact are universally understood.
Ans: False AACSB Outcomes: CAD CO: 2 Page: 46
28. T F Unlike their counterparts in Northern Europe, businesspeople in Asia rely heavily on context and body language to communicate meaning.
Ans: True AACSB Outcomes: CAD CO: 2 Page: 47
29. T F How people behave in social settings is less culture-dependent than how they behave in work groups.
Ans: False AACSB Outcomes: CAD CO: 2 Page: 46
30. T F You should study customs related to formality and ways of showing respect before you travel to meet business contacts abroad.
Ans: True AACSB Outcomes: CAD CO: 2 Page: 49
31. T F When you use slang or jargon in conversation with businesspeople from other cultures, you should speak extremely slowly and avoid confusing specifics.
Ans: False AACSB Outcomes: CAD CO: 2 Page: 49
32. T F The most difficult strategy for succeeding in other cultures is showing respect.
Ans: False AACSB Outcomes: CAD CO: 2 Page: 49
33. T F If you use humor during your business meetings with international contacts, you're sure to put everyone at ease.
Ans: False AACSB Outcomes: CAD CO: 2 Page: 49

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34. T F When communicating with someone from a minority group, use the identifying terminology that the group or individual prefers.
Ans: True AACSB Outcomes: CADE CO: 2 Page: 52
35. T F Changes in the ethnic composition of the U.S. population will profoundly affect the way you conduct business and communicate with others.
Ans: True AACSB Outcomes: CAD CO: 2 Page: 51
36. T F Men and women use communication for the same purposes and in the same style.
Ans: False AACSB Outcomes: CAD CO: 2 Page: 52
37. T F Women tend to interrupt someone to agree with what that person is saying.
Ans: True AACSB Outcomes: CAD CO: 2 Page: 52
38. T F Men use communication primarily to show their expertise and preserve their status.
Ans: True AACSB Outcomes: CAD CO: 2 Page: 52
39. T F The Americans with Disabilities Act requires businesses to train their employees in the nuances of communicating with people who have disabilities.
Ans: False AACSB Outcomes: CADE CO: 2 Page: 53
40. T F A code of ethics goes beyond legal rules to tell us how to act when the law is silent.
Ans: True AACSB Outcomes: CAE CO: 3 Page: 54
41. T F There are three types of ethics: social, individual, and philosophical.
Ans: False AACSB Outcomes: CAE CO: 3 Page: 54
42. T F If everyone engages in an unethical practice, you are more likely to do so as well.
Ans: True AACSB Outcomes: CAE CO: 3 Page: 55
43. T F "Is it legal?" is a key question in evaluating ethical decision making.
Ans: True AACSB Outcomes: CAE CO: 3 Page: 56
44. T F Ethics applies to what is actually communicated.
Ans: False AACSB Outcomes: CAE CO: 3 Page: 57
45. T F E-mail easily outpaces telephone calls and letters sent via the U.S. Postal Service.
Ans: True AACSB Outcomes: CAT CO: 4 Page: 58
46. T F Approximately 70 percent of employers believe they have the right to read anything sent through the company electronic communication system.
Ans: True AACSB Outcomes: CAT CO: 4 Page: 59
47. T F A bcc notation alerts a receiver that others have received copies of the current message.
Ans: False AACSB Outcomes: CA CO: 4 Page: 60
48. T F E-mail is neither as formal as a letter nor as informal as a telephone call.
Ans: True AACSB Outcomes: CAT CO: 4 Page: 60
49. T F For emphasis, type an e-mail message in all capital letters.
Ans: False AACSB Outcomes: CAT CO: 4 Page: 59

Choose the best answer from the responses listed.

50. Virtual teams are groups in which members are
- a) completely committed to achieving common goals.
 - b) self-directed rather than led by one team member.
 - c) recognized for individual as well as group performance.
 - d) not using face-to-face communication.
 - e) encouraged to value diversity for its effect on performance.
- Ans: d AACSB Outcomes: CAT CO: 1 Page: 38*

