

Organizational Behavior, 15e (Robbins/Judge)

Chapter 11 Communication

1) Which of the following statements is true with regard to communication?

- A) Communication cannot be used to motivate and control employees in an organization.
- B) Communication involves the transfer and understanding of meaning.
- C) Communication involves the mere imparting of meaning to another person or group.
- D) Perfect communication is not dependent on a channel and its richness.
- E) Perfect communication results in dissimilar mental models.

Answer: B

Explanation: B) Communication must include both the transfer and the understanding of meaning.

Perfect communication, if it existed, would occur when a thought or idea was transmitted so the receiver perceived exactly the same mental picture as the sender. Communication serves four major functions within a group or organization: control, motivation, emotional expression, and information.

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AACSB: Communication

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

2) Norah Baines has been one of the most devoted teachers at Oakwood Academy. She has been working with the institution for seven years and is expecting a promotion soon. However, Norah's candidacy for this promotion is passed over in favor of another less experienced male employee as Norah plans to start a family soon. Consequently, Norah writes a formal letter voicing her concerns. Norah's letter fulfills the _____ function of communication.

- A) motivation
- B) accommodation
- C) facilitation
- D) control
- E) informal

Answer: D

Explanation: D) Communication serves four major functions within a group or organization: control, motivation, emotional expression, and information. Communication acts to control member behavior in several ways. Organizations have authority hierarchies and formal guidelines employees are required to follow. When employees must communicate any job-related grievance to their immediate boss, follow their job description, or comply with company policies, communication is performing a control function.

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AACSB: Communication

Difficulty: Hard

Quest. Category: Application

Learning Outcome: Describe the factors influencing effective communication in organizations

3) The emotional expression function of communication involves _____.

- A) managers motivating employees by setting specific goals
- B) management communicating company policies to employees
- C) managers training employees in decision-making strategies
- D) members of the organization following their job descriptions
- E) members of the organization showing their satisfaction and frustrations

Answer: E

Explanation: E) The work group is a primary source of social interaction for many employees. Communication within the group is a fundamental mechanism by which members show their satisfaction and frustrations. Communication, therefore, provides for the emotional expression of feelings and fulfillment of social needs.

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AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

4) Synergy Inc. has recently assigned some of its best employees to form a cross-functional team and complete a project from a new client. Many of the employees on this team are apprehensive about the structure and dynamics of how they will function as a group and accomplish this goal. To energize the employees, their immediate manager is holding a meeting with them next week where he will provide them some additional training in strategies and methods that may work well for the team. The manager's initiative to hold this meeting fulfills the _____ function of communication.

- A) filtering
- B) information
- C) emotional expression
- D) control
- E) informal

Answer: B

Explanation: B) Communication serves four major functions within a group or organization: control, motivation, emotional expression, and information. The final function of communication is to facilitate decision making. Communication provides the information individuals and groups need to make decisions by transmitting the data needed to identify and evaluate choices.

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AACSB: Communication

Difficulty: Hard

Quest. Category: Application

Learning Outcome: Describe the factors influencing effective communication in organizations

5) Before communication can take place a _____ is required.

- A) filter
- B) channel
- C) receiver
- D) purpose
- E) decoder

Answer: D

Explanation: D) Before communication can take place it needs a purpose, a message to be conveyed between a sender and a receiver. The key parts of the communication process are (1) the sender, (2) encoding, (3) the message, (4) the channel, (5) decoding, (6) the receiver, (7) noise, and (8) feedback.

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AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

6) In a communication process, the _____ initiates a message by encoding a thought.

- A) receiver
- B) decoder
- C) transmitter
- D) sender
- E) receptor

Answer: D

Explanation: D) In a communication process, the sender initiates a message by encoding a thought.

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AACSB: Communication

Difficulty: Easy

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Learning Outcome: Describe the factors influencing effective communication in organizations

7) The _____ is the actual physical product of the sender's encoding.

- A) channel
- B) filter
- C) message
- D) noise
- E) medium

Answer: C

Explanation: C) The message is the actual physical product of the sender's encoding.

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AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

8) With reference to the communication process, the _____ is the medium through which the message travels.

- A) feedback
- B) noise
- C) encoder
- D) channel
- E) decoder

Answer: D

Explanation: D) The channel is the medium through which the message travels.

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AACSB: Communication

Difficulty: Easy

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Learning Outcome: Describe the factors influencing effective communication in organizations

9) With reference to the communication process, the _____ is the one to whom the message is directed, who must first translate the symbols into understandable form.

- A) creator
- B) receiver
- C) encoder
- D) sender
- E) transmitter

Answer: B

Explanation: B) The receiver is the person(s) to whom the message is directed, who must first translate the symbols into understandable form.

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AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

10) Stacey was at work when Ann, her sister, called to confirm their dinner plan the following weekend at their aunt Hilda's farmhouse. Stacey said she would call Joe, her husband, and get back to her. However, when Stacey called her back, Ann could not hear most of what she said because Jennifer, Ann's daughter, was crying loudly in the background. Who is the first sender in this scenario?

- A) Joe
- B) Stacey
- C) Jennifer
- D) Ann
- E) Hilda

Answer: D

Explanation: D) The sender initiates a message by encoding a thought. Here, Ann initiates the communication by calling her sister to ask a question and this makes her the first sender.

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AACSB: Communication

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the factors influencing effective communication in organizations

11) Stacey was at work when Ann, her sister, called to confirm their dinner plan the following weekend at their aunt Hilda's farmhouse. Stacey said she would call Joe, her husband, and get back to her. However, when Stacey called her back, Ann could not hear most of what she said because Jennifer, Ann's daughter, was crying loudly in the background. Who represents the noise in the communication process depicted in the scenario?

- A) Hilda
- B) Joe
- C) Jennifer
- D) Ann
- E) Stacey

Answer: C

Explanation: C) Noise represents communication barriers that distort the clarity of the message, such as perceptual problems, information overload, semantic difficulties, or cultural differences. Jennifer's crying is the noise in this scenario.

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AACSB: Communication

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the factors influencing effective communication in organizations

12) Formal information channels are characterized by _____.

- A) the transmission of spontaneous messages
- B) the emergence in response to individual choices
- C) the absence of noise in the communication cycle
- D) the personal and social nature of usage
- E) the compliance with the organizational authority chain

Answer: E

Explanation: E) Formal channels are established by the organization and transmit messages related to the professional activities of members. They traditionally follow the authority chain within the organization. Other forms of messages, such as personal or social, follow informal channels, which are spontaneous and emerge as a response to individual choices.

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AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

13) Which of the following statements is true regarding an informal communication channel?

- A) It traditionally follows the authority chain within the organization.
- B) It generally transmits messages related to the professional activities of members.
- C) It is established by the organization.
- D) It is generally used for communicating personal or social messages.
- E) Information regarding change in the policies of the organization is transmitted through it.

Answer: D

Explanation: D) Formal channels are established by the organization and transmit messages related to the professional activities of members. They traditionally follow the authority chain within the organization. Other forms of messages, such as personal or social, follow informal channels, which are spontaneous and emerge as a response to individual choices.

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AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

14) When the receiver of a communication translates the message, it is known as _____.

- A) encoding
- B) conveying
- C) transmitting
- D) filtering
- E) decoding

Answer: E

Explanation: E) The receiver is the person(s) to whom the message is directed, who must first translate the symbols into understandable form. This step is the decoding of the message.

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AACSB: Communication

Difficulty: Easy

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Learning Outcome: Describe the factors influencing effective communication in organizations

15) In a communication process, _____ is the check on how successful we have been in transferring our messages as originally intended.

