Chapter 2—Improving Personal and Organizational Communications

MULTIPLE CHOICE

1. Effective communication involves the sender, receiver, message, and
   a. feedback.
   b. filter.
   c. semantics.
   d. interpersonal communications.

   ANS: A   PTS: 1   DIF: Difficulty: Easy
   REF: p. 25   OBJ: LO: 2-1   NAT: BUSPROG: Communication
   STA: DISC: Group Dynamics   KEY: Bloom's: Knowledge

2. Melinda, human resources director at Exceed, has noticed lately that several employees have been dressing inappropriately on Fridays. Melinda decides to revise the company's casual Friday policy and communicate it to employees by posting it on the company's e-bulletin board. This is an example of
   a. horizontal communication
   b. grapevine communication
   c. interpersonal communication
   d. impersonal communication

   ANS: D   PTS: 1   DIF: Difficulty: Moderate
   REF: p. 25   OBJ: LO: 2-1   NAT: BUSPROG: Communication
   STA: DISC: Leadership Principles   KEY: Bloom's: Application

3. William, VP of Operations, is talking via telephone with Javier, GM of the Mexico City plant, about an agreement William thought had been made several weeks ago. English is Javier's second language. What does the language difference represent that can make communication more complex?
   a. Feedback
   b. Filter
   c. Message
   d. Channel

   ANS: B   PTS: 1   DIF: Difficulty: Moderate
   REF: p. 27   OBJ: LO: 2-2   NAT: BUSPROG: Communication
   STA: DISC: Group Dynamics   KEY: Bloom's: Application

4. Rosa and Andrew are discussing a project over the phone. Rosa, as Andrew's boss, tells him she wants to "hit a home run" with it. Rosa means she wants a winner; Andrew thinks she means that she wants to drop the project and get as far away from it as possible. This misunderstanding is an example of the communication filter of
   a. emotions.
   b. role expectations.
   c. semantics.
   d. attitudes.

   ANS: C   PTS: 1   DIF: Difficulty: Moderate
   REF: p. 26   OBJ: LO: 2-2   NAT: BUSPROG: Communication
   STA: DISC: Group Dynamics   KEY: Bloom's: Application

5. Peter, marketing director at Shout, has been using PrintSmart products for years and feels that they have served Shout's marketing needs well. Beth, head of Shout's technology department, has discovered a new brand of products, TopPrint, and explains to Peter that she feels they should switch brands. Peter is having difficulty listening to Beth's perspective because of his favorable experience with PrintSmart. Peter's reaction to Beth is being filtered by
   a. emotions.
   b. role expectations.
   c. gender bias.
   d. attitudes.

   ANS: D   PTS: 1   DIF: Difficulty: Moderate
   REF: p. 28   OBJ: LO: 2-2   NAT: BUSPROG: Communication
   STA: DISC: Group Dynamics   KEY: Bloom's: Application

6. Rana has been promoted to Director. Many of her colleagues that worked with her when she was an assistant director may encounter challenges in working with her due to which filter?
   a. Emotions
   b. Role expectations
   c. Nonverbal messages
   d. Language and cultural barriers

   ANS: B   PTS: 1   DIF: Difficulty: Moderate
   REF: p. 28   OBJ: LO: 2-2   NAT: BUSPROG: Communication
   STA: DISC: Group Dynamics   KEY: Bloom's: Application

7. Women use conversation as a way to
   a. build and maintain relationships.
   b. negotiate.
   c. exchange information.
   d. discover differences and uniqueness.

   ANS: A   PTS: 1   DIF: Difficulty: Easy
   REF: p. 28   OBJ: LO: 2-2   NAT: BUSPROG: Communication
   STA: DISC: Group Dynamics   KEY: Bloom's: Knowledge

8. The most communicative element of nonverbal communication is an individual's
   a. words.
   b. tone.
   c. personal space.
   d. eye contact.

   ANS: D   PTS: 1   DIF: Difficulty: Easy
   REF: p. 30   OBJ: LO: 2-2   NAT: BUSPROG: Communication
   STA: DISC: Individual Dynamics   KEY: Bloom's: Comprehension

9. When verbal and nonverbal messages match,
   a. it is critical to maintain eye contact.
   b. it gives the impression that you can be trusted.
   c. people can become suspicious of your intentions.
   d. the verbal message is dominant.

