

CHAPTER: COMMUNICATION

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

- 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.
- 2) In order for a receiver to understand a communicated message, he or she must first _____ the message.
 - A) decode
 - B) transmit
 - C) filter
 - D) integrate
 - E) encode
- 3) Who is encoding messages? _____
 - A) Victor, who is trying to decipher some legal jargon in a contract
 - B) Alexis, who is trying to figure out what her boss's memo means
 - C) Bob, who is writing a technical report
 - D) Sharon, who is the target of upward communication
 - E) Aaron, who is hearing a rumour on the grapevine
- 4) Who is decoding a message? _____
 - A) Olive, who is making a speech
 - B) Sal, who is preparing a financial statement
 - C) William, who is studying blueprints
 - D) Sylvia, who is passing along a bit of gossip about a coworker
 - E) Robin, who is initiating downward communication
- 5) Effective communication occurs when the right people receive the right information in a _____ manner.
 - A) timely
 - B) proper
 - C) formal
 - D) friendly
 - E) filtered
- 6) Which of the following is an example of encoding? _____
 - A) Thinking
 - B) Writing a letter
 - C) Reading a novel
 - D) Watching television
 - E) Reading a memo
- 7) Which of the following is an example of horizontal communication? _____
 - A) An employee explains to her boss why her performance has not been up to par recently.
 - B) A supervisor tells an employee that he has been performing poorly.

- C) A purchasing agent leaves a voicemail message for a new supplier.
- D) The vice-president of marketing sends a memo to the vice-president of manufacturing.
- E) The president of a college calls a meeting to explain the college's financial situation to the faculty.

8) Research suggests that

8) _____

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

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

9) _____

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

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?

10) _____

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

11) Jargon

11) _____

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

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

12) _____

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

- 13) Sticking with the strict chain of command is most likely to impede _____ communication. 13) _____
- A) formal
 - B) downward
 - C) upward
 - D) backwards
 - E) horizontal
- 14) Which of the following is an example of the mum effect? 14) _____
- A) The sales manager decided to postpone announcing the good news about the Christmas bonuses until the company party at the end of the month.
 - B) The secretary did not care to participate in the office grapevine.
 - C) The young lawyer who lost the court case delayed telling the senior partner of the law firm.
 - D) The manager would only communicate with workers through their supervisor.
 - E) The president of a firm would not tell a newspaper reporter what the firm's market share was.
- 15) The opportunity for employees to communicate directly with a manager without going through the chain of command is known as 15) _____
- A) filtering.
 - B) an open door policy.
 - C) the grapevine.
 - D) upward communication.
 - E) the mum effect.
- 16) You want your employees to feel comfortable in your office. Research suggests 16) _____
- A) placing your desk between them and you.
 - B) dressing in designer fashions.
 - C) decorating with plants and posters.
 - D) not being so tidy that it scares people away.
 - E) placing your credentials and awards in a prominent location.
- 17) The mum effect is a good example of 17) _____
- A) filtering.
 - B) moderately high information richness.
 - C) poor cross-cultural communication.
 - D) ineffective decoding.
 - E) information overload.
- 18) Jargon is a form of 18) _____
- A) nonverbal communication.
 - B) body language.
 - C) verbal communication.
 - D) decoding.
 - E) communication media.

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

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

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

20) _____

- A) The secretary started a rumour that the company was bankrupt.
- B) The manager used video to address the department.
- 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.

21) How does information spread through an organizational grapevine?

21) _____

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

22) The filtering of information in organizations

22) _____

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

23) Which of the following statements about organizational communication is false?

23) _____

- A) Supervisors can be trained to communicate more effectively.
- B) Managers have difficulties balancing task and socio-emotional role demands.

- C) Organizational grapevines can communicate accurate information.
- D) Research shows that communication between managers and employees is often poor.
- E) It is more difficult to regulate nonverbal communication when the sender has low emotional involvement.

