

Exam

Name _____

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

- 1) If a manager clearly and articulately verbalizes instructions to a subordinate, communication can be said to have taken place. 1) _____
Answer: True ☒ False
- 2) In the study of management, communication generally refers to interpersonal communication. 2) _____
Answer: True ☒ False
- 3) As employees set specific goals, work toward those goals, and receive feedback on progress toward goals, communication is required. 3) _____
Answer: ☒ True False
- 4) The communication that takes place within groups is a fundamental mechanism by which members share frustrations and feelings of satisfaction. 4) _____
Answer: ☒ True False
- 5) Communication serves four major functions: control, motivation, emotional expression, and information. 5) _____
Answer: ☒ True False
- 6) The most important function of communication is the release for emotional expression of feelings and for fulfillment of needs. 6) _____
Answer: True ☒ False
- 7) The channel chosen to communicate the message cannot be affected by noise. 7) _____
Answer: True ☒ False
- 8) The communication method that conveys personal warmth the best is face-to-face communication. 8) _____
Answer: ☒ True False
- 9) A sender initiates a message by encoding a thought. 9) _____
Answer: ☒ True False
- 10) The final link in the communication process is a feedback loop. 10) _____
Answer: ☒ True False
- 11) Formal presentations are the best communication method to use for scanability. 11) _____
Answer: True ☒ False
- 12) Nonverbal communication is communication transmitted without words. 12) _____
Answer: ☒ True False
- 13) The best-known types of nonverbal communication are demographics and proxemics. 13) _____
Answer: True ☒ False
- 14) Verbal intonation refers to the emphasis someone gives to words or phrases that conveys meaning. 14) _____
Answer: ☒ True False

- 15) The Arab culture is a high-context culture. 15) _____
Answer: ☒ True ☐ False
- 16) Formal communication refers to communication that follows the official chain of command or is part of the communication required to do one's job. 16) _____
Answer: ☒ True ☐ False
- 17) Informal communication takes place when employees talk with each other in the lunchroom, as they pass in hallways, or as they're working out at the company exercise facility. 17) _____
Answer: ☒ True ☐ False
- 18) Downward communication is communication that cuts across both work areas and organizational levels. 18) _____
Answer: ☐ True ☒ False
- 19) In the chain network, communication flows according to the formal chain of command, both downward and upward. 19) _____
Answer: ☒ True ☐ False
- 20) The horizontal network represents communication flowing between a clearly identifiable and strong leader and others in a work group or team. 20) _____
Answer: ☐ True ☒ False
- 21) In the wheel network, the leader serves as the hub through which all communication passes. 21) _____
Answer: ☒ True ☐ False
- 22) Information technology has significantly improved a manager's ability to monitor individual or team performance. 22) _____
Answer: ☒ True ☐ False
- 23) Electronic information is not admissible in any court system. 23) _____
Answer: ☐ True ☒ False
- 24) When personal interaction isn't physically possible, real-time collaboration software may be a better communication choice than sending an e-mail and waiting for a response. 24) _____
Answer: ☒ True ☐ False
- 25) One customer service strategy that many service organizations use is personalization. 25) _____
Answer: ☒ True ☐ False
- 26) Repetition, not code-switching, is a technique frequently used by Arabs in communication. 26) _____
Answer: ☐ True ☒ False
- 27) Arabs use lots of gestures in their speech and tend to be indirect in their verbal communication. 27) _____
Answer: ☒ True ☐ False

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

- 28) The specific reason that the importance of effective communication for managers can't be overemphasized is that _____. 28) _____
A) all written communication stays within the organization
B) everything a manager does involves communicating

- C) every organization uses communications
- D) all verbal communications require face-to-face interaction

Answer: B

- 29) Communication is the transfer and understanding of _____. 29) _____
- A) ideas B) words C) concepts D) meaning

Answer: D

- 30) For communication to be successful, meaning must be imparted and _____. 30) _____
- A) understood B) received by the other person
- C) feedback must be established D) an action must be taken by the receiver

Answer: A

- 31) Communication between two or more people is called _____. 31) _____
- A) organizational communication B) extrapersonal communication
- C) intrapersonal communication D) interpersonal communication

Answer: D

- 32) _____ consists of all the patterns, networks, and systems of communication within an organization. 32) _____
- A) Interpersonal communication B) The grapevine
- C) Organizational communication D) Open communication