51. According to research, the most effective work teams generally consist of no more than ____ members.
- a) two
 - b) three
 - c) five
 - d) seven
 - e) ten
- Ans: d AACSB Outcomes: CA CO: 1 Page: 38*
52. Which statement correctly describes teams?
- a) Teamwork usually produces lower-quality output than individual work.
 - b) Conflict about issues should be avoided during team meetings because it destroys group cohesiveness.
 - c) Teams should strive for groupthink to enhance cohesiveness.
 - d) The most effective teams require unanimity to make every decision.
 - e) Personality conflicts can damage a team's effectiveness.
- Ans: e AACSB Outcomes: CA CO: 1 Page: 39*
53. Groupthink is caused by
- a) pressure to show immediate results.
 - b) an overemphasis on unity that stifles information flow.
 - c) requiring decisions to be made through consensus.
 - d) narrowly defined problems and goals.
 - e) interpersonal conflict that interferes with productivity.
- Ans: b AACSB Outcomes: CA CO: 1 Page: 39*
54. Which statement about team feedback is accurate?
- a) You should express only positive feedback.
 - b) You should use behavioral labels in your feedback.
 - c) You should offer criticism in an indirect way.
 - d) You should provide positive and negative feedback.
 - e) You should focus on giving feedback, not on receiving it.
- Ans: d AACSB Outcomes: CA CO: 1 Page: 40*
55. Which of the following methods is appropriate for conflict resolution?
- a) Lighten a tense moment with a compliment or humor.
 - b) Exaggerate your response to show sincerity in solving the problem.
 - c) Devote sufficient time to identifying a scapegoat.
 - d) Respond in kind if opinions become too personal.
 - e) Assume responsibility for members' respect and behavior.
- Ans: a AACSB Outcomes: CAE CO: 1 Page: 42*
56. Which of the following is *not* an appropriate way to manage team writing?
- a) Start by identifying the goals and the audience.
 - b) Divide tasks equitably among team members.
 - c) Plan a schedule for each part of the writing project.
 - d) Before writing, figure out what research is needed.
 - e) Use a data-dump to cover all research gathered.
- Ans: e AACSB Outcomes: CA CO: 1 Page: 43*
57. A common problem of team writing is
- a) sloppy format.
 - b) lack of organization.
 - c) multiple voices.
 - d) lack of detail.
 - e) excessive informality.
- Ans: c AACSB Outcomes: CA CO: 1 Page: 44*

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58. Which of the following is an example of preferred wording for commenting on peer writing?

- a) I was confused by this paragraph.
- b) You really need to make this part clearer.
- c) I liked this section.
- d) Have you thought about using the spell-check feature?
- e) Take a grammar class and then edit this document again.

Ans: a AACSB Outcomes: CAE CO: 1 Page: 41

59. From an ethical perspective, team members should

- a) put their self-interest first.
- b) respect the ideas of others.
- c) arouse conflict to improve team debates.
- d) support the dominant member to facilitate decisions.
- e) ignore any emotional needs of the members.

Ans: b AACSB Outcomes: CAE CO: 1 Page: 45

60. Ethnocentrism is

- a) the acceptance of cultural diversity.
- b) belief in the superiority of one's own culture.
- c) a tendency toward centrally controlled communication.
- d) adherence to strict ethical standards.
- e) the use of culture-bound terminology.

Ans: b AACSB Outcomes: CAD CO: 2 Page: 45

61. When conducting international business with people in Asia or Latin America, plan to

- a) make decisions immediately and avoid wasting time.
- b) arrive promptly because tardiness indicates a lack of respect.
- c) engage in small talk and socialize before discussing business.
- d) look directly at your associates as a sign of respect.
- e) get your message across quickly using slang and jargon.

Ans: c AACSB Outcomes: CAD CO: 2 Page: 46

62. Touching behavior is

- a) not consistent from culture to culture.
- b) expected in the social zone.
- c) common among Asian businesspeople.
- d) inappropriate for ethical reasons.
- e) important for establishing rapport.

Ans: a AACSB Outcomes: CAD CO: 2 Page: 46

63. In cultures where context sensitivity is high, businesspeople

- a) attach importance to the trappings of ceremony.
- b) prefer predictable and certain consequences.
- c) assume a long-term context in discussions.
- d) stress the surrounding circumstances in communication.
- e) perceive cultural differences in the context of time.

Ans: d AACSB Outcomes: CAD CO: 2 Page: 47

64. Which statement about communicating across cultures is correct?

- a) You can convey decorum by speaking slowly and distinctly.
- b) You can help audiences follow your comments by minimizing your use of media.
- c) You can convey key points more effectively by mentioning concrete examples.
- d) You can use humor to defuse tense moments or encourage participation.
- e) You can add an air of informality by speaking in local slang.

