

Chapter 10

1) Communication is defined as

- A) understanding between people.
- B) a method of persuasion.
- C) the exchange of information.
- D) the encoding of information.
- E) the flow of information down an organizational hierarchy.

Answer: C

Page Ref: 338

Skill: Recall

2) In order for a receiver to understand a communicated message, he or she must first _____ the message.

- A) filter
- B) decode
- C) transmit
- D) encode
- E) integrate

Answer: B

Page Ref: 338

Skill: Recall

3) Who is encoding messages?

- A) Alexis, who is trying to figure out what her boss's memo means
- B) Bob, who is writing a technical report
- C) Aaron, who is hearing a rumour on the grapevine
- D) Victor, who is trying to decipher some legal jargon in a contract
- E) Sharon, who is the target of upward communication

Answer: B

Page Ref: 338

Skill: Applied

4) Who is decoding a message?

- A) Sal, who is preparing a financial statement
- B) Olive, who is making a speech
- C) William, who is studying blueprints
- D) Robin, who is initiating downward communication
- E) Sylvia, who is passing along a bit of gossip about a coworker

Answer: C

Page Ref: 338

Skill: Applied

5) Effective communication occurs when the right people receive the right information in a _____ manner.

- A) filtered
- B) timely
- C) friendly
- D) formal
- E) proper

Answer: B

Page Ref: 339

Skill: Recall

6) Which of the following is an example of encoding?

- A) Writing a letter
- B) Reading a novel
- C) Thinking
- D) Watching television
- E) Reading a memo

Answer: A

Page Ref: 338

Skill: Applied

7) Which of the following is an example of horizontal communication?

- A) The vice-president of marketing sends a memo to the vice-president of manufacturing.
- B) An employee explains to her boss why her performance has not been up to par recently.
- C) The president of a college calls a meeting to explain the college's financial situation to the faculty.
- D) A purchasing agent leaves a voicemail message for a new supplier.
- E) A supervisor tells an employee that he has been performing poorly.

Answer: A

Page Ref: 339

Skill: Applied

8) Research suggests that

- A) employees with good performance ratings are more likely to be informed of those ratings than employees with bad ratings.
- B) employees are seldom informed about their performance regardless of how they have performed.
- C) employees with good and bad performance ratings are just as likely to be informed of these ratings.
- D) employees with good and bad performance ratings are just as unlikely to be informed of these ratings.
- E) employees with good performance ratings are less likely to be informed of those ratings than employees with bad ratings.

Answer: A

Page Ref: 341

Skill: Recall

9) The chain of command does not reflect the number of communication channels that exist in organizations because

- A) it ignores downward communication.
- B) managers may not encode communication.
- C) it ignores horizontal communication.
- D) it ignores informal communication.
- E) it ignores upward communication.

Answer: D

Page Ref: 339

Skill: Applied

10) The toy market has fallen off, and the Zippy Toy Company has to lay off workers. The plant manager must inform all the workers, but he is so upset about his task that he writes a vague, contradictory letter which no one understands. What happened?

- A) The mum effect caused the workers to have decoding problems
- B) Jargon caused the manager to produce nonverbal communication
- C) All-channel communication was used when exit interviews would have been better
- D) Rumour has caused confusion
- E) Status differences have resulted in ineffective communication

Answer: A

Page Ref: 341

Skill: Applied

11) Jargon

- A) often leads to ineffective communication.
- B) often leads to effective communication.
- C) is usually characteristic of particular jobs or occupations.
- D) can be very intimidating to new organizational members.
- E) all of the above.

Answer: E

Page Ref: 343

Skill: Recall

12) Which of the following is an example of filtering?

- A) Ralph sent an email directly to the vice president to explain the sudden decrease in sales.
- B) Bob didn't tell his employees about their impending layoffs.
- C) Sarah misunderstood her boss's memo.
- D) The manager confused her secretary.
- E) All of the above.

Answer: B

Page Ref: 339

Skill: Applied

13) Sticking with the strict chain of command is most likely to impede _____ communication.

- A) horizontal
- B) formal
- C) downward
- D) upward
- E) backwards

Answer: A

Page Ref: 340

Skill: Recall

14) Which of the following is an example of the mum effect?

- A) The young lawyer who lost the court case delayed telling the senior partner of the law firm.
- B) The sales manager decided to postpone announcing the good news about the Christmas bonuses until the company party at the end of the month.
- C) The manager would only communicate with workers through their supervisor.
- D) The president of a firm would not tell a newspaper reporter what the firm's market share was.
- E) The secretary did not care to participate in the office grapevine.

Answer: A

Page Ref: 341

Skill: Applied

15) The opportunity for employees to communicate directly with a manager without going through the chain of command is known as

- A) upward communication.
- B) an open door policy.
- C) the mum effect.
- D) the grapevine.
- E) filtering.