   ANS: B   PTS: 1   DIF: Difficulty: Easy
   REF: p. 29   OBJ: LO: 2-2   NAT: BUSPROG: Communication
   STA: DISC: Individual Dynamics   KEY: Bloom's: Knowledge

10. Mark has arrived at the company picnic and is looking forward to mingling with his colleagues on the relaxing beach shore. He spots his boss near the grill and approaches to chat. In this situation, Mark should chat at a
    a. personal distance of 18 inches to 4 feet.
    b. personal distance of 4 to 12 feet.
    c. social distance of 18 inches to 4 feet.
    d. social distance of 4 to 12 feet.

    ANS: D   PTS: 1   DIF: Difficulty: Moderate
    REF: p. 31   OBJ: LO: 2-2   NAT: BUSPROG: Communication
    STA: DISC: Group Dynamics   KEY: Bloom's: Application

11. Author Maggie Jackson's thinks that today's distracting high-tech culture has significantly diminished our ability to focus. It's difficult to think when there are/is
    a. many disruptions.
    b. many small jobs to do at one time.
    c. continuous information streaming in.
    d. all of the above

    ANS: D   PTS: 1   DIF: Difficulty: Moderate
    REF: p. 24   OBJ: LO: 2-1   NAT: BUSPROG: Communication
    STA: DISC: Individual Dynamics KEY: Bloom's: Application

12. Critical listening involves a number of important skills, including
    a. being patient.
    b. analyzing presented information.
    c. using words carefully.
    d. demonstrating a listening attitude.

    ANS: B   PTS: 1   DIF: Difficulty: Moderate
    REF: p. 34   OBJ: LO: 2-3   NAT: BUSPROG: Communication
    STA: DISC: Individual Dynamics KEY: Bloom's: Comprehension

13. Barbara wants to be a more empathic listener. To do that, she needs to
    a. practice patience and be nonjudgmental when listening.
    b. take notes and ask reflecting questions.
    c. listen primarily for facts and avoid semantic confusion.
    d. question what is said but demonstrate agreement with it.

    ANS: A   PTS: 1   DIF: Difficulty: Easy
    REF: p. 34-35 OBJ: LO: 2-3   NAT: BUSPROG: Communication
    STA: DISC: Individual Dynamics KEY: Bloom's: Knowledge

14. Amy informs her employees that they can offer any constructive criticism regarding her leadership style by placing anonymous notes in her mailbox. This is an example of
    a. telecommuting.
    b. informal communication channel.
    c. formal communication channel.
    d. upward communication.

    ANS: D   PTS: 1   DIF: Difficulty: Moderate
    REF: p. 36-37 OBJ: LO: 2-4   NAT: BUSPROG: Communication
    STA: DISC: Leadership Principles KEY: Bloom's: Application

15. John (VP of finance), Evie (manager of accounting), and Rebecca (a staff accountant) are discussing an upcoming audit. In terms of organizational communication, this is an example of
    a. the grapevine.
    b. horizontal communication.
    c. vertical communication.
    d. telecommuting.

    ANS: C   PTS: 1   DIF: Difficulty: Moderate
    REF: p. 36   OBJ: LO: 2-4   NAT: BUSPROG: Communication
    STA: DISC: Group Dynamics   KEY: Bloom's: Application

16. Horizontal communication within an organization carries messages
    a. among people on the same level of authority.
    b. between all employees.
    c. between top executive levels and the lowest levels of the organization.
    d. only in written form.

    ANS: A   PTS: 1   DIF: Difficulty: Easy
    REF: p. 36   OBJ: LO: 2-4   NAT: BUSPROG: Communication
    STA: DISC: Information Technologies   KEY: Bloom's: Knowledge

17. Nancy heard from Molly, a coworker, that Amy was going to become their new supervisor. Molly heard the news from John, a friend from another department. This is an example of which form of organizational communication?
    a. Impersonal communication
    b. Horizontal communication
    c. Network communication
    d. The grapevine

    ANS: D   PTS: 1   DIF: Difficulty: Easy
    REF: p. 36   OBJ: LO: 2-4   NAT: BUSPROG: Communication
    STA: DISC: Group Dynamics   KEY: Bloom's: Application

18. One of the *most* effective ways to improve organizational communication is to
    a. promote the use of the grapevine.
    b. create a nonthreatening climate to encourage upward communication.
    c. communicate everything in writing.
    d. communicate everything vertically.

