

Ch12

Student: _____

1. Effective communication is a fundamental aspect of job performance and managerial effectiveness.
True False
2. The transmission of information and meaning from one party to another through shared symbols is called decoding.
True False
3. The decoder initiates the communication process by conveying information to the receiver.
True False
4. Errors can occur in all stages of the communication process.
True False
5. True one-way communication means not only that the receiver provides feedback, but also that the sender is receptive to the feedback.
True False
6. Because of filtering and perceptual differences, you can assume the other person means what you think he means or understands the meanings you intend.
True False
7. Communication can be sent through a variety of channels, including oral, written and personal.
True False
8. Written communication can be revised and provides a permanent record.
True False
9. Filtering is the process of receiving and interpreting information.
True False
10. Electronic channels of communication allow people to share more information with one another.
True False
11. One disadvantage of electronic media is the difficulty of solving complex problems, which require more extended interaction.
True False
12. E-mail messages are private property of the sender, not of the system's owner.
True False
13. A "virtual office" is a mobile office in which people can work anywhere, as long as they have the tools to communicate with customers and colleagues.
True False
14. Richer media are quicker and more personal, but allow less feedback.
True False
15. Effective writing is more than correct spelling, punctuation and grammar.
True False
16. According to research, facial expression and tone of voice account for 90% of the communication between two people.
True False

17. In order to listen effectively, a person should focus on the facts and details and focus on the central ideas later.
True False
18. Observation is dependent upon accurate interpretation.
True False
19. Increased filtering occurs when there are fewer authority levels through which communication must pass.
True False
20. According to research, workers receive only about 35% of the information that is provided from the top of the communication chain.
True False
21. Frederick Taylor would have considered "open-book management" to be a very effective managerial tool.
True False
22. The problems common in upward communication are vastly different than those for downward communication.
True False
23. The grapevine can assist with helping new employees to learn their jobs.
True False
24. There is strong research evidence that the grapevine must be eliminated or formal communication efforts will be adversely affected.
True False
25. Many executives today consider free access to information in all directions to be an organizational imperative, supporting boundaryless organizations.
True False
26. Components of the communication process include which of the following?
A. Sender/receiver and volume
B. Volume and message
C. Feedback and channel
D. Channel and clutter
E. Clutter and message
27. The transmission of information and meaning from one party to another through the use of shared symbols is referred to as
A. negotiating.
B. communication.
C. discussion.
D. dialect.
E. symbolism.
28. An interference in the system of communication that blocks perfect understanding is referred to as
A. communication.
B. noise.
C. static.
D. filtering.
E. dialogue.

29. A process in which information flows in only one direction, from sender to receiver, with no feedback loop is referred to as
- decoding.
 - centralized decision-making.
 - one-way communication.
 - decentralized communication.
 - two-way communication.
30. Which of the following is an example of one-way communication?
- A telephone conversation
 - A videoconference
 - A newscast
 - A reading group
 - Slow dancing
31. Communication noise is
- audible disruptions to the communications process.
 - avoidable.
 - anything that interferes with the communication process.
 - irrelevant.
 - anything that enhances the communication process.
32. The process in which information flows in two directions with the receiver providing feedback and the sender is receptive to the feedback is referred to as
- two-way communication.
 - downward communication.
 - horizontal communication.
 - upward communication.
 - one-way communication.
33. One-way communication is _____ than two-way communication.
- easier for the sender
 - more time-consuming
 - easier for the receiver
 - more effective
 - more likely to be understood
34. Two-way communication has occurred when
- receivers respond openly to senders.
 - feedback is not present.
 - senders are not receptive to feedback.
 - information flows from the sender to the receiver.
 - the sender encodes a meaning.
35. Which of the following is an example of two-way communication?
- A television show
 - A political speech
 - A siren sounding off
 - A telephone ringing
 - An argument
36. The process of receiving and interpreting information is known as
- filtering.
 - discussion.
 - collaboration.
 - perception.
 - dialogue.

37. Which of these is the process of withholding or distorting information?
- A. Dialogue
 - B. Perception
 - C. Discussion
 - D. Filtering
 - E. Noise
38. Which of the following is a suggestion provided in the textbook for making a presentation to an audience who speaks a different language?
- A. Repeat each important idea
 - B. Eliminate facial and hand gestures
 - C. Jump in to fill a silence
 - D. If unsure, assume similarity
 - E. Do not take breaks; keep conversation flowing
39. Which of the following is the communication channel that includes reports and computer files?
- A. Written
 - B. Electronic
 - C. Oral
 - D. Downward
 - E. Upward
40. Which of these is an advantage of written communication?
- A. The message is changed and refined when relayed through many people
 - B. It is less expensive than oral
 - C. The message cannot be revised
 - D. It is a permanent record
 - E. Receivers can analyze the message more quickly
41. Oral communication includes
- A. any use of words.
 - B. anything audible.
 - C. face-to-face discussions.
 - D. all non-written communication.
 - E. non-verbal nuances.
42. Face-to-face discussions, telephone conversations and formal presentations are examples of
- A. written communication.
 - B. non-verbal communication.
 - C. oral communication.
 - D. one-way communication.
 - E. two-way communication.
43. E-mail is an example of which communication channel?
- A. Non-verbal
 - B. Oral
 - C. Written
 - D. Virtual
 - E. One-way
44. The memos and reports that a manager receives are examples of which communication channel?
- A. Non-verbal
 - B. Oral
 - C. Written
 - D. Electronic
 - E. One-way

45. Posting text to a Web site is called
- surfing the net.
 - formal communication.
 - non-verbal communication.
 - blogging.
 - emailing.
46. Disadvantages of electronic communication include which of the following?
- Increased expenses
 - Lack of confidentiality
 - Lower quality decisions
 - Inefficiency
 - The inability to solve simple problems
47. E-mail messages are private property of the
- system's owner.
 - sender.
 - receiver.
 - government.
 - individuals who have access to them.
48. Hurling insults, venting frustration and otherwise breaching protocol using electronic communications is called
- blogging.
 - flaming.
 - flogging.
 - venting.
 - spamming.
49. _____ offices are also referred to as mobile offices.
- Corporate
 - Business
 - Virtual
 - Customer's
 - Second Life
50. Marco has recently been transferred to a new division where he's allowed to perform his work via a laptop computer and telephone modem. He sometimes works for days without ever going to the office. His new division appears to be utilizing
- extensive horizontal communication.
 - limited communication.
 - virtual offices.
 - primarily informal communication.
 - enhanced media.
51. A mobile office in which people can work anywhere, as long as they have the tools to communicate with customers and colleagues is referred to as
- a remote office.
 - a virtual office.
 - decentralized authority.
 - two-way communication.
 - one-way communication.
52. The degree to which a communication channel conveys information is referred to as
- media richness.
 - feedback.
 - media thickness.
 - transmission richness.
 - perception.

53. The more information/cues a medium sends to the receiver, the _____ the medium is considered.
- A. quicker
 - B. fuller
 - C. wider
 - D. richer
 - E. more complex
54. Which type of communication is the richest medium because it offers a variety of cues in addition to words?
- A. Two-way
 - B. One way
 - C. Nonverbal
 - D. Face-to-face
 - E. Electronic
55. Improving your sender skills includes which of the following?
- A. Making numerous presentations
 - B. Emailing
 - C. Language use
 - D. Sending verbal messages
 - E. Reading
56. Which of the following is one of the ways to add power to your presentations?
- A. Provide data
 - B. Practice
 - C. Strive for perfection
 - D. Be prepared to answer simple questions
 - E. Slant your message for different audiences
57. As a leader, some of your toughest challenges will arise when people do not want to do what has to be done. Leaders have to improve their communication skills by utilizing their _____ skills.
- A. persuasive
 - B. writing
 - C. language
 - D. nonverbal
 - E. writing
58. Advertisers are known to state their message many times and in simple and informative ways during a single promotion. This is because they
- A. are new presenters.
 - B. are trying to be persuasive.
 - C. are addressing a hostile audience.
 - D. are attempting to confuse the audience.
 - E. want to establish their credibility.
59. Effective writing requires
- A. simply correct spelling, punctuation and grammar.
 - B. ambiguity, to keep readers interested.
 - C. length.
 - D. clarity.
 - E. intricate detail.
60. Jargon
- A. can make communication less effective.
 - B. can create misunderstandings.
 - C. is a technical language.
 - D. is based on the receiver's background.
 - E. increases credibility.