Answer: B

Page Ref: 340

Skill: Recall

16) You want your employees to feel comfortable in your office. Research suggests

- A) dressing in designer fashions.
- B) placing your credentials and awards in a prominent location.
- C) placing your desk between them and you.
- D) decorating with plants and posters.
- E) not being so tidy that it scares people away.

Answer: D

Page Ref: 346

Skill: Applied

17) The mum effect is a good example of

- A) filtering.
- B) moderately high information richness.
- C) poor cross-cultural communication.
- D) ineffective decoding.
- E) information overload.

Answer: A

Page Ref: 341

Skill: Recall

18) Jargon is a form of

- A) decoding.
- B) body language.
- C) communication media.
- D) nonverbal communication.
- E) verbal communication.

Answer: E

Page Ref: 343

Skill: Recall

19) Which of the following best represents the accuracy of the grapevine?

- A) At least 75 percent of the controversial and noncontroversial organizationally related information carried by the grapevine is incorrect.
- B) At least 75 percent of the noncontroversial organizationally related information carried by the grapevine is correct.
- C) At least 75 percent of the noncontroversial organizationally related information carried by the grapevine is incorrect.
- D) At least 75 percent of the controversial organizationally related information carried by the grapevine is correct.
- E) At least 75 percent of the controversial organizationally related information carried by the grapevine is incorrect.

Answer: B

Page Ref: 342

Skill: Recall

20) Which of the following is an example of jargon?

- A) The manager used video to address the department.
- B) The secretary started a rumour that the company was bankrupt.
- C) Any incident of nonverbal communication.
- D) The manager was reluctant to inform her boss that the report was going to be late.
- E) The MBA used the word downsizing.

Answer: E

Page Ref: 343

Skill: Applied

21) How does information spread through an organizational grapevine?

- A) Only a proportion of those who hear the information tell others.
- B) Only through face-to-face verbal interaction.
- C) A tells only B who tells only C, and so on.
- D) The information follows formal channels of communication.
- E) Through the singular grapevine system which exists in most large organizations.

Answer: A

Page Ref: 342

Skill: Recall

22) The filtering of information in organizations

- A) occurs for downward communication but not upward communication.
- B) can be completely eliminated by adopting an open door policy.
- C) increases with the number of links in a communication chain.
- D) occurs for upward communication but not downward communication.
- E) always leads to ineffective communication.

Answer: C

Page Ref: 340

Skill: Recall

- 23) Which of the following statements about organizational communication is false?
- A) Organizational grapevines can communicate accurate information.
 - B) Managers have difficulties balancing task and socio-emotional role demands.
 - C) Research shows that communication between managers and employees is often poor.
 - D) Supervisors can be trained to communicate more effectively.
 - E) It is more difficult to regulate nonverbal communication when the sender has low emotional involvement.

Answer: E

Page Ref: 346

Skill: Recall

- 24) Which of the following is not a basic principle of effective communication?
- A) Feedback
 - B) Take the time
 - C) Listen
 - D) Congruence
 - E) Jargon

Answer: E

Page Ref: 358

Skill: Recall

- 25) The mum effect means that people
- A) prefer to communicate bad news rather than to receive it.
 - B) refuse to pass on a rumour.
 - C) refuse to filter information.
 - D) fail to decode bad news.
 - E) fail to encode bad news.

Answer: E

Page Ref: 341

Skill: Recall

- 26) An open door policy is usually meant to encourage _____ communication.
- A) filtered
 - B) downward
 - C) horizontal
 - D) formal
 - E) upward

Answer: E

Page Ref: 340

Skill: Recall

- 27) Rumours are
- A) examples of filtering.
 - B) always false.
 - C) examples of jargon.
 - D) unverified beliefs.
 - E) examples of nonverbal communication.

Answer: D

Page Ref: 343

Skill: Recall

28) Nonverbal communication does not include

- A) one's body language.
- B) props and artifacts.
- C) the clothing one wears.
- D) one's use of jargon.
- E) the way one decorates and arranges one's office.

Answer: D

Page Ref: 345

Skill: Recall

29) The mum effect is one example of

- A) how the grapevine works.
- B) how rumours get transmitted.
- C) how the clothing we wear transmits information.
- D) how status can lead to problems in informal communication.
- E) how information filtering occurs.

Answer: E

Page Ref: 341

Skill: Recall

30) Which of the following statements about the decor and arrangement of offices is true?

- A) Although visitors read things into office decor and arrangement, decor and arrangement are unrelated to the personality of the occupant.
- B) Office decor and arrangement neither convey the personality of the occupant nor evoke attributions in visitors about the occupant.
- C) Employees feel more comfortable when there is a desk between them and their manager.
- D) Although office decor and arrangement are related to the personality of the occupant, visitors do not make attributions about the occupant from decor and arrangement.
- E) An office which is tidy may be seen as more welcoming than one which is messy.