Ans: c AACSB Outcomes: CAD CO: 2 Page: 49

65. When communicating with people from different cultures, you should
- maintain formality, show respect, and speak clearly.
 - go out of your way to be friendly and humorous.
 - maintain eye contact, offer compliments frequently, and avoid small talk.
 - use first names to show that you are thoughtful and respect others.
 - keep the conversation going to avoid any silences.
- Ans: a AACSB Outcomes: CAD CO: 2 Page: 49*
66. Which of the following is *not* a reason to value diversity?
- You are or will be sharing work with people from other cultures.
 - Learning about other cultures helps avoid misunderstandings.
 - You can benefit from the greater variety of viewpoints.
 - Diversity provides a richer environment for solving problems.
 - The U.S. population is less diverse now than ever before.
- Ans: e AACSB Outcomes: CAD CO: 2 Page: 50*
67. Which statement about gender issues in communication is correct?
- Women are more competitive than cooperative.
 - Men tend to compliment coworkers' work, whereas women tend to criticize it.
 - Women are more domineering than men during meeting discussions.
 - Women tend to emphasize politeness, whereas men tend to be directive in conversation.
 - Men typically interrupt a speaker to support what that person is saying.
- Ans: d AACSB Outcomes: CAD CO: 2 Page: 52*
68. When communicating with a person who is disabled, you should
- be alert and sensitive because some disabilities are not visible.
 - speak more slowly than usual and raise your voice for emphasis.
 - make only the changes needed to comply with legal requirements.
 - be attentive to addressing the individual's needs before you are asked.
 - clarify the nature of the disability so that you can respond appropriately.
- Ans: a AACSB Outcomes: CAD CO: 2 Page: 54*
69. Which of the following statements is *not* true of ethics?
- Every individual has a personal code of ethics.
 - Ethics is a system of moral principles.
 - The terms *ethics* and *legal rule* are synonymous.
 - Ethics represents our personal beliefs about right and wrong.
 - Ethical standards begin forming in childhood.
- Ans: c AACSB Outcomes: CE CO: 3 Page: 54*
70. The ethics defined by an organization are
- social ethics.
 - professional ethics.
 - individual ethics.
 - legal ethics.
 - socioeconomic ethics.
- Ans: b AACSB Outcomes: CAE CO: 3 Page: 54*
71. The ethics defined by the society we live in are
- social.
 - professional.
 - individual.
 - legal.
 - socioeconomic.
- Ans: a AACSB Outcomes: CAE CO: 3 Page: 54*

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72. Which of the following is *not* true of corporate ethics?
- a) Corporate culture affects ethics.
 - b) Managers condone unethical practices by failing to stop them.
 - c) The amount of freedom given to employees to act unethically affects their behavior.
 - d) Employees have less opportunity to be unethical when a code of ethics is consistently and firmly administered.
 - e) More opportunity for theft occurs when people are involved in a transaction.
- Ans: e AACSB Outcomes: CAE CO: 3 Page: 55*
73. Which of the following is *not* a step in making an ethical decision?
- a) gathering facts
 - b) evaluating the options
 - c) asking whether the decision complies with company values
 - d) making the decision
 - e) acting on the decision and explaining the rationale behind it
- Ans: c AACSB Outcomes: CAE CO: 3 Page: 56-57*
74. The reasons why people make unethical decisions include
- a) taking the easy way out.
 - b) doing whatever it takes to win.
 - c) rationalizing one's choices.
 - d) A, B, and C
 - e) B and C only
- Ans: d AACSB Outcomes: CAE CO: 3 Page: 55*
75. Companies that value ethics and social responsibility
- a) are consistently more profitable than other companies.
 - b) do well by doing good.
 - c) attract investors.
 - d) attract good employees.
 - e) all of the above
- Ans: e AACSB Outcomes: CAE CO: 3 Page: 56*
76. When we decide that whether the decision we have made is ethical depends on particular circumstances, we say we are applying _____ ethics.
- a) situational
 - b) participatory
 - c) convenience
 - d) social
 - e) individual
- Ans: a AACSB Outcomes: CAE CO: 3 Page: 55*
77. If you want your receiver to benefit from visual, verbal, and nonverbal cues, which of these four media should you use?
- a) e-mail
 - b) face-to-face
 - c) telephone
 - d) written communication
- Ans: b AACSB Outcomes: CAT CO: 4 Page: 59*
78. If your receiver will appreciate a less formal environment, which of these four media should you use?
- a) e-mail
 - b) memo
 - c) telephone
 - d) printed report
- Ans: c AACSB Outcomes: CAT CO: 4 Page: 59*

