

Chapter 1: Communicating in Contemporary Organizations

Test Bank

Multiple Choice

1. Which element of scientific management theory is commonly used today in the fast food industry?

- A. Employees do not need to comply with a precise job description.
- B. Tasks can be completed at any convenient time.
- C. There is strict adherence to rules.
- D. Training takes a long time.

Cognitive Domain: Comprehension

Ans: C

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: 1900s: Management Efficiency and One-Way Communication

Difficulty Level: Medium

2. Which of the following is NOT one of Fayol's principles?

- A. discipline
- B. division of work
- C. cultural diversity
- D. authority

Ans: C

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: 1900s: Management Efficiency and One-Way Communication

Difficulty Level: Medium

3. According to Dale Carnegie, gaining compliance from other people requires _____.

- A. trust and compromise.
- B. vision, attractiveness, humility, and sincerity
- C. interpersonal skills as personified by forensic debate
- D. interpersonal dynamics of attraction and influence

Ans: D

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: 1920s: The Human Relations Approach and the Rise of Interpersonal Communication

Difficulty Level: Medium

4. According to the human relations approach, employee commitment to an organization is gained by _____.

- A. economic motivators and authority
- B. interpersonal communication skills
- C. moderate workload
- D. Both economic motivators and authority and interpersonal communication skills

Ans: D

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: 1920s: The Human Relations Approach and the Rise of Interpersonal Communication

Difficulty Level: Medium

5. The Hawthorne studies examined which of the following?

- A. the effect of light in the work area on productivity
- B. employee attitudes and feelings toward the work place
- C. social organizations within the work place
- D. all of these

Ans: D

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: 1920s: The Human Relations Approach and the Rise of Interpersonal Communication

Difficulty Level: Medium

6. Contemporary managerial communication stresses the importance of which of the following?

- A. listening
- B. keeping written records
- C. giving orders
- D. maintaining discipline

Ans: A

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: The Importance of Studying Managerial Communication

Difficulty Level: Medium

7. Organizations are _____.

- A. stable
- B. static entities
- C. continuously evolving
- D. a dated concept

Ans: C

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: 1950s: The Behavioral Approach and Organizational Communication

Difficulty Level: Medium

8. The contingency approach to management communication requires managers to _____.

- A. see the interdependence of various aspects of jobs, organizations, and communication
- B. use the same communication approach at all times for consistency
- C. use creative analysis only in times of emergency
- D. not let the situation determine the method of communication

Ans: A

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: 21st Century: The Contingency Approach to Management Communication

Difficulty Level: Medium

9. Major factors affecting communication contingencies are _____.

- A. product quality, diversity, subordination, and competition
- B. ethics, diversity, product quality, and competition
- C. time, diversity, ethics, and competition
- D. competition, creative analysis, product quality, and ethics

Ans: B

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Factors Affecting Communication Contingencies

Difficulty Level: Medium

10. Sexual harassment involves _____.

- A. language
- B. looking
- C. touching
- D. all of these

Ans: D

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: Gender Diversity

Difficulty Level: Medium

11. Cultural diversity _____.

- A. is really a myth
- B. is found only in large cities
- C. can make for difficulties in communication
- D. requires managers to communicate scientifically

Ans: C

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: Cultural Diversity

Difficulty Level: Medium

12. Age diversity management _____.

- A. applies only to the U.S. culture
- B. protects the rights of older people
- C. includes considerations of the way employees work
- D. is especially important to menial jobs

Ans: C

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: Age Diversity

Difficulty Level: Medium

13. A characteristic necessary for competitive advantage is the ability to _____.

- A. give orders to employees
- B. operate without attracting investment
- C. add value to resources
- D. develop international contacts

Ans: C

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: Competition and the Drive for Quality

Difficulty Level: Medium

14. Competition means _____.

- A. two or more parties work against one another to acquire the business of a third party.
- B. a service or product must possess greater value at the same price.
- C. defective parts must be minimal, few product repairs can be tolerated.
- D. all of these

Ans: D

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Competition and the Drive for Quality

Difficulty Level: Medium

15. Ethics is _____.

- A. a 20th-century phenomenon
- B. the result of political scandal
- C. a cost of doing business
- D. the result of the culture, education, and philosophy of management

Ans: D

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Ethics

Difficulty Level: Medium

16. Strategies for improving communication ethics do NOT include _____.

- A. formal ethics training
- B. a formal code of ethics
- C. a corporate ethics committee
- D. a corporate ethics mentor program

Ans: D

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: Ethics

Difficulty Level: Medium

17. The earliest known example of managerial communication may be the record keeping procedure developed by Sumerian priests around _____.

