1) During the process of composing a negative message, you should try to
A) choose a buffer that will distract your reader.
B) gain the reader's acceptance of the bad news.
C) leave the reader with hope that you will change your decision.
D) avoid stating the bad news.
Answer: B
Explanation: B) Gaining acceptance of the bad news is one of several goals to seek in writing a negative message. You also need to focus on: conveying the news, maintaining goodwill and a good image for your company, and in some cases, limiting further correspondence on the matter.
Diff: 2
Skill: Concept
Objective: 1
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

2) When you're planning a negative message, ________ in order to minimize the damage to business relationships and encourage acceptance of your message.
A) analyze the situation carefully
B) be direct at all times
C) emphasize your needs and concerns
D) quote the policies and regulations of your company
Answer: A
Explanation: A) Analyze the situation carefully to better understand the context in which the recipient will process your message.
Diff: 3
Skill: Concept/Application
Objective: 1
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

3) If you're using the direct approach to deliver a negative message,
A) save the bad news for last.
B) state the bad news at the beginning.
C) embed the bad news in a parenthetical expression.
D) subordinate the bad news in a compound sentence.
Answer: B
Explanation: B) With the direct approach, open the message with the bad news.
Diff: 2
Skill: Application
Objective: 2
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
4) If you must deliver bad news, ask ________ to help you choose the direct or indirect approach for delivering the message.
A) Will the reader be shocked by the news?
B) How important is the news to the reader?
C) Does the reader prefer, short direct messages?
D) Ask all of the above.
Answer: D
Explanation: D) When you must deliver bad news, consider how it will affect your audience, choose your approach, and then use a respectful, audience-centered tone to deliver your message.
Diff: 2
Skill: Concept
Objective: 1
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

5) Consider the following statements. Which one of them is phrased in a negative way?
A) Please clarify your request.
B) Your copier will be repaired next week.
C) Your payment is late.
D) Thank you for sharing your concerns about your shopping experience.
Answer: C
Explanation: C) "Your payment is late" does not consider the situation from the recipient's point of view. Instead, it focuses on his/her failure, which is likely to alienate the recipient.
Diff: 2
Skill: Critical Thinking
Objective: 1
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

6) When you deliver negative messages, you
A) should always begin with a buffer.
B) should not include reasons for the decision or information.
C) should use language that conveys respect.
D) can expect your audience to be offended.
Answer: C
Explanation: C) By using respectful language, you preserve the recipient's sense of pride and avoid any feelings of resentment or humiliation.
Diff: 2
Skill: Concept
Objective: 2
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
7) If you choose to apologize in a negative message, you should
A) phrase the apology in a conditional manner ("If I have offended anyone ... ").
B) imply that not all of the blame lies with you or your company.
C) be sincere and make it a true apology.
D) always demonstrate sincerity, but never accept blame.
Answer: C
Explanation: C) Apologies in business can be fraught with difficulties. Before apologizing, make sure that you are not jeopardizing your company or yourself in some way. Any apology you do end up making should be sincere and honest, even if it is limited in scope.
Diff: 2
Skill: Concept
Objective: 2
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

8) Instead of announcing the bad news up front, you can open with a ______ to establish common ground with the reader.
A) humorous anecdote
B) buffer statement
C) diversionary tactic
D) heartwarming story
Answer: B
Explanation: B) The indirect approach to delivering bad news opens with a buffer. A buffer is a neutral, uncontroversial statement that establishes common ground with the recipient.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

9) You can use an agreement strategy to write an effective buffer statement if you
A) find an attribute or achievement to compliment.
B) express sincere thanks for receiving something.
C) demonstrate that you understand the reader's goals and needs.
D) discover a point on which you and the reader share similar views.
Answer: D
Explanation: D) In order to build a buffer statement on an agreement strategy, find a point on which you and the reader share similar views.
Diff: 3
Skill: Concept
Objective: 3
AACSB: Communication Abilities, Analytical Skills
Learning Outcome: Describe strategies for developing negative messages
10) The buffer of a negative message
A) should be neutral and noncontroversial.
B) implicitly says no.
C) is a form of apology.
D) should be very vague about the subject of the message.
Answer: A
Explanation: A) A buffer should be neutral and noncontroversial, but also sincere, genuine, and relevant. A poorly written buffer serves no purpose. The recipient views a poorly written buffer as a ploy and feels extra resentment for being "handled." A well-chosen buffer makes the bad news more acceptable.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

11) A poorly written buffer can
A) trivialize the reader's concerns.
B) divert attention from the problem.
C) mislead the reader into thinking your message actually contains good news.
D) all of the above.
Answer: D
Explanation: D) A poorly written buffer can trivialize the reader's concerns, divert attention from the problem, or mislead the reader.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

12) One important goal of a buffer is to
A) delay stating the bad news.
B) establish common ground with your reader.
C) make your reader wonder what the message is about.
D) divert the reader's attention to a more pleasant subject.
Answer: B
Explanation: B) A well-written buffer establishes common ground with the reader.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
13) If you up to now you have failed to respond to a request, a buffer
A) comes right out and says no to the request.
B) ignores the request altogether.
C) automatically misleads the reader.
D) explains why you have so far not responded to the request.
Answer: D
Explanation: D) Rather than just give an outright rejection of a request, a buffer allows you to
explain first why you haven't responded to the request so far. After you have explained the delay
in your opening buffer section, you can then move more comfortably and naturally into rejecting
the request.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

