

SHORT ANSWER QUESTIONS COMM 212

For sample answers, see below.

1. What are three elements of the changing workplace?

1. Elements of the changing workplace include the knowledge economy, the concept of the risk society, flatter organizations, sustainability and corporate social responsibility, business on a global scale, more diverse employee base, team work environments, advancing communication technologies, and connectivity through the World Wide Web. (pp. 4–9)

2. What are the risks associated with information and communication technologies (ICTs)? Data stored and transmitted using mobile phone systems and Internet technologies are at risk of being a target of reproduction without permission (piracy), sabotage through hacking (cyberwarfare), or identity theft. (p. 5)

3. How do sustainable development initiatives affect corporate communications?

3. Because interest in maintaining natural resources has grown, most organizations now complete mandatory and voluntary sustainability reporting. Communicating sustainability initiatives can improve a company's reputation and profits. (pp. 6–7)

4. What are four barriers to effective communication?

4. Some barriers to effective communication are channel overload, information overload, emotional interference, semantic interference, physical and technical interference, mixed messages and channel barriers, and environmental interference. (p. 14)

5. What is the difference between internal and external communication?

Internal communication goes through the channels of an organization; external communication involves audience members who are not part of the writer's organization. (p. 21)

6. What are the characteristics of active listening?

In active listening, the listener pays close attention to the literal and emotional meaning of the message and responds in a way that tells the speaker that the message was heard and understood.

7. What are three possible types of information flow in an organization?

Three types of information flow in an organization are upwards, downward, and horizontal. (p. 23)

8. What are business ethics?

Business ethics are the socially accepted moral principles and rules of business conduct. (

9. What are the five key ways in which cultures differ from one another, according to Geert Hofstede?

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Cultures may differ in the way or degree they expect and accept unequal power (power distance), handle or tolerate new or unknown situations (uncertainty avoidance), integrate into groups (individualism vs. collectivism), balance gender roles and values (masculinity vs. femininity), and value either the future or the past and present (short-term vs. long-term orientation). (p.

10. What is the main difference between high-context and low-context cultures? Communicating for

In a high-context culture, communication relies heavily on non-verbal, contextual, and shared cultural meanings; they do not say “no,” and meaning depends on how something is said; social standing is important. In a low-context culture, meaning depends on what is said, not the context; “no” is said directly, and individualism and self-assertion are valued.

1. What are the four key concepts in understanding the writing process?

1. Understanding four key concepts can help you become a better writer: contextual factors (the situation), genres (the writing format), discourse communities (the communicators in your group), and rhetorical situations (the ways you can persuade your audience). (pp. 46–48)

2. What are the four major steps in the writing process?

2. There are four major steps in the writing process: prewriting, organizing and outlining, drafting, and revising and editing. (pp. 48–49)

3. What are some things you need to consider before choosing a medium or channel for message transmission?

Some things you need to consider before choosing a medium or channel for message transmission are accuracy, speed, cost, detail, importance, privacy; see page 54 of the text for the full list.

4. What are three different ways to generate content?

Three ways to generate content are brainstorming, mapping or clustering, and asking questions. (pp. 55–57)

5. What are the four methods for organizing and outlining material?

The four methods for organizing and outlining material are sequential development, chronological development, general-to-specific development, and cause-and-effect method of development. (p. 57)

6. Why do you need to consider your audience when writing a message?

It is important to consider your audience when writing a message so that you include appropriate details and adapt the message accordingly. (p. 51)

7. What is writer’s block and how can you overcome it?

Writer’s block is a temporary inability to express one’s thoughts because of a lack of inspiration. Ways of overcoming writer’s block are listed on pages 59–60 of the text, and include starting early and freewriting.

8. How can you effectively revise your message?

Some effective ways of revising a message include using a paper copy; reducing your reading speed; looking at the document as the reader, not the writer; polishing in three stages using the

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content-organization-style (COS) method; reading your draft aloud; and using spell- and grammar checkers. (pp. 61–62)

9. If you are writing in a group, how can you write effectively?

Effective writing strategies you can use if you are writing in a group include active listening, having a team leader, planning what needs to be written and who will write it, and agreeing on a writing style. You can also choose a specific strategy for collaborative writing (sequential integrating writing, sequential single-writing, parallel simultaneous writing, and reactive integrating writing), so everyone understands the process (pp. 65–66)

10. What should you consider when you critique other people’s writing?

To help ensure your feedback is received well, try creating a safe environment for open communication.