61. Which of the following suggestions can help a person send positive nonverbal signals?
- Avoid keeping people waiting for you and minimize nonverbal signals sent
 - Avoid separation in the seating arrangement and maintain eye contact
 - Face other people directly and minimize gestures
 - Maintain eye contact and minimize gestures
 - Minimize the nonverbal signals sent and lean forward
62. When a listener attempts to repeat and clarify what he or she believes another person is saying, the listener is
- back-listening.
 - providing feedback.
 - echo-listening.
 - reflecting.
 - reiterating.
63. The process of reflection
- facilitates accurate communication.
 - usually interferes with communication efforts.
 - can be minimized with effective listening techniques.
 - is not necessary when there is effective communication.
 - improves the sender's communication skills.
64. The process by which a person states what he or she believes the other person is saying is referred to as
- communication.
 - filtering.
 - reflection.
 - discussion.
 - perception.
65. The flow of _____ affects how well people perform.
- authority
 - information
 - communication
 - exchanges
 - media
66. Downward communication refers to the flow of information
- from lower to higher ranks in the organization.
 - from subordinates to supervisors.
 - among people in the same hierarchical level.
 - from department to department.
 - from higher to lower organizational levels.
67. The types of information sent downward in an organization might include
- an employee's idea for improving a business process.
 - instructions about one's job.
 - anxiety about a merger.
 - a focus groups' feedback to management.
 - grievances relative to one's job.
68. Examples of _____ include a manager giving an assignment to a secretary, a supervisor making an announcement to his subordinates and a company president delivering a talk to her management team.
- upward communication
 - downward communication
 - open-book management
 - lateral communication
 - horizontal communication

69. What term is given to the situation where employees are bombarded with so much information that they fail to absorb everything and relevant information is lost?
- Selective perception
 - Filtering
 - Information overload
 - Lack of openness
 - Sensory overload
70. _____ is a problem in downward communication that occurs when messages are passed from one person to another and some information is left out is referred to as
- One-way communication
 - Coaching
 - Centralized authority
 - Horizontal communication
 - Filtering
71. Dialogue with a goal of helping another be more effective and achieve his or her full potential on the job is referred to as
- message sending.
 - feedback communication.
 - vertical communication.
 - coaching.
 - filtering.
72. Problems with downward organizational communication include
- information underload.
 - too much openness.
 - filtering.
 - misunderstandings.
 - not enough emphasis on oral communication.
73. What term is given to the situation where messages are passed from one person to another and some information is left out or distorted?
- Selective perception
 - Filtering
 - Information overload
 - Communication neglect
 - Grapevine
74. When people have performance problems or exhibit behaviors that need to be changed, _____ is often the best way to help the person change and succeed.
- coaching
 - feedback
 - criticism
 - open-book management
 - horizontal communication
75. Sharing strategic plans and financial information with employees throughout the organization is referred to as
- filtering.
 - open-book management.
 - coaching.
 - communication structuring.
 - upward communication.

76. The practice of sharing with employees at all levels of the organization vital information previously meant for management's eyes only is known as
- open-book management.
 - vertical communication.
 - decentralized communication.
 - feedback communication.
 - coaching.
77. Information that flows from lower to higher levels in the organization's hierarchy is referred to as
- downward communication.
 - vertical communication.
 - upward communication.
 - horizontal information.
 - one-way communication.
78. John Babcock was not having a good day. Something seemed to be wrong with the machine he was operating. It had never acted up like this before and John could not determine what the problem was. He knew that his boss would know, but John didn't want to admit to his boss that he couldn't figure it out himself - so he didn't tell her about it. This illustrates a common problem of organizational communication referred to as
- information overload.
 - lack of openness.
 - improper training.
 - filtering.
 - information bombardment.
79. Upward communication refers to the flow of information
- from lower to higher ranks in the organization.
 - from supervisors to subordinates.
 - among people in the same hierarchical level.
 - from department to department.
 - from higher to lower organizational levels.
80. Subordinates may filter information from their superiors for which of the following reasons?
- To try to help their boss
 - To butter-up their boss
 - To gain their boss's trust
 - To provoke their boss
 - Because they are selfish
81. Horizontal communication refers to the flow of information
- from supervisors to subordinates.
 - among people in the same hierarchical level.
 - from outside the organization.
 - from subordinates to supervisors.
 - between employees and customers.
82. Coordination, conflict resolution and social support are all important functions of
- vertical communication.
 - horizontal communication.
 - downward communication.
 - upward communication.
 - one-way communication.

83. Direct contact among managers, integrative roles, task forces and project teams are all techniques for enhancing _____ communication.
- A. vertical
 - B. horizontal
 - C. downward
 - D. upward
 - E. staff
84. The official, organization-sanctioned episodes of transmission that are often prearranged and necessary for performing some task are referred to as
- A. vertical communications.
 - B. formal communications.
 - C. informal communication.
 - D. two-way communication.
 - E. horizontal communication.
85. The social network of informal communications that helps people interpret the organization is referred to as
- A. the virtual office.
 - B. the Internet.
 - C. the grapevine.
 - D. gossip.
 - E. open-book communication.
86. Which of the following describes communications that are official, organization-sanctioned episodes of information transmission?
- A. Electronic media.
 - B. Horizontal communication.
 - C. Formal communication.
 - D. The grapevine.
 - E. Informal communication.
87. Swift Corporation is an organization where information is available as needed, moving quickly and easily enough so that the organization functions far better as a whole team than as separate parts. Swift Corporation can best be described as which type of organization?
- A. Vertical
 - B. Horizontal
 - C. Downward
 - D. Upward
 - E. Boundaryless
88. An organization in which there are no barriers to information flow is referred to as a
- A. bureaucratic organization.
 - B. virtual organization.
 - C. decentralized organization.
 - D. boundaryless organization.
 - E. formal organization.
89. What do you think is the most important component of the basic communication process? Defend your selection.

96. Discuss the challenges of managing a grapevine. What are the suggestions for managing the grapevine?

97. Describe the ways in which GE is breaking down boundaries.

You and several colleagues are having a conversation while enjoying a lunch break at the office. You notice that two of the people are having trouble communicating. Colleague A has told Colleague B the same thing three times. However, Colleague B appears not to understand the message. You believe this is because Colleague B does not let Colleague A finish a sentence before jumping in and moving on in the conversation, assuming that he knows what Colleague A is saying.

98. In this situation, if Colleague B is simply thinking about other things and not paying attention, it would be an example of

- A. noise.
- B. communication displacement.
- C. filtering.
- D. one-way communication.
- E. feedback.

99. This conversation is an example of

- A. effective communication.
- B. communication pitfalls.
- C. one-way communication.
- D. boundaryless communication.
- E. written communication.

100. In this situation, if Colleague B is ignoring some of the information sent by Colleague A, it would be an example of

- A. perception.
- B. filtering.
- C. comprehension problems.
- D. media richness.
- E. persuasiveness.

Your first hour at work is spent sorting through different types of information. In a typical day, your assistant stops by the office to check in with you and let you know what "the talk" is around the office, you look at the emails received the previous day, check you in-box for memos and reports and check your voicemail for phone messages. Later in the day, you might meet with employees or customers and will sometimes attend formal presentations made by suppliers.

101. When your assistant lets you in on "the talk" around the office, you are most likely getting information via
- A. the official corporate agenda.
 - B. formal communication channels.
 - C. the grapevine.
 - D. perception.
 - E. filtering.
102. When you check your in-box for reports and memos, you are most likely getting information via
- A. oral communication.
 - B. informal communication channels.
 - C. the grapevine.
 - D. written communication.
 - E. electronic media.
103. When you meet with employees or customers and attend formal presentations, you are most likely getting information via
- A. oral communication.
 - B. informal communication channels.
 - C. the grapevine.
 - D. written communication.
 - E. electronic media.

Consider this scenario: Jay, the CEO of Cardinal Trucking, sends a memo to his Vice Presidents regarding new procedures for succession planning in their company. The Vice Presidents each meet informally, in pairs, to discuss the new procedures. When the procedures are announced to the other employees, they form feedback teams. These teams each draft memos providing feedback to the Vice Presidents and CEO regarding the advantages, disadvantages and potential problems with the new procedures.

104. The original memo sent by the CEO is an example of
- A. downward communication.
 - B. upward communication.
 - C. horizontal communication.
 - D. management by objectives.
 - E. vertical communication.
105. The memos sent by members of project teams to each other are examples of
- A. downward communication.
 - B. upward communication.
 - C. horizontal communication.
 - D. management by objectives.
 - E. vertical communication.
106. The meetings held by the Vice Presidents to discuss the contents of the memo from the CEO are examples of
- A. downward communication.
 - B. upward communication.
 - C. horizontal communication.
 - D. management by objectives.
 - E. vertical communication.

You were just recently hired on at Talon Programming. As part of your orientation, your manager explained a potential new program that Talon is considering implementing. The program would consist of a series of meetings for business members from around the organization and from across many levels. During these meetings, tough and candid decisions will be made about how to eliminate vertical boundaries. Furthermore, your manager explains that Talon will benchmark its competitors and companies from other industries in order to learn best practices. Finally, Talon is considering sharing locations with customers as part of the new program.

