Management, 10e (Robbins)
Chapter 14   Managers and Communciation

1) If a manager clearly and articulately verbalizes instructions to a subordinate, communication can be said to have taken place.
Answer: FALSE
Diff: 2   Page Ref: 315
Topic: The Nature and Function of Communication
Skill: AACSB: Communication

2) In the study of management, communication generally refers to interpersonal communication.
Answer: FALSE
Diff: 2   Page Ref: 315
Topic: The Nature and Function of Communication
Skill: AACSB: Communication

3) As employees set specific goals, work toward those goals, and receive feedback on progress toward goals, communication is required.
Answer: TRUE
Diff: 2   Page Ref: 316
Topic: The Nature and Function of Communication
Skill: AACSB: Communication

4) The communication that takes place within groups is a fundamental mechanism by which members share frustrations and feelings of satisfaction.
Answer: TRUE
Diff: 2   Page Ref: 316
Topic: The Nature and Function of Communication
Skill: AACSB: Communication

5) Communication serves four major functions: control, motivation, emotional expression, and information.
Answer: TRUE
Diff: 2   Page Ref: 316
Topic: The Nature and Function of Communication
Skill: AACSB: Communication

6) The most important function of communication is the release for emotional expression of feelings and for fulfillment of needs.
Answer: FALSE
Diff: 2   Page Ref: 316
Topic: The Nature and Function of Communication
Skill: AACSB: Communication

7) The channel chosen to communicate the message cannot be affected by noise.
Answer: FALSE
Diff: 1   Page Ref: 316
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

8) The communication method that conveys personal warmth the best is face-to-face communication.
Answer: TRUE
Diff: 3   Page Ref: 318
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

9) A sender initiates a message by encoding a thought.
Answer: TRUE
Diff: 1   Page Ref: 316
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

10) The final link in the communication process is a feedback loop
Answer: TRUE
Diff: 1   Page Ref: 316
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

11) Formal presentations are the best communication method to use for scanability.
Answer: FALSE
Diff: 3   Page Ref: 318
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

12) Nonverbal communication is communication transmitted without words.
Answer: TRUE
Diff: 1   Page Ref: 317
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

13) The best-known types of nonverbal communication are demographics and proxemics.
Answer: FALSE
Diff: 3   Page Ref: 317
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

14) Verbal intonation refers to the emphasis someone gives to words or phrases that conveys meaning.
Answer: TRUE
Diff: 2   Page Ref: 319
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

15) Formal communication refers to communication that follows the official chain of command or is part of the communication required to do ones job.
Answer: TRUE
Diff: 2   Page Ref: 323
Topic: Organizational Communication
Skill: AACSB: Communication

16) Informal communication takes place when employees talk with each other in the lunchroom, as they pass in hallways, or as they're working out at the company exercise facility.
Answer: TRUE
Diff: 2   Page Ref: 323
Topic: Organizational Communication
Skill: AACSB: Communication

17) Downward communication is communication that cuts across both work areas and organizational levels.
Answer: FALSE
Diff: 2   Page Ref: 324
Topic: Organizational Communication
Skill: AACSB: Communication

18) In the chain network, communication flows according to the formal chain of command, both downward and upward.
Answer: TRUE
Diff: 2   Page Ref: 325
Topic: Organizational Communication
Skill: AACSB: Communication

19) The horizontal network represents communication flowing between a clearly identifiable and strong leader and others in a work group or team.
Answer: FALSE
Diff: 2   Page Ref: 325
Topic: Organizational Communication
Skill: AACSB: Communication

20) In the wheel network, the leader serves as the hub through which all communication passes.
Answer: TRUE
Diff: 2   Page Ref: 325
Topic: Organizational Communication
Skill: AACSB: Communication

21) Information technology has significantly improved a manager's ability to monitor individual or team performance.
Answer: TRUE
Diff: 1   Page Ref: 326
Topic: Information Technology and Communication
Skill: AACSB: Technology

22) Managers at Citibank's offices throughout Malaysia used "pulse lunches" to address pressing problems with declining customer loyalty and staff morale and increased employee turnover.
Answer: TRUE
Diff: 2   Page Ref: 328
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Communication

23) Electronic information is not admissible in any court system.
Answer: FALSE
Diff: 2   Page Ref: 329
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Technology

24) When personal interaction isn't physically possible, real-time collaboration software may be a better communication choice than sending an e-mail and waiting for a response.
Answer: TRUE
Diff: 2   Page Ref: 329
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Communication

25) One customer service strategy that many service organizations use is personalization.
Answer: TRUE
Diff: 2   Page Ref: 330
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Communication

26) The specific reason that the importance of effective communication for managers can't be overemphasized is that _____.
A) all written communication stays within the organization
B) all verbal communications require face-to-face interaction
C) every organization uses communications
D) everything a manager does involves communicating
Answer: D
Diff: 3   Page Ref: 315
Topic: The Nature and Function of Communication
Skill: AACSB: Communication

27) Communication is the transfer and understanding of _____.
A) ideas
B) concepts
C) meaning
D) words
Answer: C
Diff: 1   Page Ref: 315
Topic: The Nature and Function of Communication
Skill: AACSB: Communication

