## Chapter 15 Managing Communication Processes, Organizations

**True / False Questions**

1.*(p. 428)* Communication breakdowns seldom happen in face-to-face communication.   
**FALSE**

*Rationale: Whether on a person-to-person or nation-to-nation basis, in organizations or in small groups, breakdowns in communication are pervasive.*

2.*(p. 428)* Finding an aspect of a manager's job that does not involve communication is extremely difficult.   
**TRUE**

3.*(p. 428)* In any organization, regardless of its size, ineffective communication is unavoidable.   
**FALSE**

*Rationale: Communication itself is unavoidable, but ineffective communication is avoidable.*

4.*(p. 428)* Tremendous advances in communication and information technology have made communication within organizations virtually flawless.   
**FALSE**

*Rationale: Despite communication and information technology advances, communication among people in organizations leaves much to be desired.*5.*(p. 429)* Symbols commonly used during communication can be verbal or nonverbal.   
**TRUE**

6.*(p. 430)* Language is considered a major form of encoding.   
**TRUE**

7.*(p. 430)* Remaining silent guarantees that no message is being sent.   
**FALSE**

*Rationale: Silence can send unintended messages, as can inaction.*

8.*(p. 431)* *Encoding* is a thought process that a receiver uses to translate a message into something relevant to them.   
**FALSE**

*Rationale: Decoding is a thought process that translates the message into something relevant to the receiver.*

9.*(p. 431)* The exact form that a message takes depends largely on the medium used to carry it.   
**TRUE**

10.*(p. 431)* For the process of communication to be completed, the message must be decoded so that it is relevant to the receiver.   
**TRUE**

11.*(p. 431)* Receivers normally decode messages in light of the sender's frame of reference.   
**FALSE**

*Rationale: Receivers decode messages in light of their own frames of reference and previous experiences.*

12.*(p. 431)* If a memo is well worded, a salesperson within the organization will decode it the same way a production manager will.   
**FALSE**

*Rationale: Receivers decode messages in light of their previous experiences and frames of reference. Therefore, a salesperson will probably decode the memo differently than a production manager will.*

13.*(p. 431)* Two-way communication increases the potential for distortion between the intended message and the received message.   
**FALSE**

*Rationale: Two-way communication allows for feedback, which decreases the potential for distortion.*

14.*(p. 431)* A decline in productivity or production quality may indicate a communication breakdown.   
**TRUE**

15.*(p. 432)* Try as they might, people cannot refrain from behaving nonverbally.   
**TRUE**

16.*(p. 432)* Speakers with greater facial expressiveness are judged by audiences to have greater competence than speakers exhibiting less appealing nonverbal behavior.   
**TRUE**

17.*(p. 432)* Voice inflection used during message transmission adds meaning for the receiver.   
**TRUE**

18.*(p. 433)* All cultures are similar in the amount of contextual information that is needed when people interact with one another.   
**FALSE**

*Rationale: Cultures differ in the amount of contextual information that is necessary; individuals from high-context communication cultures do not require a detailed exchange of information, whereas individuals from low-context cultures do.*

19.*(p. 433)* The amount of personal space maintained by an individual can shift temporarily, depending on the physical surroundings.   
**TRUE**

20.*(p. 433)* Managers from monochromic time cultures base promptness on the relationship.   
**FALSE**

*Rationale: Managers from polychronic time cultures base promptness on the relationship.*

21.*(p. 434)* Reading an individual's body language can be a challenging exercise because it involves subjectively evaluating nonverbal communication.   
**TRUE**

22.*(p. 434)* Waving is considered a grave insult in Greece or Nigeria.   
**TRUE**

23.*(p. 434)* One study found that Japanese subjects were better at recognizing anger, fear and sadness than were Americans.   
**FALSE**

*Rationale: In this study, the Americans were better at recognizing anger, fear and sadness.*

24.*(p. 435)* An effective organization has no need for upward communication.   
**FALSE**