107. Talon is attempting to implement _____ with the proposed new program.
- A. a boundaryless organization
 - B. two-way communication
 - C. one-way communication
 - D. an informal communication system
 - E. virtual offices
108. In such an organization as the one the new program would create at Talon, people, jobs, processes and places, then ideas, information, decisions, and actions can move to where they are most needed.
True False
109. Talon is attempting to mirror which organization with the newly proposed program?
- A. IBM
 - B. Twitter
 - C. Coca-Cola
 - D. Nordstrom
 - E. General Electric

Ch12 Key

1. Effective communication is a fundamental aspect of job performance and managerial effectiveness.

(p. 273)

TRUE

AACSB: Analytic
Bateman - Chapter 12 #1
Blooms: Knowledge

Learning Objective: 12-01 Discuss important advantages of two-way communication.
Level of Difficulty: Easy
Topic: Interpersonal Communication

2. The transmission of information and meaning from one party to another through shared symbols is called decoding.

(p. 274)

FALSE

AACSB: Analytic
Bateman - Chapter 12 #2
Blooms: Knowledge

Learning Objective: 12-01 Discuss important advantages of two-way communication.
Level of Difficulty: Easy
Topic: Interpersonal Communication

3. The decoder initiates the communication process by conveying information to the receiver.

(p. 274)

FALSE

AACSB: Analytic
Bateman - Chapter 12 #3
Blooms: Knowledge

Learning Objective: 12-01 Discuss important advantages of two-way communication.
Level of Difficulty: Easy
Topic: Interpersonal Communication

4. Errors can occur in all stages of the communication process.

(p. 275)

TRUE

AACSB: Analytic
Bateman - Chapter 12 #4
Blooms: Knowledge

Learning Objective: 12-02 Identify communication problems to avoid.
Level of Difficulty: Easy
Topic: Watch Out for Communication Pitfalls

5. True one-way communication means not only that the receiver provides feedback, but also that the sender is receptive to the feedback.

(p. 274)

FALSE

In one-way communication, information flows in only one direction—from the sender to the receiver, with no feedback loop. True two-way communication means that not only the receiver provides feedback but also that the sender is receptive to the feedback.

AACSB: Analytic
Bateman - Chapter 12 #5
Blooms: Comprehension

Learning Objective: 12-01 Discuss important advantages of two-way communication.
Level of Difficulty: Medium
Topic: Interpersonal Communication

6. Because of filtering and perceptual differences, you can assume the other person means what you think he means or understands the meanings you intend.

(p. 276)

FALSE

Because of such filtering and perceptual differences, you cannot assume the other person means what you think he means, or understands the meanings you intend. The very human tendencies to filter and perceive subjectively underlie much of the ineffective communication, and the need for more effective communication practices.

AACSB: Analytic

Bateman - Chapter 12 #6

Blooms: Comprehension

Learning Objective: 12-02 Identify communication problems to avoid.

Level of Difficulty: Medium

Topic: Watch Out for Communication Pitfalls

7. Communication can be sent through a variety of channels, including oral, written and personal.

(p. 277)

FALSE

AACSB: Analytic

Bateman - Chapter 12 #7

Blooms: Knowledge

Learning Objective: 12-03 Describe when and how to use the various communication channels.

Level of Difficulty: Easy

Topic: Communications Flow through Different Channels

8. Written communication can be revised and provides a permanent record.

(p. 277)

TRUE

AACSB: Analytic

Bateman - Chapter 12 #8

Blooms: Knowledge

Learning Objective: 12-03 Describe when and how to use the various communication channels.

Level of Difficulty: Easy

Topic: Communications Flow through Different Channels

9. Filtering is the process of receiving and interpreting information.

(p. 275)

FALSE

AACSB: Analytic

Bateman - Chapter 12 #9

Blooms: Knowledge

Learning Objective: 12-02 Identify communication problems to avoid.

Level of Difficulty: Easy

Topic: Watch Out for Communication Pitfalls

10. Electronic channels of communication allow people to share more information with one another.

(p. 279)

TRUE

Within firms, advantages include the sharing of more information and the speed and efficiency in delivering routine messages to large numbers of people across vast geographic areas.

AACSB: Analytic

Bateman - Chapter 12 #10

Blooms: Comprehension

Learning Objective: 12-03 Describe when and how to use the various communication channels.

Level of Difficulty: Medium

Topic: Communications Flow through Different Channels

11. One disadvantage of electronic media is the difficulty of solving complex problems, which require more extended interaction.

(p. 279)

TRUE

AACSB: Analytic

Bateman - Chapter 12 #11

Blooms: Knowledge

Learning Objective: 12-03 Describe when and how to use the various communication channels.

Level of Difficulty: Easy

Topic: Communications Flow through Different Channels

12. E-mail messages are private property of the sender, not of the system's owner.
(p. 280) **FALSE**

AACSB: Analytic
Bateman - Chapter 12 #12
Blooms: Knowledge
Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Easy
Topic: Communications Flow through Different Channels

13. A "virtual office" is a mobile office in which people can work anywhere, as long as they have the tools to communicate with customers and colleagues.
(p. 281) **TRUE**

AACSB: Analytic
Bateman - Chapter 12 #13
Blooms: Knowledge
Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Easy
Topic: Communications Flow through Different Channels

14. Richer media are quicker and more personal, but allow less feedback.
(p. 283) **FALSE**

The richest media are more personal than technological, provide quick feedback, allow lots of descriptive language, and send different types of cues.

AACSB: Analytic
Bateman - Chapter 12 #14
Blooms: Comprehension
Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Medium
Topic: Communications Flow through Different Channels

15. Effective writing is more than correct spelling, punctuation and grammar.
(p. 283) **TRUE**

AACSB: Analytic
Bateman - Chapter 12 #15
Blooms: Knowledge
Learning Objective: 12-04 Summarize ways to become a better "sender" and "receiver" of information.
Level of Difficulty: Easy
Topic: Improving Communication Skills

16. According to research, facial expression and tone of voice account for 90% of the communication between two people.
(p. 286) **TRUE**

AACSB: Analytic
Bateman - Chapter 12 #16
Blooms: Knowledge
Learning Objective: 12-04 Summarize ways to become a better "sender" and "receiver" of information.
Level of Difficulty: Easy
Topic: Improving Communication Skills

17. In order to listen effectively, a person should focus on the facts and details and focus on the central ideas later.
(p. 287) **FALSE**

You can improve how well you listen by practicing numerous techniques. One technique is to listen for ideas. Don't get bogged down in all the facts and details; focus on central ideas.

AACSB: Analytic
Bateman - Chapter 12 #17
Blooms: Comprehension
Learning Objective: 12-04 Summarize ways to become a better "sender" and "receiver" of information.
Level of Difficulty: Medium
Topic: Improving Communication Skills

18. Observation is dependent upon accurate interpretation.

(p. 287-288)

TRUE

A vital source of useful observations comes from visiting people, plants, and other locations to get a firsthand view. Frequent visits to the field and careful observation can help a manager develop deep understanding of current operations, future prospects, and ideas for how to fully exploit capabilities. Of course, you must *accurately interpret* what you observe.

AACSB: Analytic
Bateman - Chapter 12 #18
Blooms: Comprehension

Learning Objective: 12-04 Summarize ways to become a better "sender" and "receiver" of information.

Level of Difficulty: Medium

Topic: Improving Communication Skills

19. Increased filtering occurs when there are fewer authority levels through which communication must pass.

(p. 288)

FALSE

The fewer authority levels through which communications must pass, the less information will be lost or distorted. As a result, in flatter organizations, filtering is less of a problem with downward communications.

AACSB: Analytic
Bateman - Chapter 12 #19
Blooms: Comprehension

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.

Level of Difficulty: Medium

Topic: Organizational Communication

20. According to research, workers receive only about 35% of the information that is provided from the top of the communication chain.

(p. 289, Figure 12.2)

FALSE

AACSB: Analytic
Bateman - Chapter 12 #20
Blooms: Knowledge

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.

Level of Difficulty: Easy

Topic: Organizational Communication

21. Frederick Taylor would have considered "open-book management" to be a very effective managerial tool.

(p. 289-290)

FALSE

Open-book management is the practice of sharing with employees at all levels of the organization vital information previously meant for management's eyes only. Father of scientific management Frederick Taylor early in the 20th century would have considered opening the books to all employees "idiotic."

AACSB: Analytic
Bateman - Chapter 12 #21
Blooms: Application

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.

Level of Difficulty: Hard

Topic: Organizational Communication

22. The problems common in upward communication are vastly different than those for downward communication.

(p. 290)

FALSE

The problems common in upward communication resemble those for downward communication. Managers, like subordinates, are bombarded with information and may neglect or miss information from below. In addition, some employees are not always open with their bosses; filtering occurs upward as well as downward.