- A) filtering
- B) signal
- C) feedback
- D) encoding
- E) noise

Answer: C

Explanation: C) Feedback is the check on how successful we have been in transferring our messages as originally intended. It determines whether understanding has been achieved.

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AACSB: Communication

Difficulty: Easy

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Learning Outcome: Describe the factors influencing effective communication in organizations

16) Which of the following is the final step in the communication process?

- A) silence
- B) feedback loop
- C) all-channel transmission
- D) decoding
- E) encoding

Answer: B

Explanation: B) Feedback is the check on how successful we have been in transferring our messages as originally intended. It determines whether understanding has been achieved. The final link in the communication process is a feedback loop.

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AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

17) Communication that flows from one level of a group or organization to a lower level is called _____.

- A) intrapersonal communication
- B) downward communication
- C) upward communication
- D) lateral communication
- E) horizontal communication

Answer: B

Explanation: B) Communication that flows from one level of a group or organization to a lower level is downward communication. Group leaders and managers use it to assign goals, provide job instructions, explain policies and procedures, point out problems that need attention, and offer feedback about performance.

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AACSB: Communication

Difficulty: Easy

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Learning Outcome: Describe the factors influencing effective communication in organizations

18) Which of the following is an example of downward communication?

- A) Harry is reporting the work he has done for the day to his supervisor.
- B) Ben, an assembly line worker, is communicating some safety concerns he has to his manager.
- C) Silas has just sent a request for leave to his supervisor and is hoping that it will be accepted.
- D) John and Jack, the production and the marketing managers, have met to discuss the budget constraints they are facing.
- E) Ray is holding his monthly meeting with his team in which he informs them of their monthly targets.

Answer: E

Explanation: E) Communication that flows from one level of a group or organization to a lower level is downward communication. Group leaders and managers use it to assign goals, provide job instructions, explain policies and procedures, point out problems that need attention, and offer feedback about performance.

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AACSB: Communication

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the factors influencing effective communication in organizations

19) Which of the following is a disadvantage of downward communication?

- A) communication apprehension
- B) inferiority complex
- C) inability to convey feedback
- D) one-way nature
- E) fear of authority chain

Answer: D

Explanation: D) One of the problems in downward communication is its one-way nature; generally, managers inform employees but rarely solicit their advice or opinions.

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AACSB: Communication

Difficulty: Moderate

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Learning Outcome: Describe the factors influencing effective communication in organizations

20) Communication that flows to a higher level in the group or organization is called _____.

- A) intrapersonal communication
- B) downward communication
- C) upward communication
- D) lateral communication
- E) horizontal communication

Answer: C

Explanation: C) Upward communication flows to a higher level in the group or organization. It's used to provide feedback to higher-ups, inform them of progress toward goals, and relay current problems.

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AACSB: Communication

Difficulty: Easy

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Learning Outcome: Describe the factors influencing effective communication in organizations

21) Which of the following is an example of upward communication?

- A) Jennifer has just received an outstanding performance rating as a part of the yearly appraisals.
- B) Sherry is holding a project initiation meeting with her team to familiarize her team with the guidelines and requirements.
- C) The assembly line workers have conducted a signature campaign asking for the revision of the old pay scales.
- D) The management has recently given a copy of the new safety policies that the employees must abide by in their daily work.
- E) The heads of the different departments of Carver Inc. have met to discuss their plans for the coming year.

Answer: C

Explanation: C) Upward communication flows to a higher level in the group or organization. It's used to provide feedback to higher-ups, inform them of progress toward goals, and relay current problems. The employees are holding this signature campaign to convey their pay-related grievance to the management.

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AACSB: Communication

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Learning Outcome: Describe the factors influencing effective communication in organizations

22) Communication that takes place among members of work groups at the same level is known as _____ communication.

- A) diagonal
- B) grapevine
- C) upward
- D) lateral
- E) downward

Answer: D

Explanation: D) When communication takes place among members of the same work group, members of work groups at the same level, managers at the same level, or any other horizontally equivalent workers, it is described as lateral communication.

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AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

23) Reuben Williams, the marketing manager for F&B Industries, is frustrated. He feels that the production division repeatedly lets his division down. When the latest marketing strategy announced that a new product will be available in the market by July, the production division was unable to complete the production of the first batch till August. The production manager claims that manpower is short and the targets placed on the production division are unreasonably high. To resolve this deadlock, they will be meeting soon. This meeting is an example of _____ communication.

- A) lateral
- B) grapevine
- C) diagonal
- D) upward
- E) downward

Answer: A

Explanation: A) When communication takes place among members of the same work group, members of work groups at the same level, managers at the same level, or any other horizontally equivalent workers, it is described as lateral communication. The marketing manager and the production manager belong to the same hierarchical level but represent different divisions; their communication is an example of lateral communication.

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AACSB: Communication

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the factors influencing effective communication in organizations

24) Which of the following is a unique advantage of lateral communication?

- A) Lateral communication helps in the transmission of ideas and information.
- B) Lateral communication occurring with management's knowledge and support can be beneficial even if it does not follow the formal vertical structure.
- C) Lateral communication facilitates emotional expression, enhances motivation, and helps the organization control its employees effectively.
- D) Lateral communication facilitates coordination at the intradepartmental level.
- E) Lateral communication works quickly as it does not follow the stages of the communication process.

Answer: B

Explanation: B) Because strictly adhering to the formal vertical structure for all communications can be inefficient, lateral communication occurring with management's knowledge and support can be beneficial.

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AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

25) Gehring Services is a company organized around a strong management which values experience, knowledge, and structure. The company has a detailed framework of rules, procedures, and guidelines in place to help employees respond to problems in an orderly manner. Mails, memos, and notifications are used to communicate between managers, employees, and the management. Despite such provisions to help in structuring and executing work, the company incurs losses for delays and quality issues. One of their key clients had asked for two similar projects to be delivered by the teams headed by Briony and Benedict. While Benedict's team completed the project successfully on time, Briony's team had to implement numerous last minute changes to meet client specifications and she ended up delivering the project over a week late. Which of the following, if true, would explain this delay in Briony's submission?

- A) Briony's team was comprised of members who generated a lot of positive synergy while working together.
- B) Briony and Benedict had teams comprising equal members and were allocated company resources in equitable manner.
- C) The company stipulated that all communication be in the upward or downward mode only to ensure clarity and control.
- D) Briony had a good track record with clients who trusted her to do a good job.
- E) The management allowed Briony's team an extension to complete the project.

Answer: C

Explanation: C) The fact that Briony's team was comprised of members who generated a lot of positive synergy while working together does not explain the delay in the team's submission. The fact that Briony and Benedict had teams comprised of equal members and were allocated company resources in equitable manner does not explain the delay in Briony's project submission. The fact that the company stipulated that all communication be in the upward or downward mode does explain the delay in Briony's project submission. Because Gehring services strictly adheres to the formal vertical structure for all communications, it has become inefficient. Lateral communication occurring with management's knowledge and support can be beneficial in such a situation. The fact that Briony had a good track record with clients who trusted her to do a good job does not explain the delay in her project submission. The fact that the management allowed Briony's team an extension to complete the project is a consequence of the delay.

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LO: 3

AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Describe the factors influencing effective communication in organizations

26) Which of the following statements is true regarding oral communication?

- A) It is tangible and verifiable.
- B) It can be stored for an indefinite period.
- C) The sender can quickly obtain feedback from the receiver.
- D) As compared to written communication, it is more likely to be well thought out, logical, and clear.
- E) In the case of oral communication, the possibility of distortion of the message decreases.