14) Which one of the following would be the most effective way to open an indirect message that
delivers bad news to someone who applied for a summer internship?
A) Please accept my apology for having to deliver bad news.
B) We have rejected your application for the summer internship.
C) Your résumé clearly shows why you're interested in a summer internship.
D) We are unable to consider your résumé and application letter at this time.
Answer: C
Explanation: C) A buffer based on agreement finds a point on which you and the reader share
similar views. Rather than simply stating the negative news, use this approach to allow the
applicant to take something positive away from the experience.
Diff: 3
Skill: Critical Thinking
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
15) In a negative message organized using the indirect approach, the reasons that justify the negative decision
A) are so obvious that you don't need to mention them.
B) come directly after the buffer and follow naturally from it.
C) should be glossed over quickly.
D) should be long and roundabout to cushion the negative aspects.
Answer: B
Explanation: B) The idea of a buffer is that it provides a safe bridge to the second section, which makes the case in support of the bad news. This second section lays out a logical sequence of facts and evidence that will lead into the third section, which contains the actual delivery of the negative news.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

16) In the reasons section of a negative message, you should
A) present enough detail to make your conclusion compelling.
B) explain what your decision is before you explain why you have reached it.
C) apologize for the negative decision.
D) do all of the above.
Answer: A
Explanation: A) The point of the reasons section is to construct a convincing case that leads the reader to understand that the negative conclusion you reach in the section that follows was fairly inescapable. If handled well, the reader comes away from the reasons section thinking that you made a good case for your position.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
17) One way to be tactful when giving your reasons for bad news is to
A) explain why the decision is good for you and your company.
B) highlight, if possible, how your negative decision benefits the recipient.
C) explain that the decision is based on company policy.
D) apologize for having to be the bearer of bad news.
Answer: B
Explanation: B) The phrase, "There is a silver lining in every dark cloud" applies to this situation. If benefits of the negative decision actually exist, pointing them out can be extremely heartening to your recipient. For example, in turning down a candidate for one position you may indicate that the rejection makes her eligible to apply for a better position later on in the year.
Diff: 3
Skill: Concept
Objective: 3
AACSB: Communication Abilities, Ethical Understanding and Reasoning Abilities
Learning Outcome: Describe strategies for developing negative messages

18) According to the indirect approach for delivering bad news, you should place the negative news
A) immediately after the buffer.
B) immediately before the reasons.
C) immediately after the reasons.
D) at the very end.
Answer: C
Explanation: C) In the indirect approach, a buffer is followed by a reasons section that builds a case for the third section, the delivery of the negative news itself.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

19) A good way to deliver bad news kindly is to
A) maximize the space devoted to it.
B) say, "I trust our decision is satisfactory."
C) avoid stating it and hope that the reader understands what you mean.
D) deemphasize it by embedding it in the middle of a paragraph or use parenthetical expressions.
Answer: D
Explanation: D) Putting the negative news in the middle of a paragraph works if it seems to flow naturally from the information in the rest of the paragraph. So the beginning of the negative news paragraph should skillfully lead into the news itself, which is then followed up by remarks that further explain the reason for the negative decision.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
20) When rejecting a job applicant, you can soften the blow by
A) expressing appreciation for his or her application.
B) mentioning the qualifications of the person who was hired.
C) telling the applicant how many others he or she was competing against.
D) apologizing for wasting the person's time.
Answer: A
Explanation: A) Finding something you can admire about the applicant or the application can do
a lot to soften the blow of the rejection. Just be sure not to seem phony or come off as insincere.
Diff: 2
Skill: Application
Objective: 7
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

21) To reject someone as clearly and kindly as possible, do all of the following except
A) use phrases such as, "Much as I would like to help you."
B) de-emphasize the bad news.
C) use a conditional statement.
D) tell the audience what you can or will do rather than what you cannot or will not do.
Answer: A
Explanation: A) When seeing phrases like "Much as I would like to help you" the recipient feels
that the writer is not being sincere. Presumably, the recipient was rejected on merit, not on
friendship or likability, so wanting or not wanting to help should be beside the point.
Diff: 3
Skill: Concept
Objective: 4
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

22) Employees who observe illegal or unethical behavior in the workplace may resort to
__________ if they're unable to resolve the problems through normal channels.
A) "shuffling the deck"
B) "calling the game"
C) "blowing the whistle"
D) "jumping the shark"
Answer: C
Explanation: C) Employees who see wrongdoing on the job may "blow the whistle," if they
cannot get support through normal channels. Then, they will express their concerns internally via
company ethics hot lines or externally via social media or the local/national news.
Diff: 2
Skill: Concept/Application
Objective: 4
AACSB: Communication Abilities
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse
world
23) Which of the following statements does the best job of delivering bad news clearly and kindly?
A) I am sorry to have to tell you that you were not selected for the position.
B) Because you do not have the experience we clearly listed in the job posting, we cannot offer you the position.
C) Although you currently do not have the master's degree that we require for this position, we would be happy to reconsider your application once you have completed your degree.
D) Several other applicants were far more qualified for the position than you were, so we cannot offer you the job.
Answer: C
Explanation: C) The choice that offers something positive for the recipient to consider—that she might be reconsidered if she obtains a master's degree—does the best job of delivering negative news.
Diff: 2
Skill: Critical Thinking
Objective: 4
AACSB: Ethical Understanding and Reasoning Abilities
Learning Outcome: Describe strategies for developing negative messages