Listen carefully to the writer and follow any guidelines that are in place for critiquing. Give feedback in private if you think the writer could be embarrassed. (p. 66)

1. What are three principles of plain-style writing?

1. Plain style principles include using common, everyday words, except for necessary technical terms; using reasonable sentence lengths; using active-voice verbs and phrasal verbs; using personal pronouns (I, you, and we); using unambiguous language; and placing the subject as close as possible to the verb. (pp. 72–73)

2. Which of the following phrases represents clear writing?

a) The company would be happy to reimburse you for any out-of-pocket expenses, providing proper documentation is available upon submission of said documents.

b) As long as all receipts are provided and purchases are recorded, you will be reimbursed for expenses.

Phrase (b) (As long as all receipts are provided and purchases are recorded, you will be reimbursed for expenses) represents clear writing. (pp. 72–73)

c) Hand in your receipts so you can get your money.

3. How can you improve your writing style?

. Ways of improving your writing style include replacing clichés and retiring outdated expressions, eliminating slang, and avoiding instant messaging abbreviations and emoticons. (pp. 76–77)

4. What is wrong with the following sentence?

“Our salesman will be in touch shortly with a deal you can’t resist.”

The sentence (Our salesman will be in touch shortly with a deal you can’t resist) is exclusionary, vague, and boastful. (pp. 78–80)

5. What are three ways to achieve conciseness?

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Ways to achieve conciseness include eliminating long lead-ins; revising noun conversions; eliminating redundancies; eliminating or revising empty words and phrases; using strong, precise, accurate verbs; revising prepositional phrases; eliminating fillers; shortening multiple that/which/who clauses; and combining shorter sentences. (pp. 81–85).

6. Why is tone important in business writing?

Tone is important in business writing because it conveys your attitude toward the reader and the subject matter.

7. Why is it important to stress reader benefits?

It is important to stress reader benefits so that readers can see how the information concerns them and how they stand to benefit from it. (p. 89)

8. What are three aspects of inclusive language?

8. Three aspects of inclusive language: don't make discriminatory comments, use only genderneutral job titles and salutations, and use masculine pronouns reasonably. (pp. 90–91)

1. What are three ways to improve sentence variety and length?

Three strategies help improve sentence variety and length: vary the rhythm by alternating short and long sentences, turn a clause into a prepositional phrase, convert a sentence defining or describing something into a phrase or clause. (pp. 103–104)

2. Which of the following sentences is written in parallel form?

- a) **We have ordered nails, packing tape, and we got paper.**
- b) **We ordered nails, we got packing tape, and paper.**
- c) **We ordered nails, packing tape, and paper.**

3. What are some ways that you can emphasize points in a written message?

Some ways of emphasizing points in a written message are to: (pp. 107–109)

- a) use eye-catching mechanical devices;
- b) use punctuation;
- c) use formatting; and
- d) use style, such as short, emphatic sentences.

4. When is it appropriate to use active voice? When is it appropriate to use passive voice?

Situations where active voice is appropriate: to state good and neutral news clearly and directly or to emphasize the doer of an action. Situations where passive voice is appropriate: to conceal the doer of an action when that information is unimportant, unknown, or harmful; to deemphasize negative news; to show tact and sensitivity; to reduce intrusive first-person pronouns; and to maintain consistency or avoid awkward shifts in focus. (pp. 110–112)

5. How can the following sentence be corrected?

“He ran in the marathon. Despite the fact that he had an injured knee.”

The sentence He ran in the marathon. Despite the fact that he had an injured knee can be corrected by linking the fragment to the sentence: He ran in the marathon despite the fact he had an injured knee. (p.

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112)

6. What is wrong with the following sentence?

“The cat sat beside me drinking coffee.”

The sentence The cat sat beside me drinking coffee has a modifier error, making it sound as though the cat were drinking the coffee.

7. What are three potential problems to watch for when proofreading?

7. You should check for a number of problems when proofreading: accuracy of names, facts, and figures; appropriateness of format; correctness of grammar, spelling, and punctuation (p. 120)

1. What are three traits shared by e-mails and hard-copy memos?

. E-mails and hard-copy memos share three traits: single-topic focus, brevity, and two-part structure (header and message). (p. 129)

2. Why is it important to apply the principles of chunking when formatting lists for memos and emails?

It is important to apply the principles of chunking when formatting lists for memos and e-mail because the average person’s short-term memory can store seven pieces of data plus or minus two, depending on the complexity of the data. Ideally, a list should be brief and kept to a maximum of seven or eight items. Any more than that is hard to remember. (p. 133)

3. How can netiquette be used to avoid flaming?

Knowing your netiquette (the informal code of conduct governing polite, efficient, and effective use of the internet) will help you realize that flaming (sending an e-mail when you are angry) can have serious consequences.

