Organizational Communication Today's Professional Life in Context 1st edition Brewer Test Bank

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Organizational Communication
Today's Professional Life in Context

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Chapter 1
Test Bank Questions

Multiple Choice

1. _____ is generally given credit as the "father" of the field of organizational communication as we understand it today.
   a. P. K. Tompkins
   b. Herbert Simon
   c. Charles Redding
   d. Justine Sacco
   Answer: c (Defining Organizational Communication, p. 2)

2. According to the *Huffington Post*, the number of _____ in the workforce has increased dramatically over the past few decades, now representing approximately 47 percent of the total U.S. population.
   a. women
   b. men
   c. Asian Americans
   d. white Americans
   Answer: a (Diversity in the Workplace, p. 4)

3. The speed and power of new communication environments means there tends to be _____ misinterpretation of messages.
   a. less
   b. more
   c. twice as much
   d. about the same
   Answer: b (Diversity in the Workplace, p. 4)

4. According to the *Huffington Post*, by 2060 white Americans are projected to represent _____ percent of the total U.S. population.
   a. 43
   b. 47
   c. 50
   d. 85
   Answer: a (Diversity in the Workplace, p. 4)

5. Developing an understanding of cultural implications can greatly improve workplace interactions in the long run, resulting in improved relationships with diverse
   a. suppliers.
   b. customers.
   c. employees.
   d. all of the above
   Answer: d (Organizing in a Global Marketplace, p. 4)

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6. Organizations are more productive when there is/are
   a. role ambiguity.
   b. role clarity.
   c. task and maintenance roles.
   d. both b and c
   Answer: d (Task and Maintenance Roles, p. 6)

7. Communication in organizations is more effective when there is
   a. a more complex network.
   b. role maintenance.
   c. role clarity.
   d. role ambiguity.
   Answer: c (Task and Maintenance Roles, p. 6)

8. A _____ is defined as "a pattern of behavior that is expected of a person when he or she interacts with others."
   a. task
   b. role
   c. liaison
   d. hierarchy
   Answer: b (Task and Maintenance Roles, p. 6)

9. Megan is unsure of whether she is responsible for sending out an important memo. Which of the following is she experiencing?
   a. role clarity
   b. role ambiguity
   c. task roles
   d. maintenance roles
   Answer: b (Task and Maintenance Roles, p. 6)

10. Both _____ and _____ communication are vital and must be managed for healthy organizational interaction.
    a. role; task
    b. role; maintenance
    c. task; relationship
    d. task; role
    Answer: c (Task and Maintenance Roles, p. 6)

11. Which of the following is a basic form of communication?
    a. oral
    b. written
    c. non-verbal
    d. all of the above
    Answer: d (Forms of Communication: Oral, Written, Non-Verbal, p. 6)

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12. During a meeting, Matt is sitting with his arms crossed with a stern look on his face, which makes his colleagues believe that he is angry. This is an example of _____ communication.
    a. oral
    b. written
    c. nonverbal
    d. role
    Answer: c (Forms of Communication: Oral, Written, Non-Verbal, p. 6)

13. At OrgCorp, employees are expected to remain relatively quiet during the workday and limit interaction to break times. This is an example of a
    a. task role.
    b. norm.
    c. maintenance role.
    d. liaison.
    Answer: b (Forms of Communication: Oral, Written, Non-Verbal, p. 6)

14. Ashley's organization allows every group member to communicate across the organization freely. This is referred to as a(n) _____ network.
    a. all-channel
    b. single-strand
    c. grapevine
    d. formal
    Answer: a (Communication Networks, p. 7)

15. The rumor mill is also referred to as the
    a. all-channel network.
    b. single-strand network.
    c. liaison.
    d. grapevine.
    Answer: d (Communication Networks, p. 9)

16. If Patrick is a member of the Events and Marketing team but also serves on a committee with a member from the production team, he could be considered a
    a. bridge.
    b. isolate.
    c. liaison.
    d. both a and c
    Answer: d (Communication Networks, p. 9)

17. Volunteers are most often part of the workforce in _____ organizations.
    a. nonprofit
    b. for-profit
    c. entrepreneurial
    d. government sector
    Answer: a (Context Matters, p. 10)

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18. _____ organizations are often guided by a specific value.
    a. Nonprofit
    b. For-profit
    c. Family entrepreneurship
    d. Government sector
    Answer: a (Context Matters, p. 10)

19. A _____ may have a much less formal culture with a less structured hierarchy and communication expectations.
    a. for-profit organization
    b. family entrepreneurship
    c. nonprofit organization
    d. government sector organization
    Answer: b (Context Matters, p. 10)

