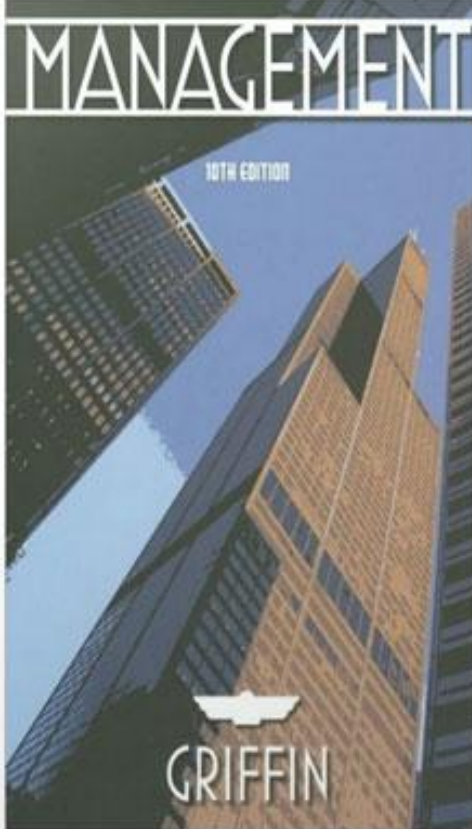


**TEST BANK**





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?
- Emotions
  - Role expectations
  - Nonverbal messages
  - Language and cultural barriers

ANS: B                      PTS: 1                      REF: p. 31

7. Socialization influences women to use conversation as a way to
- build and maintain relationships.
  - negotiate.
  - exchange information.
  - discover differences and uniqueness.

ANS: A                      PTS: 1                      REF: p. 31

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

ANS: D                      PTS: 1                      REF: p. 32

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

ANS: B                      PTS: 1                      REF: p. 32

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
- personal distance of 18 inches to 4 feet.
  - personal distance of 4 to 12 feet.
  - social distance of 18 inches to 4 feet.
  - social distance of 4 to 12 feet.

ANS: D                      PTS: 1                      REF: p. 33

11. In the beginning of Chapter 2, you were introduced to Maggie Jackson's thoughts about how today's distracting high-tech culture has significantly diminished our ability to focus. With this in mind, we must especially make efforts to improve our skills in
- active listening.
  - critical listening.
  - efficient listening.
  - empathic listening.

ANS: A                      PTS: 1                      REF: p. 36

12. Critical listening involves a number of important skills, including
- being patient.

- b. analyzing presented information.
- c. using words carefully.
- d. demonstrating a listening attitude.

ANS: B                      PTS: 1                      REF: p. 37

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                      REF: p. 38

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                      REF: p. 40

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                      REF: p. 39

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                      REF: p. 39

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                      REF: p. 40

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.



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

ANS: A                      PTS: 1                      REF: p. 39-40

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
- the grapevine.
  - the horizontal communication channel.
  - a memo from her department.
  - e-mail with a way for employees to ask questions.

ANS: D                      PTS: 1                      REF: p. 27 | p. 41

### TRUE/FALSE

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

ANS: T                      PTS: 1                      REF: p. 27

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.

ANS: T                      PTS: 1                      REF: p. 27

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

ANS: F                      PTS: 1                      REF: p. 28

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

ANS: F                      PTS: 1                      REF: p. 27

5. Because English is the dominant language in the global marketplace, employees do not need to adjust their communication style to accommodate the needs of those whose first language is not English.

ANS: F                      PTS: 1                      REF: p. 29

6. Boys maintain relationships primarily through activities and perceive conversation as a form of competition.

ANS: T                      PTS: 1                      REF: p. 31

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

ANS: F                      PTS: 1                      REF: p. 33-34

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

ANS: F                    PTS: 1                    REF: p. 31

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

ANS: F                    PTS: 1                    REF: p. 34

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                    REF: p. 35

11. E-mail has changed formal communication structure by allowing employees to communicate directly with higher level individuals.

ANS: T                    PTS: 1                    REF: p. 39

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

ANS: F                    PTS: 1                    REF: p. 39

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

ANS: T                    PTS: 1                    REF: p. 36

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                    REF: p. 40

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                    REF: p. 40

16. After an initial surge, the use of telecommuting has dropped significantly over the last five years.

ANS: F                    PTS: 1                    REF: p. 41

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                    REF: p. 40

18. E-mail is always the fastest form of communication.

ANS: F                    PTS: 1                    REF: p. 43

19. Hearing and listening are both innate abilities.

ANS: F                      PTS: 1                      REF: p. 35

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                      REF: p. 42

## COMPLETION

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

ANS: Feedback

PTS: 1                      REF: p. 27

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                      REF: p. 28

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

ANS: impersonal

PTS: 1                      REF: p. 27

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                      REF: p. 31

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

ANS: nonverbal messages

PTS: 1                      REF: p. 31

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

ANS: Upward communication

PTS: 1                      REF: p. 40



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

ANS: active listening

PTS: 1                      REF: p. 36

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

PTS: 1                      REF: p. 37-38

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

PTS: 1                      REF: p. 39

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

ANS: grapevine

PTS: 1                      REF: p. 40

## 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.

PTS: 1

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

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 is believable. When the messages aren't consistent, the listener is more likely to believe the nonverbals.

PTS: 1

4. Jane wants to work on her personal communication skills by becoming a clearer speaker. Discuss a few things Jane could do.

ANS:

Always consider your audience. Use clear, concise language that you know they will understand, and avoid slang/jargon/semantics. Repeat important details. When appropriate, use a method of communication (i.e. email vs. phone vs. face-to-face) that your receiver prefers. Consider their schedule/workload/issues they're facing and deliver the message at an appropriate time.

PTS: 1

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

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

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

## 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

REF: p. 27-32

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

ANS:

Answers will vary.

PTS: 1

REF: p. 36-38

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

REF: p. 39-40