Answer: E

Page Ref: 346

Skill: Recall

31) In which of the following cases is cross-cultural communication very good?

- A) Physical proximity and contact
- B) Interpreting basic emotions in facial expressions
- C) Agreeing on what constitutes punctuality
- D) Understanding symbolic gestures
- E) Conveying etiquette and politeness

Answer: B

Page Ref: 351

Skill: Recall

- 32) You are a member of a Canadian company trying to negotiate with a Chinese firm. Which of the following instructions should you be sure to follow?
- A) Ensure that all members of your team are able to jump into the discussion at any time.
 - B) Provide the Chinese with knowledge of yourself and your culture.
 - C) Provide the Chinese firm with long detailed contracts.
 - D) Ignore differences in age and rank when dealing with the Chinese.
 - E) Keep meetings with the Chinese brief and to the point.

Answer: B

Page Ref: 354

Skill: Applied

- 33) Which of the following is an example of a high-context culture?

- A) Scandinavia
- B) Australia
- C) Canada
- D) Northern Europe
- E) Japan

Answer: E

Page Ref: 354

Skill: Recall

- 34) When doing business with people from Arab countries it is wise to avoid

- A) touching.
- B) sitting or standing close together.
- C) discussions about your family or personal life.
- D) extended gaze.
- E) getting down to business very quickly.

Answer: E

Page Ref: 354

Skill: Applied

- 35) _____ are one of the few forms of communication that have similar meanings across cultures.

- A) Social conventions
- B) Greetings
- C) Lubricant expressions
- D) Facial expressions of basic emotions
- E) Physical gestures

Answer: D

Page Ref: 351

Skill: Recall

- 36) Showing up late for a meeting is a sign of success in

- A) United States.
- B) Japan.
- C) Canada.
- D) Germany
- E) Brazil.

Answer: E

Page Ref: 353

Skill: Recall

37) Which of the following is true?

- A) In Latin America, an extended gaze is considered rude.
- B) Interpretation of emotions in basic facial expressions varies widely across cultures.
- C) What is considered polite behaviour is similar across cultures.
- D) Exit interviews conducted by managers provide a wealth of accurate information.
- E) The clothing people wear communicates interpretable messages.

Answer: E

Page Ref: 347

Skill: Recall

38) You are a member of a Canadian company trying to negotiate with a German firm. Which of the following instructions should you be sure to follow?

- A) Provide the German firm with short non-detailed contracts.
- B) Ensure all members of your team speak privately to you and you convey their message.
- C) Keep meetings with the Germans brief and to the point.
- D) Provide the Germans with knowledge of yourself and your culture.
- E) Use lubricant expressions to soften rejection.

Answer: C

Page Ref: 354

Skill: Applied

39) Which area has the highest context culture?

- A) Australia
- B) Scandinavia
- C) Germany
- D) Latin America
- E) North America

Answer: D

Page Ref: 354

Skill: Recall

40) Which group has the lowest context culture?

- A) Japanese
- B) Australian
- C) Egyptian
- D) Swiss
- E) Chinese

Answer: D

Page Ref: 354

Skill: Recall

41) Which message translates best across cultures?

- A) A lubricant expression
- B) Arriving late for a meeting
- C) A "thumbs up" signal
- D) A look of anger
- E) A touch while speaking

Answer: D

Page Ref: 351

Skill: Applied

42) Which of the following is not cited as a distinguishing factor in the differences between male and female communication styles?

- A) Getting credit
- B) Gossiping
- C) Giving compliments
- D) Asking questions
- E) Boasting

Answer: B

Page Ref: 348

Skill: Recall

43) Which of the following is not an appropriate active listening technique?

- A) Responding as soon as possible.
- B) Ask questions.
- C) Show empathy.
- D) Awareness of body language.
- E) Paraphrase what the speaker means.

Answer: A

Page Ref: 360

Skill: Recall

44) According to the text, which medium can transmit the richest information?

- A) Face-to-face interaction
- B) Computer
- C) Telephone
- D) Video
- E) Written memos

Answer: A

Page Ref: 356

Skill: Recall

45) Which statement about media choice and communication is true?

- A) Routine messages require richer media.
- B) Nonroutine messages require richer media.
- C) Richer media consistently lead to better communication.
- D) It is best to always choose the medium that is capable of transmitting the richest information.
- E) Richer media lead to lower levels of censorship.

Answer: B

Page Ref: 358

Skill: Recall

46) Which of the following provides information in a 360 degree feedback system?

- A) employees
- B) peers
- C) clients
- D) superiors
- E) All of the above.

Answer: E

Page Ref: 361

Skill: Recall

- 47) The performance appraisal system that has been adopted by several companies to enhance communication is called
- A) peer review.
 - B) query system.
 - C) 180 degree feedback.
 - D) 360 degree feedback.
 - E) employee-manager process review.