20. _____ organizations are the type of organization most vulnerable to political climates.
    a. Nonprofit
    b. For-profit
    c. Entrepreneurial
    d. Government sector
    Answer: d (Context Matters, p. 10)

Short Answer

1. Define organizational communication.
   Answer: Organizational communication is the study of the process of creating meaning and understanding through the coordination of verbal and nonverbal communication within and between organizations. (Defining Organizational Communication, p. 2)

2. Describe the impact of diversity and globalization on organizational communication.
   Answer: More diverse organizations allow for new ideas, expansion of potential markets, and enhanced cultural competencies. (Diversity in the Workplace, p. 4)

3. List some examples of diversity in the workplace.
   Answer: Less white Americans, more women in the workforce, and communication technologies link to others around the world. (Diversity in the Workplace, p. 4)

4. Identify the primary issues in Twitter case study.
   Answer: Lack of judgment in posting the tweet, shaming and cyberbullying of Justine Sacco, and being fired as a result of public outcry and backlash. (Introduction/Case Study, p. 1)

Essay

1. Define and compare the following terms: role clarity, role ambiguity, task roles, and maintenance roles.

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Main point: Each term refers to the ways in which organizational roles influence communication. (Task and Maintenance Roles, p. 6)

Answers will vary but **must** include:

a. Knowing what is expected of role: role clarity
b. Feeling unsure of role: role ambiguity
c. Determining what needs to be accomplished: task role
d. Communicating about relationships: maintenance role

Answers will vary and **may** include:

a. Definition of a role: pattern or behavior that is expected of a person
b. Communication is better and organizations are more productive when there is role clarity
c. Feelings toward a person can impact interactions with them
d. Both task and maintenance roles must be managed

2. Describe the ways in which communication flows through both a single-strand chain of command and an all-channel network.

Main point: Interaction within an organizational environment is influenced by connections that link employees together. (Communication Networks, pp. 7–9)

Answers will vary but **must** include:

a. Length of time for information to get from person to person: single strand
b. Possible distortion of messages: single strand
c. Emphasized team approach: all-channel
d. Group members communicate across the organization freely: all-channel

Answers will vary and **may** include:

a. Networks can be both formal and informal
b. Preplanned sequences match organizational structures
c. Many organizations have moved to a team approach

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Chapter 2
Test Bank Questions

Multiple Choice

1. _____ is generally regarded as the father of scientific management.
   a. Frederick Taylor
   b. Max Weber
   c. Henri Fayol
   d. Mary Parker Follett
   Answer: a (Frederick Taylor, p. 15)

2. Which of the following classical theorists believed that workers would do the least amount of work possible while seeking to demonstrate to superiors that they were working quickly?
   a. Frederick Taylor
   b. Max Weber
   c. Henri Fayol
   d. Mary Parker Follett
   Answer: a (Frederick Taylor, p. 15)

3. That management should fully plan the work of every workman ahead of time was purported by
   a. Frederick Taylor.
   b. Max Weber.
   c. Henri Fayol.
   d. Mary Parker Follett.
   Answer: a (Frederick Taylor, p. 15)

4. The famous pig iron experiment, resulting in an increased number of tons moved per day and the earnings of workers, while decreasing the average cost of handling each ton, is accredited to
   a. Frederick Taylor.
   b. Max Weber.
   c. Henri Fayol.
   d. Mary Parker Follett.
   Answer: a (Frederick Taylor, p. 15)

5. Frederick Taylor believed that efficiency could be greatly enhanced by
   a. considering relational and collectivistic approaches.
   b. using more formal styles of communication.
   c. eliminating wasted time and motion in performance of task.
   d. using a highly formalized system of rules.
   Answer: c (Frederick Taylor, p. 15)

6. Max Weber's works were introduced to the United States
   a. around the same time as Frederick Taylor's.

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b. at the beginning of the Industrial Revolution.
c. when they were translated to English in the 1940s.
d. after Fayol's Principles of Management were introduced.
Answer: c (Max Weber, p. 17)

7. Which of the following classical theorists was responsible for contributing the bureaucratic theory?
a. Frederick Taylor
b. Max Weber
c. Henri Fayol
d. Mary Parker Follett
Answer: b (Max Weber, p. 17)

8. The bureaucratic theory is also sometimes referred to as the _____ model.
a. legal-rational
b. scientific management
c. laissez-faire
d. time and motion
Answer: a (Max Weber, p. 17)

9. Which of the following classical theorist's system relied heavily on rationality and a highly formalized system of rules?
a. Frederick Taylor
b. Max Weber
c. Henri Fayol
d. Mary Parker Follett
Answer: b (Max Weber, p. 17)