AACSB: Analytic
Bateman - Chapter 12 #22
Blooms: Comprehension

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.

Level of Difficulty: Medium

Topic: Organizational Communication

23. The grapevine can assist with helping new employees to learn their jobs.

(p. 292)

TRUE

The grapevine is the social network of informal communications. Informal networks provide people with information, help them solve problems, and teach them how to do their work successfully.

AACSB: Analytic
Bateman - Chapter 12 #23
Blooms: Comprehension

Learning Objective: 12-06 Summarize how to work with the company grapevine.

Level of Difficulty: Medium

Topic: Informal Communication Needs Attention

24. There is strong research evidence that the grapevine must be eliminated or formal communication efforts will be adversely affected.

(p. 292-293)

FALSE

The grapevine can be destructive when irrelevant or erroneous gossip and rumors proliferate and harm operation. Rumors can destroy people's faith and trust in the company—and in each other. But the grapevine cannot be eliminated. So, managers need to *work with* the grapevine.

AACSB: Analytic
Bateman - Chapter 12 #24
Blooms: Comprehension

Learning Objective: 12-06 Summarize how to work with the company grapevine.

Level of Difficulty: Medium

Topic: Informal Communication Needs Attention

25. Many executives today consider free access to information in all directions to be an organizational imperative, supporting boundaryless organizations.

(p. 293)

TRUE

Many executives and management scholars today believe organizations need to ensure free access to information in all directions.

AACSB: Analytic
Bateman - Chapter 12 #25
Blooms: Comprehension

Learning Objective: 12-07 Describe boundaryless organization and its advantages.

Level of Difficulty: Medium

Topic: Boundaryless Organizations Have No Barriers to Information Flow

26. Components of the communication process include which of the following?

- (p. 274)
- A. Sender/receiver and volume
 - B. Volume and message
 - C. Feedback and channel**
 - D. Channel and clatter
 - E. Clatter and message

AACSB: Analytic
Bateman - Chapter 12 #26
Blooms: Knowledge

Learning Objective: 12-01 Discuss important advantages of two-way communication.
Level of Difficulty: Easy

Topic: Interpersonal Communication

27. The transmission of information and meaning from one party to another through the use of shared symbols is referred to as

- (p. 274)
- A. negotiating.
 - B. communication.**
 - C. discussion.
 - D. dialect.
 - E. symbolism.

AACSB: Analytic
Bateman - Chapter 12 #27
Blooms: Knowledge

Learning Objective: 12-01 Discuss important advantages of two-way communication.
Level of Difficulty: Easy

Topic: Interpersonal Communication

28. An interference in the system of communication that blocks perfect understanding is referred to as

- (p. 274)
- A. communication.
 - B. noise.**
 - C. static.
 - D. filtering.
 - E. dialogue.

AACSB: Analytic
Bateman - Chapter 12 #28
Blooms: Knowledge

Learning Objective: 12-01 Discuss important advantages of two-way communication.
Level of Difficulty: Easy

Topic: Interpersonal Communication

29. A process in which information flows in only one direction, from sender to receiver, with no feedback loop is referred to as

- (p. 274)
- A. decoding.
 - B. centralized decision-making.
 - C. one-way communication.**
 - D. decentralized communication.
 - E. two-way communication.

AACSB: Analytic
Bateman - Chapter 12 #29
Blooms: Knowledge

Learning Objective: 12-01 Discuss important advantages of two-way communication.
Level of Difficulty: Easy

Topic: Interpersonal Communication

30. Which of the following is an example of one-way communication?
(p. 274)
- A. A telephone conversation
 - B. A videoconference
 - C. A newscast**
 - D. A reading group
 - E. Slow dancing

In one-way communication, information flows in only one direction—from the sender to the receiver, with no feedback loop. In this case, information flows from the newscast to the viewer, but the viewer has no chance to provide feedback.

AACSB: Analytic
Bateman - Chapter 12 #30
Blooms: Comprehension
Learning Objective: 12-01 Discuss important advantages of two-way communication.
Level of Difficulty: Medium
Topic: Interpersonal Communication

31. Communication noise is
(p. 274)
- A. audible disruptions to the communications process.
 - B. avoidable.
 - C. anything that interferes with the communication process.**
 - D. irrelevant.
 - E. anything that enhances the communication process.

AACSB: Analytic
Bateman - Chapter 12 #31
Blooms: Knowledge
Learning Objective: 12-01 Discuss important advantages of two-way communication.
Level of Difficulty: Easy
Topic: Interpersonal Communication

32. The process in which information flows in two directions with the receiver providing feedback and the sender is receptive to the feedback is referred to as
(p. 274)
- A. two-way communication.**
 - B. downward communication.
 - C. horizontal communication.
 - D. upward communication.
 - E. one-way communication.

AACSB: Analytic
Bateman - Chapter 12 #32
Blooms: Knowledge
Learning Objective: 12-01 Discuss important advantages of two-way communication.
Level of Difficulty: Easy
Topic: Interpersonal Communication

33. One-way communication is _____ than two-way communication.
(p. 274)
- A. easier for the sender**
 - B. more time-consuming
 - C. easier for the receiver
 - D. more effective
 - E. more likely to be understood

Because one-way communication is faster and easier for the sender, it is much more common than it should be. A busy executive finds it easier to dash off an e-mail message than to discuss a nagging problem with subordinate. Also, he doesn't have to deal with questions or be challenged by someone who disagrees.

AACSB: Analytic
Bateman - Chapter 12 #33
Blooms: Comprehension
Learning Objective: 12-01 Discuss important advantages of two-way communication.
Level of Difficulty: Medium
Topic: Interpersonal Communication

34. Two-way communication has occurred when
(p. 274) **A.** receivers respond openly to senders.
B. feedback is not present.
C. senders are not receptive to feedback.
D. information flows from the sender to the receiver.
E. the sender encodes a meaning.

AACSB: Analytic
Bateman - Chapter 12 #34
Blooms: Knowledge

Learning Objective: 12-01 Discuss important advantages of two-way communication.
Level of Difficulty: Easy

Topic: Interpersonal Communication

35. Which of the following is an example of two-way communication?
(p. 274) A. A television show
B. A political speech
C. A siren sounding off
D. A telephone ringing
E. An argument

When receivers respond to senders—Person B becomes the sender and Person A the receiver—two way communication has occurred. An argument is the only example in which information flows in two directions.

AACSB: Analytic
Bateman - Chapter 12 #35
Blooms: Comprehension

Learning Objective: 12-01 Discuss important advantages of two-way communication.
Level of Difficulty: Medium

Topic: Interpersonal Communication

36. The process of receiving and interpreting information is known as
(p. 275) A. filtering.
B. discussion.
C. collaboration.
D. perception.
E. dialogue.

AACSB: Analytic
Bateman - Chapter 12 #36
Blooms: Knowledge

Learning Objective: 12-02 Identify communication problems to avoid.
Level of Difficulty: Easy

Topic: Watch Out for Communication Pitfalls

37. Which of these is the process of withholding or distorting information?
(p. 275) A. Dialogue
B. Perception
C. Discussion
D. Filtering
E. Noise

AACSB: Analytic
Bateman - Chapter 12 #37
Blooms: Knowledge

Learning Objective: 12-02 Identify communication problems to avoid.
Level of Difficulty: Easy

Topic: Watch Out for Communication Pitfalls

38. Which of the following is a suggestion provided in the textbook for making a presentation to an audience who speaks a different language?
(p. 276)
- A.** Repeat each important idea
 - B. Eliminate facial and hand gestures
 - C. Jump in to fill a silence
 - D. If unsure, assume similarity
 - E. Do not take breaks; keep conversation flowing

Tactics suggested in the textbook include repeating each important idea, using more facial and appropriate hand gestures to emphasize the meaning of words, waiting when there is silence, taking more frequent breaks and when unsure, assume difference, not similarity.

AACSB: Analytic
Bateman - Chapter 12 #38
Blooms: Comprehension
Learning Objective: 12-02 Identify communication problems to avoid.
Level of Difficulty: Medium
Topic: Watch Out for Communication Pitfalls

39. Which of the following is the communication channel that includes reports and computer files?
(p. 277)
- A.** Written
 - B. Electronic
 - C. Oral
 - D. Downward
 - E. Upward

AACSB: Analytic
Bateman - Chapter 12 #39
Blooms: Knowledge
Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Easy
Topic: Communications Flow through Different Channels

40. Which of these is an advantage of written communication?
(p. 277)
- A. The message is changed and refined when relayed through many people
 - B. It is less expensive than oral
 - C. The message cannot be revised
 - D.** It is a permanent record
 - E. Receivers can analyze the message more quickly

Advantages to using written messages are that the message can be revised several times, it is a permanent record that can be saved, the message stay the same even if relayed through many people, and the receiver has more time to analyze the message.