- A. 1,000 CE.
- B. 1 CE.
- C. 5,000 BCE.
- D. 8,000 BCE.

Ans: C

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Management Communication in Ancient Times

Difficulty Level: Medium

18. The systematic evolution of managers as communicators began with _____.

- A. the Industrial Revolution
- B. World War I
- C. World War II
- D. the Vietnam War

Ans: A

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: 1920s: The Human Relations Approach and the Rise of Interpersonal Communication

Difficulty Level: Medium

19. Two-way communication between managers and subordinates was first emphasized during the _____.

- A. scientific management era
- B. human relations era
- C. empowerment era
- D. contingency era

Ans: B

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: 1920s: The Human Relations Approach and the Rise of Interpersonal Communication

Difficulty Level: Medium

20. Which approach to management communication is characterized by the interdependence of jobs, organizations, and people?

- A. scientific management
- B. human relations
- C. contingency
- D. all of these

Ans: C

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: 21st Century: The Contingency Approach to Management

Communication

Difficulty Level: Medium

21. All of the following business leaders and philosophers are associated with scientific management EXCEPT _____.

- A. Lee Iacocca
- B. Frederick Taylor
- C. Ray Kroc
- D. Frank Gilbreth

Ans: A

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: 1900s: Management Efficiency and One-Way Communication

Difficulty Level: Medium

22. Dale Carnegie's philosophy stressed that managers should use which of the following strategies to attain employee commitment?

- A. economic incentives
- B. the authority of the manager's position
- C. interpersonal communication
- D. threat

Ans: C

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: 1920s: The Human Relations Approach and the Rise of Interpersonal Communication

Difficulty Level: Medium

23. The Hawthorne studies indicated that the best way to increase worker productivity is to _____.

- A. show personal interest in the workers
- B. change the lighting
- C. change the work conditions
- D. increase worker compensation

Ans: A

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: 1920s: The Human Relations Approach and the Rise of Interpersonal Communication

Difficulty Level: Medium

24. Which approach to management communication is characterized by Peter Drucker's belief that workers should be considered assets rather than liabilities?

- A. administrative approach
- B. behavioral approach
- C. contingency approach
- D. scientific management approach

Ans: B

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: 1950s: The Behavioral Approach and Organizational Communication

Difficulty Level: Medium

25. Which of the following caused the Empowerment approach to become popular?

- A. intense global competition
- B. rapidly developing technology
- C. the need for faster product development
- D. all of these

Ans: D

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: 1990s: The Empowerment Approach and Participative Communication

Difficulty Level: Medium

26. What are the four most common types of workplace diversity?

- A. gender, culture, age, and education
- B. religion, nationality, age, and gender
- C. race, ethnicity, religion, and outlook
- D. urbanization, acculturation, orientation, and education

Ans: A

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Diversity

Difficulty Level: Medium

True/False

1. The workplace is less diverse and more complex than it was a few decades ago.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge
Answer Location: Factors Affecting Communication Contingencies
Difficulty Level: Easy

2. Technology eliminates the need for multicultural awareness.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Factors Affecting Communication Contingencies

Difficulty Level: Easy

3. Scientific management identifies the most efficient and effective manner for performing a task.

Ans: T

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: 1900s: Management Efficiency and One-Way Communication

Difficulty Level: Easy

4. Gangplank theory was the first formal recognition of horizontal communication.

Ans: T

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: 1900s: Management Efficiency and One-Way Communication

Difficulty Level: Easy

5. Dale Carnegie was one of the first writers to link communication skills with managerial effectiveness.

Ans: T

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: 1920s: The Human Approach and the Rise of Interpersonal Communication

Difficulty Level: Easy

6. The Hawthorne studies were originally designed to show the attitudes of employees toward telephone communication.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: 1920s: The Human Approach and the Rise of Interpersonal Communication