4. What are two strategies for reading and processing incoming messages?

4. Strategies for reading and processing incoming messages include scheduling time for reading and writing e-mail (be systematic, check for messages regularly, open newest e-mail first if you have been away); doing regular inbox clean-ups (file or archive emails, delete messages, update your email address book); scanning the entire list of new messages in your inbox (read messages before writing follow-up messages); using filtering options and anti-spam software; and capturing your e-mail in a recognizable records system. (pp. 138–139)

5. What is wrong with the following message?

ADAM,

WHY DID YOU CHANGE THE FORMATTING OF OUR GROUP REPORT BEFORE YOU HANDED IT IN? WE DON’T LIKE THE WAY IT LOOKS.

The e-mail message is an example of shouting, which is considered rude. Capital letters are also difficult to read. (p. 139)

6. What are three things to keep in mind when replying to e-mail?

Keep these guidelines in mind when replying to e-mail: try to reply as soon as possible, modify your distribution list, don’t automatically include the sender’s original message with your reply, avoid indiscriminately forwarding e-mails, don’t be impatient for a reply, make provision for your absences from the office, and protect and respect authorship. (pp. 140–141)

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7. What is a goodwill message?

. A goodwill message is “a message that enhances the value of a business beyond its tangible assets by creating a bond of friendship and establishing trust and mutual understanding between the writer and recipient.” (p. 145)

8. What are the four guidelines that apply to both e-mail and instant messaging (IM)?

8. Four guidelines apply to both e-mail and IM: limit the use of abbreviations, use a natural mix of upper- and lowercase, keep conversations to a few people at a time, and set status flags to “away” or “busy” if you don’t wish to be engaged. (pp. 148–149)

1. What is a direct-approach message?

A direct-approach message is a message that presents the main point in the first paragraph, often in the first sentence. (p. 157)

2. What are three key elements of an order request?

Three key elements of an order request are authorizing the purchase and specifying the preferred method of shipment; itemizing requested merchandise, using a list format; and closing with special instructions and thanks. (p. 161)

3. What are the three elements of effective goodwill messages?

Effective goodwill messages should be personal, prompt, spontaneous, short, and sincere

4. What type of goodwill message would you write if your colleague got promoted?

If your colleague got promoted, you could write a letter of congratulations.

5. What is the inside address and what is included in it?

The inside address identifies the person and/or company to whom the letter is being sent. It includes the full name of the person receiving the letter, the person’s professional title, the company name, the street address, the city, provincial abbreviation, and postal code. (p. 187)

6. After the salutation, what punctuation is used in a business letter?

In a business letter, you should use a colon after the salutation. (p. 188)

7. What is a signature block?

A signature block is room for your signature (after the complimentary close), your name (typed), and your title. (p. 189)

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8. Look at the following claim letter and discuss how it can be improved:

123 Sprint Avenue

London, ON N6A 4C4

June 17, 2014

Customer Service Department

Happy-Go-Lucky Corp.

58 Turner Street

Vancouver, BC V6B 3P7

To Whom it May Concern:

Last month I ordered 6 of your Teflon-coated fryers for my home. My kids really love French fries, and so do my brothers and their families. It is a family tradition to have fries every Saturday night. It started with my grandfather, who has passed away and is no longer with us.

Well, I got your package yesterday and opened it only to find I am missing a fryer and I got a waffle iron instead. How do you cook French fries with that I ask you! Communicating for Results, Third Edition

© Oxford University Press Canada, 2014

Please rectify this immediately.

Sincerely,

Rachel Good

Rachel Good

Angry Customer

8. The claim letter has the following problems that should be corrected:

The tone is offensive.

There is no addressee.

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It takes too long to get to the point.

It includes too much unnecessary information.

It fails to state what needs to be fixed.

There is no indication of what will happen to extra merchandise.

It omits important contact information, such as phone number or e-mail address.

There is no need for adding “angry customer” at the end.

(For more information about claim letters, see pp. 163–165.)