- 24) Which of the following is not a basic principle of effective communication? 24) _____
- A) Jargon
 - B) Listen
 - C) Feedback
 - D) Take the time
 - E) Congruence
- 25) The mum effect means that people 25) _____
- A) fail to decode bad news.
 - B) fail to encode bad news.
 - C) prefer to communicate bad news rather than to receive it.
 - D) refuse to pass on a rumour.
 - E) refuse to filter information.
- 26) An open door policy is usually meant to encourage _____ 26) _____
- A) formal
 - B) downward
 - C) horizontal
 - D) upward
 - E) filtered
- 27) Rumours are 27) _____
- A) unverified beliefs.
 - B) examples of filtering.
 - C) always false.
 - D) examples of nonverbal communication.
 - E) examples of jargon.
- 28) Nonverbal communication does not include 28) _____
- A) props and artifacts.
 - B) one's use of jargon.
 - C) one's body language.
 - D) the clothing one wears.
 - E) the way one decorates and arranges one's office.
- 29) The mum effect is one example of 29) _____
- A) how information filtering occurs.
 - B) how status can lead to problems in informal communication.
 - C) how the grapevine works.
 - D) how the clothing we wear transmits information.
 - E) how rumours get transmitted.
- 30) Which of the following statements about the decor and arrangement of offices is true? 30) _____

- A) Employees feel more comfortable when there is a desk between them and their manager.
- B) Although visitors read things into office decor and arrangement, decor and arrangement are unrelated to the personality of the occupant.
- C) 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.
- D) An office which is tidy may be seen as more welcoming than one which is messy.
- E) Office decor and arrangement neither convey the personality of the occupant nor evoke attributions in visitors about the occupant.

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

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

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? 32) _____

- A) Ignore differences in age and rank when dealing with the Chinese.
- B) Provide the Chinese firm with long detailed contracts.
- C) Provide the Chinese with knowledge of yourself and your culture.
- D) Keep meetings with the Chinese brief and to the point.
- E) Ensure that all members of your team are able to jump into the discussion at any time.

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

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

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

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

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

- A) Social conventions
- B) Greetings
- C) Physical gestures
- D) Lubricant expressions

E) Facial expressions of basic emotions

- 36) Showing up late for a meeting is a sign of success in 36) _____
A) Brazil.
B) Germany
C) Japan.
D) United States.
E) Canada.
- 37) Which of the following is true? 37) _____
A) The clothing people wear communicates interpretable messages.
B) What is considered polite behaviour is similar across cultures.
C) Exit interviews conducted by managers provide a wealth of accurate information.
D) Interpretation of emotions in basic facial expressions varies widely across cultures.
E) In Latin America, an extended gaze is considered rude.
- 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? 38) _____
A) Use lubricant expressions to soften rejection.
B) Ensure all members of your team speak privately to you and you convey their message.
C) Provide the Germans with knowledge of yourself and your culture.
D) Provide the German firm with short non-detailed contracts.
E) Keep meetings with the Germans brief and to the point.
- 39) Which area has the highest context culture? 39) _____
A) Australia
B) Latin America
C) Scandinavia
D) Germany
E) North America
- 40) Which group has the lowest context culture? 40) _____
A) Chinese
B) Egyptian
C) Swiss
D) Australian
E) Japanese
- 41) Which message translates best across cultures? 41) _____
A) A lubricant expression
B) Arriving late for a meeting
C) A "thumbs up" signal
D) A touch while speaking
E) A look of anger
- 42) Which of the following is not cited as a distinguishing factor in the differences between male and female communication styles? 42) _____
A) Getting credit