AACSB: Analytic
Bateman - Chapter 12 #40
Blooms: Comprehension
Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Medium
Topic: Communications Flow through Different Channels

41. Oral communication includes
(p. 277)
- A. any use of words.
 - B. anything audible.
 - C.** face-to-face discussions.
 - D. all non-written communication.
 - E. non-verbal nuances.

AACSB: Analytic
Bateman - Chapter 12 #41
Blooms: Knowledge
Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Easy
Topic: Communications Flow through Different Channels

42. Face-to-face discussions, telephone conversations and formal presentations are examples of
(p. 277) A. written communication.
B. non-verbal communication.
C. oral communication.
D. one-way communication.
E. two-way communication.

Oral communication includes face-to-face discussion, telephone conversations, and formal presentations and speeches.

AACSB: Analytic
Bateman - Chapter 12 #42
Blooms: Comprehension
Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Medium
Topic: Communications Flow through Different Channels

43. E-mail is an example of which communication channel?
(p. 277) A. Non-verbal
B. Oral
C. Written
D. Virtual
E. One-way

Written communication includes email, memos, letters, reports, computer files, and other written documents.

AACSB: Analytic
Bateman - Chapter 12 #43
Blooms: Comprehension
Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Medium
Topic: Communications Flow through Different Channels

44. The memos and reports that a manager receives are examples of which communication channel?
(p. 277) A. Non-verbal
B. Oral
C. Written
D. Electronic
E. One-way

Written communication includes email, memos, letters, reports, computer files, and other written documents.

AACSB: Analytic
Bateman - Chapter 12 #44
Blooms: Comprehension
Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Medium
Topic: Communications Flow through Different Channels

45. Posting text to a Web site is called
(p. 278) A. surfing the net.
B. formal communication.
C. non-verbal communication.
D. blogging.
E. emailing.

AACSB: Analytic
Bateman - Chapter 12 #45
Blooms: Comprehension
Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Easy
Topic: Communications Flow through Different Channels

46. Disadvantages of electronic communication include which of the following?
(p. 279)
- A. Increased expenses
 - B. Lack of confidentiality**
 - C. Lower quality decisions
 - D. Inefficiency
 - E. The inability to solve simple problems

The disadvantages of electronic communication include the difficulty of solving complex problems. Additionally, advantages of electronic communication include a reduction in time and expenses, higher-quality decisions, but the anonymity also offers potential for lies, gossip, insults, threats, harassment, and the release of confidential information.

AACSB: Analytic
Bateman - Chapter 12 #46
Blooms: Comprehension

Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Medium
Topic: Communications Flow through Different Channels

47. E-mail messages are private property of the
(p. 280)
- A. system's owner.**
 - B. sender.
 - C. receiver.
 - D. government.
 - E. individuals who have access to them.

AACSB: Analytic
Bateman - Chapter 12 #47
Blooms: Knowledge

Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Easy
Topic: Communications Flow through Different Channels

48. Hurling insults, venting frustration and otherwise breaching protocol using electronic communications is called
(p. 280)
- A. blogging.
 - B. flaming.**
 - C. flogging.
 - D. venting.
 - E. spamming.

AACSB: Analytic
Bateman - Chapter 12 #48
Blooms: Knowledge

Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Easy
Topic: Communications Flow through Different Channels

49. _____ offices are also referred to as mobile offices.
(p. 281)
- A. Corporate
 - B. Business
 - C. Virtual**
 - D. Customer's
 - E. Second Life

AACSB: Analytic
Bateman - Chapter 12 #49
Blooms: Knowledge

Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Easy
Topic: Communications Flow through Different Channels

50. Marco has recently been transferred to a new division where he's allowed to perform his work via a laptop computer and telephone modem. He sometimes works for days without ever going to the office. His new division appears to be utilizing
- A. extensive horizontal communication.
 - B. limited communication.
 - C.** virtual offices.
 - D. primarily informal communication.
 - E. enhanced media.

A virtual office is a mobile office where people can work anywhere—home, car, airport, customers' offices—as long as they have the tools to communicate with customers and colleagues. Carlos is working from home and has the tools to communicate, the laptop and modem. Therefore, his division is utilizing a virtual office.

AACSB: Analytic
Bateman - Chapter 12 #50
Blooms: Application

Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Hard
Topic: Communications Flow through Different Channels

51. A mobile office in which people can work anywhere, as long as they have the tools to communicate with customers and colleagues is referred to as
- A. a remote office.
 - B.** a virtual office.
 - C. decentralized authority.
 - D. two-way communication.
 - E. one-way communication.

AACSB: Analytic
Bateman - Chapter 12 #51
Blooms: Knowledge

Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Easy
Topic: Communications Flow through Different Channels

52. The degree to which a communication channel conveys information is referred to as
- A.** media richness.
 - B. feedback.
 - C. media thickness.
 - D. transmission richness.
 - E. perception.

AACSB: Analytic
Bateman - Chapter 12 #52
Blooms: Knowledge

Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Easy
Topic: Communications Flow through Different Channels

53. The more information/cues a medium sends to the receiver, the _____ the medium is considered.
- A. quicker
 - B. fuller
 - C. wider
 - D.** richer
 - E. more complex

AACSB: Analytic
Bateman - Chapter 12 #53
Blooms: Knowledge

Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Easy
Topic: Communications Flow through Different Channels

54. Which type of communication is the richest medium because it offers a variety of cues in addition to words?
(p. 283)
- A. Two-way
 - B. One way
 - C. Nonverbal
 - D. Face-to-face**
 - E. Electronic

Face-to-face communication is the richest medium because it offers a variety of cues in addition to words: tone of voice, facial expression, body language, and other non-verbal signals.

AACSB: Analytic
Bateman - Chapter 12 #54
Blooms: Comprehension
Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Medium
Topic: Communications Flow through Different Channels

55. Improving your sender skills includes which of the following?
(p. 283-284)
- A. Making numerous presentations
 - B. Emailing
 - C. Language use**
 - D. Sending verbal messages
 - E. Reading

AACSB: Analytic
Bateman - Chapter 12 #55
Blooms: Knowledge
Learning Objective: 12-04 Summarize ways to become a better "sender" and "receiver" of information.
Level of Difficulty: Easy
Topic: Improving Communication Skills

56. Which of the following is one of the ways to add power to your presentations?
(p. 284)
- A. Provide data
 - B. Practice**
 - C. Strive for perfection
 - D. Be prepared to answer simple questions
 - E. Slant your message for different audiences

Lynn Hamilton offers 10 useful tips for making formal presentations more powerful. These include, providing meaning, not just data, practice, practice, practice, allowing imperfection, and being prepared to answer tough questions. Hamilton does not mention slanting your message for different audiences.

AACSB: Analytic
Bateman - Chapter 12 #56
Blooms: Comprehension
Learning Objective: 12-04 Summarize ways to become a better "sender" and "receiver" of information.
Level of Difficulty: Medium
Topic: Improving Communication Skills

57. As a leader, some of your toughest challenges will arise when people do not want to do what has to be done. Leaders have to improve their communication skills by utilizing their _____ skills.
- (p. 283)
- A.** persuasive
 - B. writing
 - C. language
 - D. nonverbal
 - E. writing

As a leader, you will find that some of your toughest challenges arise when people do not want to do what has to be done. Leaders have to be persuasive to get people on board.

AACSB: Analytic
Bateman - Chapter 12 #57
Blooms: Comprehension
Learning Objective: 12-04 Summarize ways to become a better "sender" and "receiver" of information.
Level of Difficulty: Medium
Topic: Improving Communication Skills

58. Advertisers are known to state their message many times and in simple and informative ways during a single promotion. This is because they
- (p. 284)
- A. are new presenters.
 - B.** are trying to be persuasive.
 - C. are addressing a hostile audience.
 - D. are attempting to confuse the audience.
 - E. want to establish their credibility.

The most powerful and persuasive messages are simple and informative. Advertisers ensure that their messages are simple and informative by repeating the message and making sure that everyone understands the message by saying it different ways.

AACSB: Analytic
Bateman - Chapter 12 #58
Blooms: Application
Learning Objective: 12-04 Summarize ways to become a better "sender" and "receiver" of information.
Level of Difficulty: Hard
Topic: Improving Communication Skills

59. Effective writing requires
- (p. 285)
- A. simply correct spelling, punctuation and grammar.
 - B. ambiguity, to keep readers interested.
 - C. length.
 - D.** clarity.
 - E. intricate detail.

Effective writing is more than correct spelling, punctuation, and grammar. Good writing above all requires clear, logical thinking.

AACSB: Analytic
Bateman - Chapter 12 #59
Blooms: Comprehension
Learning Objective: 12-04 Summarize ways to become a better "sender" and "receiver" of information.
Level of Difficulty: Medium
Topic: Improving Communication Skills

60. Jargon
(p. 285) A. can make communication less effective.
B. can create misunderstandings.
C. is a technical language.
D. is based on the receiver's background.
E. increases credibility.

