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SKU: 9781305576162-TEST-BANK

Chapter 02 Improving Personal and Organizational Communications

TRUEFALSE

1. Impersonal communication is the one-way transmission of facts, instruction, and the like.

(A) True

(B) False

Answer : (A)

2. For true communication to take place, the message must be understood by the person receiving it in the same way the sender intended it to be understood.

(A) True

(B) False

Answer : (A)

3. Terms like *added value* or *job satisfaction* are examples of clear, concise language, not subject to semantics.

(A) True

(B) False

Answer : (B)

4. Impersonal communication allows the person receiving the information to clarify vague or confusing information.

(A) True

(B) False

Answer : (B)

5. Each country has a dominant language but most countries are multicultural.

(A) True

(B) False

Answer : (A)

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6. Men typically use communication to establish and maintain relationships.

(A) True

(B) False

Answer : (B)

7. Gestures are a transnational means of communicating, in that they have the same or universal meaning across cultures.

(A) True

(B) False

Answer : (B)

8. When a speaker's verbal and nonverbal messages conflict, others tend to believe the verbal message.

(A) True

(B) False

Answer : (B)

9. The sender is 100 percent responsible for clear and effective communication.

(A) True

(B) False

Answer : (B)

10. The use of repetition, careful selection of words, and consideration of the timing of a message are all effective ways to improve personal communication.

(A) True

(B) False

Answer : (A)

11. With the popularity of all the types of cell phones, smart phones, and tablet devices, we can ignore many of the basics of communication etiquette.

(A) True

(B) False

Answer : (B)

12. When level of trust in an organization is low, it is best to communicate messages through the grapevine.

(A) True

(B) False

Answer : (B)

13. Benefits of active listening can include stronger relationships, more and new information, and fewer misunderstandings.

(A) True

(B) False

Answer : (A)

14. One of the best ways for management to cope with the grapevine is to identify the organization's information leaders and use them to promptly and honestly clarify information heard via the grapevine.

(A) True

(B) False

Answer : (A)

15. In a typical organization, employees are eager to share ideas and point out problems. Hence, it is relatively easy for managers to build a climate that supports upward communication.

(A) True

(B) False

Answer : (B)

16. Effective use of social media requires us to be better spellers, write our ideas clearly, and continue to use communication etiquette.

(A) True

(B) False

Answer : (A)

17. When managers demonstrate the desire to listen to their employees, employees still tend to keep ideas and complaints to themselves.

(A) True

(B) False

Answer : (B)

18. Facebook, Twitter, and LinkedIn combine personal interaction and technology.

(A) True

(B) False

Answer : (A)

19. Hearing and listening are both innate abilities.

(A) True

(B) False

Answer : (B)

20. Using an informal e-mail address such as *GroovyGal@address.com* is appropriate in the business setting because it seems unintimidating.

(A) True

(B) False

Answer : (B)

MULTICHOICE

21. Effective communication involves the sender, receiver, message, and

(A) feedback.

(B) filter.

(C) semantics.

(D) interpersonal communications.

Answer : (A)

22. Melinda, human resources director at Exceed, has noticed lately that several employees have been dressing inappropriately on Fridays. Melinda decides to revise the company's casual Friday policy and communicate it to employees by posting it on the company's e-bulletin board. This is an example of

(A) horizontal communication

(B) grapevine communication

(C) interpersonal communication

(D) impersonal communication

Answer : (D)

23. William, VP of Operations, is talking via telephone with Javier, GM of the Mexico City plant, about an agreement William thought had been made several weeks ago. English is Javier's second language. What does the language difference represent that can make communication more complex?

(A) Feedback

(B) Filter

(C) Message

(D) Channel

Answer : (B)

24. Rosa and Andrew are discussing a project over the phone. Rosa, as Andrew's boss, tells him she wants to "hit a home run" with it. Rosa means she wants a winner; Andrew thinks she means that she wants to drop the project and get as far away from it as possible. This misunderstanding is an example of the communication filter of

(A) emotions.