24) When delivering bad news, wording such as "We must turn down," "I am unable to," and "We cannot afford to"
A) softens the blow by drawing attention away from the reader and onto the sender.
B) will impress the reader as being straightforward and forceful.
C) is likely to cause pain and anger in the reader.
D) is unavoidable.
Answer: C
Explanation: C) Blunt rejection is hard for any person to take. That is why these phrases would be likely to be troublesome to the recipient of the rejection.
Diff: 2
Skill: Application
Objective: 4
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
25) If you do all of the following except _______, you can close a negative message in a positive way.
A) build goodwill
B) suggest alternative actions
C) dwell on the bad news
D) look toward the future
Answer: C
Explanation: C) You can close a negative message in a positive way if you try to build goodwill, suggest alternatives, and look toward the future. However, don't dwell on the bad news.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

26) Which of the following is the most effective close for a letter rejecting a job applicant?
A) If you have any questions about our decision, don't hesitate to call.
B) We hope that despite this rejection you will continue to frequent our establishments.
C) Again, we are very sorry that we cannot offer you a position at this time.
D) I wish you the best in your job search. I am confident you will find a match for your skills and interests.
Answer: D
Explanation: D) A good closing section is optimistic, avoids uncertainty or future correspondence, and is genuine and sincere in its sentiments.
Diff: 2
Skill: Critical Thinking
Objective: 7
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

27) When you must deliver bad news in the workplace, remember that
A) you should de-emphasize the news at all costs.
B) your feelings, as well as the feelings of anyone who receives the message, are irrelevant.
C) delaying, downplaying, or distorting the news may be unethical or illegal.
D) internal and external audiences will react to the news in the same way.
Answer: C
Explanation: C) The challenge of sending and receiving negative messages can tempt one to delay, downplay, or distort the bad news. However, doing so may be unethical or illegal.
Diff: 2
Skill: Concept
Objective: 4
AACSB: Communication Abilities, Ethical Understanding and Reasoning Abilities
Learning Outcome: Describe strategies for developing negative messages
28) When you are refusing a routine request from someone in an established relationship, you
A) should use the indirect approach.
B) should invoke company policy if that is a possible out.
C) don't need to invest as much time and effort as you would for other kinds of negative
messages.
D) should give the name of the person making the decision.
Answer:  A
Explanation:  A) When a routine request from someone in an established relationship has been
rejected, the audience is bound to be surprised and dismayed. This was one thing that your
recipient counted on to be stable and reliable, and now she finds that it is no longer an option.
For these reasons, it is wise to tread lightly in this kind of situation and use an indirect approach.
Diff: 2
Skill:  Concept
Objective:  5
AACSB:  Communication Abilities
Learning Outcome:  Describe strategies for developing negative messages

29) Do all of the following except ________ if you must refuse a claim.
A) show that you understand the claim
B) argue heatedly for your point of view
C) explain your refusal
D) suggest alternative action
Answer:  B
Explanation:  B) Control your emotions and approach the situation as calmly as possible to avoid
saying or writing anything that the recipient might interpret as defamation.
Diff: 3
Skill:  Critical Thinking
Objective:  5
AACSB:  Reflective Thinking skills
Learning Outcome:  Describe strategies for developing negative messages

30) Your communication goals do not include ________ if you're sending bad news about
transactions.
A) modifying the customer's expectations
B) explaining your plan for resolving the situation
C) repairing any damage to the business relationship
D) pinpointing what the customer did wrong
Answer:  D
Explanation:  D) When you send bad news about transactions, you have three goals: modify the
customer's expectations, explain how you plan to fix the problem, and repair whatever damage
has been done to the business relationship.
Diff: 3
Skill:  Critical Thinking
Objective:  5
AACSB:  Communication Abilities
Learning Outcome:  Describe strategies for developing negative messages
31) If the stakes are high for you or your receiver, use an ________ to deliver negative information.
   A) intuitive approach
   B) irregular approach
   C) indirect approach
   D) off-the-cuff approach
   Answer: C
   Explanation: C) The indirect approach works best when the stakes are high for you or for the receiver.
   Diff: 2
   Skill: Application
   Objective: 5
   AACSB: Communication Abilities
   Learning Outcome: Describe strategies for developing negative messages

32) Negative messages about business transactions are designed to
   A) confirm the customer's expectations.
   B) explain how you plan to resolve the situation.
   C) show the audience that whatever has happened, your company is not at fault.
   D) let the audience know which of your employees caused the problem.
   Answer: B
   Explanation: B) In a transaction, the recipient is usually not very interested in the cause of the problem on your end. Instead, the recipient wants to know about how and when you can fix the situation.
   Diff: 2
   Skill: Concept
   Objective: 5
   AACSB: Ethical Understanding and Reasoning Abilities
   Learning Outcome: Describe strategies for developing negative messages