79. If your receiver requires a documented record for later reference, which of these four media should you use?
- e-mail
 - face-to-face
 - telephone
 - written communication
- Ans: d AACSB Outcomes: CAT CO: 4 Page: 59
80. If your message is brief and simple but not informal, which of these four medias should you use?
- e-mail
 - face-to-face
 - telephone
 - written report
- Ans: a AACSB Outcomes: CAT CO: 4 Page: 59
81. Which of the following is *not* a good formatting practice for e-mails?
- using short lines
 - using 1" to 1.5" margins
 - using all caps for better readability
 - using bold or italicized words or phrases for emphasis
 - using short rather than long paragraphs
- Ans: c AACSB Outcomes: CAT CO: 4 Page: 59
82. When keying the heading of an e-mail, do *not*
- choose your recipients carefully.
 - send a *cc* notation so the original recipient will know who else received the message.
 - send a *bcc* notation so the original recipient will not know who else received the message.
 - use a short, descriptive subject line.
 - insert the original message within your reply.
- Ans: e AACSB Outcomes: CAT CO: 4 Page: 60
83. Which of the following is *not* a valid suggestion for writing the content of an e-mail?
- Start the message with a friendly salutation.
 - Generally use a direct style of writing.
 - Think twice; write once.
 - Avoid a complimentary close.
 - Use a signature file at the end of the message.
- Ans: d AACSB Outcomes: CAT CO: 4 Page: 61
84. Which of the following statements is *not* true of instant messaging (IM)?
- IM allows messages to be sent and received in real time.
 - IM requires downloading of IM software to your computer.
 - IM requires registering your screen name and creating a buddy list.
 - IM conversation occurs instantly.
 - IM is only for personal use.
- Ans: e AACSB Outcomes: CAT CO: 4 Page: 62
85. Explain why teamwork can be superior to individual work?
- Ans: *Teams can usually accomplish more work than individuals can. Synergy occurs when the team's output exceeds the total of the individuals' efforts. Furthermore, teams are more creative, have more information available to them, and offer more pleasant interpersonal communication dynamics.*
- AACSB Outcomes: CR CO: 1 Page: 38
86. Discuss how conflict, conformity, and consensus affect teams.
- Ans: **Conflict** emerges because people have differing ideas, but it can be a positive attribute of groups. The diverse ideas can help team members identify the best solutions and suggestions. However, personality conflicts can destroy the effectiveness of groups. **Conformity** is needed for agreement on fundamental issues, such as how a group functions. When too much conformity exists, however, new, creative ideas are not expressed and the result may be a lack of innovative solutions and approaches. Pressure to conform is negative because only one viewpoint is aired. **Consensus** occurs when groups reach a decision that best

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reflects the thinking of all group members. At some point, many decisions must be made that most members can accept and support even if they have some reservations. AACSB Outcomes: CRE CO: 1
Page: 38-40

87. Why is “small talk” important when a group is first forming?

Ans: People need to be able to trust the members of their team. When team members don't know each other, trust does not exist. By sharing personal information about their families, friends, hobbies, and so on, members become better able to build relationships and foster an open environment in which everyone is comfortable. AACSB Outcomes: CR CO: 1 Page: 40

88. What are three guidelines for giving feedback in teams?

Ans: Students are to list three of these guidelines: a. **Be descriptive.** Discussing information objectively and providing examples help members give constructive feedback. b. **Avoid using labels.** Behavioral labels can create tension among members. Instead, feedback should focus on actual behaviors. c. **Don't exaggerate.** Stating the truth is more tactful than stretching the truth and causing hurt feelings. d. **Speak for yourself.** Don't refer to absent members of the group who may or may not agree with your feedback. e. **Use “I” statements.** These statements reflect your point of view, rather than pointing blame at the receiver of your feedback. AACSB Outcomes: CRE CO: 1 Page: 40-41