(B) role expectations.

(C) semantics.

(D) attitudes.

Answer : (C)

25. Peter, marketing director at Shout, has been using PrintSmart products for years and feels that they have served Shout's marketing needs well. Beth, head of Shout's technology department, has discovered a new brand of products, TopPrint, and explains to Peter that she feels they should switch brands. Peter is having difficulty listening to Beth's perspective because of his favorable experience with PrintSmart. Peter's reaction to Beth is being filtered by

(A) emotions.

(B) role expectations.

(C) gender bias.

(D) attitudes.

Answer : (D)

26. Rana has been promoted to Director. Many of her colleagues that worked with her when she was an assistant director may encounter challenges in working with her now due to which filter?

(A) Emotions

(B) Role expectations

(C) Nonverbal messages

(D) Language and cultural barriers

Answer : (B)

27. Women use conversation as a way to

(A) build and maintain relationships.

(B) negotiate.

(C) exchange information.

(D) discover differences and uniqueness.

Answer : (A)

28. The most communicative element of nonverbal communication is an individual's

(A) words.

(B) tone.

(C) personal space.

(D) eye contact.

Answer : (D)

29. When verbal and nonverbal messages match,

(A) it is critical to maintain eye contact.

(B) it gives the impression that you can be trusted.

(C) people can become suspicious of your intentions.

(D) the verbal message is dominant.

Answer : (B)

30. Mark has arrived at the company picnic and is looking forward to mingling with his colleagues on the relaxing beach shore. He spots his boss near the grill and approaches to chat. In this situation, Mark should chat at a

(A) personal distance of 18 inches to 4 feet.

(B) personal distance of 4 to 12 feet.

(C) social distance of 18 inches to 4 feet.

(D) social distance of 4 to 12 feet.

Answer : (D)

31. Author Maggie Jackson's thinks that today's distracting high-tech culture has significantly diminished our ability to focus. It's difficult to think when there are/is

(A) many disruptions.

(B) many small jobs to do at one time.

(C) continuous information streaming in.

(D) all of the above

Answer : (D)

32. Critical listening involves a number of important skills, including

(A) being patient.

(B) analyzing presented information.

(C) using words carefully.

(D) demonstrating a listening attitude.

Answer : (B)

33. Barbara wants to be a more empathic listener. To do that, she needs to

(A) practice patience and be nonjudgmental when listening.

(B) take notes and ask reflecting questions.

(C) listen primarily for facts and avoid semantic confusion.

(D) question what is said but demonstrate agreement with it.

Answer : (A)

34. Amy informs her employees that they can offer any constructive criticism regarding her leadership style by placing anonymous notes in her mailbox. This is an example of

(A) telecommuting.

(B) an informal communication channel.

(C) a formal communication channel.

(D) upward communication.

Answer : (D)

35. John (VP of finance), Evie (manager of accounting), and Rebecca (a staff accountant) are discussing an upcoming audit. In terms of organizational communication, this is an example of

(A) the grapevine.

(B) horizontal communication.

(C) vertical communication.

(D) telecommuting.

Answer : (C)

36. Horizontal communication within an organization carries messages

(A) among people on the same level of authority.

(B) among all employees.

(C) between top executive levels and the lowest levels of the organization.

(D) only in written form.

Answer : (A)

37. Nancy heard from Molly, a coworker, that Amy was going to become their new supervisor. Molly heard the news from John, a friend from another department. This is an example of which form of organizational communication?

(A) Impersonal communication

(B) Horizontal communication

(C) Network communication

(D) The grapevine

Answer : (D)

38. One of the *most* effective ways to improve organizational communication is to

(A) promote the use of the grapevine.

(B) create a nonthreatening climate to encourage upward communication.

(C) communicate everything in writing.

(D) communicate everything vertically.

Answer : (B)

39. The use of e-mail

(A) offers greater message privacy than normal written correspondence.

(B) is effective in building rapport.