10. Criticisms of Max Weber's bureaucratic beliefs include
a. over-specialization of work tasks.
b. potential for reduced employee motivation.
c. increased ability to adapt to industry competition.
d. both a and b
Answer: d (Max Weber, pp. 17–18)

11. Which of the following is one of Henri Fayol's functions of management?
a. discipline
b. planning
c. remuneration
d. centralization
Answer: b (Henri Fayol, p. 18)

12. Henri Fayol's belief in managers having the right to give orders reflects which of his principles of management?
a. division of Labor
b. discipline

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c. authority
d. unity of command
Answer: c (Henri Fayol, p. 18)

13. Henri Fayol's belief in specialization of tasks reflects which of his principles of management?
a. division of Labor
b. discipline
c. authority
d. unity of command
Answer: a (Henri Fayol, p. 18)

14. Henri Fayol's belief in the importance of allowing employees to initiate and carry out plans, thus encouraging high levels of effort, is reflect in which of his principles of management?
a. equity
b. order
c. esprit de corps
d. initiative
Answer: d (Henri Fayol, p. 18-19)

15. In classical organizations, communication was formalized with a(n) _____ direction flow.
a. upward
b. downward
c. horizontal
d. diagonal
Answer: b (Classical Management Communication, p. 19)

16. Which of the following is a major way in which Mary Parker Follett differed from Taylor, Weber, and Fayol?
a. belief in highly formalized communication
b. belief in strictly enforced rules
c. belief in a shared sense of control
d. belief in a highly structured organization
Answer: c (Mary Parker Follett, p. 20)

17. Which of the following was responsible for putting forth ideas of a collective approach to management, which challenged the machine metaphor?
a. Frederick Taylor
b. Max Weber
c. Henri Fayol
d. Mary Parker Follett
Answer: d (Mary Parker Follett, p. 20)

18. Mary Parker Follett put fourth four principles that primarily emphasized
a. coordination.

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b. hierarchy.
c. communication.
d. cross-functioning.
Answer: a (Mary Parker Follett, pp. 20–22)

19. Employees in a _____ organization report to two supervisors instead of one.
a. classical
b. matrix structure
c. virtual
d. boundaryless
Answer: b (Classical Influences in Today's Global Economy, p. 22)

20. _____ organizations tend to outsource work as much as possible and have extremely large spans of control.
a. Classical
b. Matrix structure
c. Virtual
d. For-profit
Answer: c (Classical Influences in Today's Global Economy, p. 23)

Short Answer

1. Describe the machine metaphor.
Answer: Communication is a tool used to complete tasks, and to run efficiently, organizations must consider the best way to structure and control the operations of the "machine." (Classical Management Communication, pp. 23; Summary, p. 25)

2. Describe the rationale for Frederick Taylor's time and motion studies.
Answer: Management can work out a plan for every workman ahead of time by analyzing processes and selecting workers to train in the best way to do a job. This not only makes compensation fair but also decreases production costs. (Frederick Taylor, p. 15)

3. Summarize how Mary Parker Follett's perspective differed from other classical theorists.
Answer: Mary Parker Follett emphasized the importance of collaboration and coordination of groups and society, which created shared control instead of rigid hierarchical systems. (Mary Parker Follett, p. 20)

4. In what ways do newer organizational forms violate traditional classical approaches?
Answer: Matrix systems allow for two supervisors (violates unity of direction and command). Single employees work alone and in groups (violates specialization of tasks). Breakdown of traditional hierarchies (virtual or boundaryless organizations). (Classical Influences in Today's Global Economy, p. 22)

Essay Questions

1. Discuss and compare the positions of the three classical theorists.

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Main point: Each classical theorist emphasized mechanistic efficiency but differed slightly in their approach to further define classical management. (Frederick Taylor/Max Weber/Henri Fayol, pp. 15-19)

Answers will vary but **must** include:

e. Focus on efficiency and hierarchy
f. Taylor's "best" way of doing things
g. Weber's bureaucratic belief in authority
h. Fayol's delineation of functions and principles

Answers will vary and **may** include:

e. Taylor's time and motion studies to correct soldiering
f. Weber's types of authority (charismatic, traditional, legal)
g. Weber's principles of hierarchy, division of labor, specialized roles, etc.