89. Suggest an “I” statement to provide feedback to a team member who constantly interrupts other team members.

Ans: When you interrupt people during meetings, I feel frustrated because I don't get to hear everyone's viewpoint. I would like you to wait until the other person is finished talking before giving your comments. That way, we can all listen to and comprehend each other's ideas. AACSB Outcomes: CRE CO: 1 Page: 41

90. What are some ways to minimize and solve group problems?

Ans: Group problems can be minimized or effectively handled when team members have gotten to know one another, established ground rules, and discussed behavioral norms. To overcome problems, team members should not blindly accept them, overreact to them, or underreact to them. Teams should not scapegoat any member, because one person rarely is solely responsible for the success or failure of the group. Groups should consider how to help people contribute more to collaborative efforts. Members should welcome all contributions respectfully, regardless of whether they agree with what is said. Making a light comment, laughing, complimenting someone, or recalling previous situations may ease the tension of a situation. AACSB Outcomes: CRE CO: 1 Page: 41-42

91. What are the five strategies that writing teams should follow?

Ans: a. Assign tasks and develop a schedule. One of the first steps is to identify the project's goals and the reader. Then develop a schedule for each component of the project—research, distribution of tasks, and so on. b. **Meet regularly.** It is important to hold regular meetings to discuss ideas, track developments, review progress, and reevaluate the workload and task distribution. c. **Draft the document.** Different members can write different parts of the document that relate to their fields of expertise, or one person may be in charge of drafting the entire document from information provided by group members. d. **Provide helpful feedback on team writing.** Members should review each other's work. In addition to improving the document, this review helps each contributor become a better writer. e. **Revise the draft.** Each member should receive a copy of the draft to review, and then the team should meet to review for errors, gaps, repetition, and writing style. AACSB Outcomes: CR CO: 1 Page: 43-44

92. Describe ethical dimensions of work-team communication.

Ans: Ethical standards dictate that team members put the good of the team ahead of their own personal agendas. Team members also have an ethical obligation to respect the integrity and emotional needs of other group members. Finally, each member has an ethical responsibility to contribute his or her best effort to the team's mission by engaging in appropriate behavior and refraining from counterproductive actions. AACSB Outcomes: CRE CO: 1 Page: 45

93. What is the rationale for using “I” language when critiquing peer writing?

Ans: By stating “I don't understand this section” instead of “You need to make this section clearer,” you focus on yourself and don't sound as judgmental, forceful, or critical of the reader. You are removing the “you,” or receiver, from the criticism. AACSB Outcomes: CRE CO: 2 Page: 41

94. Explain *individualism* in the context of cultural values. Name two countries that place high value on individualism and two countries that place low value on individualism.
Ans: Individualism is a cultural trait in which the people of the culture see themselves first as individuals and believe that their own interests take priority. These countries place high value on individualism: the United States, Canada, Great Britain, Australia, and the Netherlands. These countries place low value on individualism: Japan, Taiwan, Mexico, Greece, and China. AACSB Outcomes: CRD CO: 2 Page: 47
95. What do competent communicators consider when communicating with people from different cultures?
Ans: Competent communicators prepare themselves by learning as much about the other culture as possible. They learn about that culture's customs, gift exchanges, viewpoints on time and space, and so on. In addition, competent communicators recognize the individual within the culture and understand that that individual has his or her own needs, perceptions, and experiences. The competent communicator adapts as needed to work effectively with other people. AACSB Outcomes: CRD CO: 2 Page: 48
96. Explain the Japanese saying "A nail standing out will be hammered down." Discuss how the Japanese feel about group-oriented behavior versus emphasis on the individual.
Ans: The saying means that a person who does not conform to societal customs must learn to do so. In Japan, teamwork is valued and respected over individual effort, achievement, and competition. The Japanese believe that all members must participate in decision making. Discussions are held until a consensus, not just a simple majority, is reached. AACSB Outcomes: CRD CO: 2 Page: 48-49
97. List and describe the four strategies for communicating with people from different cultures.
*Ans: a. **Maintain formality.** Unlike American and Canadian cultures, most cultures value and respect formality in business arrangements and negotiations. People of such cultures expect others to use courtesy titles and surnames. Your verbal and nonverbal communication must convey an attitude of correctness and etiquette. b. **Show respect.** Do not judge the customs and beliefs of people from other cultures. These customs and beliefs are probably based on experience and sound reasoning. Instead, demonstrate a sincere understanding of what the other person is feeling by listening and observing carefully. c. **Communicate clearly.** Jargon, slang, and humor should definitely be avoided. Support your ideas by using concrete facts and specific illustrations. Provide encouraging feedback to ensure that people understand what you are saying. You can achieve this by frequently summarizing your points and paraphrasing what others tell you. Also, using a variety of media helps illustrate your points. d. **Value diversity.** Recognize that diversity can produce a rich environment of ideas and strengthen the organization. Sharing ideas helps people bond together and understand each other. AACSB Outcomes: CRD CO: 2 Page: 49*
98. What are three major divisions of cultural diversity within the United States?
Ans: a. The United States is made up of many different ethnicities. The minority population is increasing dramatically and will continue to do so. People need to be aware of and sensitive to other ethnic groups. b. The ways in which men and women communicate differ. Women tend to be more complimentary and sensitive to others' needs than men are. Learning the typical patterns of gender communication helps a person understand and communicate better with both genders. c. People with disabilities are a vital part of the work force. Competent communicators recognize different disabilities and adapt accordingly. AACSB Outcomes: CRD CO: 2 Page: 51-54
99. Identify and define the three types of ethics.
*Ans: 1. **Professional ethics** define what is right and what is wrong in the workplace as established by a professional organization or company. 2. **Social ethics** are defined by the society in which we live. 3. **Individual ethics** are defined by an individual on the basis of family values, heritage, personal experience, and the like. AACSB Outcomes: CRE CO: 3 Page: 54*
100. Identify the three reasons why people make unethical decisions.
Ans: 1. We do what is easiest or most convenient. 2. We do what we must to win. 3. We rationalize our choices. AACSB Outcomes: CRE CO: 3 Page: 55