33) Whether or not you should apologize when delivering bad news about transactions depends mainly on
   A) how much the customer has purchased from your company in the past.
   B) the medium you are using for the message.
   C) how long it has been since the problem occurred.
   D) none of the above.
   Answer: D
   Explanation: D) Legal and ethical issues dominate the question of whether or not you should apologize for a problem. In many cases, your apology creates liability problems for your company and can function as a "confession" of guilt in a courtroom. For that reason, many companies discourage any kind of apology from an employee, except a personal expression of regret that things didn't turn out well.
   Diff: 2
   Skill: Concept
   Objective: 5
   AACSB: Ethical Understanding and Reasoning Abilities
   Learning Outcome: Describe strategies for developing negative messages
34) A woman returns a formal dress to your store, asking for a refund. The bodice is stained and the hemline is torn, but she says she is returning it unworn because it doesn't fit. Which of the following would be the best way to refuse her request for a refund?
A) State that company policy prevents you from accepting the return but that if you had anything to say about it, you'd take it back, no questions asked.
B) Restate her complaint to let her know you understand it, explain as positively as possible that you are unable to accept the return of damaged merchandise, and recommend a tailor who can fix the tear and alter the dress for her.
C) Challenge the woman to try on the dress and prove that it doesn't fit.
D) Use humor to soften the blow of your refusal.
Answer: B
Explanation: B) The key to the situation is to be as polite and helpful as possible. What you don't want to do is give the woman any cause to feel she is being treated unfairly.
Diff: 3
Skill: Critical Thinking
Objective: 5
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

35) To avoid being accused of defamation, you should
A) refuse to communicate with unhappy clients.
B) make it clear to disgruntled customers that you refuse to be intimidated.
C) avoid any kind of behavior that could be considered abusive.
D) frequently refer to company policy.
Answer: C
Explanation: C) From time to time you will be involved in situations in which you just want to "tell the other person off." Outrageous things may happen, and people will try your patience, but no matter what you must never give in to temptation and call a person names or speak abusively. That opens both you and your company up to being accused of defamation.
Diff: 2
Skill: Concept
Objective: 5
AACSB: Ethical Understanding and Reasoning Abilities
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world
36) In refusing a customer's request for adjustment, you are concerned about possible defamation charges. You should
A) make all refusals by phone instead of in writing.
B) explain why you are making the refusal.
C) consult your company's legal department or an attorney if you think a message might have legal consequences.
D) none of the above.
Answer: C
Explanation: C) Defamation cases arise if you speak or write abusively or if you treat a customer unfairly in some way. If you think you have said something or done something you shouldn't have done, speak to the legal department of your company.
Diff: 2
Skill: Concept
Objective: 5
AACSB: Ethical Understanding and Reasoning Abilities
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

37) When you need to inform employees that a benefit or privilege will be eliminated
A) the best approach is to leak the news as a rumor rather than make a public announcement.
B) minimize the impact of the bad news by presenting it in as positive a light as possible.
C) use the direct approach.
D) use as many hedging words as possible.
Answer: B
Explanation: B) Losing benefits and/or privileges is something that employees don't take lightly. If you are responsible to announce a cut in benefits or privileges, try to frame the situation as positively as possible. Explain the position of the company as best you can, aiming to make the employees see both sides of the situation—the employee side and the company side.
Diff: 2
Skill: Application
Objective: 6
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
38) The challenge of ________ is a direct result of the proliferation of social media and other communication technologies.
A) researching and developing new products and services
B) communicating up and down a company's supply chain
C) attracting and recruiting qualified applicants for employment
D) responding to online rumors and attacks on a company's reputation

Answer:  D
Explanation:  D) Social media and other communication technologies have created a major new challenge: responding to online rumors and attacks on a company's reputation.

Diff: 2
Skill:  Critical Thinking
Objective:  6
AACSB:  Communication Abilities, Use of IT
Learning Outcome:  Explain how to create brief messages for different electronic media

39) When responding to rumors and countering negative information in a social media environment, a company should not
A) engage customers early and often.
B) monitor online conversations.
C) rely on its reputation to protect it.
D) respond appropriately and professionally.

Answer:  C
Explanation:  C) A positive reputation online must be diligently guarded and defended.

Diff: 2
Skill:  Critical Thinking
Objective:  6
AACSB:  Use of IT
Learning Outcome:  Describe the opportunities and challenges of communicating in a diverse world

40) A crisis management plan should
A) define operational procedures and outline communication tasks and responsibilities.
B) make provisions for concealing operational issues from the news media.
C) avoid limitations on who is authorized to speak on behalf of the company.
D) never include contact information for key executives and personnel.

Answer:  A
Explanation:  A) A crisis management plan specifies company spokespersons, gives contact information for all key employees, and lists news outlets/social media to disseminate information.

Diff: 2
Skill:  Application
Objective:  6
AACSB:  Communication Abilities
Learning Outcome:  Plan and prepare business messages
41) Which of the following can help you handle requests for recommendations in a social networking environment?

A) Ignoring a request from someone you don't know
B) Maintaining a policy of not writing a recommendation for anyone
C) Writing as much or as little as you're comfortable with sharing about the person
D) All of the above

Answer: D

Explanation: D) Social networks give you flexibility. You can ignore or delete the request, refrain from writing any recommendations, and write as much or as little about the person as you choose.

Diff: 3
Skill: Synthesis
Objective: 7
AACSB: Communication Abilities, Use of IT
Learning Outcome: Explain how to create brief messages for different electronic media

42) As a member of an online social network, the recommendations you write
A) must include extensive detailed information.
B) cannot be seen by the other network members.
C) become part of your online brand.
D) don't affect your online profile.

Answer: C

Explanation: C) The recommendations you make in a social network become part of your brand.

Diff: 2
Skill: Application
Objective: 7
AACSB: Use of IT
Learning Outcome: Explain how to create brief messages for different electronic media

43) A letter rejecting a job applicant should
A) avoid explaining why he or she was not selected.
B) point out the applicant's shortcomings.
C) be as personal as possible.
D) be as long as possible.

