

## Chapter 2: Understanding the Managerial Communication Process

### Test Bank

#### Multiple Choice

1. Generally speaking, a manager spends \_\_\_\_\_ of his time communicating.

- A. 55%
- B. 65%
- C. 75%
- D. 85%

Ans: C

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Introduction

Difficulty Level: Medium

2. 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

Ans: C

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: A Strategic Approach

Difficulty Level: Medium

3. 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

Ans: D

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Levels of Managerial Communication

Difficulty Level: Medium

4. Organizational communication focuses on \_\_\_\_\_.

- A. internal behavior
- B. two or more people exchanging perceptions
- C. formal and informal meetings

D. how a group of tasks is linked to complete a job

Ans: D

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Levels of Managerial Communication

Difficulty Level: Medium

5. All communication takes place within \_\_\_\_\_.

A. one's mind

B. a physical environment

C. a context

D. a culture

Ans: D

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Cultural Context

Difficulty Level: Medium

6. Which aspects of an organization's physical space encourage open communication?

A. open space, live plants, music, food

B. open space, surveillance cameras, closed doors

C. waterfalls, sparse furniture, surveillance cameras

D. music, sparse furniture, long empty hallways

Ans: A

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Physical Environment

Difficulty Level: Medium

7. The second layer of the strategic communication model consists of \_\_\_\_\_.

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

Ans: C

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: The Second Layer

Difficulty Level: Medium

8. 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 of these

Ans: D

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Sender (Encoder)

Difficulty Level: Medium

9. When characteristics of the receiver cause distortions to the sender's intended message, they are referred to as \_\_\_\_\_.

- A. internal noise
- B. communication adaptations
- C. external noise
- D. poor communication skills

Ans: A

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Receiver (Decoder)

Difficulty Level: Medium

10. What factors are included in the third layer of the strategic communication model?

- 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

Ans: B

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: The Third Layer

Difficulty Level: Medium

11. According to the chapter, the most common reasons managers choose to communicate are to \_\_\_\_\_.

- A. check on progress, give orders, and get feedback
- B. present and gain information, persuade, and socialize
- C. test employee knowledge, reinforce status, and relax employees
- D. reduce internal noise, develop a friendly relationship, and enforce policies

Ans: B

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Purpose of the Message

Difficulty Level: Medium

12. Which of the following is an example of both oral and written communication?

- A. company meetings where reports are presented
- B. company website
- C. quarterly financial reports

D. briefings

Ans: A

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Channel of the Message

Difficulty Level: Medium

13. The environment in which communication occurs \_\_\_\_\_.

A. is not always important

B. clearly has an effect

C. can be marginalized away

D. is of primary importance to managers

Ans: B

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Physical Environment

Difficulty Level: Medium

14. Physical distance between sender and receiver impacts \_\_\_\_\_.

A. tone and loudness

B. gestures and posture

C. feedback and time

D. all these

Ans: D

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Physical Distance

Difficulty Level: Medium

15. Time \_\_\_\_\_.

A. has an effect on all elements of management communication

B. has an effect only on workplace productivity

C. cannot be well managed in a meeting

D. can be ignored in most small group meetings

Ans: A

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Time

Difficulty Level: Medium

16. 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

Ans: A

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Critical Errors in Communication

Difficulty Level: Medium

17. Failure to discriminate leads to \_\_\_\_\_.

- A. close, attentive listening
- B. polarization
- C. the premise of uniqueness
- D. indexed evaluations

Ans: B

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: The Failure to Discriminate

Difficulty Level: Medium

18. An appropriate phrase to eliminate the allness error is \_\_\_\_\_

- A. "This is what I consider critical information."
- B. "I am certain this is true."
- C. "In my opinion,...."
- D. "either... or...."

Ans: A

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Allness and the Process of Abstraction

Difficulty Level: Medium

19. Managerial communication may occur at any of the following levels except \_\_\_\_\_.

- A. intrapersonal
- B. universal
- C. group
- D. intercultural

Ans: B

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Levels of Managerial Communication

Difficulty Level: Medium

20. 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

Ans: C

Learning Objective:

Cognitive Domain: Knowledge  
Answer Location: The First Layer  
Difficulty Level: Medium

21. The layers of the strategic communication model are \_\_\_\_\_.

- A. monolithic
- B. circular
- C. easily isolated
- D. interdependent

Ans: D

Learning Objective:

Cognitive Domain: Knowledge  
Answer Location: A Strategic Approach  
Difficulty Level: Medium

22. The elements of the communication model that are closest to the core strategy are \_\_\_\_\_.

- A. content, environment, channel, and time
- B. sender, receiver, and purpose
- C. culture and climate
- D. purpose, content, and receiver

Ans: A

Learning Objective:

Cognitive Domain: Knowledge  
Answer Location: A Strategic Approach  
Difficulty Level: Medium

23. When a manager is encoding a message, which consideration can be safely ignored?

- A. her communication preferences
- B. her receiver
- C. the organization's culture
- D. all of these are important considerations

Ans: D

Learning Objective:

Cognitive Domain: Knowledge  
Answer Location: Sender (Encoder)  
Difficulty Level: Medium

24. What determines whether a message is positive or negative?

- A. the sender's perspective
- B. the receiver's perspective
- C. the organization's history
- D. the sender's communication skills

Ans: B

Learning Objective:

Cognitive Domain: Knowledge  
Answer Location: Receiver (Decoder)  
Difficulty Level: Medium

25. All of the following are common purposes for managerial communication except \_\_\_\_\_.

- A. to gain information
- B. to share information
- C. to achieve status
- D. to persuade

Ans: C

Learning Objective:

Cognitive Domain: Knowledge  
Answer Location: Purpose of the Message  
Difficulty Level: Medium

26. 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

Ans: C

Learning Objective:

Cognitive Domain: Knowledge  
Answer Location: Physical Environment  
Difficulty Level: Medium

### **True/False**

1. A listener's experiences and different understanding of the meanings of words can complicate and confuse the manager's message.

Ans: T

Learning Objective:

Cognitive Domain: Knowledge  
Answer Location: The Second Layer  
Difficulty Level: Easy

2. Intercultural communication is more important in modern society than intrapersonal communication.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge  
Answer Location: Levels of Managerial Communication  
Difficulty Level: Easy

3. There is a positive correlation between communication openness and trust and productivity.

Ans: T

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Communication Climate

Difficulty Level: Easy

4. An organization's culture can encourage or discourage information flow.

Ans: T

Learning Objective:

Answer Location: Cultural Context

Cognitive Domain: Knowledge

Difficulty Level: Easy

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

Ans: T

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Communication Climate

Difficulty Level: Easy

6. National culture is how we communicate at work.

Ans: T

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Cultural Context

Difficulty Level: Easy

7. Managers should use the same methods of communication with different receivers.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Receiver (Decoder)

Difficulty Level: Easy

8. A hostile sender/receiver relationship requires less communication time.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Relationship

Difficulty Level: Easy

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



Ans: T

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Receiver's Knowledge

Difficulty Level: Easy

10. The communication process consists of an exchange of messages that are comprised of words.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: The First Layer

Difficulty Level: Easy

11. An important factor affecting the content of a message is whether the receiver will think it is negative or positive.

Ans: T

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Message Content

Difficulty Level: Easy

12. Face-to-face communication is almost always the best way a manager should deliver a message.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Physical Distance

Difficulty Level: Easy

13. A public setting is always preferable when a manager praises a direct report's performance.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Privacy

Difficulty Level: Easy

14. A familiar environment by its very nature should be avoided because it is a distraction for a manager and the receiver.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Familiarity

Difficulty Level: Easy

15. Prompt postmortems are unpleasant but valuable tools for work performance improvement.

Ans: T

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Feedback and Measures of Effectiveness

Difficulty Level: Easy

16. Good managers know how to write or say everything that is important about a subject because of their superior experience.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Sender (Encoder)

Difficulty Level: Easy

17. Abstracting is the process of looking at a big picture and omitting details.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Allness and the Process of Abstraction

Difficulty Level: Easy

18. Effective communication is the key to planning, leading, organizing, and controlling the resources of the organization.

Ans: T

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: First Layer

Difficulty Level: Easy

19. Of the five levels of managerial communication, the most important is the intercultural level.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Levels of Managerial Communication

Difficulty Level: Easy

20. Formal business meetings are the most typical example of the interpersonal communication level.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Levels of Managerial Communication

Difficulty Level: Easy

## Short Answer

1. What are some advantages of communicating in writing? Communicating orally?

Ans: Writing helps a manager to make the message more precise and clear. E-mail offers the additional advantages of immediacy and speed. 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. Advantages of speaking include persuasability, efficiency, availability of nonverbal elements, and opportunity for immediate feedback.

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: Channel of the Message

Difficulty Level: Medium

2. What are two examples of internal noise and two examples of external noise that can damage a listener's competency at work?

Ans: 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, and air quality).

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: Receiver (Decoder)

Difficulty Level: Medium

3. What are the three critical errors discussed in Chapter 2, and what questions should a communicator ask in order to avoid making them?

Ans: 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?

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: Critical Errors in Communication

Difficulty Level: Medium

4. 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.

Ans: 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.

Learning Objective:  
Cognitive Domain: Application  
Answer Location: The Third Layer  
Difficulty Level: Medium