Answer: C

Explanation: C) The advantages of oral communication are speed and feedback. We can convey a verbal message and receive a response in minimal time. If the receiver is unsure of the message, rapid feedback allows the sender to quickly detect and correct it. The major disadvantage of oral communication surfaces whenever a message has to pass through a number of people: the more people, the greater the potential distortion.

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LO: 4

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

27) Written communication is characterized by _____.

- A) a high degree of potential distortion
- B) the speed of transmission and feedback
- C) the availability of nonverbal cues
- D) a high degree of tangibility and verifiability
- E) minimal time required for transmission and feedback

Answer: D

Explanation: D) Written communication is often tangible and verifiable. Both the sender and receiver have a record of the communication; and the message can be stored for an indefinite period.

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LO: 4

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

28) Genepa Corporation manufactures home appliances and other electronic products. Genepa is planning to introduce a new refrigerator model. The marketing manager at Genepa has developed a marketing plan for this new product and wants to communicate this plan to all the employees in the marketing department. Which of the following is most likely to be the best form of communication for communicating this plan?

- A) nonverbal communication
- B) oral communication
- C) written communication
- D) grapevine communication
- E) lateral communication

Answer: C

Explanation: C) Written communication is often tangible and verifiable. When it's printed, both the sender and receiver have a record of the communication; and the message can be stored for an indefinite period. The marketing plan is likely to contain a number of tasks spread out over several months. By putting it in writing, those who have to initiate the plan can readily refer to it over its lifespan.

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LO: 4

AACSB: Communication

Difficulty: Hard

Quest. Category: Application

Learning Outcome: Describe the factors influencing effective communication in organizations

29) Which of the following forms of communication is characterized by the use of only body movements, intonations, facial expressions, and physical distance to communicate?

- A) written communication
- B) downward communication
- C) nonverbal communication
- D) lateral communication
- E) upward communication

Answer: C

Explanation: C) Nonverbal communication deals with body movements, the intonations or emphasis we give to words, facial expressions, and the physical distance between the sender and receiver. Downward, upward, and lateral communication may or may not be nonverbal.

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LO: 4

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

30) Which of the following modes of communication does not come under the purview of nonverbal communication?

- A) physical distance
- B) personal e-mails
- C) intonations
- D) facial expressions
- E) body movement

Answer: B

Explanation: B) Nonverbal communication deals with body movements, the intonations or emphasis we give to words, facial expressions, and the physical distance between the sender and receiver.

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LO: 4

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

31) Which of the following statements is true with regard to nonverbal communication?

- A) Nonverbal communication has a high degree of potential distortion.
- B) E-mails and memos are examples of nonverbal communication.
- C) The importance of nonverbal cues is low as they have no fixed meanings.
- D) Level of interest and the perceived status between a sender and a receiver can be studied through body language.
- E) Messages received through oral and nonverbal communication cannot be contradictory to each other.

Answer: D

Explanation: D) The two most important messages body language conveys are (1) the extent to which we like another and are interested in his or her views and (2) the perceived status between a sender and receiver.

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AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

32) The _____ network is a type of formal small-group network that rigidly follows the formal and hierarchical levels of command.

- A) matrix
- B) chain
- C) wheel
- D) all channel
- E) cross-functional

Answer: B

Explanation: B) The chain rigidly follows the formal chain of command; this network approximates the communication channels you might find in a rigid three-level organization.

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LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

33) Peter is working on a project. He feels that the parameters need to be changed to meet client specifications. First, he must talk to his immediate supervisor, who will then discuss the issue with her department director before any change can be implemented. Peter is most likely to be a part of the _____ type of small-group communication networks.

- A) star network
- B) mesh network
- C) chain network
- D) all-channel network
- E) ring network

Answer: C

Explanation: C) The decision making described in the example follows the formal chain of command; this network approximates the communication channels you might find in a rigid three-level organization. Peter is most likely part of a chain group.

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LO: 5

AACSB: Communication

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the factors influencing effective communication in organizations

34) The _____ network is a type of formal small-group network that relies on a central figure to act as the conduit for all the group's communication.

- A) matrix
- B) chain
- C) wheel
- D) all channel
- E) cross-functional

Answer: C

Explanation: C) The wheel relies on a central figure to act as the conduit for all the group's communication; it simulates the communication network you would find on a team with a strong leader.

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LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

35) Carol Zelner, the manager of a small event management company, is known for her efficiency. She provides the team with clearly defined tasks, guidelines, and directives. Further, she is always available to provide feedback or resolve troubles. Recently, with Carol on leave for about three weeks, the team had a lot of problems. The team members lacked the requisite information on client details, locations, and budgets and had to repeatedly cross-check with each other or the clients. Which of the following, if true, would best explain the problems faced by Carol's team currently?

- A) Members of Carol's team have a high degree of satisfaction with their role in the team's communication.
- B) Carol selects employees for her company by evaluating their personality traits to ensure that they fit well into the team-based environment of the company.
- C) Carol encourages all group members to actively communicate with each other.
- D) Carol's team primarily consists of individuals from low-context cultures.
- E) The communication in Carol's team follows the approach represented by a wheel network.

Answer: E

Explanation: E) The fact that the members of Carol's team have a high degree of satisfaction with their role in the team's communication does not explain the problems in the group in her absence. The fact that Carol selects employees for her company by evaluating their personality traits to ensure that they are a good fit with the company's team-based environment does not explain the problems faced by the team in her absence. The fact that Carol encourages all group members to actively communicate with each other does not explain the problems faced by the team in her absence. The fact that Carol's team primarily consists of individuals from low-context cultures does not explain the problems faced by the team in her absence. The fact that the communication in Carol's team follows the approach represented by a wheel network does explain the problems faced by team in her absence. This network relies on a central figure to act as the conduit for all the group's communication.

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LO: 5

AACSB: Communication

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Describe the factors influencing effective communication in organizations

36) The _____ network is a type of formal small-group network that permits the entire group to actively communicate with each other.

- A) matrix
- B) virtual
- C) wheel
- D) chain
- E) all-channel

Answer: E

Explanation: E) The all-channel network permits all group members to actively communicate with each other.

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LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

37) The all-channel network is practiced most commonly in _____.

- A) traditional teams
- B) self-managed teams
- C) cross-functional teams
- D) problem-solving groups
- E) work groups

Answer: B

Explanation: B) The all-channel network permits all group members to actively communicate with each other; it's most often characterized in practice by self-managed teams, in which all group members are free to contribute and no one person takes on a leadership role.

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LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

38) Ideally, a chain network should be used when _____.

- A) high speed of information transfer is desired
- B) accuracy of information is most important
- C) the network is expected to facilitate emergence of a leader
- D) high member satisfaction is desired
- E) the teams using the chain network are self-managed teams

Answer: B

Explanation: B) Ideally, a chain network should be used when accuracy of information is most important.

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LO: 5

AACSB: Communication

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

39) The criteria of member satisfaction is best met by the _____ type of formal small-group network.

A) hierarchical

B) wheel

C) chain

D) traditional

E) all-channel

Answer: E

Explanation: E) When the criteria for evaluating the efficacy of small-group networks is member satisfaction, chain and wheel networks have moderate and low efficacy, while an all-channel network provides high efficacy on this criteria.

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LO: 5

AACSB: Communication

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

40) Which of the following represents the informal communication network in an organization?

A) feedback loop

B) grapevine

C) chain network

D) all-channel network

E) wheel network

Answer: B

Explanation: B) The informal communication network in a group or organization is called the grapevine. Although the grapevine may be informal, it's still an important source of information.

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LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

41) The informal communication network in an organization is _____.