*Rationale: An effective organization needs upward communication as much as it needs downward communication.*

25.*(p. 435)* Getting open and honest messages from employees to management is an especially difficult task.   
**TRUE**

26.*(p. 435)* An anonymous e-mail is an upward communication device.   
**TRUE**

27.*(p. 436)* In Japanese companies, it is uncommon for nonmanagement workers to talk directly to top-level executives about work-related matters.   
**FALSE**

*Rationale: In Japanese companies, it is common practice for nonmanagement workers to talk directly to top-level executives about work-related matters.*

28.*(p. 436)* Horizontal communication is necessary for the coordination and integration of diverse organizational functions.   
**TRUE**

29.*(p. 436)* Mechanisms for ensuring horizontal communication ordinarily do not exist in an organization design.   
**TRUE**

30.*(p. 437)* High-tech communication tools can now replace the high-touch contact that used to be necessary when conducting negotiations, client cultivation and other trust-dependent activities.   
**FALSE**

*Rationale: Nothing can replace the high-touch contact that is necessary when trust-dependent activities need to be carried out.*

31.*(p. 439)* Some personal digital assistants (PDAs) also function as global positioning systems.   
**TRUE**

32.*(p. 439)* An email is more likely to result in common understanding than a face-to-face meeting.   
**FALSE**

*Rationale: Face-to-face interaction is a richer medium than is email; therefore, it is more likely to result in common understanding.*

33.*(p. 439)* The grapevine is a powerful but unofficial means of communication that parallels the formal channels of communication.   
**FALSE**

*Rationale: The grapevine cuts across formal channels of communication.*

34.*(p. 441)* Rumors are more difficult to correct over time because they "harden."   
**TRUE**

35.*(p. 441)* A casual facial expression is a form of interpersonal communication.   
**TRUE**

36.*(p. 441)* On a typical day, over three-fourths of a manager's communications will occur over the phone.   
**FALSE**

*Rationale: On a typical day, over three-fourths of a manager's communications occur face-to-face.*

37.*(p. 442)* Whether feedback can be used depends on the individual's willingness to hear it and on the willingness of others to give it.   
**TRUE**

38.*(p. 444)* Filtering is a common occurrence in upward communication in organizations.   
**TRUE**

39.*(p. 445)* Isolation from accurate feedback is particularly pervasive at the lowest levels of an organization.   
**FALSE**

*Rationale: Isolation from accurate feedback is particularly pervasive at the top levels of an organization.*

40.*(p. 446)* A cohesive work group may form negative value judgments about all management actions.   
**TRUE**

41.*(p. 446)* Subordinates' evaluation of their manager affects how they view a communication from him/her.   
**TRUE**

42.*(p. 446)* When the encoding and decoding processes are too similar, communication tends to break down.   
**FALSE**

*Rationale: It is when the encoding and decoding process aren't alike that communication tends to break down.*

43.*(p. 447-448)* Conflicting proxemic behavior can affect an individual's perceptions of another.   
**TRUE**

44.*(p. 448)* In the area of organizational communication, "more" is always better.   
**FALSE**

*Rationale: Too much communication can lead to overload, in which case one cannot absorb or adequately respond to all of the messages.*

45.*(p. 449)* In formal communication, superiors should be communicated with only on matters of importance and not for the sake of communication.   
**TRUE**

46.*(p. 450)* Distributing a memo to all employees within an organization will guarantee that communication has occurred.   
**FALSE**

*Rationale: Distributing a memo to all employees will ensure that everyone receives the message; it does not guarantee that communication has occurred.*

47.*(p. 450)* Managers often believe that they are better communicators than their subordinates perceive them to be.   
**TRUE**

48.*(p. 451)* Messages that do not compete with other messages are more likely to be understood.   
**TRUE**