Answer: A

Explanation: A) Explaining the rejection opens the door to legal problems. If the rejection reason you offer can't be proved legally, the rejected person can claim some sort of discrimination was actually the true cause of the rejection. Because of these kinds of complications, many companies advocate the "no explanations" approach.

Diff: 2
Skill: Application
Objective: 7
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
44) If you must give an employee a negative performance review, 
A) do so by email or fax. 
B) support your claims with careful documentation. 
C) limit your discussion to the areas where the employee needs improvement. 
D) do all of the above. 
Answer: B 
Explanation: B) As with other rejections, saying negative things about a person opens the door to legal problems. If your evaluation is negative, you should be able to document your claims using performance records, reports of problems and difficulties caused by the person, and official complaints. 
Diff: 2 
Skill: Application 
Objective: 7 
AACSB: Communication Abilities 
Learning Outcome: Describe strategies for developing negative messages

45) When writing an employment termination letter, you should 
A) include words that are open to interpretation, such as difficult and untidy. 
B) clearly present the reasons for the action. 
C) not get too caught up in trying to preserve a good relationship with the employee. 
D) make clear to the employee that you have carefully researched relevant employment laws. 
Answer: B 
Explanation: B) To terminate a person you should strive to build an airtight case that demonstrates that the person could not perform up to company standards. Be as fair as possible. Avoid any personal criticism and limit your remarks to statements about facts and data rather than subjective opinions. 
Diff: 2 
Skill: Application 
Objective: 7 
AACSB: Communication Abilities 
Learning Outcome: Describe strategies for developing negative messages

46) To avoid awkward situations, it is best to deliver bad news for employees in writing whenever possible. 
Answer: FALSE 
Explanation: For employees, the best way to deliver negative news is in person rather than in writing. Taking the time to meet personally gives the employee a sense that he or she is being treated like a valuable human being not simply being "moved through the system." 
Diff: 2 
Skill: Concept 
Objective: 1 
AACSB: Ethical Understanding and Reasoning Abilities 
Learning Outcome: Describe strategies for developing negative messages
47) You can help establish the right tone in a negative message by using positive words rather than negative, counterproductive ones.
Answer: TRUE
Explanation: Taking a negative or accusatory tone accomplishes nothing and makes your recipient feel worse than is necessary. You want your tone to be as positive as possible without being unrealistic or condescending.
Diff: 1
Skill: Concept
Objective: 1
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

48) You should use the direct approach for negative messages when the message has a relatively minor impact on the audience.
Answer: TRUE
Explanation: When the situation is fairly simple and the bad news won't come as a shock, a direct approach is preferred for delivering negative news.
Diff: 2
Skill: Concept
Objective: 2
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

49) An advantage of the direct approach for communicating bad news is that it keeps the message short.
Answer: TRUE
Explanation: In a routine situation there is no need to have the delivery of negative news be a long, drawn-out affair. The direct approach delivers the unpleasant facts of the situation right up front and keeps discussion and questions to a minimum.
Diff: 1
Skill: Concept
Objective: 2
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

50) The buffer for a negative message should be positive.
Answer: FALSE
Explanation: A good buffer is a neutral, non-controversial statement that establishes common ground with the reader.
Diff: 1
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
51) For particularly difficult situations, it is best to place the buffer at the end of the negative message.
Answer: FALSE
Explanation: The whole purpose of the buffer is to be information that comes first and establishes common ground with the recipient. Putting the buffer at the end of the message serves no purpose.
Diff: 1
Skill: Application
Objective: 3
AACSB: Ethical Understanding and Reasoning Abilities
Learning Outcome: Describe strategies for developing negative messages

52) In a negative message using the indirect approach, an effective explanation section leads readers to your conclusion before you come right out and say it.
Answer: TRUE
Explanation: In a well written explanation section, the reader can often draw his or her own conclusion about the situation before even getting to the final section in which the negative news is stated directly. That said, a clear statement of the negative news is always required, no matter how successful the explanation section was.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

53) It is a good idea to use "company policy" as a cushion when presenting reasons for bad news.
Answer: FALSE
Explanation: Hiding behind company policy causes the recipient to feel that he or she is up against an entire system rather than genuine, caring human beings. Ultimately, this practice tends to depersonalize the situation, adding to the resentment that the recipient feels.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

54) When the bad news appears to be a logical outcome of the reasons that precede it, the reader is more prepared to accept it.
Answer: TRUE
Explanation: This is the goal of the indirect approach—to make the reader view the bad news in its context as the logical and inevitable outcome of a sequence of events in which no one acted unfairly or foolishly.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
55) You can deemphasize bad news by minimizing the space or time devoted to it.
Answer: TRUE
Explanation: Limiting the amount of time or space devoted to negative news can deemphasize the news, but beware that you don't trivialize the news or fail to divulge all of the details in the interest of being brief.
Diff: 1
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

56) Use direct statements such as I must refuse and We cannot allow to help your audience accept the bad news you are delivering.
Answer: FALSE
Explanation: Excessive bluntness rarely helps a situation. Instead, it tends to give the recipient a target on which to focus anger and resentment.
Diff: 2
Skill: Application
Objective: 3
AACSB: Ethical Understanding and Reasoning Abilities
Learning Outcome: Describe strategies for developing negative messages

57) In closing negative messages, it is always best to encourage additional communication.
Answer: FALSE
Explanation: One of the goals for delivering negative news is provide closure for the situation. If the recipient, for example, sees an opening for further correspondence he or she will take up your time and energy in the future with requests that ultimately end with the same "no" answer.
Diff: 1
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