- A) determined by organization
- B) based on clear and factual information
- C) rooted in issues of minimal importance to employees
- D) characterized by ambiguity
- E) controlled by the management

Answer: D

Explanation: D) The informal communication network in a group or organization is called the grapevine. It is not controlled by management. Most employees perceive it as more believable and reliable than formal communiqués issued by top management. Rumors emerge as a response to situations that are important to us, when there is ambiguity, and under conditions that arouse anxiety.

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AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

42) As a consequence of the information circulated by the grapevine in an organization, employees experience _____.

- A) increased clarity
- B) increased power
- C) increased member satisfaction
- D) increased certainty
- E) increased anxiety

Answer: E

Explanation: E) The informal communication network in a group or organization is called the grapevine. It is not controlled by management. Most employees perceive it as more believable and reliable than formal communiqués issued by top management. Rumors emerge as a response to situations that are important to us, when there is ambiguity, and under conditions that arouse anxiety.

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LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

43) Which of the following is a desirable strategy for managers aiming to reduce the negative consequences of rumors?

- A) initiating disciplinary action against the employee who started the rumor
- B) refusing to comment on issues that appear to be controversial and unfair
- C) creating a more informal communication environment at the workplace
- D) encouraging employees to communicate their concerns and suggestions
- E) ignoring the rumor as rumors grow because of the attention given to them

Answer: D

Explanation: D) To reduce the negative consequences of rumors, managers must provide information, explain actions and decisions that appear to be unfair, refrain from victimizing the messenger, and maintain open communication channels inviting employee suggestions and ideas.

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LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

44) Communicating through e-mail provides _____.

- A) a host of nonverbal cues to understand the message better
- B) the best means to convey negative information
- C) a cheaper alternative to the conventional communication through letters
- D) a secure communication link that nobody else can access
- E) an option to hold real-time meetings with people in different locations

Answer: C

Explanation: C) E-mail is not the best way to communicate negative messages. It's time-consuming nature, limited possibility to express emotions, and privacy concerns are other drawbacks.

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LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

45) Which of the following is a recommendation to effectively manage e-mail?

- A) checking e-mail every morning
- B) declaring e-mail bankruptcy
- C) checking e-mails continually as they come
- D) reserving e-mail for communicating negative messages
- E) merging the use of the company and personal e-mail accounts

Answer: B

Explanation: B) Experts suggest these strategies for managing e-mail: 1) Don't check e-mail in the morning. Take care of important tasks before getting ensnared in e-mails. 2) Check e-mail in batches. Don't check e-mail continually throughout the day. 3) Unsubscribe to newsletters and other subscriptions you don't need. 4) Stop sending lots of e-mails.

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LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

46) Which of following best represents "e-mail bankruptcy"?

- A) deleting your e-mail ID
- B) checking your mails only once a month
- C) allowing somebody else to operate your e-mail account
- D) creating a new mail ID every month and redirecting all your old e-mails to the new ID
- E) wiping out your entire inbox and starting over

Answer: E

Explanation: E) E-mail bankruptcy involves wiping out your entire inbox and starting over.

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LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

47) Which of the following types of electronic communications is preferable for one- or two-line messages?

- A) blogs
- B) video conferencing
- C) instant messaging
- D) grapevine
- E) e-mails

Answer: C

Explanation: C) Instant messaging is preferable for one- or two-line messages that would just clutter up an e-mail inbox.

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LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

48) Which of following is true regarding instant messaging and text messaging?

- A) They represent the best means to communicate long messages that must be archived.
- B) They adversely affect the level of formality required in business communication.
- C) They represent a secure mode of communication that cannot be intercepted.
- D) Instant messaging is not dependent on the availability of Internet or computers.
- E) Text messaging is transmitted primarily via computers.

Answer: B

Explanation: B) It is important to not let the informality of text messaging spill over into business e-mails as many prefer to keep business communication relatively formal.

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LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

49) Which of the following is true regarding social networking?

- A) Individuals between ten and eighteen years of age are the fastest growing group of users of Facebook.
- B) Many organizations have developed their own in-house social networking applications.
- C) The use of social networking sites eliminates cyber loafing at work.
- D) Social networking sites are primarily for interpersonal communication and have no business-related uses.
- E) Social networking is a protected activity that cannot be intercepted.

Answer: B

Explanation: B) In a desire to maintain control over employee use of social networking for professional purposes, many organizations have developed their own in-house social networking applications.

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LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

50) E-Way is an electronics company that is developing a new cellphone that will be released in the market soon. Which of the following, if true, would strengthen the argument that the company should use social media to promote the new cellphone?

- A) E-Way's last two releases received a lot of criticism from consumers.
- B) One of E-Way's rival companies had used social media successfully to advertise its new product.
- C) The production team overshot the budget and the marketing team has low funds.
- D) The target consumers for the cellphone are not restricted to any demographic category.
- E) The company has a tightly integrated production and distribution mechanism.

Answer: C

Explanation: C) The fact that E-Way's last two releases received a lot of criticism from consumers does not strengthen the argument that the company should use social media to promote the new cellphone. The fact that one of E-Way's rival companies had used social media successfully to advertise its new product does not strengthen the argument that E-Way must do the same. The fact that the production team overshot the budget and the marketing team has low funds does strengthen the argument that E-Way should use social media to promote the new cellphone as it is cheaper. The fact that the target consumers for the cellphone are not restricted to any demographic category does not strengthen the argument in favor of E-Way using social media for advertising the new product. The fact that the company has a tightly integrated production and distribution mechanism does not strengthen the argument that E-Way must use social media to advertise the new product.

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LO: 5

AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Describe the factors influencing effective communication in organizations

51) A(n) _____ is a Web site about a single person or company.

- A) e-mail account
- B) social networking site
- C) blog
- D) instant messaging portal
- E) file transfer protocol

Answer: C

Explanation: C) A blog (Web log) is a Web site about a single person or company.

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LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

52) _____ is a condition in which information inflow exceeds an individual's processing capacity.

- A) Information scarcity
- B) Information richness
- C) Information architecture
- D) Information inequity
- E) Information overload

Answer: E

Explanation: E) Information overload is a condition in which information inflow exceeds an individual's processing capacity.

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LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

53) Which of the following communication channels provides the highest information richness?

- A) e-mail
- B) face-to-face conversations
- C) online group discussions
- D) voice mail
- E) memos and letters

Answer: B

Explanation: B) Rich communication channels can (1) handle multiple cues simultaneously, (2) facilitate rapid feedback, and (3) be very personal. Face-to-face conversation scores highest in channel richness because it transmits the most information per communication episode.

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LO: 6

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

54) Which of the following communication channels provides the lowest information richness?

- A) online group discussions
- B) face-to-face conversations
- C) telephone conversations
- D) voice mail
- E) reports and bulletins

Answer: E

Explanation: E) Rich communication channels can (1) handle multiple cues simultaneously, (2) facilitate rapid feedback, and (3) be very personal. Impersonal written media such as formal reports and bulletins rate lowest in richness.

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LO: 6

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

55) When the middle-level manager of the production department at Wilson Works was laid off, many employees who worked under him became apprehensive about their job security. They were aware of the current trend toward laying-off employees in the economy. The termination of their manager combined with the fact that their division had performed only moderately well in the last two quarters led the employees to believe that they were at a high risk of losing their jobs as well. Which of the following, if true, would weaken the argument that the production manager should hold face-to-face meetings to assure the employees in the production division?

- A) The employees had serious concerns over job security.
- B) Rumors had spread about impending lay-offs at Wilson Works.
- C) The middle level manager supervised over five hundred employees.
- D) Wilson Works had a strong formal communication network in place.
- E) The company had no fixed policy with regard to rightsizing employees.