Answer: C

- 33) When employees are required to communicate any job-related grievance first to their immediate manager, to follow their job description, or to comply with company policies, communication is being used to _____. 33) _____
- A) provide a release for emotional expression
- B) control
- C) provide information
- D) motivate

Answer: B

- 34) Communication encourages _____ by clarifying to employees what is to be done, how well they're doing, and what can be done to improve performance if it's not up to par. 34) _____
- A) control B) motivation
- C) emotional expression D) the sharing of information

Answer: B

- 35) For many employees, their work group is a primary source of _____. 35) _____
- A) social interaction B) motivation
- C) stress D) frustration

Answer: A

- 36) Communication provides _____ that is needed to get things done in organizations. 36) _____
- A) information B) motivation
- C) emotional expression D) control

Answer: A

- 37) There are _____ elements of the communication process. 37) _____
- A) five B) six C) nine D) seven

Answer: D

- 38) During the communication process, the message is converted to a symbolic form, called _____ 38) _____
A) expanding B) encoding C) decoding D) deciphering
Answer: B
- 39) Disturbances that interfere with the transmission, receipt, or feedback of a message are called _____ 39) _____
A) noise B) feed forward C) the channel D) feedback
Answer: A
- 40) The process through which the symbols of a message are translated into a form that the receiver can understand is called _____. 40) _____
A) reinstating B) decoding C) expanding D) encoding
Answer: B
- 41) The final link in the communication process is _____. 41) _____
A) feed forward B) decoding C) feedback D) encoding
Answer: C
- 42) Feedback returns the message to the sender and provides a check on _____. 42) _____
A) the ability of the receiver to perform the task
B) whether understanding has been achieved
C) how well the receiver is doing
D) what the sender should do the next time a message is sent
Answer: B
- 43) Complexity capacity refers to the degree of which the communication method _____. 43) _____
A) makes a simple message seem more complex
B) effectively processes complex messages
C) costs
D) effectively processes lengthy messages
Answer: B
- 44) Which of the following describes the number of different messages that can be transmitted using a particular method of communication? 44) _____
A) breadth potential B) complexity capacity
C) confidentiality D) encoding ease
Answer: A
- 45) An example of nonverbal communication is _____. 45) _____
A) a written note B) an outline on the blackboard
C) a student with a hand raised D) a billboard along the highway
Answer: C
- 46) Which form of communication are students using to tell their instructor that class is over when they begin putting their books, notebooks, and papers away? 46) _____
A) filtering B) skilled C) nonverbal D) interpersonal
Answer: C
- 47) Offense could be taken by a student who just asked a question of the instructor, if the instructor said, "What do you mean by that?" - especially if the instructor used _____. 47) _____

A) frowns and gestures

C) body intonations

Answer: D

B) personal feelings

D) harsh verbal intonation

48) All of the following are barriers to effective interpersonal communication except _____.

48) _____

A) defensiveness

B) feedback

C) filtering

D) selective perception

Answer: B

49) _____ is the deliberate manipulation of information to make it appear more favorable to the receiver.

49) _____

A) Spin

B) Filtering

C) Encoding

D) Fabricating

Answer: B

50) When a person tells his or her manager what the manager wants to hear, that individual is using which of the following barriers to effective interpersonal communication?

50) _____

A) defensiveness

B) feedback

C) selective perception

D) filtering

Answer: D

51) The extent of filtering within an organization tends to be a function of the number of vertical levels in the organization and the _____.

51) _____

A) number of horizontal levels in the organization

B) organizational culture

C) degree of centralization

D) degree of formalization

Answer: B

52) Information overload occurs when _____.

52) _____

A) the information we've been given is too detailed

B) too much information is provided on a subject search when using a search engine

C) there is too much information to work with

D) the information we've been given exceeds our capacity to process it

Answer: D

53) When people feel that they're being threatened, they tend to _____.

53) _____

A) quit their jobs

B) to make communications impossible by using violence

C) react in ways that give them control of the situation

D) react in ways that reduce their ability to achieve mutual understanding

Answer: D

54) Jargon is _____.

54) _____

A) specialized terminology or technical language that members of a group use to communicate among themselves

B) a message that means the same to the receiver as it did to the sender

C) a unique language spoken among accountants

D) an organizational language

Answer: A

55) _____ is an example of a high context culture while _____ is an example of a low context culture.

