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Name:_____ Class:_____ Date:_____

Chapter 01 Communication and the Changing World of Work

1. According to the text, human survival has always hinged on
   a. social contracts.
   b. the ability to work together.
   c. knowledge management.
   d. managing natural resources.

ANSWER: b

2. Which of these definitions MOST clearly illustrates the concept of organizational communication?
   a. the closer integration of countries and peoples thanks to developments in progressive capitalism
   b. habitual ways of seeing the world that are unique to each individual
   c. the interaction required to direct a group toward a shared goal
   d. the ability to adapt one's leadership style to respond to pervasive cultural differences in values and practices among a diverse employee population

ANSWER: c

3. Which of these BEST describes how Chapter 1 views change?
   a. inevitable
   b. relatively slow
   c. understandable only in theory
   d. largely unnecessary, because systems are fairly stable

ANSWER: a

4. Answers to questions about organizational communication are
   a. highly situated and perishable.
   b. the same across all industries.
   c. the same as they were in previous times.
   d. changing over time, but they apply to all organizations.

ANSWER: a

5. Organizational communication is perishable in that
   a. most organizations have only one opportunity to succeed in a market.
   b. what worked last year may no longer be relevant this year due to customers' tastes and technology.
   c. ideas often "die" with the individual who initiated them and are not brought up again.
   d. communication that is suited for one organization may not be suitable for another organization.

ANSWER: b

6. Which statement BEST characterizes the new social contract regarding the relationship between employees and organizations?
   a. Employees who are efficient and committed are guaranteed job security.
   b. Employees who meet productivity standards are guaranteed increased social services.
   c. Employees must fit an organization's needs at the specific time while job security is fleeting.

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d. Employers act in the best interest of their employees.

ANSWER: c

7. According to the text, since careers don't usually follow predictable paths in today's workplaces, what has become even more essential for success?

a. compensation
b. interpersonal relationships
c. education level
d. time

ANSWER: b

8. Which of these is defined as, "Markers of identity and culture–like race, class, and gender–intersect, or overlap in ways that shape […] worldviews?"

a. quality of life
b. identity work
c. new social contract
d. intersectionality

ANSWER: d

9. Kimberlé Crenshaw's work on intersectionality originally focused on how

a. low-income workers navigate integrated spaces in corporate America.
b. women in academia navigate traditionally masculine spaces.
c. people experience the world based on differences in religion.
d. Black women's racial and gender identities intersect.

ANSWER: d

10. An individual's overall satisfaction with their work experience in the context of other life experiences is known as

a. employee satisfaction.
b. quality of life.
c. intersectionality.
d. the social contract.

ANSWER: b

11. Which two factors have contributed to the increased need to balance work and family?

a. the prevalence of two-career families and the high demand for child care
b. the lack of union jobs and increase of single-parent families
c. the high demand for child care and the loss of jobs demanding specific skill sets
d. the increase of both single-parent families and two-career families

ANSWER: a

12. The potential to adopt a universal (and perhaps planetary) code of human rights is one version of which

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concept?

a. globalization
b. urgent organizations
c. worldviews
d. outsourcing

ANSWER: a

13. Which of these effects of globalization is considered a questionable labor practice in the text?

a. the use of technology such as the Internet
b. an increased loyalty toward stakeholders
c. outsourcing labor to other countries
d. a focus on quality and customer service

ANSWER: c

14. According to the text, which technological advance has had a significant impact on organizations and business practices, as evidenced by the way that American music, films, and television command large markets abroad?

a. Social media has made it possible to reach large audiences.
b. Artificial intelligence has made it easier to get work done faster.
c. Direct messaging and texting makes it easier to communicate.
d. E-commerce has made it possible for any small company in the United States to be a global business.

ANSWER: d

15. There are some exceptions to the globalizing trend, and they can be observed in a shift to more local employment and purchasing practices. Which industry has experienced this emphasis on localization?

a. food
b. gas and oil
c. automobiles
d. electronics

ANSWER: a

16. Which statement about success across national boundaries is NOT true?

a. Success across national boundaries requires the ability to speak the language of customers.
b. Success across national boundaries requires the ability to speak the language of suppliers.
c. Success across national boundaries requires an understanding of the subtleties of other cultures.
d. Success across national boundaries requires an organization to have a strong national identity.

ANSWER: d

17. The Center for Creative Leadership identified four pivotal skills for global managers. They include all of these EXCEPT

a. international business knowledge.
b. cultural adaptability.

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c. the ability to speak multiple languages.
d. the ability to play the role of innovator.

ANSWER: c

18. Which company does the book cite as an example of successful multicultural management at the local level?
a. Disney
b. Ethnosh
c. Enron
d. Bitcoin

ANSWER: b

19. The text lists which movement as a famous example of an antiglobalization efforts?
a. #MeToo
b. #StopHungerNow
c. Antifa
d. Occupy Wall Street

ANSWER: d

20. Which term refers to the illegal trade of human beings across boarders?
a. trafficking
b. migration
c. immigration
d. transferring

ANSWER: a

21. An urgent organization is an organization that
a. is in danger of filing bankruptcy.
b. is experiencing an organizational crisis.
c. shortens the product development cycle.
d. shortens the time employees respond to customers and to one another.