Answer: C

Explanation: C) The fact that the employees had serious concerns over job security strengthens the argument that the production manager should hold face-to-face meetings to assure the employees in the production division. The fact that rumors had spread about impending lay-offs at Wilson Works also strengthens the argument that the production manager should hold face-to-face meetings to assure the employees in the production division. The fact that the middle level manager supervised over five hundred employees weakens the argument that the production manager should hold face-to-face meetings to assure the employees in the production division as it is not feasible. The fact that Wilson Works had a strong formal communication network in place does not strengthen or weaken the argument presented here. The fact that the company had no fixed policy with regard to rightsizing employees does not strengthen or weaken the argument presented here.

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LO: 6

AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Describe the factors influencing effective communication in organizations

56) Treesa Mayering recently began her first job at a PR firm called Pro as a copywriter. Her job involves creating scripts for press releases, advertisements, and other media events. She has been working under the guidance of Will Preston, the senior copywriter. Treesa, who has no prior experience in this job, had worked on scripts for advertisements and online brochures alone, when she was asked to work on a press release for the first time. Will reviewed Treesa's script and sent her an e-mail full of detailed corrections which she promptly implemented. However, when Will looked at the script later, he felt that it did not represent a significant improvement of her first draft. Which of the following, if true, would best explain this outcome?

- A) The feedback provided by Will was not elaborate and comprehensive enough.
- B) Treesa took a lot of time to implement Will's corrections and revise her script.
- C) Treesa was hired because she demonstrated considerable analytical and creative thinking skills in her pre-employment tests.
- D) Will routinely e-mailed feedback on scripts for advertisements, online brochures, and press releases to his team members.
- E) Will believed that Treesa's understanding of his e-mailed feedback would be accurate.

Answer: A

Explanation: A) The fact that the feedback provided by Will was not elaborate and comprehensive enough does explain this outcome as his choice of communication channel was not rich enough to convey the message he intended to communicate. The fact that Treesa took a lot of time to implement Will's corrections and revise her script does not explain this outcome. The fact that Treesa was hired because she demonstrated considerable analytical and creative thinking skills in her pre-employment tests does not explain this outcome. The fact that Will routinely e-mailed feedback on scripts does not explain this outcome. The fact that Will believed that Treesa's understanding of his e-mailed feedback would be accurate is an assumption that does not completely explain this outcome.

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LO: 6

AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Describe the factors influencing effective communication in organizations

57) A relatively superficial consideration of evidence and information making use of heuristics is defined as _____.

- A) serial processing
- B) depth processing
- C) parallel processing
- D) controlled processing
- E) automatic processing

Answer: E

Explanation: E) Automatic processing is a relatively superficial consideration of evidence and information making use of heuristics. Automatic processing takes little time and low effort.

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LO: 8

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

58) _____ involves a detailed consideration of evidence and information relying on facts, figures, and logic.

- A) Controlled processing
- B) Serial processing
- C) Parallel processing
- D) Selective processing
- E) Automatic processing

Answer: A

Explanation: A) Controlled processing is a detailed consideration of evidence and information relying on facts, figures, and logic. Controlled processing requires effort and energy.

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LO: 8

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

59) Before buying her new phone, Gina listed the various requirements her new phone must meet. As a wedding planner, much of her work revolved around using e-mail to forward pictures of locations, designs, and food arrangements that she could categorize by themes and prices. She required a phone with high storage capacity, speedy Internet, and easy-to-use methods to organize and save content. After listing these requirements, she fixed a budget and began surveying phones online. She also obtained information from friends. In a week's time, Gina had shortlisted three models that suited her needs and was ready to make the final choice. Gina used _____ to arrive at this decision.

- A) superficial processing
- B) heuristical processing
- C) controlled processing
- D) selective processing
- E) automatic processing

Answer: C

Explanation: C) Controlled processing is a detailed consideration of evidence and information relying on facts, figures, and logic. Controlled processing requires effort and energy but helps an individual make better decisions. This is the type of processing Gina used to select the phone she had to buy.

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LO: 8

AACSB: Communication

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the factors influencing effective communication in organizations

60) People are likely to use automatic processing when _____.

- A) their subject knowledge of the issue is high
- B) their interest level in the issue is high
- C) their usage of heuristics related to the issue is high
- D) their need for cognition is high
- E) their reliance on logics and facts to make a decision is high

Answer: C

Explanation: C) Automatic processing is a relatively superficial consideration of evidence and information making use of heuristics. Automatic processing takes little time and low effort. Automatic processing is used when interest level, prior knowledge, and need for cognition are low.

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LO: 8

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

61) Controlled processing is a consequence of _____.

- A) lack of interest in the matter
- B) lack of time
- C) high need for cognition
- D) lack of subject knowledge regarding the matter
- E) high need for use of heuristics in decision making

Answer: C

Explanation: C) Need for cognition is a personality trait of individuals who are most likely to be persuaded by evidence and facts. Those who have a high need for cognition are likely to use controlled processing, while those who are lower in need for cognition are more likely to use automatic processing strategies.

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LO: 8

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

62) Which of the following is desirable with regard to persuasive communication?

- A) increasing the degree of noise in the communication process
- B) manipulating information so the receiver will see it more favorably
- C) engaging in selective perception
- D) processing a lot of information even if it exceeds our capacity
- E) matching the type of message with the type of audience

Answer: E

Explanation: E) It is important to match the persuasive message to the type of processing your audience is likely to use. When the audience is not especially interested in a persuasive message topic, when they are poorly informed, when they are low in need for cognition, and when information is transmitted through relatively lean channels, they'll be more likely to use automatic processing. In these cases, use messages that are more emotion-laden and associate positive images with your preferred outcome. On the other hand, when the audience is interested in a topic, when they are high in need for cognition, or when the information is transmitted through rich channels, then it is a better idea to focus on rational arguments and evidence to make your case.

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LO: 8

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

63) Filtering is a barrier to effective communication that takes place when _____.

- A) the interpretation of the message is affected by the receiver's emotion
- B) the information we have to work with exceeds our processing capacity
- C) a sender purposely manipulates information so the receiver will see it more favorably
- D) the receivers in the communication process selectively see and hear based on their motivations, experience, and other personal characteristics
- E) receivers also project their interests and expectations into communications as they decode them

Answer: C

Explanation: C) Filtering refers to how a sender purposely manipulates information so the receiver will see it more favorably.

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LO: 8

AACSB: Communication

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

64) Jordan is a sales officer who has been underperforming over the last three months. At the last monthly operations cycle meeting, he was given a warning. As the time for the next meeting draws close, Jordan fears his boss reprimanding him. Two days before the meeting, Jordan informs his manager that he has confirmed six deals in the last few days, one of which involves multiple orders for their machines. He, however, skips the detail that these are the only six orders he has been able to obtain in the whole month. Which one of the barriers to effective communication is depicted here?

- A) silence
- B) language
- C) information overload
- D) grapevine
- E) filtering

Answer: E

Explanation: E) Filtering refers to how a sender purposely manipulates information so the receiver will see it more favorably.

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LO: 8

AACSB: Communication

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the factors influencing effective communication in organizations

65) When receivers of communication process the information based on their needs, motivations, experience, background, and other personal characteristics, they are engaging in _____.

- A) communication apprehension
- B) deliberative processing
- C) selective perception
- D) controlled processing
- E) filtering

Answer: C

Explanation: C) The receivers in the communication process selectively see and hear based on their needs, motivations, experience, background, and other personal characteristics. This is called selective perception. Receivers also project their interests and expectations into communications as they decode them.

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LO: 8

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

66) When attempting to communicate a written message persuasively, it is desirable that _____.