Jargon is actually a form of shorthand and can make communication more effective when both the sender and the receiver know the buzzwords. But when the receiver is unfamiliar with the jargon, misunderstandings result.

AACSB: Analytic
Bateman - Chapter 12 #60
Blooms: Comprehension
Learning Objective: 12-04 Summarize ways to become a better "sender" and "receiver" of information.
Level of Difficulty: Medium
Topic: Improving Communication Skills

61. Which of the following suggestions can help a person send positive nonverbal signals?
(p. 286) A. Avoid keeping people waiting for you and minimize nonverbal signals sent
B. Avoid separation in the seating arrangement and maintain eye contact
C. Face other people directly and minimize gestures
D. Maintain eye contact and minimize gestures
E. Minimize the nonverbal signals sent and lean forward

Suggestions to help you send positive nonverbal signals include using time appropriately. This includes avoiding keeping employees waiting and communicating frequently. Secondly, make your office arrangement conducive to open communication. Finally, remember your body language; gesture frequently, maintain eye contact, smile, have an open body orientation, and lean forward to convey interest in what the other person is saying.

AACSB: Analytic
Bateman - Chapter 12 #61
Blooms: Comprehension
Learning Objective: 12-04 Summarize ways to become a better "sender" and "receiver" of information.
Level of Difficulty: Medium
Topic: Improving Communication Skills

62. When a listener attempts to repeat and clarify what he or she believes another person is saying, the listener is
(p. 286) A. back-listening.
B. providing feedback.
C. echo-listening.
D. reflecting.
E. reiterating.

AACSB: Analytic
Bateman - Chapter 12 #62
Blooms: Knowledge
Learning Objective: 12-04 Summarize ways to become a better "sender" and "receiver" of information.
Level of Difficulty: Easy
Topic: Improving Communication Skills

63. The process of reflection
(p. 286) **A.** facilitates accurate communication.
B. usually interferes with communication efforts.
C. can be minimized with effective listening techniques.
D. is not necessary when there is effective communication.
E. improves the sender's communication skills.

Reflection places greater emphasis on listening than on talking. When both parties actively engage in reflection, they get into each other's frame of reference rather than listening and responding from their own. The result is more accurate two way communication

AACSB: Analytic
Bateman - Chapter 12 #63
Blooms: Comprehension

Learning Objective: 12-04 Summarize ways to become a better "sender" and "receiver" of information.
Level of Difficulty: Medium
Topic: Improving Communication Skills

64. The process by which a person states what he or she believes the other person is saying is referred to
(p. 286) as
A. communication.
B. filtering.
C. reflection.
D. discussion.
E. perception.

AACSB: Analytic
Bateman - Chapter 12 #64
Blooms: Knowledge

Learning Objective: 12-04 Summarize ways to become a better "sender" and "receiver" of information.
Level of Difficulty: Easy
Topic: Improving Communication Skills

65. The flow of _____ affects how well people perform.
(p. 288) A. authority
B. information
C. communication
D. exchanges
E. media

AACSB: Analytic
Bateman - Chapter 12 #65
Blooms: Knowledge

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.
Level of Difficulty: Easy
Topic: Organizational Communication

66. Downward communication refers to the flow of information
(p. 288) A. from lower to higher ranks in the organization.
B. from subordinates to supervisors.
C. among people in the same hierarchical level.
D. from department to department.
E. from higher to lower organizational levels.

AACSB: Analytic
Bateman - Chapter 12 #66
Blooms: Knowledge

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.
Level of Difficulty: Easy
Topic: Organizational Communication

67. The types of information sent downward in an organization might include
(p. 285) A. an employee's idea for improving a business process.
B. instructions about one's job.
C. anxiety about a merger.
D. a focus groups' feedback to management.
E. grievances relative to one's job.

Downward communication refers to the flow of information from higher to lower levels in the organization's hierarchy. Examples include a manager giving an assignment to an assistant, a supervisor making an announcement to his subordinates, and a company president delivering a talk to her management team. Providing instructions about a person's job is an example of downward communication. The other options are examples of open-book management and upward communication.

AACSB: Analytic
Bateman - Chapter 12 #67
Blooms: Comprehension

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.
Level of Difficulty: Medium
Topic: Organizational Communication

68. Examples of _____ include a manager giving an assignment to a secretary, a supervisor making
(p. 285) an announcement to his subordinates and a company president delivering a talk to her management team.
A. upward communication
B. downward communication
C. open-book management
D. lateral communication
E. horizontal communication

AACSB: Analytic
Bateman - Chapter 12 #68
Blooms: Knowledge

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.
Level of Difficulty: Easy
Topic: Organizational Communication

69. What term is given to the situation where employees are bombarded with so much information that
(p. 288) they fail to absorb everything and relevant information is lost?
A. Selective perception
B. Filtering
C. Information overload
D. Lack of openness
E. Sensory overload

AACSB: Analytic
Bateman - Chapter 12 #69
Blooms: Knowledge

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.
Level of Difficulty: Easy
Topic: Organizational Communication

70. _____ is a problem in downward communication that occurs when messages are passed from one
(p. 288) person to another and some information is left out is referred to as
A. One-way communication
B. Coaching
C. Centralized authority
D. Horizontal communication
E. Filtering

AACSB: Analytic
Bateman - Chapter 12 #70
Blooms: Knowledge

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.
Level of Difficulty: Easy
Topic: Organizational Communication

71. Dialogue with a goal of helping another be more effective and achieve his or her full potential on the job is referred to as
(p. 289)
- A. message sending.
 - B. feedback communication.
 - C. vertical communication.
 - D. coaching.**
 - E. filtering.

AACSB: Analytic
Bateman - Chapter 12 #71
Blooms: Knowledge

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.
Level of Difficulty: Easy

Topic: Organizational Communication

72. Problems with downward organizational communication include
(p. 288)
- A. information underload.
 - B. too much openness.
 - C. filtering.**
 - D. misunderstandings.
 - E. not enough emphasis on oral communication.

People often lack adequate information with downward communication. Several problems underlie the lack in information: information overload, lack of openness between managers and employees, and filtering.

AACSB: Analytic
Bateman - Chapter 12 #72
Blooms: Comprehension

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.
Level of Difficulty: Medium

Topic: Organizational Communication

73. What term is given to the situation where messages are passed from one person to another and some information is left out or distorted?
(p. 288)
- A. Selective perception
 - B. Filtering**
 - C. Information overload
 - D. Communication neglect
 - E. Grapevine

AACSB: Analytic
Bateman - Chapter 12 #73
Blooms: Knowledge

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.
Level of Difficulty: Easy

Topic: Organizational Communication

74. When people have performance problems or exhibit behaviors that need to be changed, _____ is often the best way to help the person change and succeed.
(p. 289)
- A. coaching**
 - B. feedback
 - C. criticism
 - D. open-book management
 - E. horizontal communication

AACSB: Analytic
Bateman - Chapter 12 #74
Blooms: Knowledge

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.
Level of Difficulty: Easy

Topic: Organizational Communication

75. Sharing strategic plans and financial information with employees throughout the organization is referred to as
- (p. 289)
- A. filtering.
 - B.** open-book management.
 - C. coaching.
 - D. communication structuring.
 - E. upward communication.

AACSB: Analytic
Bateman - Chapter 12 #75
Blooms: Knowledge
Level of Difficulty: Easy
Topic: Organizational Communication

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.

76. The practice of sharing with employees at all levels of the organization vital information previously meant for management's eyes only is known as
- (p. 289)
- A.** open-book management.
 - B. vertical communication.
 - C. decentralized communication.
 - D. feedback communication.
 - E. coaching.

AACSB: Analytic
Bateman - Chapter 12 #76
Blooms: Knowledge
Level of Difficulty: Easy
Topic: Organizational Communication

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.

77. Information that flows from lower to higher levels in the organization's hierarchy is referred to as
- (p. 290)
- A. downward communication.
 - B. vertical communication.
 - C.** upward communication.
 - D. horizontal information.
 - E. one-way communication.

AACSB: Analytic
Bateman - Chapter 12 #77
Blooms: Knowledge
Level of Difficulty: Easy
Topic: Organizational Communication

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.

78. John Babcock was not having a good day. Something seemed to be wrong with the machine he was operating. It had never acted up like this before and John could not determine what the problem was. He knew that his boss would know, but John didn't want to admit to his boss that he couldn't figure it out himself - so he didn't tell her about it. This illustrates a common problem of organizational communication referred to as
- (p. 288)
- A. information overload.
 - B. lack of openness.
 - C. improper training.
 - D.** filtering.
 - E. information bombardment.