(C) is always the quickest way to communicate.

(D) has accelerated the pace of exchanging information.

Answer : (D)

40. Joshua got a promotion but the job involves moving to Brazil. He can be more successful if he:

(A) talks with Brazilians living in America.

(B) learns the language with tapes.

(C) increases his cultural intelligence.

(D) does a good job there.

Answer : (C)

41. Enterprise social networks:

(A) include Facebook and LinkedIn.

(B) improve collaboration on projects across organizational departments.

(C) have a negative impact on job satisfaction.

(D) are now in use among about 10% of Fortune 500 companies.

Answer : (B)

42. Because it saves money and time, facilitates globalization, and accommodates the virtual office, _____ communication has become increasingly prevalent in the business world.

(A) digital

(B) face-to-face

(C) voice mail

(D) informal

Answer : (A)

43. Barry is leaving a voice mail message for a vendor. Which of this statements would not be considered necessary to avoid phone tag?

(A) "My phone number is [Barry's phone number with area code]."

(B) "I am always at my desk to take calls between 8 and 11:30 a.m. Eastern Time."

(C) "I am calling to request a change to order #5062; please increase the quantity to 150."

(D) "Your firm is the only vendor who can supply the item we need in the color we want."

Answer : (D)

44. An appropriate use of organizational e-mail would be to:

(A) build rapport with a new client or customer quickly.

(B) reveal to a coworker that you find her or him very attractive and would like to date.

(C) provide the duty roster for the upcoming month to a group of employees.

(D) warn others about a coworker's frequent mistakes and recent poor job performance.

Answer : (C)

45. Case 2.1

B.F.E., Inc. is changing its employee benefits plan. Some of the changes will be positive and some will take current benefits away. As vice president of human resources, Cynthia is concerned that the communication to the employees be as accurate as possible. When the changes are communicated from management to the employees, a small group of employees reacts negatively. The employees

don't like the changes and feel the company once again is taking advantage of them, even though the positive changes outweigh the negative ones. This group sends a representative to Cynthia to express their concerns. Cynthia is anxious to understand this group's concerns.

Refer to Case 2.1. The few dissatisfied employees have filtered the company's message through their

(A) role expectations.

(B) attitudes.

(C) semantic filters.

(D) gender bias.

Answer : (B)

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Refer to Case 2.1. In order to better understand the disgruntled employees' concerns, Cynthia needs to

(A) use clear, concise language.

(B) use her active listening skills.

(C) use horizontal communication.

(D) engage in squelching grapevine communication.

Answer : (B)

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Refer to Case 2.1. By listening to a representative of the group, Cynthia is

(A) squelching grapevine communication.

(B) using a formal horizontal channel to communicate.

(C) being proactive in trying to build trust.

(D) eliminating filters.

Answer : (C)

48. Case 2.1

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Refer to Case 2.1. The best way for B.F.E. to encourage feedback from the employees is to

(A) create a nonthreatening environment.

(B) communicate the plan change in a memo.

(C) remember that women will be concerned with people issues, men with events and things.

(D) make the employees accept responsibility for understanding the communication.

Answer : (A)

49. Case 2.1

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Refer to Case 2.1. As vice president of human resources, Cynthia wants to communicate the changes in benefits to the employees clearly with an opportunity for response. Her *best* communication tool for this would be

(A) the grapevine.

(B) the horizontal communication channel.

(C) a memo from her department.

(D) e-mail with a way for employees to ask questions.