ANSWER: d

22. Organizations like Stash and Robinhood are cited in the text as examples of
a. urgent organizations.
b. new communication technologies.
c. multicultural organizations.
d. organizations that use outsourcing.

ANSWER: a

23. Which statement about the toll of 24/7 access to employees is NOT true?
a. 24/7 access to employees can take a toll on employee productivity.

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b. 24/7 access to employees can take a toll on the health of employees.
c. 24/7 access to employees can take a toll on their personal relationships.
d. 24/7 access to employees is an illegal business practice.

ANSWER: d

24. According to Chapter 1, which of these is the MOST dynamic source of power in contemporary organizations?
a. informal communication networks
b. inspirational leaders
c. virtual work teams
d. empowered work teams

ANSWER: a

25. New developments in communication technology that bridge information software with biological processes are known as
a. biometrics.
b. urgent organizations.
c. GPS.
d. wetware.

ANSWER: d

26. An important goal of organizational communication is rethinking the meaning of "work" in contemporary society.
a. True
b. False

ANSWER: a

27. The new social contract allows for greater long-term job security.
a. True
b. False

ANSWER: b

28. Some of the more notable gains in entrepreneurship, during and after the pandemic, were made by women of color.
a. True
b. False

ANSWER: a

29. Organizations are multicultural, and navigating them means working with people who have numerous intersections across their identities.
a. True
b. False

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ANSWER: a

30. Many American workers are changing their personal definition of life success to include not only their career but also deeper involvement with their communities and personal growth.
    a. True
    b. False

ANSWER: a

31. Today, most people have enough economic safety to prioritize family and personal needs over work.
    a. True
    b. False

ANSWER: b

32. Child care is a low-demand industry in the United States, primarily because most families live close to grandparents and other relatives.
    a. True
    b. False

ANSWER: b

33. The North American Free Trade Agreement prevented jobs from being sent overseas.
    a. True
    b. False

ANSWER: b

34. Outsourcing is when a U.S. company hires people across the United States to do their work.
    a. True
    b. False

ANSWER: b

35. Religion has become an increasingly important element of diversity in the international workforce.
    a. True
    b. False

ANSWER: a

36. Advances in communication technology are instrumental in creating the possibility of a global business community.
    a. True
    b. False

ANSWER: a

37. Many contemporary organizations rely on informal communication networks to assist in responding to a turbulent business environment.
    a. True

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b. False

ANSWER: a

38. Over the past few years, there has been an explosion of cybercrime worldwide, with more than twenty major security breaches recorded annually in the United States.

a. True

b. False

ANSWER: a

39. An iPhone or Android is an example of a wetware technology.

a. True

b. False

ANSWER: b

40. Mutual aid networks are self-help organizations that rely on democratic participation and cooperative structures as a way to support their membership.

a. True

b. False

ANSWER: a

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FR Chapter 01 Communication and the Changing World of Work

1. Explain the concept of worldview. Offer an example of a worldview that illustrates its relevance to organizational communication.

ANSWER: Answers will vary. Correct responses should explain how worldviews are the ways in which we perceive the world. An example might include how religion or political affiliation shapes how an individual makes choices on a daily basis. Worldviews are relevant to organizational communication because individuals often have different worldviews, which presents a challenge in developing a communication style at work. We must learn to communicate with other diverse individuals. In addition, close friends and family members who we consider "just like us" might have quite different views on how the world works, whereas those who we perceive as very different might have views surprisingly similar to our own.

2. How does the book define *organizational communication*? How can you rewrite that definition in your own words?

ANSWER: Answers will vary. Correct responses should note that the book defines organizational communication as the interaction required to direct a group toward a shared goal. Students can personalize that definition by clarifying how "interaction" and "directing" a group are organizational communication practices.

3. What does it mean to say that questions about organizational communication are situated and perishable? Provide an example of each.

ANSWER: Answers will vary. Correct responses should note that the term "situated" means that different communication practices work for different situations and people; for example, using a very direct communication style with one employee while using a more conversational, laid-back one with another. The term "perishable" means that patterns of interaction that worked last year may not work this year due to changes in customers' taste and technology; for example, successful clothing stores staying up to date on the latest trends from fashion centers such as Milan, Paris, and New York.

4. A significant portion of Chapter 1 focuses on the new social contract. Define the new social contract by explaining where it came from (i.e., What was the old social contract?), how it changes modern organizations, and why individuals need to understand it. Use examples throughout your essay to illustrate your points.

ANSWER: Answers will vary. Correct responses should explain that the old social contract stipulated that acceptable performance and good behavior would be rewarded with lifetime employment. Under the new social contract, employees' job security is much more fleeting. Employers are always looking for a "deal" when it comes to hiring the best person for the job. Employees are always looking for a better opportunity. The relationship between employer and employee is, therefore, fundamentally changed. This means that communication practices are also changed.