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101. Explain how corporate culture affects ethics.
Ans: Managers set the benchmark for ethics based on what they do or do not condone. The more freedom given, the more likely it is that unethical behavior will occur. If a code of ethics exists and is firmly and consistently enforced, less unethical behavior occurs because employees know what is expected of them.
AACSB Outcomes: CRE CO: 3 Page: 55
102. Name the steps leading to an ethical decision.
Ans: 1. Get the facts. 2. Evaluate the options. 3. Make the decision. 4. Act on the decision and explain the rationale for it. AACSB Outcomes: CRE CO: 3 Page: 56
103. What questions should you ask when evaluating your options for an ethical decision?
Ans: 1. Is it legal? 2. Does it comply with company values? 3. Would I want the results of this decision to apply to me? 4. How will I feel after the decision is known? AACSB Outcomes: CRE CO: 3 Page: 56
104. Explain why "companies do well by doing good."
Ans: Good ethics is good business and will attract investors and good employees. Research shows that companies that value ethics and social responsibility are generally more profitable than those that do not.
AACSB Outcomes: CRE CO: 3 Page: 56
105. Why should you consider your e-mail messages as similar to post cards?
Ans: You can never be sure who else will see your e-mail messages; indeed, about one-third of managers do read employees' e-mails. As it passes through various channels, an e-mail message can be intercepted or forwarded by unauthorized people. You should also assume that any messages you send are permanent in nature and can be recalled long after you have deleted them from your computer.
AACSB Outcomes: CRT CO: 4 Page: 59
106. Why should you proofread your messages before sending them?
Ans: Errors create an unprofessional image. The ease of writing e-mail messages often tempts writers to ignore basic writing principles and tends to desensitize them to the bad impression that grammatical mistakes make. Using proper structure is a simple courtesy to your receiver. It is also a good opportunity to "stand out from the pack" who are careless. AACSB Outcomes: CRT CO: 4 Page: 59
107. Why should you "Think twice, write once"?
Ans: If you respond immediately to a message, you may let your emotions take over. This is called flaming. A word to the wise: Never say anything in an e-mail that you would not say face-to-face, and always assume your message will never be destroyed. AACSB Outcomes: CRT CO: 4 Page: 60
108. If you are new to an office, what are some of the questions you should ask about e-mail practices?
Ans: Some suggested questions: Is the general tone of e-mail messages sent formal or informal? Does e-mail generally travel along a formal chain of command or may anyone send directly to top executives? How do employees contact colleagues down the hall—by e-mail, by telephone, or in person? What is the company's written policy concerning the personal use of e-mail while on the job? Does the company reserve the right to monitor e-mail sent over the company server? AACSB Outcomes: CRT CO: 4 Page: 62