28) For communication to be successful, meaning must be imparted and _____.
A) received by the other person
B) an action must be taken by the receiver
C) feedback must be established
D) understood
Answer: D
Diff: 2   Page Ref: 315
Topic: The Nature and Function of Communication
Skill: AACSB: Communication

29) Communication between two or more people is called _____.
A) organizational communication
B) interpersonal communication
C) extrapersonal communication
D) intrapersonal communication
Answer: B
Diff: 2   Page Ref: 315
Topic: The Nature and Function of Communication
Skill: AACSB: Communication

30) _____ consists of all the patterns, networks, and systems of communication within an organization.
A) The grapevine
B) Interpersonal communication
C) Organizational communication
D) Open communication
Answer: C
Diff: 2   Page Ref: 315
Topic: The Nature and Function of Communication
Skill: AACSB: Communication

31) When employees are required to communicate any job-related grievance first to their immediate manager, to follow their job description, or to comply with company policies, communication is being used to _____.
A) control
B) motivate
C) provide a release for emotional expression
D) provide information
Answer: A
Diff: 2   Page Ref: 316
Topic: The Nature and Function of Communication
Skill: AACSB: Communication

32) Communication encourages _____ by clarifying to employees what is to be done, how well they're doing, and what can be done to improve performance if it's not up to par.
A) control
B) emotional expression
C) motivation
D) the sharing of information
Answer: C
Diff: 2   Page Ref: 316
Topic: The Nature and Function of Communication
Skill: AACSB: Communication

33) For many employees, their work group is a primary source of _____.
A) frustration
B) motivation
C) social interaction
D) stress
Answer: C
Diff: 3   Page Ref: 316
Topic: The Nature and Function of Communication
Skill: AACSB: Communication

34) Communication provides _____ that is needed to get things done in organizations.
A) control
B) emotional expression
C) information
D) motivation
Answer: C
Diff: 3   Page Ref: 316
Topic: The Nature and Function of Communication
Skill: AACSB: Communication

35) There are _____ elements of the communication process.
A) five
B) six
C) seven
D) nine
Answer: C
Diff: 2   Page Ref: 316
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

36) During the communication process, the message is converted to a symbolic form, called
_____.
A) decoding
B) encoding
C) deciphering
D) expanding
Answer: B
Diff: 2   Page Ref: 316
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

37) Disturbances that interfere with the transmission, receipt, or feedback of a message are called
_____.
A) feedback
B) feed forward
C) the channel
D) noise
Answer: D
Diff: 2   Page Ref: 316
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

38) The process through which the symbols of a message are translated into a form that the
receiver can understand is called _____.
A) decoding
B) encoding
C) reinstating
D) expanding
Answer: A
Diff: 2   Page Ref: 316
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

39) The final link in the communication process is _____.
A) encoding
B) decoding
C) feed forward
D) feedback
Answer: D
Diff: 2   Page Ref: 316
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

40) Feedback returns the message to the sender and provides a check on _____.
A) how well the receiver is doing
B) the ability of the receiver to perform the task
C) whether understanding has been achieved
D) what the sender should do the next time a message is sent
Answer: C
Diff: 2   Page Ref: 316
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

41) Complexity capacity refers to the degree of which the communication method _____.
A) effectively processes lengthy messages
B) makes a simple message seem more complex
C) effectively processes complex messages
D) costs
Answer: C
Diff: 2   Page Ref: 317
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

42) Which of the following describes the number of different messages that can be transmitted using a particular method of communication?
A) complexity capacity
B) breadth potential
C) confidentiality
D) encoding ease
Answer: B
Diff: 2   Page Ref: 317
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

43) An example of nonverbal communication is _____.
A) an outline on the blackboard
B) a student with a hand raised
C) a billboard along the highway
D) a written note
Answer: B
Diff: 1   Page Ref: 317
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

44) Which form of communication are students using to tell their instructor that class is over when they begin putting their books, notebooks, and papers away?
A) interpersonal
B) skilled
C) nonverbal
D) filtering
Answer: C
Diff: 2   Page Ref: 317
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

45) Offense could be taken by a student who just asked a question of the instructor, and the instructor said, "What do you mean by that?" especially if the instructor used _____.
A) harsh verbal intonation
B) body intonations
C) personal feelings
D) frowns and gestures
Answer: A
Diff: 2   Page Ref: 319
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

46) All of the following are barriers to effective interpersonal communication except _____.
A) filtering
B) selective perception
C) feedback
D) defensiveness
Answer: C
Diff: 2   Page Ref: 320
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

47) _____ is the deliberate manipulation of information to make it appear more favorable to the receiver.
A) Spin
B) Encoding
C) Fabricating
D) Filtering
Answer: D
Diff: 2   Page Ref: 319-320
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

48) When a person tells his or her manager what the manager wants to hear, that individual is using which of the following barriers to effective interpersonal communication?
A) filtering
B) selective perception
C) feedback
D) defensiveness
Answer: A
Diff: 2   Page Ref: 319-320
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

49) The extent of filtering within an organization tends to be a function of the number of vertical levels in the organization and the _____.
A) degree of centralization
B) organizational culture
C) degree of formalization
D) number of horizontal levels in the organization
Answer: B
Diff: 2   Page Ref: 320
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

