1. A listener's experiences and different understanding of the meanings of words can complicate and confuse the manager's message.
*a. true
b. false

2. Intercultural communication is more important in modern society than intrapersonal communication.
a. true
*b. false

3. There is a positive correlation between communication openness and trust and productivity.
*a. true
b. false

4. An organization's culture can encourage or discourage information flow.
*a. true
b. false

5. As little as one or two errors can change a trusting communication climate to one of distrust.
*a. true
b. false

6. National culture determines how we communicate.
*a. true
b. false

7. Managers should use the same methods of communication with different receivers.
a. true
*b. false

8. A hostile sender/receiver relationship requires less communication time.
a. true
*b. false

9. A receiver's level of knowledge is easily measured by asking specific, open-ended questions and receiving feedback.
*a. true
b. false

10. Communication failure will not necessarily occur when one neglects any one component when analyzing a critical situation.
a. true
*b. false

11. Content factors including negative vs. positive messages, fact vs. opinion, importance to the receiver, and controversialism all must be considered for effective managerial communication.

*a. true
b. false

12. One-on-one communication is usually the best way a manager can deliver her message.
a. true
*b. false

13. The choice between public and private communication settings is obvious.
a. true
*b. false

14. A familiar environment by its very nature frequently is a distraction for a manager and her target audience.
a. true
*b. false

15. Post-mortems are unpleasant but valuable tools for improvement.
*a. true
b. false

16. It is possible for a good manager to write or say all that is important about a subject.
a. true
*b. false

17. Abstracting is the process of looking at a big picture and omitting details.
a. true
*b. false

18. Effective communication is the key to planning, leading, organizing, and controlling the resources of the organization.
*a. true
b. false

19. The communication process consists of an exchange of messages that must be composed of words.
a. true
*b. false

20. Managerial communication happens at only three levels: interpersonal, group, and organizational.
a. true
*b. false

21. Generally speaking, a manager spends _____ of his time communicating.
A. 55%
B. 65%

*C. 75%
D. 85%

22. Understanding of a manager's message is based on the receiver's
A. education and attention
B. position on the company's organizational chart
*C. perception and message interpretation
D. experience and attention

23. Intrapersonal communication
A. focuses on the exchange of thoughts
B. requires meetings to take place
C. links members of an organization or company
*D. focuses on internal behavior

24. Organization communication focuses on
A. internal behavior
B. two or more people exchanging thoughts
C. formal and informal meetings
*D. how a group of tasks is linked to complete a job

25. All communication takes place in
A. one's mind
B. the environment
C. within the context it is used
*D. within a culture

26. Which aspects of an organization's physical space encourage open communication?
*A. Open space, live plants, music
B. Open space, surveillance cameras, waterfalls
C. Waterfalls, sparse furniture, surveillance cameras
D. Music, sparse furniture, open workspaces

27. When reviewing the cultural aspects of the communication situation, managers should consider
A. the date, time, and place of the communication
B. the cultural background of the receiver
*C. the sender, receiver, and purpose of the communication
D. the totality of the message and its likely impact on the receiver

28. Managers must take the following into account when sending a message.
A. the receiver's relationship and status differences with the manager
B. the receiver's interest and emotional state
C. the receiver's knowledge and communication skills
*D. all choices are correct

29. Distortions to the sender's intended message are referred to as:
*A. internal noise
B. communication adaptations
C. external noise
D. poor communication skills

30. What are the four elements in determining an effective communication strategy?
A. the targeted audience, the purpose, the medium, and the physical environment
*B. the message content, the channel, the time the communication occurs, and the physical environment
C. the target audience, the purpose, the time the communication occurs, and the physical environment
D. the medium, the physical environment, the content, and the time the message occurs

31. Reasons managers choose to communicate are to
A. check on progress, give orders, get feedback
*B. present and gain information, persuade, socialize
C. test employee knowledge, reinforce status, relax employees
D. reduce internal noise, develop a friendly relationship, enforce policies