2. Describe how Mary Parker Follett's contributions helped to move classical approaches toward the types of organizational processes we see today.
Main point: Mary Parker Follett saw it necessary for organizations to incorporate a more collaborative, coordinated effort to share control, which is a trend in more contemporary organizations. (Mary Parker Follett/Classical Influences in Today's Global Economy, pp. 20–24)

Answers will vary but **must** include:

e. Shared and coordinated (collective) control
f. Four principles of coordination
g. Modern structures (matrix, virtual/boundaryless), which feature multiple supervisors and altered hierarchies

Answers will vary and **may** include:

d. Peter Drucker's four postures of Mary Parker Follett
e. Follett's involvement in establishing community centers
f. Increased teamwork and diverse sets of skills
g. Fast-moving pace of today's organizations

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Instructor's Manual

to accompany

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Chapter 1 Summary

Communication is imperative to the success of any organization, and understanding the communicative behaviors of individuals within those organizations has become an essential component of an increasingly global society. Messages are sent and received faster and further than ever before, which influences the way that everyday organizational processes are accomplished and relationships are created and sustained. Thus, the study of organizational communication involves understanding how communication acts as a binding agent in systems of consciously coordinated activities. The coordination of organizational activities is further challenged by a frequently shifting workplace landscape, as technology helps to connect to more ideas, places, and people, and those people represent a workforce that is more diverse than ever before. The development of specific skills and expanding of cultural world views can greatly improve workplace interactions and, ultimately, contribute to a more efficient and effective organizational performance.

As organizational processes continue to grow in complexity, so, too, do ethical issues related to appropriate organizational behaviors. Relationships with external stakeholders create challenges related to the types of messages and information that are shared with those who are not organizational members, and internal communication influences employee understanding and clarity of task and maintenance roles necessary to perform their job duties. Since communication can take many forms, including oral, written, and non-verbal, it is necessary to acknowledge that communication is an interactive process where all members and components of an organization are systemically connected to function. These complex networks, both formal and informal, are constantly shifting as information flows between and among superiors and subordinates. The specific structures of such networks depend largely on the contextual factors of the organization, such as whether it is for profit, entrepreneurial, nonprofit, or within the government sector. Regardless, communication is essential to the success of organizations, and recognizing its everyday functions is an important component to understanding the increasingly complex workplaces of today.

Discussion Starters/Activities

1. Have you ever posted something on social media without thinking about the larger implications of your comment? What happened?

2. Work with a partner to construct an ambiguous or potentially problematic social media post. Read your post to another set of partners and ask them to share their reactions to the message. Discuss whether their assumptions were correct and how the message could be misinterpreted by others. Why is this important to consider from an organizational perspective?

3. In what ways do you believe diversity can contribute to generating new ideas, understanding potential markets, and enhancing our understanding of the human condition both within and outside of the context of organizations?

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4. How do you, personally, decide between what is right and what is wrong? Are there things that organizational members must consider when it comes to ethics that go beyond what you have to consider when you make personal decisions?

Chapter 2 Summary

In the late 19th and early 20th centuries, America began to change. The Industrial Revolution brought workers from the fields into new factories, and suddenly large groups of people had to be managed to complete the manufacturing work. These early days of organizing are characterized by very classical approaches to structure and management. This shift was closely examined and explained by three primary theorists. Frederick Taylor, often referred to as the father of scientific management, contributed systems of management to improve overall organizational efficiency by emphasizing established rules for recording best practices that should be determined by managers and science. Max Weber contributed a bureaucratic approach to management, emphasizing authority in his rational-legal, impersonal system. Henri Fayol contributed a prescriptive theory articulated by a plethora of functions and principles of management, which provided additional operational details for effective organizational functioning. The views of these three theorists emphasize a machine metaphor, which uses specific, standardized procedures to accomplish tasks through centralized structure and control, and communication is considered a tool to facilitate those tasks. Such a treatment of organizations was challenged by Mary Parker Follett, who foreshadowed the shared control, facilitated by teamwork and collaboration that we see in more modern organizations. Newer forms of organization, such as matrix and virtual organizational structures, require a healthy mix of the efficiency put forth by classical managers and the collaborative, boundaryless organizational approaches that are fast-moving and highly communicative.

Discussion Starters/Activities

1. Choose a favorite activity or hobby and explain to a partner how to do that activity. Then, try to explain that same activity using completely different terminology and phrasing in your instructions. What is the difficulty in having multiple ways to explain how to do something? How does this relate to the rigid and streamlined processes of the classical approaches in organizational communication?

2. Review the iPhones and suicide nets case study. Can you think of other organizations that have made changes to deal with issues that did not directly address the primary areas of concern?

3. Review the iPhones and suicide nets case study. Discuss how Taylor, Weber, and Fayol might have approached the issue to solve it.

4. Of the three major classical theorists—Taylor, Weber, Fayol—whose influence do you think is still seen the most in today's organizations? Why does that influence seem to have stuck?

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