1. What are the three types of subject lines used in bad news messages? Briefly describe and explain when to use each.

The three types of subject lines are

a) positive, to highlight solutions in problem-oriented messages and persuade readers of benefits of potentially unpopular policies or changes;

b) neutral, to signal the topic but without referring to the bad news; and

c) negative, to command attention for serious internal problems and issues that might otherwise be ignored.

Positive subject lines can be used to announce an increase in monthly deductions for employee benefits; neutral subject lines can be used in routine memos to peers and subordinates; and negative subject lines sometimes are used in brief e-mails alerting readers to situations for which the readers are not at fault. (p. 204)

2. When should you use a direct writing plan for a bad news message?

Direct writing plans should be used for bad news messages in the following situations: when you know the reader well enough to understand her preference for directness; when the bad news is expected; when critical information might otherwise escape notice; when the bad news is not serious to the reader; when it is company practice; or when you want to end a business relationship. (p. 205)

3. When should you use an indirect writing plan for a bad news message?

. Indirect writing plans should be used in the following situations: when you don't know the reader well, when the bad news isn't anticipated by the reader; or when you anticipate a strong negative reaction from the reader. (p. 207)

4. Why should the buffer not be too upbeat and irrelevant?

An upbeat or irrelevant buffer sends the wrong message: the reader may believe that good news is coming. (p. 208)

5. When you deliver the bad news, what techniques can help soften the impact?

Several techniques will help the reader accept the bad news: put the bad news in a dependent clause, offer alternatives, use passive voice, use long sentences, use positive language, embed the bad news, or imply the refusal rather than stating it directly. (pp. 210–211)

6. Why is the use of passive voice sometimes appropriate in bad news messages?

. The use of passive voice allows you to describe an action without identifying who performed it (and possibly assigning blame). Facts, not the people who performed actions, stand out with this construction. (p. 210)

7. Should you end bad news messages with contact information and an invitation to discuss the matter further?

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Bad news messages should include contact information only if you want to invite further contact. However, if further correspondence is unnecessary, do not invite it. (p. 211)

8. Should you apologize in a bad news message? Why or why not?

As long as the apology does not admit fault or liability, a well-worded apology can show you care, so apologies can be used, but carefully. However, do not apologize for minor errors or any serious trouble or inconvenience for which you or the company is responsible. (p. 212)

9. When refusing claims, what should you begin with?

When refusing a claim, you should begin with a statement of appreciation, common ground, or understanding.

10. How should you open a letter turning down a job applicant?

Open the letter by cushioning the refusal. Thank the applicant for applying or include a general comment on the overall standard of the applications. The opening should never mislead the applicant into thinking she got the job. (p. 222)

11. How should you end a letter declining an invitation?

11. End by renewing goodwill. Close on a friendly note with good wishes for success or a forwardlooking remark. (p. 226)

1. Why is it important to understand what motivates your reader when writing a persuasive message?

By anticipating what motivates your reader and appealing to this, the chances of achieving success are higher. (p. 235)

2. Why is a logical appeal often effective for business people?

An appeal to reason is often effective because people in business are able to justify a decision based on facts, expert opinions, statistics, examples, etc. (p. 236)

3. What should you end a favour or action request with?

End a favour or action request with a reminder that you are looking forward to a response. Make sure you include contact information. (p. 246)

4. How can you effectively minimize resistance to your requests?

By anticipating the reader's reaction to your request, and acknowledging his or her opinion, you are showing that you understand the reader's position. This often helps minimize resistance.

5. Why is it helpful to anticipate reader objections?

By predicting what the reader objections might be, you can incorporate clear and compelling counter-arguments that refute them into your message

6. When sending a claim letter, how can you convince the reader that you have a valid claim?

When sending a claim letter, you need to describe the problem in a calm, logical manner and provide documentation showing what you have done to solve the problem up until now. Also,

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explain what has happened and when. Supply as many relevant details as possible (such as part numbers or product codes) so that the reader clearly understands your problem. (p. 245)

7. What are the three types of collection letters?

7. Three types of collection letters:

Stage 1 – reminder letter,

Stage 2 – inquiry letter

Stage 3 demand letter. (pp. 248–250)

8. For a sales message, what should the opening do?

8. An effective opening for a sales message should gain the reader's attention or interest with a strong lead in to the rest of the message. (p. 252)

9. What are the four elements of a fundraising letter?

9. Four elements of a fundraising letter: identify an important problem; show that the problem is solvable; explain what your organization is doing to solve the problem; and ask for a donation. (p. 258)

1. How can you use Twitter as a job-search tool?

You can create a positive professional image by using your Twitter account as an online business card. You can follow and connect with people and organizations relevant to your career. Posting content and retweeting can gain attention that may lead to job opportunities (p. 273).