- A) the receiver has an information overload
- B) the sender has a high need for cognition
- C) the sender has used phrases and jargon to clarify the meaning of the message
- D) the receiver and the sender can view each others' nonverbal cues
- E) the receiver is in a positive mood

Answer: E

Explanation: E) One may interpret the same message differently when he/she is angry or distraught than when he/she is happy. People in negative moods are more likely to scrutinize messages in greater detail, whereas those in positive moods tend to accept communications at face value.

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LO: 8

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

67) Which of the following is desirable to eliminate language functioning as a barrier to communication?

- A) use of phrases and corporate lingo
- B) use of acronyms and abbreviations
- C) use of technical language or jargon
- D) use of uniform language
- E) use of silence

Answer: D

Explanation: D) When we're communicating in the same language, words mean different things to different people. Using jargon, phrases, slang, words from corporate lingo are undesirable. As far as possible, we must try to make use of uniform language to minimize communication difficulties.

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LO: 8

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

68) _____ is defined as the absence of information.

- A) Apprehension
- B) Selective perception
- C) Cognition
- D) Misrepresentation
- E) Silence

Answer: E

Explanation: E) Silence is defined as the absence of information. It is a common and problematic barrier to communication. Employee silence means managers lack information about ongoing operational problems. Additionally, silence regarding discrimination, harassment, corruption, and misconduct means top management cannot take action to eliminate this behavior. Finally, employees who are silent about important issues may also experience psychological stress.

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LO: 8

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

69) What can managers do to make sure that important information is not withheld from them through silence?

- A) engage in selective perception
- B) listen to and support diverse opinions
- C) deal with information overload
- D) hire employees with high emotional intelligence
- E) tell employees what they want to hear

Answer: B

Explanation: B) Silence is less likely where minority opinions are treated with respect, work group identification is high, and high procedural justice prevails. Practically, this means managers must make sure they behave in a supportive manner when employees voice divergent opinions.

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LO: 8

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

70) Undue tension and anxiety about oral communication, written communication, or both is called _____.

- A) information overload
- B) communication misrepresentation
- C) selective perception
- D) communication apprehension
- E) filtering

Answer: D

Explanation: D) Undue tension and anxiety about oral communication, written communication, or both is called communication apprehension. People who suffer from this condition may find it extremely difficult to talk with others face-to-face or may become extremely anxious when they have to use the phone, relying on memos or e-mails when a phone call would be faster and more appropriate.

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LO: 8

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

71) Shirley Shands is a hardworker but Debra, her manager, is irritated with her. While Debra concedes that Shirley's work gives her no cause for complaint, Debra is tired of the interruptions in her work because of Shirley asking for repeated clarifications over what exactly she has to say in e-mails or phone calls. She often requests Debra to proofread her e-mails before sending them, and Debra feels she sends too many e-mails instead of just speaking to the person concerned. From the scenario, we can conclude that _____.

- A) Shirley processes her e-mails in an automatic and superficial manner
- B) Shirley and Debra come from a high-context culture
- C) Debra is engaging in social loafing
- D) Shirley suffers from communication apprehension
- E) Shirley uses filtering when communicating with Debra

Answer: D

Explanation: D) Undue tension and anxiety about oral communication, written communication, or both is called communication apprehension. People who suffer from this condition may find it extremely difficult to talk with others face-to-face or may become extremely anxious when they have to use the phone, relying on memos or e-mails when a phone call would be faster and more appropriate.

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LO: 8

AACSB: Communication

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the factors influencing effective communication in organizations

72) The time attendance system in the production division at MM, an automobile manufacturing company, was malfunctioning. Consequently, Greg Hill, one of the front-level managers sent it for repair. In the meantime, he placed a register where all workers of the production division had to provide their time of entry and exit from office. At the end of the week, when looking through the time logs, he had certain concerns about a group of employees. In the next week, he personally tracked the time this group of employees spent working and realized that they were reporting a greater number of working hours than they actually worked. This group engaged in a barrier to communication called _____.

- A) selective perception
- B) filtering
- C) silence
- D) communication apprehension
- E) lying

Answer: E

Explanation: E) Lying is a barrier to communication that involves an outright misrepresentation of information. The defaulting group of employees described here were deliberately misrepresenting the hours they worked and thus, were lying.

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LO: 8

AACSB: Communication

Difficulty: Hard

Quest. Category: Application

Learning Outcome: Describe the factors influencing effective communication in organizations

73) Rhonda May was transferred to London three months back to oversee the opening of a new branch of the retail chain she worked for. Rhonda, who had never been to London, adjusted well with her British colleagues but received quizzical looks from many of her British colleagues every morning in the initial weeks in London. After asking one of her subordinates to explain what caused her colleagues to look at her in that strange way, she discovered the reason. When her British colleagues greeted her saying "how are you today?" every morning, she typically replied saying "I'm good" while Britishers typically say "I'm well" in response to this greeting. This is because "I'm good" can have multiple meanings like "I'm not a bad person" or "I'm suitable" while "I'm well" only gives a sense of mental and physical well-being. Rhonda then realized how subtly cultural barriers can operate. From the information provided in the scenario, this is an example of barriers caused by _____.

- A) tone differences
- B) semantics and connotations
- C) intolerance toward other cultures
- D) situational and physical cues
- E) power distance

Answer: B

Explanation: B) Barriers between cultures can be caused by many factors. Here, semantics and connotation differences seem to be causing the miscommunication. Barriers caused by semantics reflect that words mean different things to different people, particularly people from different national cultures. Barriers caused by word connotations are a result of the fact that words imply different things in different languages.

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LO: 9

AACSB: Communication

Difficulty: Hard

Quest. Category: Application

Learning Outcome: Describe the factors influencing effective communication in organizations

74) Low-context cultures primarily rely on _____ in communicating with others.

- A) formal titles
- B) spoken and written words
- C) situational cues
- D) status differences
- E) nonverbal cues

Answer: B

Explanation: B) In high-context cultures people rely heavily on nonverbal and subtle situational cues in communicating with others, and a person's official status, place in society, and reputation carry considerable weight. What is not said may be more significant than what is said. In contrast, in low-context cultures, people rely essentially on spoken and written words to convey meaning; body language and formal titles are secondary.

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LO: 9

AACSB: Communication

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

75) Communication in high-context cultures is characterized by an emphasis on _____.

- A) directness
- B) explicit and precise documentation
- C) trust
- D) legalized contracts over oral ones
- E) direct modes of conflict resolution

Answer: C

Explanation: C) Communication in high-context cultures implies considerably more trust by both parties. Oral agreements imply strong commitments in high-context cultures. In low-context cultures, enforceable contracts tend to be in writing, precisely worded, and highly legalistic. Similarly, low-context cultures value directness.

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LO: 9

AACSB: Communication

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

76) Communication includes both the transfer and the understanding of meaning.

Answer: TRUE

Explanation: Communicating involves more than the mere imparting of meaning; that meaning must also be understood. Communication must include both the transfer and the understanding of meaning.

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LO: 1

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

77) The four functions of communication are: control, motivation, emotional expression, and information.

Answer: TRUE

Explanation: Communication serves four major functions within a group or organization: control, motivation, emotional expression, and information.

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LO: 1

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

78) In the communication process, decoding precedes encoding.

Answer: FALSE

Explanation: The sender initiates a message by encoding a thought. The message is the actual physical product of the sender's encoding. The receiver is the person(s) to whom the message is directed, who must first translate the symbols into understandable form. This step is the decoding of the message.

Decoding comes after the sender's encoding.

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LO: 2

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

79) Communication that flows from one level of a group or organization to a lower level is called downward communication.