50) Information overload occurs when _____.
A) there is too much information to work with
B) the information we've been given is too detailed
C) the information we've been given exceeds our capacity to process it
D) too much information is provided on a subject search when using a search engine
Answer: C
Diff: 2   Page Ref: 320
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

51) When people feel that they're being threatened, they tend to _____.
A) react in ways that give them control of the situation
B) to make communications impossible by using violence
C) quit their jobs
D) react in ways that reduce their ability to achieve mutual understanding
Answer: D
Diff: 2   Page Ref: 321
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

52) Jargon is _____.
A) an organizational language
B) a unique language spoken among accountants
C) specialized terminology or technical language that members of a group use to communicate among themselves
D) a message that means the same to the receiver as it did to the sender
Answer: C
Diff: 2   Page Ref: 321
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

53) The average person must hear new information _____ times before they understand.
A) three
B) five
C) seven
D) nine
Answer: C
Diff: 3   Page Ref: 321
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

54) Communication problems are less likely to occur in organizations if the managers use _____.
A) body language
B) feedback loop
C) verbal intonation
D) filtering
Answer: B
Diff: 2   Page Ref: 321
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

55) Managers need to simplify language and _____ whom the message is directed so that the language can be tailored to the receivers.
A) send the communication to
B) write the jargon for
C) consider the audience to
D) present it to
Answer: C
Diff: 2   Page Ref: 322
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

56) Understanding is improved by simplifying the language used in _____.
A) addition to carefully choosing the receiver
B) the message and by speaking louder
C) relation to the audience intended
D) discussions with upper managers
Answer: C
Diff: 2   Page Ref: 322
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

57) Listening is an active search for meaning, whereas _____ is passive.
A) speaking
B) encoding
C) decoding
D) hearing
Answer: D
Diff: 1   Page Ref: 322
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

58) Listening for full meaning without making premature judgments or interpretations is called _____.
A) temporary listening
B) passive listening
C) active listening
D) prevalent listening
Answer: C
Diff: 2   Page Ref: 322
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

59) The average person normally speaks at a rate of about _____ words per minute.
A) 50 to 125
B) 125 to 200
C) 200 to 350
D) 350 to 500
Answer: B
Diff: 2   Page Ref: 322
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

60) The average listener can comprehend _____ words per minute.
A) up to 400
B) 400 to 800
C) 800 to 1200
D) more than 1200
Answer: A
Diff: 2   Page Ref: 322
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

61) Active listening is enhanced by _____.
A) developing apathy with the sender
B) developing a system to minimize the noise in the area
C) paying attention to the body language of the sender
D) developing empathy with the sender
Answer: D
Diff: 2   Page Ref: 322
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

62) Knowledge management involves encouraging the members of the organization to
_____.
A) improve the educational level of the average employee
B) develop new training programs to help new employees learn their jobs
C) develop a corporate university like Hamburger University at McDonald's
D) systematically gather information and share it with others
Answer: D
Diff: 2   Page Ref: 329-330
Topic: Communication Issues in Today's Organizations

63) Communication within an organization is often described as _____.
A) diagonal
B) lateral
C) formal or informal
D) vertical
Answer: C
Diff: 1   Page Ref: 323
Topic: Organizational Communication
Skill: AACSB: Communication

64) When a manager asks an employee to complete a task, he or she is communicating
_____.
A) hypothetically
B) theoretically
C) informally
D) formally
Answer: D
Diff: 2   Page Ref: 323
Topic: Organizational Communication
Skill: AACSB: Communication

65) Organizational communication that is not defined by the organization's structural hierarchy is
called _____.
A) theoretical
B) hypothetical
C) informal
D) formal
Answer: C
Diff: 2   Page Ref: 323
Topic: Organizational Communication
Skill: AACSB: Communication

66) Downward communication is used to inform, direct, _____, and _____ employees.
A) enforce; control
B) coordinate; evaluate
C) discipline; reward
D) utilize; coordinate
Answer: B
Diff: 2   Page Ref: 324
Topic: Organizational Communication
Skill: AACSB: Communication

67) Lateral communication takes place among any employees _____.
A) on the same organizational level
B) in the same work group
C) within the same organization
D) assigned to the same supervisor
Answer: A
Diff: 3   Page Ref: 324
Topic: Organizational Communication
Skill: AACSB: Communication

68) Cross-functional teams rely heavily on which of the following forms of communication?
A) downward
B) upward
C) theoretical
D) lateral
Answer: D
Diff: 2   Page Ref: 324
Topic: Organizational Communication
Skill: AACSB: Communication

69) When there is an interest in the efficiency and speed of communication between managers at different levels and in different departments, then _____.
A) upward communication works best
B) diagonal communication should be used
C) lateral communication is ideal
D) informal communication will work the fastest
Answer: B
Diff: 2   Page Ref: 324
Topic: Organizational Communication
Skill: AACSB: Communication

70) The increased use of e-mail facilitates _____ communication.
A) downward
B) upward
C) theoretical
D) diagonal
Answer: D
Diff: 2   Page Ref: 324
Topic: Organizational Communication
Skill: AACSB: Communication