5. Explain the concept of intersectionality and provide an example of how organizations can demonstrate that they value the experiences of diverse employees and customers.

ANSWER: Answers will vary. Correct responses should define intersectionality by highlighting how markers of identity overlap (intersect) and shape multiple worldviews. Examples of recognizing intersectionality in organizations might be redesigning facilities and healthcare plans to include transgender employees, allowing for prayer spaces, and breastfeeding rooms, or recognizing that employees will view situations differently based on their identities.

6. What are some of the sources for concerns that many individuals have regarding major corporations, globalization, and outsourcing?

ANSWER: Answers will vary. Responses should discuss concerns around corporations, globalization, and outsourcing. Many products are no longer exclusively produced in a single country. Products that were once produced largely in the United States have been outsourced to other countries. Globalization has largely made the concept of "buying American" meaningless.

7. Provide an example of outsourcing and explain why it is an issue for organizational communication scholars.

ANSWER: Answers will vary. Responses should provide an example of outsourcing. Some examples mentioned in the book include software designers employing engineers and call center staff in India and the Philippines. Responses should also describe the ethical, political, and operational challenges involved in outsourcing. Potential examples might include how

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outsourcing can lead to the loss of jobs and inadequate service integration within a company.

8. Explain the role of multicultural management in modern organizations. Offer one example of how some organizations are adapting to the needs of their multicultural employees and consumers.

ANSWER: Answers will vary. Multicultural managers can adapt their leadership style to meet the needs of a diverse workforce. An example might be a manager or supervisor who learns a different language in order to communicate better with employees who speak a different native language. When expanding a business across cultures, it is essential to introduce a product or service that is an identifiable example of the brand but still reflects local tastes and tolerances.

9. Some scholars argue that globalization is inevitable. Others say it is dangerous and that society needs to focus on more local forms of organization. Based on the text for the course, develop your own stance on globalization and make a case for or against it. Does it provide more promises or problems for modern organizations and individuals? Make sure you use appropriate definitions and examples to support your points.

ANSWER: Answers will vary. In support of globalization, the argument might be that individual consumers can get a wide array of products and services for the lowest possible prices. By increasing the pool of possible producers and employees, globalization allows for increased competition and progressive forms of capitalism. For example, consumers in the United States can walk into a grocery store any day of the year and buy a banana, even though no growing season in the United States supports year-round banana production.
For the argument against globalization, one might point out that globalization increases the risk for exploiting individuals and often encourages the overconsumption of resources. With globalization has also come an increase in "sweatshops," low wages, and human trafficking. Also, individuals are often encouraged to consume products and services as a way to promote economic growth, without critical reflection on the unintended side effects of their consumption. For example, the transportation of that banana from the country that produces it to the United States often involves the overconsumption of resources (e.g., shipping costs and gasoline).

10. What role do movements such as Occupy Wall Street, play in shaping global conversations about the economy?

ANSWER: Answers will vary. Responses might discuss that while there are benefits to globalization, it has also led to an unequal distribution of power and money both globally and locally. As businesses pursue greater profitability, individual wages have either remained the same, or have slipped. Outsourcing has led to inhumane working conditions in countries where cheap labor can be easily procured. Then antiglobalization movements, which Occupy Wall Street is a part of, challenge economic inequities.

11. How does trafficking exploit individuals?

ANSWER: Answers will vary. Responses should discuss how trafficking exploits individuals. Responses might point out how with trafficking, individuals are stripped of their basic human rights, threatened, and subjected to unacceptable living conditions.

12. Part of understanding organizational communication means understanding the role that new communication technologies play in our everyday lives. The text addresses social networking sites such as Instagram, Snapshot, Vine, Twitter, Facebook, TikTok, and Twitch as forms of new technology that are changing the ways in which we have changed how we communicate. Explain what new communication technologies include, and describe how social networking sites operate as new communication technologies that help manage knowledge. Describe how these social networking sites transcend time and space.

ANSWER: Answers will vary. Responses might reflect on how social networking sites allow individuals to manage information (i.e., knowledge) about themselves. This information might include graduation status and school information, lists of friends and associates, and pictures. These sites offer unprecedented resources for collaborating and communicating across time and space. Therefore, social networking sites operate as electronic tools that enhance person-to-person interactions. These sites remove many traditional barriers and offer numerous tools to promote unprecedented levels of collaboration and connection. The shift is so significant that many people who did not grow up during the digital age have trouble appreciating it.

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13. What are the security concerns associated with communication technology?

ANSWER: Answers will vary. Responses should discuss security concerns associated with communication technology. For example, responses to this question might discuss the risk of cybercrime and the increase in cybercrime attacks. As a result of cybercrime, people's personal information is at risk of being leaked or exposed and used in harmful ways. Responses might also discuss how wetware leads to an increased risk of surveillance, control, and potential to be hacked.

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