55) _____

A) Saudi Arabia; The United States

B) The United States; Germany

C) Saudi Arabia; China

D) The United States; Saudi Arabia

Answer: A

- 56) The average person must hear new information _____ times before they understand. 56) _____
A) seven B) three C) nine D) five

Answer: A

- 57) Communication problems are less likely to occur in organizations if the managers use _____. 57) _____
A) body language B) filtering
C) verbal intonation D) feedback loop

Answer: D

- 58) Managers need to simplify language and _____ whom the message is directed so that the language can be tailored to the receivers. 58) _____
A) present it to B) write the jargon for
C) send the communication to D) consider the audience to

Answer: D

- 59) Understanding is improved by simplifying the language used in _____. 59) _____
A) addition to carefully choosing the receiver
B) discussions with upper managers
C) relation to the audience intended
D) the message and by speaking louder

Answer: C

- 60) Listening is an active search for meaning, whereas _____ is passive. 60) _____
A) speaking B) hearing C) decoding D) encoding

Answer: B

- 61) Listening for full meaning without making premature judgments or interpretations is called _____. 61) _____
A) passive listening B) temporary listening
C) active listening D) prevalent listening

Answer: C

- 62) The average person normally speaks at a rate of about _____ words per minute. 62) _____
A) 200 to 350 B) 50 to 125 C) 125 to 200 D) 350 to 500

Answer: C

- 63) The average listener can comprehend _____ words per minute. 63) _____
A) 400 to 800 B) 800 to 1200 C) more than 1200 D) up to 400

Answer: D

- 64) Active listening is enhanced by _____. 64) _____
A) developing empathy with the sender
B) developing apathy with the sender
C) paying attention to the body language of the sender
D) developing a system to minimize the noise in the area

Answer: A

- 65) Knowledge management involves encouraging the members of an organization to _____. 65) _____

- A) develop a corporate university like Hamburger University at McDonald's
- B) improve the educational level of the average employee
- C) develop new training programs to help new employees learn their jobs
- D) systematically gather information and share it with others

Answer: D

66) Communication within an organization is often described as _____. 66) _____

- A) formal or informal
- B) vertical
- C) diagonal
- D) lateral

Answer: A

67) When a manager asks an employee to complete a task, he or she is communicating _____. 67) _____

- A) hypothetically
- B) formally
- C) theoretically
- D) informally

Answer: B

68) Organizational communication that is not defined by the organization's structural hierarchy is called _____. 68) _____

- A) theoretical
- B) formal
- C) hypothetical
- D) informal

Answer: D

69) Downward communication is used to inform, direct, _____, and _____ employees. 69) _____

- A) discipline; reward
- B) enforce; control
- C) utilize; coordinate
- D) coordinate; evaluate

Answer: D

70) Lateral communication takes place among any employees _____. 70) _____

- A) assigned to the same supervisor
- B) in the same work group
- C) on the same organizational level
- D) within the same organization

Answer: C

71) Cross-functional teams rely heavily on which of the following forms of communication? 71) _____

- A) lateral
- B) upward
- C) theoretical
- D) downward

Answer: A

72) When there is an interest in the efficiency and speed of communication between managers at different levels and in different departments, then _____. 72) _____

- A) informal communication will work the fastest
- B) diagonal communication should be used
- C) lateral communication is ideal
- D) upward communication works best

Answer: B

73) The increased use of e-mail facilitates _____ communication. 73) _____

- A) diagonal
- B) upward
- C) theoretical
- D) downward

Answer: A

74) To form communication networks, you combine _____ communication flows. 74) _____

- A) vertical and horizontal
- B) lateral and diagonal
- C) lateral and upward
- D) lateral and downward

Answer: A

75) In the all-channel network, communication flows _____. 75) _____

- A) between an identifiable and strong leader and others in the work group
- B) among the managers of a functional area of an organization
- C) in a circle until all of the members of a work group have been informed
- D) freely among all members of a formal work team

Answer: D

76) If a company is concerned with high member satisfaction, which of the following communication networks is best? 76) _____

- A) horizontal network
- B) all-channel network
- C) chain network
- D) wheel network

Answer: B

77) An organization's grapevine works as both _____. 77) _____

- A) a filter and a feedback mechanism for a manager
- B) an opportunity to learn new tasks and see friends
- C) a screen and mirror to turn away and send back messages
- D) smoke and mirrors in dealing with difficult employee issues