71) To form communication networks, you combine _____ communication flows.
A) lateral and upward
B) lateral and downward
C) lateral and diagonal
D) vertical and horizontal
Answer: D
Diff: 3   Page Ref: 324
Topic: Organizational Communication
Skill: AACSB: Communication

72) In the all-channel network, communication flows _____.
A) between an identifiable and strong leader and others in the work group
B) in a circle until all of the members of a work group have been informed
C) freely among all members of a formal work team
D) among the managers of a functional area of an organization
Answer: C
Diff: 2   Page Ref: 325
Topic: Organizational Communication
Skill: AACSB: Communication

73) If a company is concerned with high member satisfaction, which of the following communication networks is best?
A) chain network
B) horizontal network
C) wheel network
D) all-channel network
Answer: D
Diff: 2   Page Ref: 325
Topic: Organizational Communication
Skill: AACSB: Communication

74) An organization's grapevine works as both _____.
A) an opportunity to learn new tasks and see friends
B) a screen and mirror to turn away and send back messages
C) smoke and mirrors in dealing with difficult employee issues
D) a filter and a feedback mechanism for a manager
Answer: D
Diff: 2   Page Ref: 325
Topic: Organizational Communication
Skill: AACSB: Communication

75) Because rumors that flow along the grapevine can never be eliminated entirely, managers can minimize the negative consequences of rumors by _____.
A) being open and disclosing any new rumors to employees
B) communicating openly, fully, and honestly with employees
C) informing their boss that the rumor is out
D) telling the employees that the rumor is not true
Answer: B
Diff: 2   Page Ref: 325
Topic: Organizational Communication
Skill: AACSB: Communication

76) Two information technology developments that seem to be driving current changes in managerial communication are networked computer systems and _____.
A) ubiquitous computing capabilities
B) wireless capabilities
C) the WWW
D) extranets
Answer: B
Diff: 2   Page Ref: 326
Topic: Information Technology and Communication
Skill: AACSB: Technology

77) In a networked computer system, an organization links its computers together through compatible hardware and software _____.
A) through the Internet
B) creating an organizational network
C) establishing intradepartmental networks
D) and utilizes the efficiencies of the network
Answer: B
Diff: 1   Page Ref: 326
Topic: Information Technology and Communication
Skill: AACSB: Technology

78) A(n) _____ is a location where Internet users can gain wireless access to the Internet.
A) extranet
B) intranet
C) Web conference
D) wi-fi hot spot
Answer: D
Diff: 1   Page Ref: 327
Topic: Information Technology and Communication
Skill: AACSB: Technology

79) Although the economic benefits of information technology are obvious, managers must not forget to address the _____.
A) differences in time zones
B) psychological drawbacks
C) differences in organizational levels
D) personality differences of people
Answer: B
Diff: 2   Page Ref: 328
Topic: Information Technology and Communication
Skill: AACSB: Technology

80) Managers need to be aware of potential legal problems from inappropriate _____.
A) letters
B) e-mail usage
C) fax usage
D) voice-mail messages
Answer: B
Diff: 1   Page Ref: 329
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Technology

81) One expert suggests that electronic documents are comparable to _____.
A) DNA evidence
B) typed letters
C) books
D) a witness testimony
Answer: A
Diff: 3   Page Ref: 329
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Technology

82) Employee e-mails or blogs should not communicate inadvertently or purposefully _____.
A) legal issues of the company
B) personal information
C) proprietary information
D) a company's security details
Answer: C
Diff: 2   Page Ref: 329
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Communication

83) Corporate computer and e-mail systems should be protected against _____ and _____.
A) blogs; wikis
B) employees; managers
C) hackers; spam
D) legal; security problems
Answer: C
Diff: 2   Page Ref: 329
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Technology

84) What can make communication even more difficult?
A) lack of personal interaction
B) legal issues
C) security issues
D) online information databases
Answer: A
Diff: 2   Page Ref: 329
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Communication

85) What do today's managers need to do with the organization's knowledge resources?
A) learn from employees
B) make it easy for employees to communicate and share their knowledge
C) protect it from employees
D) share their knowledge with employees
Answer: B
Diff: 2   Page Ref: 329
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Communication

86) In addition to online information databases for sharing knowledge, some knowledge management experts suggest that organizations create _____.
A) corporate universities
B) communities of expertise
C) online communities for customers
D) communities of practice
Answer: D
Diff: 2   Page Ref: 330
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Communication

87) Communities of practice are groups of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise by _____.
A) taking professional development courses
B) going to periodic trade shows and professional conferences
C) interacting on an ongoing basis
D) attending in-house training sessions
Answer: C
Diff: 1   Page Ref: 330
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Communication

88) To make communities of practice work, it is important to _____.
A) provide incentives for employees to participate
B) make participation for key knowledge workers mandatory
C) maintain strong interpersonal ties through effective communication
D) communicate with the community outside of the company
Answer: C
Diff: 3   Page Ref: 330
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Communication

89) Effective communication in a customer service setting relies upon customer service
personnel recognizing the three key components in any service delivery process: _____.
A) the customer's expectations, the customer's desires, and the customer's satisfaction
B) the customer, the service organization, and the individual service provider
C) the customer's expectations, the customer's perceptions of the quality of the service, and
customer satisfaction
D) finding out the customer's needs, meeting their needs, and following up
Answer: B
Diff: 2   Page Ref: 330
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Communication