Answer : (D)

SHORTANSWER

50. _____ helps a communicator determine whether or not the information has been understood in the way they intended.**Answer :** Feedback

51. The communication process involves a number of filters. When the meaning of the words used in a communication is not clear because of their abstraction and lack of precise meanings, the communication problem is one of _____.**Answer :** semantics

52. _____ communication is a one-way process that transfers basic information such as instructions, policies, and data.**Answer :** Impersonal

53. Maria was recently promoted to management and discovers that some of her coworkers don't take her suggestions seriously. Her communication may be filtered by _____.**Answer :** role expectations

54. Eye contact, facial expressions, gestures, and personal space are all examples of _____.**Answer :** nonverbal messages

55. _____ is the process of encouraging employees to share their feelings and ideas with their managers.**Answer :** Upward communication

56. During a political speech, Carlos practices _____ skills by focusing on the speaker, taking notes, and eventually asking questions.**Answer :** active listening

57. Tien is a middle-level manager. An employee is complaining about a company policy. Tien is being patient, acknowledging what the employee is saying without being judgmental. Tien is using _____.**Answer :** empathic listening

58. Jim, Anna, and Hung are three first-line supervisors. They are discussing a resource problem that affects all three of their respective areas of responsibility. Their conversation is an example of _____ channels of communication in their company.**Answer :** horizontal

59. The _____ is an informal communication channel that carries information, often unofficial, in many different directions.**Answer :** grapevine

ESSAY

60. Differentiate between impersonal and interpersonal communication.

Graders Info :

Impersonal: one-way communication, usually in written form, used to give basic information. There is seldom opportunity to clarify or question. Interpersonal: two-way communication for sharing information. Goal is to build relationships through the communication process. The parties interact and the receiver provides feedback.

61. Identify three types of effective listening and give examples of each.

Graders Info :

Active: give speaker your full attention, display body language that shows you are listening, ask for feedback as to what you think you are hearing. Critical: listen for evidence that supports and challenges what you are hearing. Empathic: avoid being judgmental, acknowledge what is said, and be patient.

62. Provide a few examples of nonverbal messages and describe how they affect the communication process.

Graders Info :

Research suggests that the nonverbal messages we convey through eye contact, facial expressions, tone, gestures, appearance, posture, personal space, etc. have more impact than our verbal messages. If our verbal and nonverbal messages match, we give the impression that we can be trusted and that what we are saying in believable. When the messages aren't consistent, the listener is more likely to believe the nonverbal messages.

63. Discuss how communication in the business world has changed with social media and mobile devices.

Graders Info :

You can always be available to talk to your customers, clients, or co-workers. You have less privacy as messages can be viewed by your employer, especially when transmitted using their devices or networks. Also, they can be forwarded on to another person or many people. Observing good communication etiquette is more important than ever since the absence of rapport and nonverbal cues increases the risk of misunderstanding when a message is read by a large and diverse audience.

64. Identify the continuous loop of communication and five filters that interrupt the loops.

Graders Info :

Sender generates the message and directs it to the receiver, who receives the message and then generates feedback directed back to the sender. Filters could include semantics, emotions, language/culture, attitudes, role expectation, gender-specific focus, and nonverbal messages.

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65. Briefly describe the formal and informal channels that communication travels within an organization.

Graders Info :

Formal: Horizontal (between people on the same level of authority) and vertical (information travels up and down the levels of authority) channels. Informal: The grapevine (information passes unofficially in many directions through a web-like pathway).

66. What guidelines should you follow when using e-mail in organizational communication?

Graders Info :

(1) Know and adhere to your company's e-mail policies, being mindful that your e-mails are probably monitored and retained indefinitely. (2) Use a professional-sounding e-mail address. (3) Create a descriptive subject line that the recipient can scan in order to determine the urgency and importance of your message. (4) Compose clear, concise messages that are simply written, effective in conveying the right information, necessary (not trivial), and task focused. (5) Recognize e-mail's limitations and ensure your message can be correctly interpreted without rapport or nonverbal cues.

67. Describe three examples of how one's blog may encounter problems due to filters that could occur with this type of communication.

Graders Info :

Answers will vary.

68. Describe three skills necessary to being an effective listener. Identify some benefits associated with effective listening.

Graders Info :

Answers will vary.

69. An organization's communication process travels within "channels." Describe the two main types of channels of communication and subsequent lines of communication within each type of channel.

Graders Info :

Answers will vary.