Answer: A

78) Because rumors that flow along the grapevine can never be eliminated entirely, managers can minimize the negative consequences of rumors by _____. 78) _____

- A) informing their boss that the rumor is out
- B) being open and disclosing any new rumors to employees
- C) telling the employees that the rumor is not true
- D) communicating openly, fully, and honestly with employees

Answer: D

79) Two information technology developments that seem to be driving current changes in managerial communication are networked computer systems and _____. 79) _____

- A) wireless capabilities
- B) the World Wide Web
- C) ubiquitous computing capabilities
- D) extranets

Answer: A

80) In a networked computer system, an organization links its computers together through compatible hardware and software _____. 80) _____

- A) and utilizes the efficiencies of the network
- B) through the internet
- C) creating an organizational network
- D) establishing intradepartmental networks

Answer: C

81) A(n) _____ is a location where internet users can gain wireless access to the internet. 81) _____

- A) wifi hot spot
- B) extranet
- C) intranet
- D) web conference

Answer: A

82) Although the economic benefits of information technology are obvious, managers must not forget to address the _____. 82) _____

- A) differences in organizational levels
- B) psychological drawbacks
- C) personality differences of people
- D) differences in time zones

Answer: B

83) Managers need to be aware of potential legal problems from inappropriate _____. 83) _____

A) e-mail usage

C) letters

Answer: A

B) voice-mail messages

D) fax usage

84) One expert suggests that electronic documents are comparable to _____.

84) _____

A) books

B) typed letters

C) a witness testimony

D) DNA evidence

Answer: D

85) Employee e-mails or blogs should not communicate □inadvertently or purposefully□ _____.

85) _____

A) a company's security details

B) personal information

C) legal issues of the company

D) proprietary information

Answer: D

86) Corporate computer and e-mail systems should be protected against _____ and _____.

86) _____

A) employees; managers

B) hackers; spam

C) legal; security problems

D) blogs; wikis

Answer: B

87) What can make communication even more difficult?

87) _____

A) legal issues

B) security issues

C) online information databases

D) lack of personal interaction

Answer: D

88) What do today's managers need to do with the organization's knowledge resources?

88) _____

A) learn from employees

B) make it easy for employees to communicate and share their knowledge

C) share their knowledge with employees

D) protect it from employees

Answer: B

89) In addition to online information databases for sharing knowledge, some knowledge management experts suggest that organizations create _____.

89) _____

A) corporate universities

B) communities of practice

C) communities of expertise

D) online communities for customers

Answer: B

90) Communities of practice are groups of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise by _____.

90) _____

A) attending in-house training sessions

B) going to periodic trade shows and professional conferences

C) taking professional development courses

D) interacting on an ongoing basis

Answer: D

91) To make communities of practice work, it is important to _____.

91) _____

A) maintain strong interpersonal ties through effective communication

B) communicate with the community outside of the company

C) make participation for key knowledge workers mandatory

D) provide incentives for employees to participate

Answer: A

- 92) Effective communication in a customer service setting relies upon customer service personnel recognizing the three key components in any service delivery process: _____. 92) _____
- A) the customer, the service organization, and the individual service provider
 - B) finding out the customer's needs, meeting their needs, and following up
 - C) the customer's expectations, the customer's desires, and the customer's satisfaction
 - D) the customer's expectations, the customer's perceptions of the quality of the service, and customer satisfaction
- Answer: A
- 93) The ability of customer service employees to listen actively and communicate effectively goes a long way _____. 93) _____
- A) in determining whether the customer will return
 - B) in making sure the customer has no hard feelings toward the company
 - C) toward making sure the problem doesn't happen again
 - D) in whether or not the situation is resolved to the customer's satisfaction
- Answer: D
- 94) Politically correct speech is something managers can't ignore; however, _____. 94) _____
- A) a few poorly chosen words by a single employee are insufficient grounds for a lawsuit against the organization
 - B) by eliminating words from our vocabulary, we reduce our ability to communicate
 - C) insensitivity is not a fireable offense if you do your job well at most firms
 - D) some people are just overly sensitive and you can't avoid "insulting" them, no matter what you do
- Answer: B
- 95) Code-switching in Arab communication patterns primarily involves _____. 95) _____
- A) switching the degree of verbal intonation
 - B) switching from formal communication to informal communication or vice-versa
 - C) switching dialects or languages
 - D) switching from verbal communication to nonverbal communication or vice-versa
- Answer: C
- 96) A characteristic of Arab communication patterns is that it includes _____. 96) _____
- A) elaborateness and assertion
 - B) repetition and directness
 - C) code-switching and emotional appeal
 - D) assertiveness and simplicity
- Answer: C
- 97) In some Arab countries, lowering the gaze among same-sex communicators is usually a sign of _____. 97) _____
- A) disrespect
 - B) fear
 - C) respect
 - D) professionalism
- Answer: C
- 98) Some non-Arabs may perceive _____ to be a sign of lack of objectivity. 98) _____
- A) emotional appeal
 - B) repetition
 - C) indirectness
 - D) high confidence
- Answer: A