90) _____ plays an important role in the Ritz-Carlton hotel's customer personalization
strategy.
A) Communication
B) Employee organizational commitment
C) Information technology
D) Organizational structure
Answer: A
Diff: 2   Page Ref: 330
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Communication

91) The ability of customer service employees to listen actively and communicate effectively
goes a long way _____.
A) in whether or not the situation is resolved to the customer's satisfaction
B) toward making sure the problem doesn't happen again
C) in making sure the customer has no hard feelings toward the company
D) in determining whether the customer will return
Answer: A
Diff: 2   Page Ref: 331
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Communication

92) Politically correct speech is something managers can't ignore; however, _____.
A) insensitivity is not a fireable offense if you do your job well at most firms
B) by eliminating words from our vocabulary, we reduce our ability to communicate
C) a few poorly chosen words by a single employee are insufficient grounds for a lawsuit against the organization
D) some people are just overly sensitive and you can't avoid "insulting" them, no matter what you do
Answer: B
Diff: 1   Page Ref: 331
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Communication

Written Once, Understood Anywhere (Scenario)

Margaret works as the human resource manager for Horizon Software, Inc., a software development firm that focuses on the development and implementation of customized JAVA-based applications for *Fortune* 500 companies. Unfortunately, the past few months have been challenging because employees have become upset due to the lack of communication among company managers. Margaret decided that it was imperative to conduct an organizational communication workshop for these managers.

93) Margaret begins by defining communication as "_____ and understanding of meaning."
A) the transfer
B) the expression
C) the broadcast
D) the extraction
Answer: A
Diff: 2   Page Ref: 315
Topic: The Nature and Function of Communication
Skill: AACSB: Communication

94) Margaret makes a point to differentiate between interpersonal communication and organizational communication. She explains that the concept of organizational communication encapsulates _____.
A) patterns of communication within the organization
B) communication technology within the organization
C) the transfer of knowledge within the organization
D) advertising
Answer: A
Diff: 2   Page Ref: 315
Topic: The Nature and Function of Communication
Skill: AACSB: Communication

95) Margaret explains that communication serves four major management functions within the organization, namely motivation, emotional expression, information, and _____.
A) control
B) evaluation
C) feedback
D) interpersonal relations
Answer: A
Diff: 1   Page Ref: 316
Topic: The Nature and Function of Communication
Skill: AACSB: Communication

The Memorandum (Scenario)

George Wilberson is an engineer by training and manager of a work team that consists of two engineers, four production workers, an accountant, and a purchasing manager. They are about to embark on a new project for their company. George has prepared a memorandum for the work team explaining to them the objectives of the work team. Some of the production workers and the accountant have come to see George and ask for clarification about the memorandum.

96) George held a meeting with the work team to determine what had gone wrong. It was determined that members of the work team had many varied experiences in the company, different technical backgrounds, and varying emotions about working on the assignment. These differences among the work team members created _____ for George's communication.
A) encoded messages
B) noise
C) decoding
D) feedback
Answer: B
Diff: 2   Page Ref: 316
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

97) The accountant, in particular, stated to George that he had difficulty understanding some of the technical terms used in the memorandum. These technical terms are commonly known as _____.
A) encoding
B) the channel
C) noise
D) jargon
Answer: D
Diff: 1   Page Ref: 321
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

98) The team began work on the project and reported to George that they had started doing as he had asked in the memorandum, but George noticed immediately that the work team did not appear to be doing what he thought that they should. The work team's performance provided George with _____.
A) noise
B) decoding
C) feedback
D) the message
Answer: C
Diff: 2   Page Ref: 316
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

Margaret≡Communications Expert (Scenario)

Margaret works as the human resource manager for Horizon Software, Inc., a software development firm that focuses on the development and implementation of customized JAVA-based applications for *Fortune* 500 companies. Unfortunately, the past few months have been challenging because employees have become upset due to the lack of communication among company managers. Margaret decided that it was imperative to conduct an organizational communication workshop for these managers.

99) Steve, a company manager attending the communication workshop, asked Margaret to clarify the various elements of the communication process. Margaret replied that elements of the communication process include the _____.
A) sender
B) control factors
C) facts
D) manipulation
Answer: A
Diff: 1   Page Ref: 316
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

100) Margaret warned that the entire communication process is susceptible to _____≡disturbances that interfere with the transmission, receipt, or feedback of a message.
A) static
B) noise
C) vibration
D) flux
Answer: B
Diff: 1   Page Ref: 316
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

101) At the conclusion of the communication workshop, Margaret informed the managers that the best-known types of nonverbal communication are _____.
A) body language and proxemics
B) body intonation and demographics
C) body language and verbal intonation
D) proxemics and demographics
Answer: C
Diff: 3   Page Ref: 317, 319
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

The Sword and the Millstone (Scenario)

Sandra Millstone, the CEO of Excalibur Manufacturing Company, had concluded that the company would have to reduce its employee group by 10 percent within the next four weeks due to a decreased demand for the products the company manufactured. She spent over 30 hours preparing charts, tables, graphs, diagrams, and other forms of visual aids for her presentation to the employees about the upcoming reduction in force so that they could understand the reason and feel better about the company.