2. What should you keep in mind when you create a LinkedIn profile?

Your LinkedIn profile should include a professional-looking headshot, complete preliminary information (name and job title/career focus) and overview section, as well as a thorough and compelling background summary. You can take steps to have your profile ranked high in search results, incorporate visual content, and solicit endorsements and recommendations. Regular updates will keep your profile current and fresh as well as suggest that you're seeking new employment opportunities (pp. 271–273).

3. What should you include on your resumé?

On your resumé you should include contact information (name, address, phone number, e-mail address), education, and experience, and possibly any of the following: your objective or career profile, summary of qualifications, skills and capabilities, awards and activities, and references. (p. 276)

4. What type of resumé is considered standard?

. A chronological resumé is considered standard and has been popular with employers and recruiters for a long time. (p. 279)

5. What are some keywords that should be used in a scannable resumé? Why are these words important to include?

. Some key words to include on a scannable resumé include the following: accurate, efficient, planning ability, active, experienced, positive, adaptable, flexible, problem-solving, communication skills, innovative, productive, creative, leadership, results-oriented, customer-oriented, motivated, takes initiative, detail-oriented, organizational skills, and willing to travel. They are important to include because applicants with the highest percentage of matches have a better

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chance of being interviewed as they are seen as good candidates. (p. 284)

6. What is the difference between a solicited and unsolicited application letter?

A solicited application letter is written when you know a company is hiring and you are responding to an advertisement. An unsolicited application letter is written when you don't know if the company is hiring, but you are trying to find a job. (pp. 289–292)

7. When preparing for a job interview, why should you try to find out about the company?

By knowing about the company, you can prepare relevant questions to ask the interviewer. This helps show that you are informed. (p. 296)

8. What is the STARS technique that prepared interviewees use during behavioural interviews?

Behavioural interviewing is commonly used to have interviewees talk about their performance in specific work situations. The STARS technique will help you develop an effective response: focus on outlining the situation, note the tasks you had to perform, explain the actions you took, state the results, and classify and reflect on the skills you used. (p. 298)

9. Why is a follow-up letter important?

A follow-up letter shows that you are interested in the position and the company, it can recap your selling points, and it can demonstrate your manners and knowledge of business etiquette. (p. 300)

10. What should you do before adding a reference to your reference list?

10. Be sure to ask for permission before you list anyone as a reference. (p. 279)

1. What are distinguishing features of informal reports that differentiate them from formal reports?

Informal reports (pp. 311–312)

Are often distributed internally

Use a personal tone and language

May use contractions

Are usually less than 10 pages long

Do not include a table of contents or separate summary and introduction sections

Use visuals minimally

2. When should you use the indirect approach when writing a report?

The indirect approach should be used when the audience needs to be persuaded to accept the findings of the report. (p. 315)

3. Why should you use headings in a report?

4. What are the three major steps in the writing process?

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Headings help the reader navigate the report and help organize information into easily understood chunks. (pp. 315–316)

5. What different visual aids/graphics can you use to enhance your report?

Reports can be enhanced by using the following visual aids/graphics: table, matrix, pie chart, bar chart, line graph, flow chart, and organizational chart. (p. 321)

6. What are three examples of commonly-used short reports?

The following are some commonly used short reports: (pp. 332–334)

periodic reports
situational reports
incident reports
investigative reports
compliance reports
recommendation reports
justification reports
feasibility reports
summaries
to-file reports
proposals

7. What is the key difference between an informational report and an analytical report?

The key difference between an informational report and analytical report is that the purpose of informational reports is to collect data and present it clearly and directly, without analysis, conclusions, or persuasion. In contrast, the purpose of an analytical report is to pass on information with the intent of persuading readers to follow a specific course of action or recommendation that is supported by the reasoning of the report's finding and conclusions. (p. 353)

8. What is the role of problem statements, problem questions, and purpose statements in report writing?

8. Because analytical reports are supposed to answer questions and solve problems, clearly identifying and understanding the problem(s) is essential before you start writing. If you precisely define a problem statement and problem question, you can narrow down your focus and ensure you have the right data. The problem question will help you determine the type of analytical report (recommendation, feasibility, or yardstick) you need to write. Once the problem is clear, it can be developed into a concise purpose statement that serves as a reminder of what you want your report to accomplish. (pp. 354–355)

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1. Why would you write a proposal?