Answer: FALSE

Explanation: Communication that flows from one level of a group or organization to a lower level is downward communication.

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LO: 3

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

80) Lateral communications are often created to short-circuit the vertical hierarchy within an organization.

Answer: TRUE

Explanation: When communication takes place among members of the same work group, members of work groups at the same level, managers at the same level, or any other horizontally equivalent workers, we describe it as lateral communication. Lateral communication is informally created to short-circuit the vertical hierarchy and expedite action. Horizontal communication saves time and facilitates coordination.

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LO: 3

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

81) The advantages of oral communication are speed and feedback.

Answer: TRUE

Explanation: The advantages of oral communication are speed and feedback. Written communication is more time consuming than oral communication.

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LO: 4

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

82) One disadvantage of oral communication is the lack of a built-in feedback mechanism.

Answer: FALSE

Explanation: One disadvantage of written communication is the lack of a built-in feedback mechanisms. Oral communication allows the receiver to respond rapidly to what he thinks he hears. In contrast, e-mailing a memo or sending an instant message provides no assurance it has been received or that the recipient will interpret it as the sender intended.

Page Ref: 341

LO: 4

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

83) A slouched seated position reflects a casual and relaxed manner.

Answer: TRUE

Explanation: If you feel you're of higher status than another, you're more likely to display body movements such as crossed legs or a slouched seated position that reflect a casual and relaxed manner.

Page Ref: 341

LO: 4, 9

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

84) The chain network provides the highest accuracy of communication.

Answer: TRUE

Explanation: The chain network is the best if accuracy of communication is most important.

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LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

85) Rumors are characterized by clarity and verifiability.

Answer: FALSE

Explanation: Rumors emerge as a response to situations that are important to us, when there is ambiguity, and under conditions that arouse anxiety.

Page Ref: 344

LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

86) E-mails involve real-time communication.

Answer: FALSE

Explanation: E-mails do not involve real-time communication. Recipients of the e-mails can read them at their own convenience. Instant messaging and text messaging occur in real-time.

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LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

87) Facebook is a hybrid social networking service that allows users to post microblog entries or tweets to their subscribers about any topic, including work.

Answer: FALSE

Explanation: Twitter is a hybrid social networking service that allows users to post microblog entries or tweets to their subscribers about any topic, including work.

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LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

88) Telephone conversations have the highest channel richness.

Answer: FALSE

Explanation: Face-to-face conversation scores highest in channel richness because it transmits the most information per communication episode.

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LO: 6

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

89) A routine message can be delivered by a low richness channel as efficiently as a high richness channel.

Answer: TRUE

Explanation: The choice of channel depends on whether the message is routine. Routine messages tend to be straightforward and have minimal ambiguity; channels low in richness can carry them efficiently.

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LO: 6

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

90) Automatic processing requires a detailed consideration of evidence and information relying on facts, figures, and logic.

Answer: FALSE

Explanation: Controlled processing requires a detailed consideration of evidence and information relying on facts, figures, and logic.

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LO: 8

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

91) The need for cognition is a personality trait of individuals who are most likely to be persuaded by evidence and facts.

Answer: TRUE

Explanation: The need for cognition is a personality trait of individuals who are most likely to be persuaded by evidence and facts. Those who are lower in need for cognition are more likely to use automatic processing strategies, relying on intuition and emotion to guide their evaluation of persuasive messages.

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LO: 8

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

92) Selective perception refers to a sender's purposely manipulating information so the receiver will see it more favorably.

Answer: FALSE

Explanation: Filtering refers to a sender's purposely manipulating information so the receiver will see it more favorably.

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LO: 8

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

93) Communication apprehension applies to oral and written communication.

Answer: TRUE

Explanation: Communication apprehension refers to undue tension and anxiety about oral communication, written communication, or both.

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LO: 8

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

94) Cultural barriers arising from tone differences among different cultures are called word connotation barriers.

Answer: FALSE

Explanation: In some cultures, language is formal; in others, it is informal. In some cultures, the tone changes depending on the context: people speak differently at home, in social situations, and at work. These are called barriers caused by tone differences.

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LO: 9

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

95) In high-context cultures, directness is valued more than trust.

Answer: FALSE

Explanation: Communication in high-context cultures implies considerably more trust by both parties. On the other hand, low-context cultures value directness.

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LO: 9

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

96) What are the seven key parts of the communication process?

Answer: The seven key parts of the communication process are (1) the sender, (2) encoding, (3) the message, (4) the channel, (5) decoding, (6) the receiver, (7) noise, and (8) feedback. The sender initiates a message by encoding a thought. The message is the actual physical product of the sender's encoding. The channel is the medium through which the message travels. The receiver is the person(s) to whom the message is directed, who must first translate the symbols into understandable form. This step is the decoding of the message. Noise represents communication barriers that distort the clarity of the message. The final link in the communication process is a feedback loop. Feedback is the check on how successful we have been in transferring our messages as originally intended.

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LO: 2

AACSB: Communication

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

97) Explain and provide a workplace example for each of the following communication situations: oral communication in downward flowing direction; written communication in upward flowing direction; and non-verbal communication in lateral flowing direction.

Answer: Communication that flows from one level of a group or organization to a lower level is downward communication. When a sales manager holds a sales meeting to explain new products or to motivate the team, he is using downward flowing oral communication.

Upward communication flows to a higher level in the group or organization. It's used to provide feedback to higher-ups, inform them of progress toward goals, and relay current problems. A monthly status report from a project manager sent to his department director is an example of upward flowing written communication.

When communication takes place among members of the same work group, members of work groups at the same level, managers at the same level or any other horizontally equivalent workers, we describe it as lateral communication. Nonverbal communication includes body movements, the intonations or emphasis we give to words, facial expressions, and the physical distance between the sender and receiver. When two programmers confer on the best way to crack a code for a common project, they are engaging in oral-lateral communication. If one of them shows a puzzled face, or raises an eyebrow at the other's suggestion that is an example of non-verbal lateral communication.

Page Ref: 339, 341

LO: 3, 4

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Synthesis

Learning Outcome: Describe the factors influencing effective communication in organizations

98) Discuss the advantages and disadvantages of oral communication.

Answer: The chief means of conveying messages is oral communication. The advantages of oral communication are speed and feedback. We can convey a verbal message and receive a response in minimal time. If the receiver is unsure of the message, rapid feedback allows the sender to quickly detect and correct it. The major disadvantage of oral communication surfaces whenever a message has to pass through a number of people: the more people, the greater the potential distortion. In an organization, where decisions and other communiqués are verbally passed up and down the authority hierarchy, considerable opportunities arise for messages to become distorted.

Page Ref: 340, 341

LO: 4

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

99) Discuss the advantages and disadvantages of written communication.

Answer: Written communications include memos, letters, fax transmissions, e-mail, instant messaging, organizational periodicals, notices placed on bulletin boards (including electronic ones), and any other device that transmits via written words or symbols. It's often tangible and verifiable. When it is printed, both the sender and receiver have a record of the communication; and the message can be stored for an indefinite period. If there are questions about its content, the message is physically available for later reference. This feature is particularly important for complex and lengthy communications. A final benefit of all written communication comes from the process itself. People are usually forced to think more thoroughly about what they want to convey in a written message than in a spoken one.

A drawback of written communication is that it is time consuming. The other major disadvantage is lack of a built-in feedback mechanism. Oral communication allows the receiver to respond rapidly to what he thinks he hears. But mailing a memo provides no assurance it has been received or that the recipient will interpret it as the sender intended.

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LO: 4

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

100) Describe the various forms of nonverbal communication.

Answer: Nonverbal communication includes body movements, the intonations or emphasis we give to words, facial expressions, and the physical distance between the sender and receiver.