Answer: D

Page Ref: 361

Skill: Recall

- 48) An employee hotline generally
- A) uses the richest communication medium available.
 - B) replaces the 360 degree feedback system.
 - C) is a means of downward communication.
 - D) replaces an employee suggestion system.
 - E) is a form of nonverbal communication.

Answer: C

Page Ref: 362

Skill: Recall

- 49) Two important dimensions of information richness are
- A) the degree to which information is asynchronous and the extent to which both parties can receive paraverbal cues.
 - B) the degree to which information is synchronous and the extent to which both parties can receive nonverbal and paraverbal cues.
 - C) the degree to which information is asynchronous and the extent to which both parties can receive nonverbal and paraverbal cues.
 - D) the degree to which information is synchronous and the extent to which both parties can receive paraverbal cues.
 - E) the degree to which information is synchronous and the extent to which both parties can receive nonverbal cues.

Answer: B

Page Ref: 356

Skill: Recall

- 50) Which of the following is an example of high synchronous communication?
- A) Face-to-face
 - B) Memos
 - C) Chat
 - D) E-mail
 - E) Letters

Answer: A

Page Ref: 356

Skill: Recall

51) Which of the following are high on nonverbal and paraverbal cues?

- A) Face-to-face interaction and videoconferencing
- B) Letters and memos
- C) Face-to-face interaction and email
- D) Computer-mediated groups and face-to-face interactions
- E) Face-to-face interaction and memos

Answer: A

Page Ref: 357

Skill: Recall

52) The most information rich media are

- A) highly asynchronous and high in nonverbal and paraverbal cues.
- B) highly asynchronous and high in paraverbal cues.
- C) highly synchronous and high in paraverbal cues.
- D) highly synchronous and high in nonverbal cues.
- E) highly synchronous and high in nonverbal and paraverbal cues.

Answer: E

Page Ref: 356

Skill: Recall

53) Computer-mediated groups have been found to

- A) enhance the speed with which ideas are generated.
- B) enhance the richness of communication.
- C) enhance the quality of ideas generated.
- D) enhance the number of ideas generated.
- E) enhance the number and quality of ideas generated.

Answer: D

Page Ref: 356

Skill: Recall

54) Traditionally, employee performance appraisal has been viewed as an exercise in

- A) upward communication
- B) ineffective communication
- C) downward communication
- D) horizontal communication
- E) informal communication

Answer: C

Page Ref: 361

Skill: Recall

55) 360-degree feedback is also known as

- A) multiple feedback
- B) full circle feedback
- C) multisource feedback
- D) circular feedback
- E) multipurpose feedback

Answer: C

Page Ref: 361

Skill: Recall

56) What do these organizations have in common: Honeywell, Sprint, and Burger King

- A) TV networks
- B) suggestion systems
- C) employee surveys and survey feedback
- D) 360-degree feedback
- E) telephone hotlines

Answer: D

Page Ref: 361

Skill: Recall

57) What does the following refer to: More "know" than "tell"?

- A) jargon
- B) the mum effect
- C) congruence
- D) the grapevine
- E) filtering

Answer: D

Page Ref: 342

Skill: Recall

58) 360-degree feedback systems usually focus on

- A) behavioural competencies
- B) bottom-line performance
- C) individual performance
- D) group performance
- E) all aspects of performance

Answer: A

Page Ref: 361

Skill: Recall

59) 360-degree feedback is usually used for

- A) salary determination
- B) employee development and salary determination
- C) employee development
- D) employee development and advancement potential
- E) advancement potential

Answer: C

Page Ref: 361

Skill: Recall

60) After six months on your new job, you were expecting your boss to provide you with a review of your performance. However, to your surprise your coworkers and clients are also providing information on your performance. What is this an example of?

- A) congruence
- B) open door policy
- C) information richness
- D) 360-degree feedback
- E) grapevine

Answer: D

Page Ref: 361

Skill: Applied

- 61) Research on upward feedback found that managers who were initially rated as poor or moderate showed significant improvements in feedback ratings especially when
- A) managers met with their bosses to discuss the feedback
 - B) managers met with their clients to discuss the feedback
 - C) managers met with their peers to discuss the feedback
 - D) managers met with their employees to discuss the feedback
 - E) managers met with the CEO to discuss the feedback

Answer: D

Page Ref: 361

Skill: Recall

- 62) When are query systems most effective?
- A) when verbal and nonverbal communication is used to disseminate the questions and answers
 - B) when nonverbal communication is used to disseminate the questions and answers
 - C) when the questions and answers are widely disseminated
 - D) when verbal communication is used to disseminate the questions and answers
 - E) when they are used with a suggestion system

Answer: C

Page Ref: 362

Skill: Recall

- 63) Jake has described something to you that you have never heard about. All employees in his organization are allowed to ask management questions about the organization that are then answered for them and printed in the company newsletter. What is this called?
- A) employee survey and survey feedback
 - B) query system
 - C) suggestion system
 - D) 360-degree feedback
 - E) open door policy

Answer: B

Page Ref: 362

Skill: Applied

- 64) What do these companies have in common: IBM, Federal Express, and J.C. Penny?
- A) TV networks
 - B) query systems
 - C) employee surveys and survey feedback
 - D) suggestion systems
 - E) telephone hotlines

Answer: A

Page Ref: 362

Skill: Recall

65) What did middle managers working in the California information technology sector use to "profile" the identity and status of office occupants?