32. Which of the following is an example of both oral and written communication?
*A. company meetings where reports are presented
B. company website
C. chart talks
D. briefings

33. The environment in which communication occurs
A. is not always important
*B. clearly has an effect
C. can be marginalized away
D. is of overriding importance

34. Physical distance between sender and receiver impacts
A. tone and loudness
B. gestures and posture
C. feedback and time
*D. all choices are correct

35. Time
*A. has an effect on all elements of management
B. has an effect only on production levels of management
C. cannot always be well managed in a meeting
D. can be discounted in small group meetings

36. Interpersonal and intrapersonal communication can be hindered by the following critical errors.

*A. assumption-observation, failure to discriminate, and allness
B. assumption-observation, failure to quantify, and sameness
C. assumption-observation, failure to listen, and sameness
D. assumption-observation, failure to discern, and oneness

37. Failure to discriminate leads to the following
A. close, attentive listening
*B. polarization
C. the premise of uniqueness
D. indexed evaluations

38. An appropriate phrase to eliminate the allness error is
*A. “this is what I consider critical information”
B. “I am assuming”
C. “in my opinion”
D. “either… or…”

39. Managerial communication may occur at any of the following levels except
A. intrapersonal
*B. global
C. group
D. intercultural

40. The first layer of the strategic communication model consists of
A. source, message, and receiver
B. purpose, content, and environment
*C. culture and climate
D. time and channel

41. The second layer of the strategic communication model consists of
A. time and channel
B. culture and climate
C. content and environment
*D. sender, receiver, and purpose

42. The third layer of the strategic communication model consists of
*A. content, environment, channel, and time
B. sender, receiver, and purpose
C. culture and climate
D. purpose, content, and environment

43. When a manager is encoding a message, she should consider all of the following except
A. her communication preferences
B. her receiver
C. the organization’s culture
*D. all of the above are important considerations

44. When delivering bad news, a manager should first consider
A. the receiver's knowledge
*B. the receiver's emotional state
C. the receiver's status
D. the receiver's communication skills

45. All of the following are common purposes for managerial communication except
A. to gain information
B. to share information
*C. to reaffirm status
D. to persuade

46. When selecting a physical environment in which to communicate, a manager should consider all of the following except:
A. privacy
B. formality
*C. proximity
D. familiarity

Type: E
47. Describe differences between large and small companies in their emphasis on writing. What are some reasons for these differences?
*a. Smaller companies use oral communication and informal communication more often internally; larger companies use formal written channels more often internally. Reasons include efficiency, size of audience, familiarity, and proximity to the audience. All companies must use formal written channels for permanent documentation of communication with customers, regulatory agencies and other external stakeholders; all companies—regardless of size—must document personnel information for legal reasons.

Type: E
48. What are two examples of internal noise and two examples of external noise that can damage a listener's competency at work?
*a. Answers will vary. Possible examples for internal noise are interpersonal relationships, expectations, attitudes and biases, emotional and physical conditions. Possible examples for external noise are music, machinery, phones, overheard conversations, interruptions, and comfort level of the environment (temperature, humidity, furniture, lighting, air quality).

Type: E
49. What are the three critical errors discussed in Chapter 2, and what questions should a communicator ask in order to avoid making them?
*a. Critical Error #1: Assumption-Observation; Question to Ask: What are the facts?
Critical Error #2: Failure to Discriminate; Question to Ask: What labels have I applied to this situation?
Critical Error #3: Allness; Question to Ask: What else is going on?

Type: E

50. You must explain a new procedure to your workgroup. Which is the best communication channel to use—a face-to-face meeting or an e-mail? Support your choice with at least two reasons.

*a. A face-to-face meeting is the preferable channel because (a) it allows immediate feedback, (b) it allows everyone to hear the message at the same time, (c) it is more persuasive than writing, and (d) it allows the manager to observe the subordinates' nonverbal behaviors.