102) When Sandra prepared the visual aids to help the employees understand and feel better about the company, what was she doing to the message she had to deliver?
A) deliberating it
B) filtering it
C) selectively perceiving it
D) communicating it upward
Answer: B
Diff: 1   Page Ref: 319
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

103) By the time that Sandra had finished the presentation to the employees, she had spoken for one and one-half hours, shown 14 visual aids, and no one asked a question. The employees were probably dealing with which of the following barriers to effective communications?
A) information overload
B) selective perception
C) defensiveness
D) receiver emotions
Answer: A
Diff: 2   Page Ref: 320-321
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

104) As the employees began to leave the meeting room, some were overheard grumbling that those at the top were just profit-rakers, that it didn't make any difference to Sandra if employees lost their jobs, and that if the company wanted loyalty, it should hire a dog. These statements are the result of which barrier to effective communications?
A) selective perception
B) information overload
C) defensiveness
D) downward communication
Answer: C
Diff: 2   Page Ref: 321
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

105) One employee in the finish department told her coworkers that what she heard Sandra say was that "the company was laying off the 10 percent so that the company could boost the dividends paid to stockholders at the end of the quarter and that the board of directors was worried about the return on assets." These claims are most likely the result of which barrier to effective communications?
A) information overload
B) verbal intonation
C) filtering
D) language
Answer: D
Diff: 2   Page Ref: 321
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

The Memorandum (Scenario)

George Wilberson is an engineer by training and manager of a work team that consists of two engineers, four production workers, an accountant, and a purchasing manager. They are about to embark on a new project for their company. George has prepared a memorandum for the work team explaining to them the objectives of the work team. Some of the production workers and the accountant have come to see George and ask for clarification about the memorandum.

106) When George prepared the memorandum and wrote the words on the paper, he was involved in _____.
A) channeling the message
B) organizational communication
C) information technology
D) decoding the message
Answer: B
Diff: 2   Page Ref: 315
Topic: Organizational Communication
Skill: AACSB: Communication

"Flo" of Communication (Scenario)

Recently the employees of Chatterbox Enterprises, Inc., received a letter from the vice president of operations explaining that a new production facility would be built in Chatland City, AL. It was also stated that about one-fourth of the employees from the current Chatland City facility would be transferred to the new facility and if employees wanted to volunteer for the transfer, they could do so by going to the human resource office and filling out a request form. Sam, a production supervisor, first went to Florence, the purchasing manager, who had already volunteered to transfer, to discuss with her the possibility of becoming her inventory control supervisor at the new facility. Florence told Sam that Ruth, the current inventory control supervisor, would not be transferring and that she would consider his request.

107) The letter from the vice president to the employees is an example of which type of organizational communication?
A) horizontal
B) formal
C) lateral
D) informal
Answer: B
Diff: 1   Page Ref: 323
Topic: Organizational Communication
Skill: AACSB: Communication

108) When Sam went to the Human Resource office and applied for transfer to the new facility, he was participating in which type of organizational communication?
A) formal
B) downward
C) diagonal
D) lateral
Answer: A
Diff: 2   Page Ref: 323
Topic: Organizational Communication
Skill: AACSB: Communication

109) If Sam had talked with his co supervisors prior to going to talk with Florence, he would have been involved in which type of organizational communication?
A) formal
B) internal
C) lateral
D) downward
Answer: C
Diff: 1   Page Ref: 324
Topic: Organizational Communication
Skill: AACSB: Communication

110) When Sam went and talked with Florence, he was involved in which type of organizational communication?
A) diagonal
B) upward
C) horizontal
D) lateral
Answer: A
Diff: 2   Page Ref: 324
Topic: Organizational Communication
Skill: AACSB: Communication

Types of Communication Networks (Scenario)

Rick Smith is a regional sales manager for a health care information technology firm called MediFax, based in Nashville, TN. Rick is responsible for overseeing 15 salespeople covering over 20 states spanning the mid-South to the Northeast. When the company was smaller and there were fewer salespeople, communication flowed freely from the field back into all areas of the home office≡customer service, development, accounting and finance, and top management. However, as the company has grown, its structure has become more mechanistic. Management demanded that communications to and from the field flow according to the formal chain of command. As a result, the firm has been slower to recognize shifts in the market and respond to important market-based information delivered by the sales force. As a result, salespeople have become more reluctant to forward information to the home office because they perceive that it won't be acted upon anyway. The management team has asked Rick to review this issue and provide recommendations for improving this situation.

111) In times past, information flowed freely from the sales force to all areas of the home office. This is most representative of what kind of communications network?
A) wheel network
B) chain network
C) all-channel network
D) informal network
Answer: C
Diff: 2   Page Ref: 325
Topic: Organizational Communication
Skill: AACSB: Communication

112) Once the company grew and became more mechanistic, management insisted that information flow vertically according to the authority structure. This is most representative of what kind of communications network?
A) wheel network
B) chain network
C) all-channel network
D) formal network
Answer: B
Diff: 2   Page Ref: 325
Topic: Organizational Communication
Skill: AACSB: Communication

113) Rick believes that it might be more effective if incoming market-based information and outgoing response and direction were to flow through a central figure, the regional sales manager for each region. This would be most representative of what kind of communications network?
A) wheel network
B) chain network
C) all-channel network
D) informal network
Answer: A
Diff: 2   Page Ref: 325
Topic: Organizational Communication
Skill: AACSB: Communication

Paul Locke (Scenario)

Paul Locke is a chemical engineer and research lab manager for the U.S. Navy's munitions research facility in suburban Washington, D.C.