A proposal is written in response to a request for a proposal, or it is written to convince the reader that there is a problem that needs to be fixed or a change that needs to be implemented. (p. 378)

2. Identify the elements of informal proposals.

Elements of informal proposals: introduction; background; proposal, method, schedule; costs, budget; staffing, qualifications; benefits; and request for authorization. (pp. 379–380)

3. Identify the elements of formal proposals.

3. Elements of formal proposals: cover letter, letter of transmittal; executive summary or abstract; title page; table of contents; list of tables/figures/illustrations; introduction; appendix; and references. (pp. 380–382)

4. What is the difference between primary and secondary research?

Primary research depends on first-hand sources where you conduct research yourself and generate the data you need (conduct interviews, carry out surveys, make observations). Secondary research involves the retrieval of existing information based on what others have observed and experienced (library or online search). (p. 387)

5. Identify the elements of a formal report.

Six things to keep in mind when preparing to write formal reports: purpose, content, audience, status, length, and formality. (p. 390)

6. What are six things to keep in mind when preparing to write formal reports?

Elements of a formal report: Front Matter (Cover, Title Page, Letter of Transmittal, Table of Contents, List of Figures, Executive Summary); Body of the Report (Introduction, Discussion of Findings, Conclusions, Recommendations); and Back Matter (Appendices, References or Works Cited, Glossary). (pp. 395–399)

7. What is the difference between a Works Cited page and a References page?

A Works Cited page is used for MLA format, and a References page is used for APA format. Both contain biographical information about secondary sources used in a document, but the formatting is slightly different. (pp. 399–402)

8. What is an appendix?

. An appendix is optional material at the end of the report, containing specialized information that clarifies and supplements the information in the body of the report. (p. 399)

9. How can writers collaborate successfully to develop a proposal or report?

9. Because writers have different individual voices, it is important to work to ensure a document has a uniform, cohesive style. To achieve this, writing teams should agree on style points, such as the degree of formality and use of personal pronouns, before writing as well as review the draft fixing sharp contrasts in writing styles. All team members should be satisfied with the final draft before editing begins. Software features allow writers in the group to make signed annotations to the document onscreen making it easier to track and organize contributions. (p. 395)

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1. What types of corporate blogs could an organization use?

1. There are four common corporate blogs: intranet, product, and event. (p. 466)

2. What can organizations accomplish by using social networks?

Organizations typically use social networking to create brand communities; keep stakeholders and shareholders up to date on products; promote products and services; publicize events, product launches, and contests; and carry out marketing research. (p. 467)

3. What guidelines should you consider when establishing a Twitter account for your organization?

To optimize Twitter for your organization, you should have a professional image and content; maintain a conversational tone and ask questions; retweet; provide a full context with photos and links, and videos; insert a hashtag (#) symbol in front of key phrases for increased search and joining ease; and pace the timing of your tweets. (p. 470)

4. How can your organization use photo-sharing sites?

Organizations can use photo-sharing sites to share announcements and speeches with employees and investors; upload company photos, public service announcements, and commercials; post recruiting videos; get product and service feedback from clients, customers, and the public; encouraging

users to post videos, which promote their brand. (p. 471)

5. What are organizational benefits and challenges of using social media?

The benefits of social media include increased and far-reaching two-way internal and external communication that can improve relationship-building and promotion, customer identification and profiling, recruitment, crowdsourcing, feedback monitoring, and impact measurement. Corporate struggles with social media include time theft; negative comments; information leaks; damage to brand reputation; outdated information; use of personal social media by corporate executives; corporate identity theft; fraud; and legal, regulatory, and compliance violations. (pp. 471–474)

6. What privacy issues should you consider when you use and manage social media in your organization?

6. Individuals and organizations need to recognize Facebook and Twitter are not private. Employers can check Facebook profiles of employees and job applicants, so it's important to consider your online identity and profile and the image you want to create. Posts and comments have longevity and remain searchable. (p.476)

7. How can you measure your success with social media tools?

7. Social media analytics are used to measure social media success. Popular measurement tools include Google Analytics, Klout, Hoot Suite, and PostRank. With them, organizations can track changes in the number of followers/friends, the sharing of content among users or the number of one-on-one engagements, the conversion from social media consumers to paying customers, and consumer feedback about competitors. (pp. 474–475)