58) In the close to a negative message, you should repeat the bad news.
Answer: FALSE
Explanation: In the close there is no need to repeat the bad news in detail. However, the close should make sure that your answer is definite and final and there will be no further discussion of the issue in the future.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
59) In rejecting a proposal you solicited, you should use the indirect approach and provide an explanation.
Answer: TRUE
Explanation: If you solicited a proposal it means you have established a working relationship with the proposer. To maintain that relationship, and to show respect to the proposer, you should provide extensive explanation of why you rejected the proposal. An extensive explanation requires an indirect approach to the delivery of the rejection.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Multicultural and Diversity Understanding
Learning Outcome: Describe strategies for developing negative messages

60) The direct approach is always best when denying a request for information.
Answer: FALSE
Explanation: For routine requests for information that you are unable to deliver, a direct approach is usually sufficient and appropriate. If the request is nonroutine in some way—a personal relationship, unusual circumstances, a special favor for someone—you may consider using an indirect approach.
Diff: 1
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

61) If you are turning down an invitation, it is usually necessary to use the indirect approach.
Answer: TRUE
Explanation: If you have a personal relationship with the person who invited you, you should take the time to explain why you can't participate. If the invitation comes from someone you don't know, a direct approach is appropriate.
Diff: 1
Skill: Concept
Objective: 5
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

62) When you deliver bad news about business transactions (such as a delayed order shipment), you should always apologize to the audience.
Answer: FALSE
Explanation: You should offer an apology only if your company has made a mistake or has been negligent in some way. Otherwise, you should simply explain the situation and focus on how it can be fixed as soon as possible.
Diff: 2
Skill: Application
Objective: 5
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
63) If a customer makes an unreasonable claim against your company, there is no need for you to explain why you are rejecting it.
Answer: FALSE
Explanation: You owe all customers an explanation for why you are rejecting their claim. If the claim is unreasonable you can simply state your reasons for the rejection and move on. You aren't required to spend time on frivolous claims or claims that have no serious merit.
Diff: 2
Skill: Concept
Objective: 5
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

64) One way to avoid being accused of defamation is to stick to the facts when communicating with customers.
Answer: TRUE
Explanation: Discipline is the key in avoiding defamation. No matter how out of line your customer is, don't get lured into being overly personal or emotional. In addition to that, be scrupulous about facts and deal honestly and fairly with your customers.
Diff: 1
Skill: Concept
Objective: 5
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

65) To avoid legal problems, businesses should delay communicating with the media in the aftermath of a crisis.
Answer: FALSE
Explanation: In a crisis, responding to criticism or problems immediately is often the key to avoiding disaster. Keep calm and don't say anything untrue or that you can't back up with facts. At the beginning of a crisis, events are almost always unclear so what you want to do is buy time until you understand the situation better.
Diff: 2
Skill: Concept
Objective: 6
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
66) Refusing a request to write a recommendation letter generally calls for using the indirect approach and a great deal of diplomacy.
Answer: TRUE
Explanation: Any refusal to write a recommendation for a job applicant, for example, may be taken as a personal affront and requires delicacy and a diplomatic approach.
Diff: 2
Skill: Concept
Objective: 7
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

67) When responding to social networking recommendation requests, a single sentence that focuses on one positive aspect is often all that is necessary.
Answer: TRUE
Explanation: It is understood that social networking recommendations are much more flexible than conventional recommendations. When solicited, a recommender may contribute as much or as little as he or she sees fit.
Diff: 2
Skill: Concept
Objective: 7
AACSB: Ethical Understanding and Reasoning Abilities, Use of IT
Learning Outcome: Describe strategies for developing negative messages

68) When rejecting a job applicant, it is best to explain specifically why that individual was not selected.
Answer: FALSE
Explanation: For many jobs, explanation for rejection is considered a liability risk, as rejected applicants file suits claiming that they were rejected for inappropriate reasons. For this reason, many companies simply advise against any kind of explanation for rejection of a job applicant.
Diff: 2
Skill: Concept
Objective: 7
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

69) Firing an employee whose performance reviews were all positive can result in a lawsuit.
Answer: TRUE
Explanation: When firing an employee, the employer should have documented proof of the employee's failure to meet performance standards and other inadequacies or infractions. Without documented evidence, the company opens itself up to claims of wrongful firing.
Diff: 2
Skill: Concept
Objective: 7
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
70) Since termination letters are highly controversial, you should never deliver them in person.
Answer: FALSE
Explanation: To show respect and consideration, a termination letter should be delivered in person.
Diff: 2
Skill: Application
Objective: 7
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

71) A primary goal of negative messages is to gain ________ of the bad news.
Answer: acceptance
Explanation: Gaining acceptance of the bad news is one of five goals to seek in delivering a negative message. The message should also focus on: communication of the news itself, maintaining goodwill, maintaining your company's reputation, and in some cases, limiting further correspondence on the matter.
Diff: 1
Skill: Concept
Objective: 1
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

72) Employees are more likely to accept negative news if it is delivered in ________, rather than in writing.
Answer: person
Explanation: An in-person delivery of a negative message gives recipients the respect they feel they deserve.
Diff: 2
Skill: Concept
Objective: 1
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