The two most important messages body language conveys are (1) the extent to which we like another and are interested in his or her views and (2) the perceived status between a sender and receiver. A body position or movement does not by itself have a precise or universal meaning, but when it is linked with spoken language, it gives fuller meaning to a sender's message. Intonations can change the meaning of a message. Facial expressions also convey meaning. Physical distance also has meaning. What is considered proper spacing between people largely depends on cultural norms.

Page Ref: 341, 342

LO: 4

AACSB: Communication

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

101) Describe intonation. How does it act as a barrier to communication at an interpersonal and cultural level?

Answer: The emphasis given to words or phrases in a message is called intonation. The meaning of a message may change with varying intonations. Lack of intonation makes it difficult to understand the message being conveyed. In some cultures, the tone changes depending on the context: people speak differently at home, in social situations, and at work and these differences may act as barriers. For example, using a personal, informal style when a more formal style is expected can hinder effective communication.

Page Ref: 341, 357

LO: 4, 9

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Synthesis

Learning Outcome: Describe the factors influencing effective communication in organizations

102) Discuss the three common small-group networks. Evaluate each on their effectiveness. Is there any one best network?

Answer:

- a) The chain rigidly follows the formal chain of command. This network approximates the communication channels you might find in a rigid three-level organization. The chain is best if accuracy is most important.
- b) The wheel relies on a central figure to act as the conduit for all of the group's communication. It stimulates the communication network you would find on a team with a strong leader. The structure of the wheel facilitates the emergence of a leader.
- c) The all-channel network is most often characterized in practice by self-managed teams, in which all group members are free to contribute and no one person takes on a leadership role. The all-channel network is best if you are concerned with having high member satisfaction.

No single network is best for all occasions.

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LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

103) Janice is a part of a work team comprised of five members. Explain the various ways in which this team may be organized and how it would impact the team's communication.

Answer: Janice's team can be organized in three different small-group networks. If it is arranged in a chain network, then the communication channels will follow a rigid three-level organizational hierarchy.

Under this method, speed, member satisfaction, and chances of the emergence of a powerful leadership would be low, but accuracy of communication would be high. If her team is arranged as a wheel network, then one member of her team would act as a central conduit for all the group's communication. This would provide the team with high levels of accurate communication centered around a leader; speed of communication would be fast but member satisfaction may be low. Janice's team may also be arranged in the form of an all-channel network which permits all group members to communicate actively. In such an arrangement, speed of communication will be high, accuracy will be moderate, and members will experience high levels of satisfaction with the kind of communication that occurs in the group.

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LO: 5

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Synthesis

Learning Outcome: Describe the factors influencing effective communication in organizations

104) How would you relate the concepts of wheel network and information overload?

Answer: The wheel network relies on a central figure to act as the conduit for all the group's communication; it simulates the communication network you would find on a team with a strong leader. Since all the communication must pass through this central figure, this person may have the highest susceptibility to information overload. When the information we have to work with exceeds our processing capacity, the result is information overload. People suffering from information overload tend to select, ignore, pass over, or forget. They may also put off further processing until the overload situation ends. This will adversely affect group performance.

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LO: 5

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Synthesis

Learning Outcome: Describe the factors influencing effective communication in organizations

105) Explain how the grapevine functions and why it exists in organizational communication.

Answer: The informal communication system is the grapevine. While it is informal it is still an important source of information. A survey found that 75 percent of employees hear about matters first through rumors on the grapevine. The grapevine has three main characteristics. First, it is not controlled by management. Second, most employees perceive it as more believable and reliable than formal communiqués issued by top management. Finally, it is largely used to serve the interests of the people within it.

Rumors emerge as a response to situations that are important to us, when there is ambiguity, and under conditions that arouse anxiety. The fact that work situations frequently contain these three elements explains why rumors flourish in organizations. The secrecy and competition that typically prevail in large organizations, encourage and sustain rumors on the grapevine. A rumor will persist either until the wants and expectations creating the uncertainty are fulfilled or the anxiety has been reduced.

Page Ref: 343, 344

LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

106) What are the benefits and drawbacks of e-mail?

Answer: E-mail messages can be quickly written, edited, and stored. They can be distributed to one person or thousands with a click of a mouse. They can be read, in their entirety, at the convenience of the recipient. And the cost of sending formal e-mail messages to employees is a fraction of what it would cost to print, duplicate, and distribute a comparable letter or brochure. Information overload is a drawback. It's not unusual for employees to get a hundred or more e-mails a day. Reading, absorbing, and responding to such an inflow can literally consume an employee's entire day. In essence, e-mail's ease of use has become its disadvantage. Employees are finding it increasingly difficult to distinguish important e-mails from junk mail and irrelevant messages. Another drawback of e-mails is that they lack emotional content. Nonverbal cues don't come across in e-mail. They can be cold and impersonal. As such, it's not the ideal means to convey information like layoffs, plant closings, or other messages that might evoke emotional responses and require empathy or social support.

Page Ref: 345, 346

LO: 5

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

107) Compare electronic mail and video conferencing with regard to their channel richness.

Answer: Channels differ in their capacity to convey information. A rich communication channel can (1) handle multiple cues simultaneously, (2) facilitate rapid feedback, and (3) be very personal.

Video conferencing represents one of the richest channels, lower only to face-to-face conversation that scores the highest in channel richness because it transmits the most information per communication episode. Electronic mail, on the other hand, provides relatively low channel richness. It is a form of media that cannot provide nonverbal cues to facilitate communication; it also does not guarantee immediate feedback as it does not operate in real-time.

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LO: 6

AACSB: Communication

Difficulty: Moderate

Quest. Category: Synthesis

Learning Outcome: Describe the factors influencing effective communication in organizations

108) List and explain four of the barriers to effective communication.

Answer: Some of the barriers to effective communication are:

- a) Filtering refers to a sender's purposely manipulating information so it will be seen more favorably by the receiver.
- b) Selective perception occurs when receivers process communication selectively to see and hear based on their needs, motivations, experience, background, and other personal characteristics.
- c) When the information we have to work with exceeds our processing capacity, the result is information overload.
- d) How the receiver feels at the time of receipt of a communication message will influence how he or she interprets it.
- e) Words mean different things to different people. Age, education, and cultural background are three of the most obvious variables that influence the language a person uses and the definitions he or she gives to words.

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LO: 8

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

109) Describe and discuss specific problems related to cross-cultural communication. Include cultural barriers and cultural context.

Answer: There are four specific problems related to language difficulties in cross-cultural communications. They include: barriers caused by semantics; barriers caused by word connotations; barriers caused by tone differences; and barriers caused by differences among perceptions.

Cultures tend to differ in the importance to which context influences the meaning that individuals take from what is actually said or written versus who the other person is. High-context cultures rely heavily on nonverbal and subtle situational cues when communicating with others. What is not said may be more significant than what is said. A person's official status, place in society, and reputation carry considerable weight in communications. People in low-context cultures rely essentially on words to convey meaning. Body language or formal titles are secondary to spoken and written words.

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LO: 9

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations

110) Distinguish between high-context and low-context cultures.

Answer: Cultures tend to differ in the degree to which context influences the meaning individuals take from communication. In high-context cultures such as China, Korea, Japan, and Vietnam, people rely heavily on nonverbal and subtle situational cues in communicating with others, and a person's official status, place in society, and reputation carry considerable weight. What is not said may be more significant than what is said. In contrast, people from Europe and North America reflect their low-context cultures. They rely essentially on spoken and written words to convey meaning; body language and formal titles are secondary.

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LO: 9

AACSB: Communication

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the factors influencing effective communication in organizations