**Multiple Choice Questions**

49.*(p. 427)* The first part of intercultural communication training should focus on helping each team member understand his/her own \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
A. Cultural beliefs  
B. Verbal communication style  
C. Nonverbal communication style  
**D.** All of the choices are correct

50.*(p. 427)* An organization's \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ function becomes operational only through communication activity.   
A. Planning  
B. Organizing  
C. Controlling  
**D.** All of the choices are correct

51.*(p. 429)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the common thread that ties people, plans, strategies and commitment together within an organization.   
A. A good plan  
B. Telecommunications equipment  
C. An attainable and desirable goal  
**D.** Good communication

52.*(p. 432)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are gestures much like sign language.   
A. Regulators  
B. Illustrators  
C. Affect displays  
**D.** Emblems

53.*(p. 432)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are gestures that give a picture of what is being said.   
A. Regulators  
**B.** Illustrators  
C. Affect displays  
D. Emblems

54.*(p. 432)* Which of the following is used, subconsciously, to communicate emotion?   
A. Emblems  
B. Illustrators  
**C.** Affect displays  
D. Regulators

55.*(p. 432)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are frequently used to deal with stress in an interpersonal situation.   
A. Emblems  
B. Illustrators  
**C.** Adaptors  
D. Regulators

56.*(p. 432)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are expressions used to adjust psychologically to the interpersonal climate of a particular situation.   
A. Emblems  
B. Regulators  
C. Illustrators  
**D.** Adaptors

57.*(p. 432)* Most \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are facial expressions.   
A. Emblems  
**B.** Affect displays  
C. Illustrators  
D. Adaptors

58.*(p. 433)* Which of the following statements about managers from polychronic time cultures is *false*?   
A. They do many things at once  
B. They are committed to human relationships  
C. They change plans often  
**D.** They take time commitments seriously

59.*(p. 435)* Both Americans and Japanese agree that \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the easiest emotion to recognize.   
A. Fear  
B. Disgust  
**C.** Happiness  
D. Surprise

60.*(p. 435)* Downward communication includes all of the following *except*:   
**A.** Suggestion boxes  
B. Instruction manuals  
C. Procedure manuals  
D. Company publications

61.*(p. 435)* In many organizations, downward communication is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
A. Just as good as upward communication  
B. Better than upward communication  
**C.** Inadequate and inaccurate  
D. Nonexistent

62.*(p. 435)* Upward communication includes all of the following *except*:   
A. Suggestion boxes  
B. Grievance procedures  
**C.** Job instructions  
D. Unauthorized Web sites

63.*(p. 436)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ communication is the least used channel in organizations.   
A. Horizontal  
B. Upward  
C. Downward  
**D.** Diagonal

64.*(p. 436)* Approximately \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of the U.S. population now uses the Internet, whether at work, home or some other location.   
A. Less than ten percent  
B. Approximately one quarter  
C. Almost one half  
**D.** About two-thirds

65.*(p. 437)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ accounts for approximately 90 percent of telephone communication within organizations today.   
A. Using a cell phone  
B. Holding conversations of less than three minutes  
**C.** Leaving a recorded message  
D. Speaking directly to someone

66.*(p. 439)* If you want to have the ability to adjust your message according to real-time feedback, you should choose \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ as your communication media.   
A. Personalized e-mail  
B. Voice-mail  
**C.** A face-to-face meeting  
D. A fax

67.*(p. 439)* Asking a supervisor for a raise in a face-to-face meeting is an example of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ media richness.   
A. Very low  
B. Low  
C. High  
**D.** Very high

68.*(p. 439)* Mailing an annual report to shareholders is an example of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ media richness.   
**A.** Very low  
B. Low  
C. High  
D. Very high

69.*(p. 440)* According to research, the grapevine is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ accurate.   
A. Never  
B. Always  
**C.** At least 75 percent  
D. About 25 percent

70.*(p. 440)* A \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ rumor comes from employees' fears and anxieties, causing general uneasiness among employees.   
A. Pipe dream  
B. Home-stretch  
C. Wedge  
**D.** Bogie