    ANS: B   PTS: 1   DIF: Difficulty: Easy
    REF: p. 36   OBJ: LO: 2-4   NAT: BUSPROG: Communication
    STA: DISC: Information Technologies   KEY: Bloom's: Knowledge

19. The use of e-mail
    a. offers greater privacy of the messages than normal written correspondence.
    b. is effective in building rapport.
    c. is always the quickest way to communicate.
    d. has accelerated the pace of exchanging information.

    ANS: D   PTS: 1   DIF: Difficulty: Moderate
    REF: p. 39   OBJ: LO: 2-5   NAT: BUSPROG: Communication
    STA: DISC: Information Technologies   KEY: Bloom's: Comprehension

20. Joshua got a promotion but the job involves moving to Brazil. He can be more successful if he:
    a. talks with Brazilians living in America.

b. learns the lanaguage with tapes.
c. increases his cultural intelligence.
d. does a good job there.

ANS: C	PTS: 1	DIF: Difficulty: Moderate
REF: p. 27	OBJ: LO: 2-2	NAT: BUSPROG: Communication
STA: DISC: Group Dynamics	KEY: Bloom's: Application

Case 2.1

B.F.E., Inc. is changing its employee benefits plan. Some of the changes will be positive and some will take current benefits away. As vice president of human resources, Cynthia is concerned that the communication to the employees be as accurate as possible. When the changes are communicated from management to the employees, a small group of employees reacts negatively. The employees don't like the changes and feel the company once again is taking advantage of them, even though the positive changes outweigh what is being taken away. A representative is sent to Cynthia to express their concerns. Cynthia is very concerned that she understand this group's concerns.

21. Refer to Case 2.1. The few employees have filtered the company's message through their
    a. role expectations.
    b. attitudes.
    c. semantic filters.
    d. gender bias.

ANS: B	PTS: 1	DIF: Difficulty: Moderate
REF: p. 28	OBJ: LO: 2-2	NAT: BUSPROG: Communication
STA: DISC: Group Dynamics	KEY: Bloom's: Analysis

22. Refer to Case 2.1. In order to better understand the disgruntled employees' concerns, Cynthia needs to
    a. use clear, concise language.
    b. use her active listening skills.
    c. use horizontal communication.
    d. engage in squelching grapevine communication.

ANS: B	PTS: 1	DIF: Difficulty: Moderate
REF: p. 33	OBJ: LO: 2-3	NAT: BUSPROG: Communication
STA: DISC: Leadership Principles	KEY: Bloom's: Analysis

23. Refer to Case 2.1. By listening to a representative of the group, Cynthia is
    a. squelching grapevine communication.
    b. using a formal horizontal channel to communicate.
    c. being proactive in trying to build trust..
    d. eliminating filters.

ANS: C	PTS: 1	DIF: Difficulty: Moderate
REF: p. 36-37	OBJ: LO: 2-4	NAT: BUSPROG: Communication
STA: DISC: Leadership Principles	KEY: Bloom's: Analysis

24. Refer to Case 2.1. The best way for B.F.E. to encourage feedback from the employees is to
    a. create a nonthreatening environment.
    b. communicate the plan change in a memo.
    c. remember that women will be concerned with people issues, men with events and things.
    d. make the employees accept responsibility for understanding the communication.

ANS: A	PTS: 1	DIF: Difficulty: Moderate

25. Refer to Case 2.1. As vice president of human resources, Cynthia wants to communicate the changes in benefits to the employees clearly with an opportunity for response. Her *best* communication tool for this would be
    a. the grapevine.
    b. the horizontal communication channel.
    c. a memo from her department.
    d. e-mail with a way for employees to ask questions.

TRUE/FALSE

1. Impersonal communication is the one-way transmission of facts, instruction, and the like.

2. For true communication to take place, the message must be understood by the person receiving it in the same way the sender intended it to be understood.