73) When composing negative messages, it is important to use language that conveys respect and avoids a(n) ________ ________.
Answer: accusing tone
Explanation: Tone is critical in a negative message. Any hint of blame or accusation can cause the recipient to focus on anger and resentment rather than the message itself.
Diff: 2
Skill: Concept
Objective: 4
AACSB: Ethical Understanding and Reasoning Abilities
Learning Outcome: Describe strategies for developing negative messages
74) A negative message organized using the ________ approach starts with a clear statement of the bad news.
Answer: direct
Explanation: The key to the direct approach is to provide the negative news up front at the beginning. The direct approach works best when the situation is routine or the negative news is expected.
Diff: 2
Skill: Concept
Objective: 2
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

75) When using the indirect approach for a negative message, begin with a(n) ________ that softens the blow of the bad news.
Answer: buffer
Explanation: The indirect approach opens with a buffer that aims to provide context and forge common ground with the recipient.
Diff: 1
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

76) In the ________ approach for negative messages, the bad news comes after the reasons supporting the decision.
Answer: indirect
Explanation: The indirect approach builds a case for the negative news in its first two sections, finally delivering the news itself in the third section.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

77) The ________ section of a negative message using the indirect approach should lead readers to your conclusion before you come right out and say it.
Answer: explanation
Explanation: Using the indirect approach, (1) the opening buffer section leads into (2) a reasons or explanation section that lays out a case to justify (3) the negative news that will be stated in the third section.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
78) Avoid hiding behind ________ ________ to justify the bad news you are delivering in a negative message.
Answer: company policy
Explanation: Hiding behind company policy tends to depersonalize the situation and make it feel less genuine, ultimately adding to the frustration that the recipient feels.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

79) One way to deemphasize bad news is to embed it in the middle of a(n) ________.
Answer: paragraph
Explanation: Embedding negative news within a middle paragraph is a good way to deemphasize the news. The recipient sees the embedded text as less prominent and therefore less important. This approach tends to work best when the news itself is not likely to produce an emotional response in the recipient.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

80) Customers who make a claim or request an adjustment tend to be ________ involved; therefore, the indirect method is usually best for refusals.
Answer: emotionally
Explanation: When you take the time and trouble to make a claim against a company, it usually means that you are upset and emotionally involved in the issue. People who deal with claims should be aware of this and try to defuse emotional situations that threaten to spin out of control.
Diff: 3
Skill: Concept
Objective: 4
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

81) Delivering bad news effectively requires special attention to ethics and ________.
Answer: etiquette
Explanation: Situations that involve bad news are almost always emotionally charged. That is why having a strong sense of etiquette is necessary in dealing with these situations because it gives participants guidance in how to treat one another with a maximum of respect.
Diff: 2
Skill: Concept
Objective: 4
AACSB: Ethical Understanding and Reasoning Abilities
Learning Outcome: Describe strategies for developing negative messages
82) Even when you are positive the person making a claim or request for adjustment is not telling the truth, it is vital to avoid saying or writing anything the recipient might interpret as ________. If you do not, you increase the likelihood that you and/or your company will be sued.
Answer: defamation
Explanation: Any kind of derogatory, abusive, or disrespectful language can be interpreted as defamation. Therefore, make sure that the language you use is truthful and respectful in all instances.
Diff: 2
Skill: Concept
Objective: 4
AACSB: Ethical Understanding and Reasoning Abilities
Learning Outcome: Describe strategies for developing negative messages

83) The main purpose of a(n) ________ review is to improve employee performance.
Answer: performance
Explanation: The review should be seen as constructive criticism. The employee's strengths and weaknesses are examined and evaluated. The employee is encouraged to build on strengths and use the criticism to improve weaknesses.
Diff: 2
Skill: Concept
Objective: 7
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

84) When evaluating employees, it is important to ________ performance problems carefully to support any decisions that need to be made about pay, promotions, or termination.
Answer: document
Explanation: The performance of employees who are not performing up to company standards must be documented for two reasons. First, the documentation provides a good record of improvement for employees who show progress. Second, if the employee fails to improve, the documentation provides legal cause for demoting or firing the employee in the future.
Diff: 2
Skill: Concept
Objective: 7
AACSB: Ethical Understanding and Reasoning Abilities
Learning Outcome: Describe strategies for developing negative messages

85) When writing a(n) ________ message, present specific reasons for asking the employee to leave.
Answer: termination
Explanation: Firing an employee without documented cause can be challenged in a courtroom. To avoid legal problems, termination must be fully justified and documented.
Diff: 2
Skill: Concept
Objective: 7
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
86) What are your five main goals when delivering bad news?
Answer: In any negative message, your main goals are to (1) convey the bad news, (2) gain acceptance for it, (3) maintain as much goodwill as possible, (4) maintain a good image for your organization, and (5) (if appropriate) reduce or eliminate the need for future correspondence on the matter.
Diff: 3
Skill: Concept
Objective: 1
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

87) Rewrite the following sentence using more respectful wording: "You shouldn't have put the blender into the dishwasher."
Answer: This type of blender should not be cleaned in the dishwasher.
Diff: 2
Skill: Application
Objective: 4
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

88) Rewrite the following negative message using positive words rather than negative ones: "Since you failed to send payment, we cannot ship your order."
Answer: By sending payment promptly, you can receive your order within 5 business days.
Diff: 2
Skill: Application
Objective: 1
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