Maya - Communications Expert (Scenario)

Maya works as the human resource manager for Horizon Software, Inc., a software development firm that focuses on the development and implementation of customized JAVA-based applications for big companies. Unfortunately, the past few

months have been challenging because employees have become upset due to the lack of communication among company managers. Maya decided that it was imperative to conduct an organizational communication workshop for these managers.

- 99) Maya begins by defining communication as "_____ and understanding of meaning." 99) _____
A) the extraction B) the broadcast C) the expression D) the transfer

Answer: D

- 100) Maya warned that the entire communication process is susceptible to _____ disturbances that interfere with the transmission, receipt, or feedback of a message. 100) _____
A) flux B) noise C) static D) vibration

Answer: B

- 101) Maya makes a point to differentiate between interpersonal communication and organizational communication. She explains that the concept of organizational communication encapsulates _____. 101) _____
A) the transfer of knowledge within the organization
B) communication technology within the organization
C) advertising
D) patterns of communication within the organization

Answer: D

- 102) Maya explains that communication serves four major management functions within the organization, namely: motivation, emotional expression, information, and _____. 102) _____
A) evaluation B) interpersonal relations
C) control D) feedback

Answer: C

- 103) Samir, a company manager attending the communication workshop, asked Maya to clarify the various elements of the communication process. Maya replied that elements of the communication process include the _____. 103) _____
A) facts B) sender C) manipulation D) control factors

Answer: B

- 104) At the conclusion of the communication workshop, Maya informed the managers that the best-known types of nonverbal communication are _____. 104) _____
A) proxemics and demographics B) body language and verbal intonation
C) body language and proxemics D) body intonation and demographics

Answer: B

The Memorandum (Scenario)

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

- 105) When Jamil prepared the memorandum and wrote the words on the paper, he was involved in _____. 105) _____
A) organizational communication B) decoding the message
C) information technology D) channeling the message

Answer: A

106) Jamil held a meeting with the work team to determine what had gone wrong. It was determined that members of the work team had many varied experiences in the company, different technical backgrounds, and varying emotions about working on the assignment. These differences among the work team members created _____ for Jamil's communication. 106) _____

A) decoding

B) feedback

C) noise

D) encoded messages

Answer: C

107) The accountant, in particular, stated to Jamil that he had difficulty understanding some of the technical terms used in the memorandum. These technical terms are commonly known as _____. 107) _____

A) the channel

B) noise

C) encoding

D) jargon

Answer: D

108) The team began work on the project and reported to Jamil that they had started doing as he had asked in the memorandum, but Jamil noticed immediately that the work team did not appear to be doing what he thought that they should. The work team's performance provided Jamil with _____. 108) _____

A) noise

B) the message

C) feedback

D) decoding

Answer: C

Ghada's Presentation (Scenario)

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

109) When Ghada prepared the visual aids to help the employees understand and feel better about the company, what was she doing to the message she had to deliver? 109) _____

A) filtering it

B) selectively perceiving it

C) deliberating it

D) communicating it upward

Answer: A

110) By the time that Ghada had finished the presentation to the employees, she had spoken for one and a half hours, shown 14 visual aids, and no one asked a question. The employees were probably dealing with which of the following barriers to effective communications? 110) _____

A) receiver emotions

B) information overload

C) selective perception

D) defensiveness

Answer: B

111) As the employees began to leave the meeting room, some were overheard grumbling that those at the top were just profit-rakers, that it didn't make any difference to Ghada if employees lost their jobs, and that if the company wanted loyalty, it should hire a dog. These statements are the result of which barrier to effective communications? 111) _____

A) information overload

B) downward communication

C) selective perception

D) defensiveness

Answer: D

112) One employee in the finish department told her coworkers that she heard Ghada say that "the company was laying off the 10 percent so that it could boost the dividends paid to stockholders at the end of the quarter, and that the board of directors was worried about the return on assets." These ms are e most clai likely

the result 112)
of which
barrier to
effective
commun
ications?