114) Paul has been charged with overseeing the development of a master library of samples linked to a database that explains their properties and manufacturing processes. Once completed, this database will be made available to fellow employees via a secure intranet, making it easier for employees to communicate, collaborate, and learn from each other. This project could be generally categorized as _____.
A) a waste of taxpayer dollars
B) a knowledge management initiative
C) organizational learning
D) theory in use
Answer: B
Diff: 3   Page Ref: 329
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Communication

115) It is budget cutting season in Washington and the director of the research facility is concerned for the future. In a brainstorming session, he asks his managers how they might better pool the expertise, knowledge, and passion of base personnel who are involved with naval munitions in order to create a more effective organization. Paul responds that many firms in private industry have created _____ in order to deepen the knowledge and expertise of employees by interacting on an ongoing basis.
A) communities of knowledge
B) communities of learning
C) communities of practice
D) best practice communities
Answer: C
Diff: 1   Page Ref: 330
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Communication

116) Paul realizes that interactive web sites, e-mail, and videoconferencing are essential communication tools but can create the same communication problems that individuals face such as:
A) over-documentation
B) feedback
C) active listening
D) non-verbal communication
Answer: A
Diff: 1   Page Ref: 330
Topic: Communication Issues in Today's Organizations

117) In a short essay, explain why communication is important to managers and organizations. What four functions does it serve?
Answer: Communication serves four major functions: control, motivation, emotional expression, and information. Communication acts to **control** employee behavior in several ways. Organizations have authority hierarchies and formal guidelines that employees are expected to follow. For instance, when employees are required to communicate any job-related grievance first to their immediate manager, to follow their job description, or to comply with company policies, communication is being used to control. But informal communication also controls behavior. When work groups tease a member who's working too hard or producing too much (making the rest of the group look bad), they're informally controlling the member's behavior. Communication encourages **motivation** by clarifying to employees what is to be done, how well they're doing, and what can be done to improve performance if it's not up to par. As employees set specific goals, work toward those goals, and receive feedback on progress toward goals, communication is required. For many employees, their work group is a primary source of social interaction. The communication that takes place within the group is a fundamental mechanism by which members share frustrations and feelings of satisfaction. Communication, therefore, provides a release for **emotional expression** of feelings and for fulfillment of social needs. Finally, individuals and groups need information to get things done in organizations. Communication provides that **information**. No one of these four functions is more important than the others. For groups to work effectively, they need to maintain some form of control over members, motivate members to perform, provide a means for emotional expression, and make decisions. You can assume that almost every communication interaction that takes place in a group or organization is fulfilling one or more of these four functions.
Diff: 2   Page Ref: 315-316
Topic: The Nature and Function of Communication
Skill: AACSB: Communication

118) In a short essay, list the seven elements of the communication process and explain the process of interpersonal communication.

Answer: The seven elements of the communication process are: (1) the communication source, (2) the message, (3) encoding, (4) the channel, (5) decoding, (6) the receiver, and (7) feedback. Before communication can take place, a purpose, expressed as a message to be conveyed, must exist. It passes between a source (the sender) and a receiver. The message is converted to a symbolic form (called encoding) and passed by way of some medium (channel) to the receiver, who retranslates the sender's message (called decoding). The result is the transfer of meaning from one person to another. In addition, note that the entire process is susceptible to noise—disturbances that interfere with the transmission, receipt, or feedback of a message. Typical examples of noise include illegible print, phone static, inattention by the receiver, or background sounds of machinery or coworkers. Anything that interferes with understanding can be noise, and noise can create distortion at any point in the communication process.

Diff: 2   Page Ref: 316
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

119) In a short essay, discuss the two best-known types of nonverbal communication. Include a specific example of each type of nonverbal communication to support your answer.

Answer: Body language refers to gestures, facial expressions, and other body movements that convey meaning. A person frowning "says" something different from one who's smiling. Hand motions, facial expressions, and other gestures can communicate emotions or temperaments such as aggression, fear, shyness, arrogance, joy, and anger. Verbal intonation refers to the emphasis someone gives to words or phrases that conveys meaning. To illustrate how intonations can change the meaning of a message, consider the student who asks the instructor a question. The instructor replies, "What do you mean by that?" The student's reaction will vary, depending on the tone of the instructor's response. A soft, smooth vocal tone conveys interest and creates a different meaning from one that is abrasive and puts a strong emphasis on saying the last word.

Diff: 1   Page Ref: 317-318
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

120) In a short essay, list and discuss four of the six barriers to effective communication that managers face. Include a specific example of each barrier to support your answer.