With filtering, when messages are passed from one person to another, some information is left out. The message can also be distorted as people add words or interpretations. In addition, some people are not always open with their bosses. People tend to share only good news with their bosses and suppress bad news. John wanted to appear competent and therefore was afraid to share the information with his boss.

AACSB: Analytic
Bateman - Chapter 12 #78
Blooms: Application
Level of Difficulty: Hard
Topic: Organizational Communication

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.

79. Upward communication refers to the flow of information
(p. 290) **A.** from lower to higher ranks in the organization.
B. from supervisors to subordinates.
C. among people in the same hierarchical level.
D. from department to department.
E. from higher to lower organizational levels.

AACSB: Analytic
Bateman - Chapter 12 #79
Blooms: Knowledge
Level of Difficulty: Easy

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.

Topic: Organizational Communication

80. Subordinates may filter information from their superiors for which of the following reasons?
(p. 290) **A.** To try to help their boss
B. To butter-up their boss
C. To gain their boss's trust
D. To provoke their boss
E. Because they are selfish

People tend to share only good news with their bosses and suppress bad news for several reasons: they want to appear competent, they mistrust their boss and fear that if he or she finds out about something they have done they will be punished, or they fear that the boss will punish the messenger, or finally, they believe they are helping the boss if they shield him or her from problems.

AACSB: Analytic
Bateman - Chapter 12 #80
Blooms: Comprehension
Level of Difficulty: Medium

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.

Topic: Organizational Communication

81. Horizontal communication refers to the flow of information
(p. 291) A. from supervisors to subordinates.
B. among people in the same hierarchical level.
C. from outside the organization.
D. from subordinates to supervisors.
E. between employees and customers.

AACSB: Analytic
Bateman - Chapter 12 #81
Blooms: Knowledge
Level of Difficulty: Easy

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.

Topic: Organizational Communication

82. Coordination, conflict resolution and social support are all important functions of
(p. 291) A. vertical communication.
B. horizontal communication.
C. downward communication.
D. upward communication.
E. one-way communication.

Horizontal communication has several important functions: It allows units to share information, coordinate works, and solve mutual problems. It helps resolve conflicts. Finally, by allowing interaction among peers, it provides social and emotional support.

AACSB: Analytic
Bateman - Chapter 12 #82
Blooms: Comprehension
Level of Difficulty: Medium

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.

Topic: Organizational Communication

83. Direct contact among managers, integrative roles, task forces and project teams are all techniques for enhancing _____ communication.
(p. 291)
- A. vertical
 - B. horizontal**
 - C. downward
 - D. upward
 - E. staff

These are all examples of horizontal communication which take place among people in the same work team or in different departments, but who are all on the same hierarchical level.

AACSB: Analytic
Bateman - Chapter 12 #83
Blooms: Comprehension

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.
Level of Difficulty: Medium
Topic: Organizational Communication

84. The official, organization-sanctioned episodes of transmission that are often prearranged and necessary for performing some task are referred to as
(p. 292)
- A. vertical communications.
 - B. formal communications.**
 - C. informal communication.
 - D. two-way communication.
 - E. horizontal communication.

AACSB: Analytic
Bateman - Chapter 12 #84
Blooms: Knowledge

Learning Objective: 12-06 Summarize how to work with the company grapevine.
Level of Difficulty: Easy
Topic: Informal Communication Needs Attention

85. The social network of informal communications that helps people interpret the organization is referred to as
(p. 292)
- A. the virtual office.
 - B. the Internet.
 - C. the grapevine.**
 - D. gossip.
 - E. open-book communication.

AACSB: Analytic
Bateman - Chapter 12 #85
Blooms: Knowledge

Learning Objective: 12-06 Summarize how to work with the company grapevine.
Level of Difficulty: Easy
Topic: Informal Communication Needs Attention

86. Which of the following describes communications that are official, organization-sanctioned episodes of information transmission?
(p. 292)
- A. Electronic media.
 - B. Horizontal communication.
 - C. Formal communication.**
 - D. The grapevine.
 - E. Informal communication.

AACSB: Analytic
Bateman - Chapter 12 #86
Blooms: Knowledge

Learning Objective: 12-06 Summarize how to work with the company grapevine.
Level of Difficulty: Easy
Topic: Informal Communication Needs Attention

87. (p. 293) Swift Corporation is an organization where information is available as needed, moving quickly and easily enough so that the organization functions far better as a whole team than as separate parts. Swift Corporation can best be described as which type of organization?
- A. Vertical
 - B. Horizontal
 - C. Downward
 - D. Upward
 - E. Boundaryless**

A boundaryless organization is one without any barriers to information flow. Swift Corporation does not limit the flow of information.

AACSB: Analytic
Bateman - Chapter 12 #87
Blooms: Comprehension
Learning Objective: 12-07 Describe boundaryless organization and its advantages.
Level of Difficulty: Medium
Topic: Boundaryless Organizations Have No Barriers to Information Flow

88. (p. 293) An organization in which there are no barriers to information flow is referred to as a
- A. bureaucratic organization.
 - B. virtual organization.
 - C. decentralized organization.
 - D. boundaryless organization.**
 - E. formal organization.

AACSB: Analytic
Bateman - Chapter 12 #88
Blooms: Knowledge
Learning Objective: 12-07 Describe boundaryless organization and its advantages.
Level of Difficulty: Easy
Topic: Boundaryless Organizations Have No Barriers to Information Flow

89. (p. 274-275) What do you think is the most important component of the basic communication process? Defend your selection.

Answers will vary.

AACSB: Analytic
Bateman - Chapter 12 #89
Blooms: Application
Learning Objective: 12-01 Discuss important advantages of two-way communication.
Level of Difficulty: Hard
Topic: Interpersonal Communication

90. (p. 276-277) Discuss at least five of the tactics that Nancy J. Adler suggests for communicating effectively with someone who speaks a different language.

Answers will vary.

AACSB: Analytic
Bateman - Chapter 12 #90
Blooms: Comprehension
Learning Objective: 12-02 Identify communication problems to avoid.
Level of Difficulty: Medium
Topic: Watch Out for Communication Pitfalls

91. (p. 277-280) Discuss the advantages and disadvantages of each of the communication channels presented in your text.

Answers will vary.

AACSB: Analytic
Bateman - Chapter 12 #91
Blooms: Comprehension
Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Medium
Topic: Communications Flow through Different Channels

92. Describe the different issues that affect the use of electronic media.

(p. 277-281)

Answers will vary.

AACSB: Analytic
Bateman - Chapter 12 #92
Blooms: Comprehension

Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Medium

Topic: Communications Flow through Different Channels

93. How can a person improve presentation and persuasion skills?

(p. 283-284)

Answers will vary.

AACSB: Analytic
Bateman - Chapter 12 #93
Blooms: Comprehension

Learning Objective: 12-04 Summarize ways to become a better "sender" and "receiver" of information.
Level of Difficulty: Medium

Topic: Improving Communication Skills

94. According to your text, what are some suggestions on how to send positive nonverbal signals?

(p. 285-286)

Describe the importance of nonverbal communication in different countries.

Answers will vary.

AACSB: Analytic
Bateman - Chapter 12 #94
Blooms: Comprehension

Learning Objective: 12-04 Summarize ways to become a better "sender" and "receiver" of information.
Level of Difficulty: Medium

Topic: Improving Communication Skills

95. What is "Open-Book Management?" Defend your view of this controversial practice.

(p. 289-290)

Answers will vary.

AACSB: Analytic
Bateman - Chapter 12 #95
Blooms: Application

Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.
Level of Difficulty: Hard

Topic: Organizational Communication

96. Discuss the challenges of managing a grapevine. What are the suggestions for managing the grapevine?

(p. 292-293)

Answers will vary.

AACSB: Analytic
Bateman - Chapter 12 #96
Blooms: Comprehension

Learning Objective: 12-06 Summarize how to work with the company grapevine.
Level of Difficulty: Medium

Topic: Informal Communication Needs Attention

97. Describe the ways in which GE is breaking down boundaries.

(p. 293)

Answers will vary.

AACSB: Analytic
Bateman - Chapter 12 #97
Blooms: Comprehension

Learning Objective: 12-07 Describe boundaryless organization and its advantages.
Level of Difficulty: Medium

Topic: Boundaryless Organizations Have No Barriers to Information Flow

You and several colleagues are having a conversation while enjoying a lunch break at the office. You notice that two of the people are having trouble communicating. Colleague A has told Colleague B the same thing three times. However, Colleague B appears not to understand the message. You believe this is because Colleague B does not let Colleague A finish a sentence before jumping in and moving on in the conversation, assuming that he knows what Colleague A is saying.

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98. In this situation, if Colleague B is simply thinking about other things and not paying attention, it would be an example of
- (p. 274)
- A.** noise.
 - B. communication displacement.
 - C. filtering.
 - D. one-way communication.
 - E. feedback.