- A) verbal intonation
C) information overload
Answer: D
- B) filtering
D) language

Flow of communication (Scenario)

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

113) The letter from the vice president to the employees is an example of which type of organizational communication? 113) ____

- A) informal
Answer: D
- B) horizontal
C) lateral
D) formal

114) When Sami went to the Human Resource office and applied for transfer to the new facility, he was participating in which type of organizational communication? 114) ____

- A) lateral
Answer: C
- B) downward
C) formal
D) diagonal

115) If Sami had talked with his co-supervisors prior to going to talk with Fadia, he would have been involved in which type of organizational communication? 115) ____

- A) downward
Answer: B
- B) lateral
C) internal
D) formal

116) When Sami went and talked with Fadia, he was involved in which type of organizational communication? 116) ____

- A) lateral
Answer: B
- B) diagonal
C) upward
D) horizontal

Types of Communication Networks (Scenario)

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

117) In times past, information flowed freely from the sales force to all areas of the home office. This is most

represent 117)
ative of
what
kind of
commun
ications
network?

A) wheel network

B) all-channel network

C) chain network

D) informal network

Answer: B

118) Once the company grew and became more mechanistic, management insisted that information flow vertically according to the authority structure. This is most representative of what kind of communications network?

118) _____

A) wheel network

B) formal network

C) all-channel network

D) chain network

Answer: D

119) Rami believes that it might be more effective if incoming market-based information and outgoing response and direction were to flow through a central figure, the regional sales manager for each region. This would be most representative of what kind of communications network?

119) _____

A) informal network

B) wheel network

C) chain network

D) all-channel network

Answer: B

Bassam (Scenario)

Bassam is a chemical engineer and research lab manager for a big company in Dubai.

120) Bassam has been charged with overseeing the development of a master library of samples linked to a database that explains their properties and manufacturing processes. Once completed, this database will be made available to fellow employees via a secure intranet, making it easier for employees to communicate, collaborate, and learn from each other. This project could be generally categorized as _____.

120) _____

A) a waste of taxpayer dollars

B) a knowledge management initiative

C) theory in use

D) organizational learning

Answer: B

121) It is budget cutting season and the director of the research facility is concerned for the future. In a brainstorming session, he asks his managers how they might better pool the expertise, knowledge, and passion of personnel to create a more effective organization. Bassam responds that many firms have created _____ in order to deepen the knowledge and expertise of employees by interacting on an ongoing basis.

121) _____

A) communities of knowledge

B) communities of practice

C) communities of learning

D) best practice communities

Answer: B

122) Bassam realizes that interactive web sites, e-mail, and videoconferencing are essential communication tools but can create the same communication problems that individuals face, such as:

122) _____

A) feedback

B) over-documentation

C) active listening

D) non-verbal communication

Answer: B

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

- 123) In a short essay, explain why communication is important to managers and organizations. What four functions does it serve?

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

- 124) In a short essay, explain the communication patterns in Arab culture.

Answer: While Arabic is one language, there are many "forms" of Arabic. There is (1) the unequalled Arabic of the Quran, (2) the modern standard Arabic or Fusha used by government officials, media, and public figures across the Arab world, and (3) the Colloquial Arabic, used in every day communication, which differs significantly from one country to another.

Arabs switch codes very frequently, whether switching dialects, or switching from Arabic to English or French. Code switching helps bilinguals to choose certain appropriate words that have certain meanings or points and might help in adjusting the course of a conversation. Repetition is a major feature of Arabic communication; it is a core factor of the Arabic language, regardless of the situation. Even though Arabs tend to use a lot of proverbs and ritualistic phrases when complimenting others, many repetitive formulas seem to be related to religious oaths, but while they are used in swearing for testimony, they are also used in the daily communication between Arabs. In Arab communication, we find a lot of indirectness. This is not intended to be a negative action; instead it is done to avoid unpleasant or embarrassing situations. In such situations Arabs tend to go along with what others say or want, also described as Arab musayara.