Answer: a.   Filtering≡the deliberate manipulation of information to make it appear more favorable to the receiver. For example, when a person tells his or her manager what the manager wants to hear, that individual is filtering information. The extent of filtering tends to be a function of the number of vertical levels in the organization and the organizational culture. The more vertical levels there are in an organization, the more opportunities there are for filtering.

b.   Emotions≡how a receiver feels when a message is received influences how he or she interprets it. Extreme emotions are most likely to hinder effective communication. In such instances, people often disregard rational and objective thinking processes and substitute emotional judgments.

c.   Information overload≡occurs when the amount of information a person is required to work with exceeds that individual's processing capacity. What happens when individuals have more information than they can sort or use? They tend to select out, ignore, pass over, or forget information. Or, they may put off further processing until the overload situation is over.

d.   Defensiveness≡when people feel that they're being threatened, they tend to react in ways that reduce their ability to achieve mutual understanding. That is, they become defensive–engaging in behaviors such as verbally attacking others, making sarcastic remarks, being overly judgmental, and questioning others' motives.

e.   Language≡words mean different things to different people. Age, education, and cultural background are three of the more obvious variables that influence the language a person uses and the definitions he or she gives to words. People may speak the same language, but use of that language is far from uniform. Senders tend to assume that the words and phrases they use mean the same to the receiver as they do to them. This is incorrect and creates communication barriers.

f.   National culture≡interpersonal communication isn't conducted in the same way around the world. In the United States, communication patterns tend to be individual oriented and clearly spelled out. U.S. managers rely heavily on memoranda, announcements, position papers, and other formal forms of communication to state their positions on issues. In collectivist countries, such as Japan, there's more interaction for its own sake and a more informal manner of interpersonal contact.

Diff: 3   Page Ref: 319-321
Topic: Methods of Interpersonal Communication
Skill: AACSB: Communication

121) In a short essay, list and briefly describe three common communication networks, or patterns of communication, that emerge in organizations. Is any one network preferable to others? If so, why. If not, what factors influence which network is best for a particular situation.

Answer: a.   Chain network≡communication flows according to the formal chain of command, both downward and upward. If accuracy is important, the chain network works well.

b.   Wheel network≡communication flows between a clearly identifiable and strong leader and others in a work group or team. The leader serves as a hub through which communication passes. If having a strong, identifiable leader is important to the organization or work unit, the wheel network is the best communication network. Accuracy is also very high with the wheel network.

c.   All-channel network≡communication flows freely among all members of a work team. If high member satisfaction is a concern, the all channel network is preferable.

Diff: 1   Page Ref: 325
Topic: Organizational Communication
Skill: AACSB: Communication

122) In a short essay, explain two main communication challenges that new technology has created.

Answer: Managers are learning, the hard way sometimes, that all this new technology has created special communication challenges. The two main ones are (1) legal and security issues and (2) lack of personal interaction. Although email is a quick and easy way to communicate, managers need to be aware of potential legal problems from inappropriate e-mail usage. Electronic information is potentially admissible in court. Says one expert, "Today, email and instant messaging are the electronic equivalent of DNA evidence." But e-mail's legal problems aren't the only issue facing managers. Security concerns are another. Managers need to ensure that confidential information is kept confidential. Employee e-mails and blogs should not communicate—inadvertently or purposely—proprietary information. Corporate computer and e-mail systems should be protected against hackers (people who try to gain unauthorized access to computer systems) and spam (electronic junk mail). These are serious issues that managers and organizations must address if the benefits that communication technology offers are to be realized. Another communication challenge posed by the Internet age we live and work in is the lack of personal interaction. Even when two people are communicating face-to-face, understanding is not always achieved. However, when communication takes place in a virtual environment, it can be really hard to achieve understanding and collaborate on getting work done. Some companies have gone so far as to ban e-mail on certain days of the week. Others have simply encouraged employees to collaborate more in person. Yet, there are situations and times when personal interaction isn't physically possible—your colleagues work across the continent or even across the globe. In those instances, real-time collaboration software (such as private workplace wikis, blogs, instant messengers, and other types of groupware) may be a better communication choice than sending an e-mail and waiting for a response.

Diff: 3   Page Ref: 329
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Technology

123) In a short essay, define the term ″community of practice.″ What are some key concepts for organizations seeking to build a strong community of practice?

Answer: Communities of practice are groups of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in that area by interacting on an ongoing basis. Keys to this concept include meeting on a regular basis and using information exchanged to improve the organization in some way. Maintaining strong human interaction through communication tools such as interactive Web sites, message boards, chat rooms, e-mail, and videoconferencing is essential. Additionally, these groups will face the same barriers to effective communication that offline groups face. Therefore, differences can be resolved in similar fashion as in face-to-face conflicts, that is, through techniques such as feedback, simple language, active listening, constraining emotions, and watching for nonverbal cues.

Diff: 3   Page Ref: 330
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Communication

124) In a short essay, explain the importance of communication in regards to how it can have a significant impact on a customer's satisfaction with the service and the likelihood of being a repeat customer.

Answer: Managers in service organizations need to make sure that employees who interact with customers are communicating appropriately and effectively with those customers. How? By first recognizing the three components in any service delivery process: the customer, the service organization, and the individual service provider. Each plays a role in whether communication is working. Obviously, managers don't have a lot of control over what or how the customer communicates,
but they can influence the other two.

Diff: 2   Page Ref: 330-331
Topic: Communication Issues in Today's Organizations
Skill: AACSB: Communication