71.*(p. 440)* A \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ rumor is the most aggressive and damaging type.   
A. Pipe dream  
B. Home-stretch  
**C.** Wedge  
D. Bogie

72.*(p. 440)* A \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ rumor is anticipatory in nature and generally occurs after employees have been waiting along time for an announcement.   
A. Pipe dream  
**B.** Home-stretch  
C. Wedge  
D. Bogie

73.*(p. 441)* The region most conducive to effective interpersonal relationships and communication is called the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
A. Facade  
B. Blind spot  
**C.** Arena  
D. Unknown

74.*(p. 442)* When relevant information is known to others but not to one's self, a(n) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ develops.   
A. Facade  
**B.** Blind spot  
C. Arena

75.*(p. 442)* A(n) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ serves as a defensive function for the self.   
**A.** Facade  
B. Blind spot  
C. Arena

76.*(p. 443)* Managers who use neither exposure nor feedback are said to have a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ style.   
**A.** Type A  
B. Type B  
C. Type C  
D. Type D

77.*(p. 443)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ managers exhibit anxiety and hostility and give the appearance of aloofness and coldness toward others.   
**A.** Type A  
B. Type B  
C. Type C  
D. Type D

78.*(p. 443)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ managers value their own ideas and opinions, but not the ideas and opinions of others. They use exposure at the expense of feedback.   
A. Type A  
B. Type B  
**C.** Type C  
D. Type D

79.*(p. 443)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the most effective communication style because it balances exposure and feedback.   
A. Type A  
B. Type B  
C. Type C  
**D.** Type D

80.*(p. 443)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ managers feel free to express feelings to others and to have others express feelings.   
A. Type A  
B. Type B  
C. Type C  
**D.** Type D

81.*(p. 447)* For Americans, manager-subordinate relationships begin in the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ zone and progress to the personal zone after mutual trust has developed.   
A. Intimate  
**B.** Social  
C. Public  
D. Any of the above

82.*(p. 450)* A study of American and Canadian office workers found that \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ felt that management was honest with them.   
A. More than 80 percent  
B. More than 50 percent  
**C.** Fewer than 40 percent  
D. Fewer than 10 percent

83.*(p. 451)* Effective communication involves transmitting \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ as well as information.   
**A.** Understanding  
B. Authority  
C. Direction  
D. All of the choices are correct sympathy

**Fill in the Blank Questions**

84.*(p. 429)* The word communication is derived from the Latin word *communis*, which means \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
**common**

85.*(p. 430)* The result of the encoding process is the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
**message**

86.*(p. 432)* Vocal \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ refers to how a message is transmitted: loudly or softly, quickly or slowly, with controlled or uncontrolled inflection or with a high or low pitch.   
**inflection**

87.*(p. 432)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ has been defined as "the collective programming of the mind, which distinguishes the members of one human group from another."   
**Culture**

88.*(p. 439)* The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of communication refers to the amount of information that can be transmitted in an effective manner.   
**richness**

89.*(p. 440)* A \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is an unverified belief that is in general circulation, either inside or outside of the organization.   
**rumor**

90.*(p. 442)* When information is known to the self, but unknown to others, a person may result to superficial communications. That is, self will present a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
**facade**

91.*(p. 442)* The process that the self uses to increase the information known to others is termed \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ because it sometimes leaves the self in a vulnerable position.   
**exposure**

92.*(p. 450)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the ability to put oneself in the other person's role and to assume that individual's viewpoints and emotions.   
**Empathy**

**Short Answer Questions**

93.*(p. 429)* The general process of communication contains five elements. Name them.

The communicator, the message, the medium, the receiver and feedback.

94.*(p. 430)* In the following communication model, which steps are missing?   
Communicator → ? → Message and Medium → ? → Receiver → Feedback

Encoding and decoding

95.*(p. 430)* What is the function of encoding?