The communication process is often hampered by *noise*, or interference in the system, that blocks perfect understanding. Noise could be anything that interferes with accurate communication: ringing telephones, thoughts about other things, or simple fatigue or stress. Colleague B is distracted by other things, which is an example of noise.

*AACSB: Analytic
Bateman - Chapter 12 #98
Blooms: Comprehension*

*Learning Objective: 12-01 Discuss important advantages of two-way communication.
Level of Difficulty: Medium
Topic: Interpersonal Communication*

99. This conversation is an example of
- (p. 275)
- A. effective communication.
 - B.** communication pitfalls.
 - C. one-way communication.
 - D. boundaryless communication.
 - E. written communication.

Errors can occur in all stages of the communication process. In the encoding stage, words can be misused or ambiguous phrases inserted. Decoding problems arise when the receiver doesn't listen carefully or reads too quickly and overlooks a key point. Receivers can also misinterpret the message. Colleague B is experiencing decoding problems in this conversation.

*AACSB: Analytic
Bateman - Chapter 12 #99
Blooms: Application*

*Learning Objective: 12-02 Identify communication problems to avoid.
Level of Difficulty: Hard
Topic: Watch Out for Communication Pitfalls*

100. In this situation, if Colleague B is ignoring some of the information sent by Colleague A, it would be an example of
- (p. 275)
- A. perception.
 - B.** filtering.
 - C. comprehension problems.
 - D. media richness.
 - E. persuasiveness.

Filtering is the process of withholding, ignoring, or distorting information. Colleague B is filtering by ignoring some of the information from Colleague A.

*AACSB: Analytic
Bateman - Chapter 12 #100
Blooms: Comprehension*

*Learning Objective: 12-02 Identify communication problems to avoid.
Level of Difficulty: Medium
Topic: Watch Out for Communication Pitfalls*

Your first hour at work is spent sorting through different types of information. In a typical day, your assistant stops by the office to check in with you and let you know what "the talk" is around the office, you look at the emails received the previous day, check you in-box for memos and reports and check your voicemail for phone messages. Later in the day, you might meet with employees or customers and will sometimes attend formal presentations made by suppliers.

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101. When your assistant lets you in on "the talk" around the office, you are most likely getting information via
- (p. 292)
- A. the official corporate agenda.
 - B. formal communication channels.
 - C.** the grapevine.
 - D. perception.
 - E. filtering.

The grapevine is the social network of informal communications. Informal communication is more unofficial. People gossip; employees complain about their boss; people talk about their favorite sports teams;; work teams tell newcomers how to get by.

*AACSB: Analytic
Bateman - Chapter 12 #101
Blooms: Application*

*Learning Objective: 12-06 Summarize how to work with the company grapevine.
Level of Difficulty: Hard
Topic: Informal Communication Needs Attention*

102. When you check your in-box for reports and memos, you are most likely getting information via
- (p. 277)
- A. oral communication.
 - B. informal communication channels.
 - C. the grapevine.
 - D.** written communication.
 - E. electronic media.

Written communication includes email, memos, letters, reports, computer files, and other written documents.

*AACSB: Analytic
Bateman - Chapter 12 #102
Blooms: Application*

*Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Hard
Topic: Communications Flow through Different Channels*

103. When you meet with employees or customers and attend formal presentations, you are most likely getting information via
- (p. 277)
- A.** oral communication.
 - B. informal communication channels.
 - C. the grapevine.
 - D. written communication.
 - E. electronic media.

Oral communication includes face-to-face discussion, telephone conversations, and formal presentations and speeches.

*AACSB: Analytic
Bateman - Chapter 12 #103
Blooms: Application*

*Learning Objective: 12-03 Describe when and how to use the various communication channels.
Level of Difficulty: Hard
Topic: Communications Flow through Different Channels*

Consider this scenario: Jay, the CEO of Cardinal Trucking, sends a memo to his Vice Presidents regarding new procedures for succession planning in their company. The Vice Presidents each meet informally, in pairs, to discuss the new procedures. When the procedures are announced to the other employees, they form feedback teams. These teams each draft memos providing feedback to the Vice Presidents and CEO regarding the advantages, disadvantages and potential problems with the new procedures.

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104. The original memo sent by the CEO is an example of
(p. 288) **A.** downward communication.
B. upward communication.
C. horizontal communication.
D. management by objectives.
E. vertical communication.

Downward communication refers to the flow of information from higher to lower levels in the organization's hierarchy. The original memo flowed from the CEO down to his Vice Presidents, making it downward communication.

*AACSB: Analytic
Bateman - Chapter 12 #104
Blooms: Application*

*Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.
Level of Difficulty: Hard
Topic: Organizational Communication*

105. The memos sent by members of project teams to each other are examples of
(p. 291) A. downward communication.
B. upward communication.
C. horizontal communication.
D. management by objectives.
E. vertical communication.

Much information needs to be shared among people on the same hierarchical level. Such horizontal communication can take place among people in the same work team or in different departments. Because the other members of the project teams sent the memos to each other, they were communicating horizontally because they are all on the same hierarchical level.

*AACSB: Analytic
Bateman - Chapter 12 #105
Blooms: Application*

*Learning Objective: 12-05 Explain how to improve downward; upward; and horizontal communication.
Level of Difficulty: Hard
Topic: Organizational Communication*

106. The meetings held by the Vice Presidents to discuss the contents of the memo from the CEO are examples of
- A. downward communication.
 - B. upward communication.
 - C. horizontal communication.**
 - D. management by objectives.
 - E. vertical communication.

Much information needs to be shared among people on the same hierarchical level. Such horizontal communication can take place among people in the same work team or in different departments. Because the Vice Presidents met with each other and they are on the same hierarchical level, they were communicating horizontally.

AACSB: Analytic
Bateman - Chapter 12 #106
Blooms: Application
Level of Difficulty: Hard
Topic: Organizational Communication

You were just recently hired on at Talon Programming. As part of your orientation, your manager explained a potential new program that Talon is considering implementing. The program would consist of a series of meetings for business members from around the organization and from across many levels. During these meetings, tough and candid decisions will be made about how to eliminate vertical boundaries. Furthermore, your manager explains that Talon will benchmark its competitors and companies from other industries in order to learn best practices. Finally, Talon is considering sharing locations with customers as part of the new program.

107. Talon is attempting to implement _____ with the proposed new program.
- A. a boundaryless organization**
 - B. two-way communication
 - C. one-way communication
 - D. an informal communication system
 - E. virtual offices

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Talon is attempting to become a boundaryless organization. If no boundaries separate people, jobs, processes, and places, then ideas, information, decisions, and actions can move to where they are most needed. By holding the series of meetings, Talon is including members from all over the organization in order to take down vertical boundaries. Additionally, by considering sharing locations with customers, the new program would eliminate boundaries based on places.

AACSB: Analytic
Bateman - Chapter 12 #107
Blooms: Application
Learning Objective: 12-07 Describe boundaryless organization and its advantages.
Level of Difficulty: Hard
Topic: Boundaryless Organizations Have No Barriers to Information Flow

108. In such an organization as the one the new program would create at Talon, people, jobs, processes and places, then ideas, information, decisions, and actions can move to where they are most needed.
- TRUE**

The new program would create a boundaryless organization. A boundaryless organization is one without any barriers to information flow. If no boundaries separate people, jobs, processes, and places, then ideas, information, decisions, and actions can move to where they are most needed.

AACSB: Analytic
Bateman - Chapter 12 #108
Blooms: Comprehension
Learning Objective: 12-07 Describe boundaryless organization and its advantages.
Level of Difficulty: Medium
Topic: Boundaryless Organizations Have No Barriers to Information Flow

109. Talon is attempting to mirror which organization with the newly proposed program?
(p. 293)
- A. IMB
 - B. Twitter
 - C. Coca-Cola
 - D. Nordstrom
 - E. General Electric**

A method of breaking down boundaries is GE's famous Workout program, a series of meetings for business members across multiple hierarchical levels, characterized by extremely frank, tough discussions that break down vertical boundaries. Workout has involved over hundreds of thousands of GE people; in any given week, thousands may be participating in a Workout program. Workout is also done with customers and suppliers, breaking down outside boundaries. GE uses plenty of other techniques to break down boundaries, too. It relentlessly benchmarks competitors and companies in other industries to learn best practices all over the world. GE places different functions together physically, such as engineering and manufacturing. It shares services across units. And it sometimes shares physical locations with its customers.

*AACSB: Analytic
Bateman - Chapter 12 #109*

Blooms: Application

Learning Objective: 12-07 Describe boundaryless organization and its advantages.

Level of Difficulty: Hard

Topic: Boundaryless Organizations Have No Barriers to Information Flow

Ch12 Summary

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