- A) office decor
- B) Intranets
- C) computer-mediated communication
- D) TV networks
- E) clothing

Answer: A

Page Ref: 347

Skill: Recall

66) People strongly overestimate their skill in both communicating and interpreting sarcasm, humour, and emotions via

- A) teleconference
- B) e-mail
- C) videoconference
- D) face-to-face
- E) chat formats

Answer: B

Page Ref: 358

Skill: Recall

67) Filtering is the tendency for a message to be watered down or stopped altogether at some point during transmission.

Answer: ☒ True False

Page Ref: 339

Skill: Recall

68) The mum effect is even more likely when the sender is responsible for bad news.

Answer: ☒ True False

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Skill: Recall

69) The chain of command is the fastest communication system.

Answer: True ☒ False

Page Ref: 340

Skill: Recall

70) The tendency to avoid communicating unfavourable news to others is called nonverbal communication.

Answer: True ☒ False

Page Ref: 341

Skill: Recall

71) The grapevine can transmit information relevant to the performance of an organization as well as personal gossip.

Answer: ☒ True False

Page Ref: 342

Skill: Recall

72) Jargon is an unverified belief that is in general circulation.

Answer: True ☒ False

Page Ref: 343

Skill: Recall

73) The smaller the difference in physical relaxation between two parties, the more they communicate a status differential to each other.

Answer: True ☒ False

Page Ref: 346

Skill: Applied

74) A performance appraisal system that has been adopted by several companies to enhance communication is called 360 degree feedback.

Answer: ☒ True False

Page Ref: 361

Skill: Recall

75) Feedback is not a basic principle of effective communication.

Answer: True ☒ False

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Skill: Recall

76) Telephone hotlines are developed to improve horizontal communication.

Answer: True ☒ False

Page Ref: 362

Skill: Recall

77) The mum effect is an example of filtering.

Answer: ☒ True False

Page Ref: 341

Skill: Recall

78) Due to their similar appearance, the grapevine is an informal term for the chain of command.

Answer: True ☒ False

Page Ref: 342

Skill: Recall

79) An open door policy means that the manager with the open door initiates a high degree of communication.

Answer: True ☒ False

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Skill: Applied

80) The chain of command is fastest for communication between departments.

Answer: True ☒ False

Page Ref: 340

Skill: Recall

81) Most people who receive grapevine information pass it on.

Answer: ☐ True ☒ False

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Skill: Recall

82) When listening to another person, good communication techniques recommend expressing your opinion as soon as possible.

Answer: ☐ True ☒ False

Page Ref: 360

Skill: Applied

83) People are good at interpreting simple, basic emotions in facial expressions, even when the target person is from another culture.

Answer: ☒ True ☐ False

Page Ref: 351

Skill: Recall

84) Physical gestures are one of the few means of communication that have similar meanings across cultures.

Answer: ☐ True ☒ False

Page Ref: 351

Skill: Recall

85) Gender differences in communication develop during adulthood.

Answer: ☐ True ☒ False

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Skill: Recall

86) Men are more likely to blow their horn about something good they have done.

Answer: ☒ True ☐ False

Page Ref: 348

Skill: Recall

87) Jargon can both facilitate and damage the effectiveness of communication.

Answer: ☒ True ☐ False

Page Ref: 343

Skill: Applied

88) Writing is classified as verbal communication rather than nonverbal communication.

Answer: ☒ True ☐ False

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Skill: Recall

89) Research shows that the clothing people wear communicates messages to others.

Answer: ☒ True ☐ False

Page Ref: 347

Skill: Recall

90) While Europeans favour an extended gaze, most Latin Americans avoid this form of communication.

Answer: True ☒ False

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Skill: Applied

91) As a form of communication, Arabs are more likely than Canadians to favour touch.

Answer: ☒ True False

Page Ref: 351

Skill: Applied

92) One should consistently try to use the communication medium that is richest in information.

Answer: True ☒ False

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Skill: Applied

93) As the routineness of the message to be sent increases, a richer communication medium should be chosen.

Answer: True ☒ False

Page Ref: 358

Skill: Applied

94) While Arabs favour an extended gaze, most Europeans avoid this form of communication.

Answer: ☒ True False

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Skill: Applied

95) In Brazil, being late to a meeting is considered the sign of a successful person.