89) What are the two benefits of stating the bad news at the beginning of a negative message?
Answer: Stating the bad news at the beginning makes a shorter message possible and requires less time for the audience to reach the main idea of the message.
Diff: 2
Skill: Concept
Objective: 2
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
90) Briefly describe the elements of a negative message that uses the direct approach.
Answer: The opening should start with a clear statement of the bad news. The body should give the reasons for the bad news, and the closing should end with a positive statement aimed at maintaining a good relationship with the audience.
Diff: 3
Skill: Concept
Objective: 2
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

91) What is a "buffer," and what function does it serve in negative messages?
Answer: A buffer is a neutral, noncontroversial statement that is closely related to the point of the message. In negative messages using the indirect approach, the buffer establishes common ground with your reader.
Diff: 2
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

92) Explain how an effective buffer differs from one that is poorly written. Provide an example of a buffer that would be inappropriate for a message explaining that a student's grade appeal has been denied.
Answer: A poorly written buffer might trivialize the reader's concerns, divert attention from the problem, or mislead the reader into thinking your message actually contains good news. A good buffer, on the other hand, is respectful, relevant, and neutral, and provides a smooth transition to the reasons that follow. An inappropriate buffer for the message described above would be, "Everyone makes mistakes, and that's why we're writing to you."
Diff: 3
Skill: Critical Thinking
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

93) Briefly describe the elements of a negative message that uses the indirect approach.
Answer: Begin with a buffer (a neutral statement that sets the stage for the bad news). Follow with the reasons for the bad news, then state the bad news as diplomatically as possible. Emphasize any good news and de-emphasize the bad. End with a positive, forward-looking statement that is helpful and friendly and tries to preserve goodwill.
Diff: 3
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
94) List three techniques for deemphasizing bad news.
Answer: Three methods for deemphasizing bad news are (1) minimize the space or time you devote to the bad news, (2) subordinate your bad news in a complex or compound sentence, and (3) embed bad news mid-paragraph or use parenthetical expressions.
Diff: 3
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

95) List at least three guidelines that can help you avoid being accused of defamation.
Answer: (1) Refrain from using any kind of abusive language; (2) Provide accurate information and stick to the facts; (3) Never let anger or malice motivate your messages; (4) Consult your company's legal advisers whenever you think a message might have legal consequences; (5) Communicate honestly; (6) Emphasize a desire for a good relationship in the future.
Diff: 2
Skill: Concept
Objective: 5
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

96) You are faced with informing your supervisor about massive production delays. Company policy dictates that you must provide this information in writing. What questions should you consider when deciding between the direct and indirect approaches for your message?
Answer: (1) Will the bad news come as a shock to my audience? (2) Does the audience prefer short messages that get right to the point? (3) How important is this news to my audience? (4) Do I need to maintain a close working relationship with the audience? (5) Do I need to get the audience's attention? (6) What is my organization's preferred style for delivering bad news?
Diff: 3
Skill: Concept/Application
Objective: 3
AACSB: Analytical Skills
Learning Outcome: Describe strategies for developing negative messages

97) What four guidelines should you follow in writing effective closings to negative messages?
Answer: (1) Avoid a negative or uncertain conclusion—there's no need to refer to, repeat, or apologize for the bad news. (2) Manage future correspondence. Don't encourage additional communication unless you're willing to discuss your decision in more detail. (3) Be optimistic about the future instead of anticipating problems with statements such as, "Should you have any further problems, please let me know." (4) Be sincere, avoiding meaningless clichés.
Diff: 3
Skill: Concept
Objective: 3
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages
98) Provide at least five guidelines to observe when making negative organizational announcements.
Answer: (1) Match your approach to the situation—if the news is relatively minor, the direct approach may be best. If it will come as a shock, use the indirect approach. (2) Consider the unique needs of each group—not everyone needs the same information. (3) Give each audience enough time to react as needed. If a plant is closing, for example, employees may need months to find new jobs. (4) Give yourself enough time to plan and manage a response. Complaints and questions are likely to follow your announcement. (5) Look for positive angles but don't exude false optimism. (6) Minimize the element of surprise whenever possible. (7) Seek expert advice if you're not sure how to handle all aspects of the announcement.
Diff: 3
Skill: Concept
Objective: 6
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages

99) What are some viable options for refusing social networking recommendation requests?
Answer: The situation with recommendations in a social networking environment is more complicated than with a traditional recommendation because the recommendations become part of your online profile. Fortunately, social networks provide more flexibility when it comes to responding to recommendation requests. You can simply ignore or delete the requests, or you can (as many people do) make it a personal policy to ignore requests from networkers they don't know. Another option is to refrain from making recommendations at all, and just letting people know this when they ask.
Diff: 3
Skill: Synthesis
Objective: 7
AACSB: Communication Abilities, Use of IT
Learning Outcome: Describe strategies for developing negative messages

100) Explain the characteristics of an effective letter rejecting a job applicant.
Answer: Rejecting job applicants requires choosing your approach carefully—experts disagree on how much information to include in a rejection message, but the safest strategy is to avoid any explanations for the company's decision and to avoid making or implying any promises of future consideration. When writing a rejection message, be sure to personalize it by using the recipient's name, and then open with a courteous expression of appreciation for being considered. Convey the bad news politely and concisely, and avoid explaining why the applicant was rejected or why other applicants were chosen instead. Don't state or imply that the application will be reviewed later, and close with positive wishes for the applicant's career success.
Diff: 3
Skill: Concept
Objective: 7
AACSB: Communication Abilities
Learning Outcome: Describe strategies for developing negative messages