3. Terms like *added value* or *job satisfaction* are examples of clear, concise language, not subject to semantics.

4. Impersonal communication allows the person receiving the information to clarify vague or confusing information.

5. Each country has a dominant language but most countries are multicultural.

6. Men use communication to establish and maintain relationships.

ANS: F   PTS: 1   DIF: Difficulty: Easy
REF: p. 28   OBJ: LO: 2-2   NAT: BUSPROG: Communication
STA: DISC: Group Dynamics   KEY: Bloom's: Knowledge

7. Gestures are a transnational means of communicating, in that they have the same or universal meaning across cultures.

ANS: F   PTS: 1   DIF: Difficulty: Easy
REF: p. 31   OBJ: LO: 2-2   NAT: BUSPROG: Communication
STA: DISC: Group Dynamics   KEY: Bloom's: Knowledge

8. When a speaker's verbal and nonverbal messages are conflicting, others tend to believe the verbal message.

ANS: F   PTS: 1   DIF: Difficulty: Easy
REF: p. 29   OBJ: LO: 2-2   NAT: BUSPROG: Communication
STA: DISC: Group Dynamics   KEY: Bloom's: Knowledge

9. The sender is 100 percent responsible for clear and effective communication.

ANS: F   PTS: 1   DIF: Difficulty: Easy
REF: p. 32   OBJ: LO: 2-2   NAT: BUSPROG: Communication
STA: DISC: Individual Dynamics   KEY: Bloom's: Knowledge

10. The use of repetition, careful selection of words, and consideration of the timing of a message are all effective ways to improve personal communication.

ANS: T   PTS: 1   DIF: Difficulty: Easy
REF: p. 33   OBJ: LO: 2-3   NAT: BUSPROG: Communication
STA: DISC: Group Dynamics   KEY: Bloom's: Knowledge

11. With the popularity of all the types of cell phones, smart phone, iPads and tablets, we can ignore many of the basics of communication etiquette.

ANS: F   PTS: 1   DIF: Difficulty: Easy
REF: p. 38   OBJ: LO: 2-5   NAT: BUSPROG: Communication
STA: DISC: Information Technologies   KEY: Bloom's: Comprehension

12. When level of trust in an organization is low, it is best to communicate messages through the grapevine.

ANS: F   PTS: 1   DIF: Difficulty: Moderate
REF: p. 36   OBJ: LO: 2-4   NAT: BUSPROG: Communication
STA: DISC: Group Dynamics   KEY: Bloom's: Application

13. Benefits of active listening can be stronger relationships, more and new information, and fewer misunderstandings.

ANS: T   PTS: 1   DIF: Difficulty: Easy
REF: p. 33   OBJ: LO: 2-3   NAT: BUSPROG: Communication
STA: DISC: Group Dynamics   KEY: Bloom's: Knowledge

14. One of the best ways for management to cope with the grapevine is to identify the organization's information leaders and use them to timely and honestly clarify information heard via the grapevine.

ANS: T   PTS: 1   DIF: Difficulty: Easy
REF: p. 36   OBJ: LO: 2-4   NAT: BUSPROG: Communication
STA: DISC: Leadership Principles   KEY: Bloom's: Knowledge

15. In a typical organization, employees are eager to share ideas and point out problems. Hence, it is relatively easy for managers to build a climate that supports upward communication.

ANS: F   PTS: 1   DIF: Difficulty: Easy
REF: p. 37   OBJ: LO: 2-4   NAT: BUSPROG: Communication
STA: DISC: Environmental Influence   KEY: Bloom's: Comprehension

16. Social Media requires us to be better spellers, write our ideas clearly and continue to use communication etiquette.

ANS: T   PTS: 1   DIF: Difficulty: Easy
REF: p. 37   OBJ: LO: 2-5   NAT: BUSPROG: Communication
STA: DISC: Information Technologies   KEY: Bloom's: Comprehension

17. When managers demonstrate the desire to listen to their employees, employees still tend to keep ideas and complaints to themselves.