Answer: ☒ True False

Page Ref: 353

Skill: Applied

96) The Japanese have various set phrases for expressing sympathy, rejection, or apology that are designed to maintain harmony. These phrases are called "lubricant expressions."

Answer: ☒ True False

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Skill: Applied

97) Computer-mediated groups enhance the quality of ideas generated.

Answer: True ☒ False

Page Ref: 356

Skill: Recall

98) Computer-mediated groups perform more poorly than face-to-face groups.

Answer: ☒ True False

Page Ref: 358

Skill: Recall

99) Face-to-face communication is an example of highly synchronous communication.

Answer: ☒ True False

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Skill: Recall

100) In an electronic meeting, men are more likely to offer the first idea.

Answer: True ☒ False

Page Ref: 357

Skill: Recall

101) When supervisors receive performance ratings from multiple employees, it is called multisource feedback.

Answer: True ☒ False

Page Ref: 361

Skill: Recall

102) Research on upward feedback found that managers who were initially rated as poor or moderate showed significant improvements in feedback ratings especially when they met with their clients to discuss the feedback.

Answer: True ☒ False

Page Ref: 361

Skill: Recall

103) Suggestion systems are designed to enhance upward and downward communication.

Answer: True ☒ False

Page Ref: 362

Skill: Recall

104) E-mail is less prone to miscommunication than chat formats.

Answer: True ☒ False

Page Ref: 358

Skill: Recall

105) People are not very accurate in deducing whether a message has been sent by a man or a woman.

Answer: True ☒ False

Page Ref: 358

Skill: Recall

106) The tendency to avoid communicating bad news to others is called the _____.

Answer: mum effect

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Skill: Recall

107) The tendency for information to be watered down or stopped altogether during transmission is _____.

Answer: filtering

Page Ref: 339

Skill: Recall

108) _____ is the specialized verbal language characteristic of a particular occupation, profession, or organization.

Answer: Jargon

Page Ref: 343

Skill: Recall

- 109) _____ is the cultural information that surrounds a communication episode.
Answer: Cultural context
Page Ref: 353
Skill: Recall
- 110) The richest of communications media is _____.
Answer: face-to-face interaction or face-to-face speech
Page Ref: 356
Skill: Applied
- 111) Body language is a primary example of _____ communication.
Answer: nonverbal
Page Ref: 345
Skill: Recall
- 112) An unverified belief in general circulation is a(n) _____.
Answer: rumour
Page Ref: 343
Skill: Recall
- 113) Clients, employees, and _____ all provide information in a 360 degree feedback system.
Answer: peers
Page Ref: 361
Skill: Recall
- 114) In Japan, a set phrase that expresses sympathy, softens rejection, or facilitates apology is called a(n) _____ expression.
Answer: lubricant
Page Ref: 352
Skill: Recall
- 115) In Brazil, being _____ for an appointment is a sign of success.
Answer: late
Page Ref: 353
Skill: Applied
- 116) The less routine the message, the _____ the communication medium that should be used.
Answer: richer or more personal
Page Ref: 358
Skill: Applied
- 117) The informal communication network found in all organizations is called the _____.
Answer: grapevine
Page Ref: 342
Skill: Recall
- 118) Many managers have difficulties balancing task and _____ functions.
Answer: social-emotional
Page Ref: 341
Skill: Recall

- 119) Effective communication occurs when the right information gets to the right people _____.
Answer: on time or in a timely manner
Page Ref: 339
Skill: Recall
- 120) The mum effect occurs when people avoid communicating _____ news to others.
Answer: bad
Page Ref: 341
Skill: Recall
- 121) The computer analyst called easy problems "dead ducks." This is an example of the use of _____.
Answer: jargon
Page Ref: 343
Skill: Applied
- 122) Managers who invite employees to contact them directly without going through the chain of command can be said to have a(n) _____ policy.
Answer: open door
Page Ref: 340
Skill: Applied
- 123) Nonverbal communication that occurs by means of facial expressions or physical location relative to the receiver is called _____.
Answer: body language
Page Ref: 345
Skill: Recall
- 124) Cross-culturally, people are probably best at decoding _____.
Answer: basic or simple emotions
Page Ref: 351
Skill: Recall
- 125) _____ promote upward communication by soliciting ideas for work improvements from nonmanagement personnel.
Answer: Suggestion systems
Page Ref: 362
Skill: Recall
- 126) The potential information-carrying capacity of a communication medium is known as _____.
Answer: information richness
Page Ref: 356
Skill: Recall
- 127) Two important dimensions of information richness are the extent to which both parties receive nonverbal and paraverbal cues and the degree to which the information is _____ between senders and receivers.
Answer: synchronous
Page Ref: 356
Skill: Recall

128) Communication that relies on computer technology to facilitate information exchange is called _____.