The function of encoding is to provide a form into which ideas and purposes can be expressed as a message.

96.*(p. 431)* What is noise, as it relates to the communication process?

Noise is any factor that distorts the intended message.

97.*(p. 432)* When an American says "yeah" to someone from Japan, the message is often interpreted as meaning "no." Why?

Because "yeah" sounds like the Japanese word for "no."

98.*(p. 440)* A rumor has three components. Name them.

The target, the allegation and the source.

99.*(p. 440)* List the four categories into which rumors fall.

(1) Pipe dreams or wish fulfillment. (2) The Bogie rumor. (3) Wedge drivers. (4) Home-stretchers.

100.*(p. 444-445)* List the five specific barriers created by senders of communication.

Semantic problems, filtering, in-group language, status differences and time pressures.

101.*(p. 445)* What is the most common cause of short-circuiting?

Time pressures.

102.*(p. 445)* As it applies to communication, what does "short-circuiting" mean?

It means that someone has been left out of the formal channel of communication who would normally be included.

103.*(p. 447)* List the four zones of personal space that people maintain when interacting with others.

The intimate zone, the personal zone, the social zone and the public zone.

104.*(p. 449)* Managers striving to become better communicators must seek to improve two tasks. What are they?

They must become better encoders and decoders.

**Essay Questions**

105.*(p. 427)* What is the difference between monochromic and polychromatic work styles?

Workers with a monochromic work style like to tackle one project at a time. They have a strong work ethic, favor get-to-the-point communication and like to keep work and home life separate. Workers with a polychromatic work style prefer to juggle many activities at once. They work hard, but spend more time with family and friends. They also prefer a less direct approach to communication and don't mind discussing family issues at work.

106.*(p. 432)* Ekman and Friesen have classified body language into five types of expression. Name them and give a brief description of each.

Emblems: gestures, much like sign language.  
Illustrators: gestures that give a picture of what is being said.  
Regulators: movements that regulate a conversation, such as a raised hand to slow things down.  
Adaptors: Expressions used to adjust psychologically to the interpersonal climate of a particular situation.  
Affect displays: facial expressions that convey feelings.

 107.*(p. 437)* List five "best practices" for effective use of voice-mail.

Any five of the following:  
1. Before calling, organize your thoughts and write down the points you want to cover.  
2. Identify a specific, brief request that can be delivered via voice-mail.  
3. State and spell your name, give the time and date, your company name and the purpose of your call.  
4. Speak a little slower than usual and annunciate clearly.  
5. Be precise and keep the message simple.  
6. Say what you would like the receiver to do.  
7. Give a reason for the request.  
8. Say "thank you."  
9. Listen to your message and edit it, if possible.  
10. Finish by stating your message and telephone number again, as well as when you can be reached for the return call.

 108.*(p. 444)* Discuss the positive and negative aspects of in-group language.

In-group language can provide group members with feelings of belonging, cohesiveness and self-esteem. It can also facilitate effective communication within the group. However, the use of in-group language can result in severe communication breakdowns when outsiders or other groups are involved. Special communication skills training may be required to facilitate effective communication in such situations.

 109.*(p. 451)* The text presented "Ten Commandments for Good Listening." List five of them.

Any five of the following:  
1. Stop talking.  
2. Put the speaker at ease.  
3. Show the speaker that you want to listen.  
4. Remove distractions.  
5. Empathize with the speaker.  
6. Be patient.  
7. Hold your temper.  
8. Go easy on argument and criticism.  
9. Ask questions.  
10. Stop talking.

**Matching Questions**

110.*(p. 439)* Match the types of media to the level of media richness.

|  |  |  |
| --- | --- | --- |
| 1. Very high richness | Face-to-face | **1** |
| 2. Very low richness | Video conference | **3** |
| 3. High richness | Voice-mail | **4** |
| 4. Low richness | Bulletin boards | **2** |
| 5. Very low richness | Financial reports | **2** |