Difficulty Level: Easy

7. The human relations approach during the Carnegie era was manipulative.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: 1920s: The Human Approach and the Rise of Interpersonal Communication

Difficulty Level: Easy

8. Empowerment is delegating power to employees in the organization.

Ans: T

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: 1990s: The Empowerment Approach and Participative Communication

Difficulty Level: Easy

9. A goal of empowerment is to allow employees more freedom within their jobs.

Ans: T

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: 1990s: The Empowerment Approach and Participative Communication

Difficulty Level: Easy

10. Contemporary CEOs are returning to an autocratic model of leadership.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: 21st Century: The Contingency Approach to Management Communication

Difficulty Level: Easy

11. The contingency approach was a management philosophy in the 20th century.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: 21st Century: The Contingency Approach to Management Communication

Difficulty Level: Easy

12. Diversity issues are found in the areas of gender, culture, age, and education.

Ans: T

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Diversity

Difficulty Level: Easy

13. Sexual harassment definitions are continually evolving.

Ans: T

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Gender Diversity

Difficulty Level: Easy

14. Education diversity has decreased managers' ability to seek help from employees.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Education Diversity

Difficulty Level: Easy

15. Ethics in business is constantly evolving to match emerging norms and values and varies from country to country.

Ans: T

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Ethics

Difficulty Level: Easy

16. Ethics has no application in business communication.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Ethics

Difficulty Level: Easy

17. The workplace requires more sophisticated managerial communication skills because it is much more diverse and complex than it was just a few decades ago.

Ans: T

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Introduction

Difficulty Level: Easy

18. Effective communication is NOT a leading indicator of financial performance.

Ans: F

Learning Objective:

Cognitive Domain: Knowledge

Answer Location: Introduction

Difficulty Level: Easy

19. Weak managers are more likely to use new social media technologies to facilitate collaboration on work projects than effective managers are.

Ans: F

Learning Objective:
Cognitive Domain: Knowledge
Answer Location: Ethics
Difficulty Level: Easy

20. Business transactions were recorded in the Middle East as early as 5000 BCE.

Ans: T

Learning Objective:
Cognitive Domain: Knowledge
Answer Location: Management Communication in Ancient Times
Difficulty Level: Easy

Short Answer

1. What are some of the differences between men and women in workplace communication style?

Ans: Men may be more assertive than women. Women show more social support and sympathy to colleagues. Men and women provide different types of feedback. Leadership styles of men and women differ. Women and men convey a different nonverbal message with the same gesture. Men use space differently with other men than with women. Men and women use different persuasive strategies. Women in management are typically more risk averse than men, take a longer term perspective, and are more relationship oriented.

Learning Objective:
Cognitive Domain: Knowledge
Answer Location: Gender Diversity
Difficulty Level: Medium

2. What are some typical strategies for empowering employees?

Ans: Such strategies as autonomous workgroups, self-leadership, work-out groups, and quality circles should increase employee empowerment. Involving labor leaders in management decisions increases empowerment. Sharing information and sharing the company's vision increases employee empowerment.

Learning Objective:
Cognitive Domain: Knowledge
Answer Location: 1990s: The Empowerment Approach and Participative Communication
Difficulty Level: Medium

3. Based on the ideas in this chapter, what topics should be included in a prepromotional managerial communication training program?

Ans: Interpersonal skills, collaboration, cultural sensitivity, and diversity are some of the most important topics for managerial communication training. Core skills training should include listening, interpreting organizational objectives, nonverbal behavior, building trust, and group problem-solving methods. Speaking and writing competencies are also generally considered to be threshold competencies for supervisors and managers.

Learning Objective:

Cognitive Domain: Application

Answer Location: The Importance of Studying Managerial Communication

Difficulty Level: Medium

4. What impact does an age-diverse workforce have on the level of difficulty in communication between employees? Between employees and their managers?

Ans: Different generations have separate values and priorities that may have greater impact on workplace communication than cultural differences. Some of the generational differences affecting workplace behavior are the perceived importance of job security, retirement benefits, and work/life balance. Managerial communication can be affected by generational differences in reactions to authority. Managers might appeal to globalization and social media to bridge gaps and improve workplace harmony.

Learning Objective:

Cognitive Domain: Application

Answer Location: Age Diversity

Difficulty Level: Medium