Answer: computer-mediated communication

Page Ref: 356

Skill: Recall

129) The _____ is even more likely when the sender is responsible for bad news.

Answer: mum effect

Page Ref: 341

Skill: Recall

130) Computer-mediated groups perform more _____ than face-to-face groups.

Answer: poorly

Page Ref: 358

Skill: Recall

131) A condition in which a person's words, thoughts, feelings, and actions all contain the same message is called _____.

Answer: congruence

Page Ref: 360

Skill: Recall

132) When supervisors receive performance ratings from multiple employees, it is called _____.

Answer: upward feedback

Page Ref: 361

Skill: Recall

133) Surveys of the attitudes and opinions of current employees can provide a useful means of _____ communication.

Answer: upward

Page Ref: 362

Skill: Recall

134) Surveys are especially useful when they are administered _____.

Answer: periodically

Page Ref: 362

Skill: Recall

135) When survey results are fed back to employees, along with managerial responses and any plans for changes, this feedback should enhance _____ communication.

Answer: downward

Page Ref: 362

Skill: Recall

136) _____ systems are designed to enhance upward communication by soliciting ideas for improved work operations from employees.

Answer: Suggestion

Page Ref: 362

Skill: Recall

- 137) _____ provide a formal means of answering questions that employees may have about the organization.
Answer: Query systems
Page Ref: 362
Skill: Recall
- 138) What are the basic forms of communication which take place in a chain of command? What factors often lead to ineffective communication in a chain of command?
Answer: The basic forms of communication are downward, upward, and horizontal. Deficiencies may arise due to informal communication, filtering, and slowness.
Page Ref: 339
Skill: Recall
- 139) What is filtering? How does it occur? What strategies can help managers to reduce filtering in their organizations?
Answer: Filtering is the tendency for a message to be watered down or stopped during transmission. Upward filtering often occurs because either employees do not feel the information is important enough to pass along, or because they are afraid that their boss will use the information against them. Downward filtering is often due to time pressures or simple lack of attention to detail, but it may also be by political design (e.g. concealing information to maintain power). Managers can establish an open door policy to try to reduce upward filtering, and bypass the chain of command by communicating directly with intended receivers to reduce downward filtering.
Page Ref: 339
Skill: Applied
- 140) Besides differences in personality and perception, what are the main barriers to effective communication between managers and their employees?
Answer: Conflicting role demands and the mum effect.
Page Ref: 341
Skill: Recall
- 141) What is the grapevine? Is it generally good or bad for an organization? Explain.
Answer: The grapevine is an organization's informal communication network. The grapevine can have both positive and negative effects on an organization. On the positive side, the grapevine can keep employees informed about important organizational matters, add a little interest and diversion to the work setting, and be used to test employee reactions to proposed changes before they are formally introduced. On the negative side, the grapevine can become a pipeline for rumours which may affect performance and morale.
Page Ref: 342
Skill: Applied
- 142) Describe three sources of nonverbal language in a typical workplace. Give an example of each and discuss the messages that they may communicate.
Answer: Three sources of nonverbal language are body language, office decor and arrangement, and clothing. Good eye contact and upright posture can signal interest in an interview; decorating an office with plants and personal artifacts can make it more welcoming; and dressing in the proper attire may communicate competence, seriousness and promotability.
Page Ref: 345
Skill: Applied

143) Carole Robson, the new International Sales Manager for Kapster Enterprises, is about to make her first sales trip to Japan. Using your knowledge of cultural context, etiquette and social conventions, what advice would you give her?

Answer: Japan is a high context culture, so Carole should be prepared to spend some time introducing herself and her company to prospective Japanese clients. She should also be prepared to give long presentations rather than getting right to the point. She should be sensitive to differences in age and rank among her Japanese hosts, and avoid lengthy and overly detailed business contracts. In addition, she should be sure to greet her Japanese hosts with a bow, and watch for lubricant expressions which may be polite signals that the Japanese are not interested in doing business with her company at this time.

Page Ref: 353

Skill: Applied

144) What is active listening? Describe the main techniques involved.

Answer: Active listening is a technique for improving the accuracy of information reception by paying close attention to the sender. The specific techniques involved in active listening include watching your body language (e.g. sit up, lean forward and maintain eye contact), paraphrase what the speaker means, show empathy, ask questions, and wait out pauses.

Page Ref: 360

Skill: Recall

145) Julia Franco, the VP of Operations at Zeta Manufacturing, is concerned about the consistently low levels of productivity in the assembly plant. At a meeting with company executives, she proposes that the company invite comments from employees through their internal e-mail system and through an anonymous employee survey and feedback system. Gordon Wong, the VP of Human Resources disagrees. He says, "The best way to get honest and detailed information from these workers is to schedule face-to-face interviews. Only then will we be able to get to the real source of the productivity and morale problems in the assembly unit." Who do you think is correct? Explain your answer.