Arab culture is a high-context culture, with little information actually said in words; more dependency is given to the physical surroundings, and courtesy and saving face is very important. Another characteristic of Arabic communicative style is elaborateness. Two factors that are found in many Arab communication styles that explain elaborateness are exaggeration (mubalagha) and assertion (tawkeed). Arab speakers tend to find it effective to use more words than what would be seen as necessary by speakers in other languages. Arabs use mostly "presentation" persuasion, which means that a large part of the persuasiveness of an idea lies in the way this idea is presented. That is why Arab speakers tend to repeat and resort to emotional appeal (effectiveness) in their speech. Some non-Arabs may perceive this to be a sign of lack of objectivity, which may cause some intercultural communication difficulties.

Arabs use lots of gestures in their speech. They tend to be indirect in their verbal

communication but they establish eye contact within same-sex communicators. Sometimes, when two individuals of different sexes or varying powers communicate, eye contact tends to be minimized. A communicator in formal or social situations may lower his gaze as a sign of respect and reverence to the other. Arab societies are considered "contact" cultures, where people (within same sex communicators) stand close together and touch frequently. Arabs seem to be more tolerant—compared to many Westerners—to close proximity in public spaces.

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

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

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

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

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

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

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

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

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

e. Language—words mean different things to different people. Age, education, and cultural background are three of the more obvious variables that influence the language a person uses and the

definitions he or she gives to words. incorrect and creates communication barriers.

People may speak the same language, but use of that language is far from uniform. Senders tend to assume that the words and phrases they use mean the same to the receiver as they do to them. This is incorrect and creates communication barriers.

f. National culture—interpersonal communication isn't conducted in the same way around the world. In the United States, communication patterns tend to be individual oriented and clearly spelled out. U.S. managers rely heavily on memoranda, announcements, position papers, and other formal forms of communication to state their positions on issues. In collectivist countries, such as some Arab countries, there's more interpersonal contact, and face-to-face communication is encouraged.

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

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

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

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

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

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

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

Answer: Communities of practice are groups of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in that area by interacting on an ongoing basis. Keys to this concept include meeting on a regular basis and using information exchanged to improve the organization in some way. Maintaining strong human interaction through communication tools such as interactive websites, message boards, chat rooms, e-mail, and videoconferencing is essential. Additionally, these groups will face the same barriers to effective

communication differences can be resolved in similar fashion as in face-to-face conflicts, that is, through techniques that offline groups such as feedback, simple language, active listening, constraining emotions, and watching for face. Therefore, nonverbal cues.

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

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

- 1) FALSE
- 2) FALSE
- 3) TRUE
- 4) TRUE
- 5) TRUE
- 6) FALSE
- 7) FALSE
- 8) TRUE
- 9) TRUE
- 10) TRUE
- 11) FALSE
- 12) TRUE
- 13) FALSE
- 14) TRUE
- 15) TRUE
- 16) TRUE
- 17) TRUE
- 18) FALSE
- 19) TRUE
- 20) FALSE
- 21) TRUE
- 22) TRUE
- 23) FALSE
- 24) TRUE
- 25) TRUE
- 26) FALSE
- 27) TRUE
- 28) B
- 29) D
- 30) A
- 31) D
- 32) C
- 33) B
- 34) B
- 35) A
- 36) A
- 37) D
- 38) B
- 39) A
- 40) B
- 41) C
- 42) B
- 43) B
- 44) A
- 45) C
- 46) C
- 47) D
- 48) B
- 49) B
- 50) D
- 51) B

- 52) D
- 53) D
- 54) A
- 55) A
- 56) A
- 57) D
- 58) D
- 59) C
- 60) B
- 61) C
- 62) C
- 63) D
- 64) A
- 65) D
- 66) A
- 67) B
- 68) D
- 69) D
- 70) C
- 71) A
- 72) B
- 73) A
- 74) A
- 75) D
- 76) B
- 77) A
- 78) D
- 79) A
- 80) C
- 81) A
- 82) B
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- 84) D
- 85) D
- 86) B
- 87) D
- 88) B
- 89) B
- 90) D
- 91) A
- 92) A
- 93) D
- 94) B
- 95) C
- 96) C
- 97) C
- 98) A
- 99) D
- 100) B
- 101) D
- 102) C
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- 104) B
- 105) A
- 106) C
- 107) D
- 108) C
- 109) A
- 110) B
- 111) D
- 112) D
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- 115) B
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- 117) B
- 118) D
- 119) B
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- 122) B

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