ANS: F   PTS: 1   DIF: Difficulty: Moderate
REF: p. 37   OBJ: LO: 2-4   NAT: BUSPROG: Communication
STA: DISC: Leadership Principles   KEY: Bloom's: Comprehension

18. Facebook, Twitter, and LinkedIn combine personal interaction and technology.

ANS: T   PTS: 1   DIF: Difficulty: Easy
REF: p. 37   OBJ: LO: 2-5   NAT: BUSPROG: Communication
STA: DISC: Information Technologies   KEY: Bloom's: Knowledge

19. Hearing and listening are both innate abilities.

ANS: F   PTS: 1   DIF: Difficulty: Easy
REF: p. 33   OBJ: LO: 2-3   NAT: BUSPROG: Communication
STA: DISC: Individual Dynamics   KEY: Bloom's: Knowledge

20. Using an informal e-mail address such as *GroovyGal@address.com* is appropriate in the business setting because it seems unintimidating.

ANS: F   PTS: 1   DIF: Difficulty: Easy
REF: p. 39   OBJ: LO: 2-5   NAT: BUSPROG: Communication
STA: DISC: Individual Dynamics   KEY: Bloom's: Knowledge

COMPLETION

1. _____ helps a communicator determine whether or not the information has been understood in the way they intended.

ANS: Feedback

PTS: 1   DIF: Difficulty: Easy   REF: p. 25

2. The communication process involves a number of filters. When the meaning of the words used in a communication is not clear because of their abstraction and lack of precise meanings, the communication problem is one of _____.

ANS: semantics

PTS: 1   DIF: Difficulty: Easy   REF: p. 26-27
OBJ: LO: 2-2   NAT: BUSPROG: Communication   STA: DISC: Group Dynamics
KEY: Bloom's: Knowledge

3. _____ communication is a one-way process that transfers basic instructions such as instructions, policies, and data.

ANS: impersonal

PTS: 1   DIF: Difficulty: Easy   REF: p. 25
OBJ: LO: 2-1   NAT: BUSPROG: Communication
STA: DISC: Information Technologies   KEY: Bloom's: Knowledge

4. Maria was recently promoted to management and discovers that some of her coworkers don't take her suggestions seriously. Her communication may be filtered by _____.

ANS: role expectations

PTS: 1   DIF: Difficulty: Moderate   REF: p. 28
OBJ: LO: 2-2   NAT: BUSPROG: Communication   STA: DISC: Leadership Principles
KEY: Bloom's: Application

5. Eye contact, facial expressions, gestures, and personal space are all examples of _____.

ANS: nonverbal messages

PTS: 1   DIF: Difficulty: Moderate   REF: p. 29-31
OBJ: LO: 2-2   NAT: BUSPROG: Communication   STA: DISC: Individual Dynamics
KEY: Bloom's: Synthesis

6. _____ is the process of encouraging employees to share their feelings and ideas with their managers.

ANS: Upward communication

PTS: 1   DIF: Difficulty: Easy   REF: p. 36-37
OBJ: LO: 2-4   NAT: BUSPROG: Communication
STA: DISC: Environmental Influence   KEY: Bloom's: Knowledge

7. During a political speech, Carlos practices _____ skills by focusing on the speaker, taking notes, and eventually asking questions.

ANS: active listening

8. Tien is a middle-level manager. An employee is complaining about a company policy. Tien is being patient, accepting what the employee is saying without being judgmental. Tien is using
_____.

ANS: empathic listening

9. Jim, Anna, and Hung are three first-line supervisors. They are discussing a resource problem that affects all three of their respective areas of responsibility. Their conversation is an example of _____ channels of communication in their company.

ANS: horizontal

10. The _____ is an informal communication channel that carries information, often unofficial, in many different directions.

ANS: grapevine

SHORT ANSWER

1. Differentiate between impersonal and interpersonal communication.

ANS:
Impersonal—one-way communication, usually in written form, used to give basic information. There is seldom opportunity to clarify or question. Interpersonal—two-way communication for sharing information. Goal is to build relationships through the communication process. There is interaction between the parties and feedback from the receiver.

2. Identify three types of effective listening and give examples of each.

ANS:

Active—give speaker your full attention, display body language that shows you are listening, ask for feedback as to what you think you are hearing. Critical—listen for evidence that supports and challenges what you are hearing. Empathic—avoid being judgmental, acknowledge what is said and be patient.