Answer: This question tests students' understanding of the relationship between information richness and the appropriate choice of communication medium. In this situation, Julia's approach is probably better for at least two reasons. Firstly, messages sent via computers or through anonymous surveys are less likely to be censored by the employees. Face-to-face interviews would tend to inhibit employees from discussing certain issues — especially if they are fearful of retaliation by their superiors. Secondly, depending on the size of the work unit, the use of computers and surveys could be considerably cheaper and less time consuming than face-to-face interviews.

Page Ref: 356

Skill: Applied

146) What is the nature of gender differences in communication and what are the key differences in male and female communication styles?

Answer: Females see communication as a way to develop relationships and networks of connection and intimacy. Males view conversations as a way for them to achieve status within groups and to maintain independence. Gender differences in communication revolve around the "One Up, One Down" position. Men are sensitive to power dynamics and use communication as a way to position themselves in a one-up situation and avoid a one-down situation. Women are more concerned with rapport building and avoid putting others down. The key differences in male and female communication styles and rituals that often place women in a one-down position include: getting credit; confidence and boasting; asking questions; apologies; feedback; compliments; ritual opposition; managing up and down; indirectness.

Page Ref: 348

Skill: Recall

147) How does communicating electronically through email differ from face-to-face communication and when should it be used and avoided?

Answer: Email lacks information richness compared to face-to-face communication. As a result, it is best used for routine communication. Important decisions, news, intended changes, controversial messages, and emotional issues require richer media such as face-to-face.

Page Ref: 356

Skill: Recall

148) Discuss the basic principles of effective communication.

Answer: The basic principles of effective communication include: take the time; be accepting of the other person; do not confuse the person with the problem; say what you feel; listen actively; and give timely and specific feedback.

Page Ref: 358

Skill: Recall

149) Discuss the basic principles of effective cross-cultural communication.

Answer: Principles for effective cross-cultural communication include: assume differences until you know otherwise; recognize differences within cultures; and watch your language (and theirs).

Page Ref: 360

Skill: Recall

150) ACME Realty wants to provide employees with feedback but have found that the traditional approach of having the boss tell employees how they are doing has become time consuming and difficult as the number of employees continues to increase. The company is considering using 360-feedback but management does not know very much about it. They have hired you to explain to them what it is and what it can be used for. What will you tell them?

Answer: You should tell them that 360-degree feedback uses input from supervisors, employees, peers, and clients or customers of the appraised individual. They also need to know that the focus of the feedback is behavioural competencies rather than bottom-line performance and it is usually used for employee development rather than salary determination. Further, because it is possible that the various sources of feedback might contradict each other, ratees may need some assistance in putting all of the feedback together. They should also know that in a well designed 360-degree system, the various information sources provide unique data about a person's performance.

Page Ref: 361

Skill: Applied

151) Discuss three techniques that an organization can use to improve communication.

Answer: The text describes the following five techniques: 360-degree feedback; employee surveys and survey feedback; suggestion systems and query systems; telephone hotlines, TV networks, and intranets; and management training.

Page Ref: 361

Skill: Recall

152) Renswartz Realty recently implemented a suggestion system. They placed suggestion boxes in various locations throughout the organization and asked employees to put written ideas for improvement in the boxes. However, after six months very few employees have provided suggestions. You have been hired as a consultant to improve the system. You need to tell management what a suggestion system is, why their system is not very effective, and what they can do to make it more effective. What will you tell them?

Answer: Suggestion systems are designed to enhance upward communication by soliciting ideas for improved work operations from employees. A simple system like the one the company has implemented is usually not very effective because there is no tangible incentive for making a submission and no clear mechanism to show that management considered a submission. To make the system more effective, you can tell management to consider rewarding employees for suggestions that are actually adopted. A flat fee might be provided for simple suggestions while a percentage of the anticipated savings might be awarded for complex suggestions that might result in substantial savings to the company. You should also recommend that they provide feedback to employees as to how management evaluated each suggestion.

Page Ref: 362

Skill: Applied

153) Managerial communication at the Smelly Cheese Co. has long been a problem. Employees have been complaining for years that managers do not provide them with information they need to perform their jobs and that there is a general lack of openness on the part of management. In the words of one employee, "Communication in this company stinks!" This has raised an important question among senior management: Can managers be trained to improve their communication? You have been hired to answer this question and to explain to them how the company might proceed with the training of its managers to improve communication. What will you tell them?

Answer: Proper training can improve the communication skills of managers. However, the focus must be on skills. Simply lecturing managers on the importance of good communication does not help managers to actually communicate better. Instead, specific communication skills need to be identified and managers must be given the opportunity to practice these skills. Such programs often present videotaped models correctly handling a typical communication problem. Managers then role-play the problem and are reinforced by the trainers when they exhibit effective skills.

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Skill: Applied