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

- 43) Which of the following is not an appropriate active listening technique? 43) _____
- A) Awareness of body language.
 - B) Show empathy.
 - C) Responding as soon as possible.
 - D) Ask questions.
 - E) Paraphrase what the speaker means.
- 44) According to the text, which medium can transmit the richest information? 44) _____
- A) Written memos
 - B) Telephone
 - C) Computer
 - D) Video
 - E) Face-to-face interaction
- 45) Which statement about media choice and communication is true? 45) _____
- A) Routine messages require richer media.
 - B) Richer media consistently lead to better communication.
 - C) Nonroutine messages require richer media.
 - D) Richer media lead to lower levels of censorship.
 - E) It is best to always choose the medium that is capable of transmitting the richest information.
- 46) Which of the following provides information in a 360 degree feedback system? 46) _____
- A) superiors
 - B) employees
 - C) clients
 - D) peers
 - E) All of the above.
- 47) The performance appraisal system that has been adopted by several companies to enhance communication is called 47) _____
- A) 180 degree feedback.
 - B) employee-manager process review.
 - C) 360 degree feedback.
 - D) peer review.
 - E) query system.
- 48) An employee hotline generally 48) _____
- A) is a means of downward communication.
 - B) is a form of nonverbal communication.
 - C) replaces an employee suggestion system.
 - D) uses the richest communication medium available.
 - E) replaces the 360 degree feedback system.
- 49) Two important dimensions of information richness are 49) _____

- A) the degree to which information is synchronous 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 cues.
- C) the degree to which information is asynchronous and the extent to which both parties can receive paraverbal cues.
- D) the degree to which information is asynchronous and the extent to which both parties can receive nonverbal and paraverbal cues.
- E) the degree to which information is synchronous and the extent to which both parties can receive nonverbal and paraverbal cues.

50) Which of the following is an example of high synchronous communication? 50) _____

- A) Letters
- B) Memos
- C) E-mail
- D) Face-to-face
- E) Chat

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

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

52) The most information rich media are 52) _____

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

53) Computer-mediated groups have been found to 53) _____

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

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

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

55) 360-degree feedback is also known as 55) _____

- A) full circle feedback
- B) multipurpose feedback
- C) multisource feedback

- D) circular feedback
- E) multiple feedback

- 56) What do these organizations have in common: Honeywell, Sprint, and Burger King 56) _____
- A) TV networks
 - B) employee surveys and survey feedback
 - C) suggestion systems
 - D) telephone hotlines
 - E) 360-degree feedback
- 57) What does the following refer to: More "know" than "tell"? 57) _____
- A) filtering
 - B) the mum effect
 - C) the grapevine
 - D) jargon
 - E) congruence
- 58) 360-degree feedback systems usually focus on 58) _____
- A) behavioural competencies
 - B) group performance
 - C) individual performance
 - D) bottom-line performance
 - E) all aspects of performance
- 59) 360-degree feedback is usually used for 59) _____
- A) salary determination
 - B) employee development
 - C) advancement potential
 - D) employee development and salary determination
 - E) employee development and advancement potential
- 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? 60) _____
- A) information richness
 - B) grapevine
 - C) 360-degree feedback
 - D) congruence
 - E) open door policy
- 61) Research on upward feedback found that managers who were initially rated as poor or moderate showed significant improvements in feedback ratings especially when 61) _____
- A) managers met with their employees to discuss the feedback
 - B) managers met with the CEO to discuss the feedback
 - C) managers met with their bosses to discuss the feedback
 - D) managers met with their peers to discuss the feedback
 - E) managers met with their clients to discuss the feedback
- 62) When are query systems most effective? 62) _____

- A) when nonverbal communication is used to disseminate the questions and answers
- B) when they are used with a suggestion system
- C) when verbal communication is used to disseminate the questions and answers
- D) when the questions and answers are widely disseminated
- E) when verbal and nonverbal communication is used to disseminate the questions and answers

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? 63) _____

- A) query system
- B) employee survey and survey feedback
- C) 360-degree feedback
- D) suggestion system
- E) open door policy

64) What do these companies have in common: IBM, Federal Express, and J.C. Penny? 64) _____

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

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

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

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

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

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

- 52) E
- 53) D
- 54) E
- 55) C
- 56) E
- 57) C
- 58) A
- 59) B
- 60) C
- 61) A
- 62) D
- 63) A
- 64) E
- 65) E
- 66) D