PTS: 1   DIF: Difficulty: Moderate   REF: p. 33-35
OBJ: LO: 2-3   NAT: BUSPROG: Communication   STA: DISC: Individual Dynamics
KEY: Bloom's: Application

3. Provide a few examples of nonverbal messages and describe how they affect the communication process.

ANS:
Research suggests that the nonverbal messages we convey through facial expressions, tone, gestures, appearance, personal space, etc have more impact than our verbal messages. If our verbal and nonverbal messages match, we give the impression that we can be trusted and that what we are saying in believable. When the messages aren't consistent, the listener is more likely to believe the nonverbals.

PTS: 1   DIF: Difficulty: Moderate   REF: p. 29-32
OBJ: LO: 2-2   NAT: BUSPROG: Communication   STA: DISC: Individual Dynamics
KEY: Bloom's: Application

4. Discuss how communication in the business world has changed with social media and mobile devices.

ANS:
You can always be available to talk to your customers, clients or co-workers. You have less privacy as messages can be viewed by devices issued by your employer. Also they can be forwraded on to another person or many people. Observing good communication etiquette is more important than ever as you need to change your style based on whome you are talking with.

PTS: 1   DIF: Difficulty: Moderate   REF: p. 38-39
OBJ: LO: 2-5   NAT: BUSPROG: Communication
STA: DISC: Information Technologies   KEY: Bloom's: Analysis

5. Identify the continuous loop of communication and five filters that interrupt the loops.

ANS:
Sender to Message to Receiver to Feedback. Filters could include semantics, emotions, language/culture, attitudes, role expectation, gender-specific focus, and nonverbal messages.

PTS: 1   DIF: Difficulty: Challenging   REF: p. 25-29
OBJ: LO: 2-1| LO: 2-2   NAT: BUSPROG: Communication
STA: DISC: Group Dynamics   KEY: Bloom's: Synthesis

6. Briefly describe the formal and informal channels that communication travels within an organization.

ANS:
Formal: Horizontally (between people on the same level of authority) and vertically (information travels up and down the levels of authority). Informal: The grapevine (information passes unofficially in many directions through a web-like pathway).

PTS: 1   DIF: Difficulty: Easy   REF: p. 36-37

OBJ: LO: 2-4   NAT: BUSPROG: Communication
STA: DISC: Information Technologies   KEY: Bloom's: Comprehension

7. Identify the advantages and disadvantages of using e-mail in organizational communication.

ANS:
a. Advantages: can be efficient and accurate, cost-effective, accommodates shy individuals, crosses hierarchical barriers, minimal counterproductive interruptions, convenient, enhanced customer service, and reduced communication filters.

b. Disadvantages: limits ability to clarify vague or confusing wording, requires time to plan/compose accurate message, uncertainty of when and if the message has been received, requires good writing skills, lacks nonverbal cues that the sender and receiver can interpret.

PTS: 1   DIF: Difficulty: Challenging   REF: p. 39
OBJ: LO: 2-5   NAT: BUSPROG: Communication
STA: DISC: Information Technologies   KEY: Bloom's: Evaluation

ESSAY

1. Describe three examples of how one's blog may encounter problems due to filters that could occur with this type of communication.

ANS:
Answers will vary.

PTS: 1   DIF: Difficulty: Challenging   REF: p. 26-32
OBJ: LO: 2-2   NAT: BUSPROG: Communication   STA: DISC: Group Dynamics
KEY: Bloom's: Synthesis

2. Describe three skills necessary to being an effective listener. Identify some benefits associated with effective listening.

ANS:
Answers will vary.

PTS: 1   DIF: Difficulty: Easy   REF: p. 33-35
OBJ: LO: 2-3   NAT: BUSPROG: Communication   STA: DISC: Individual Dynamics
KEY: Bloom's: Comprehension

3. An organization's communication process travels within "channels." Describe the two main types of channels of communication and subsequent lines of communication within each type of channel.

ANS:
Answers will vary.

PTS: 1   DIF: Difficulty: Moderate   REF: p. 36-37
OBJ: LO: 2-4   NAT: BUSPROG: Communication
STA: DISC: Information Technologies   KEY: Bloom's: Analysis