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1. According to Mead, the self consists of two interrelated "stories":
   A) the "me" and the "you."
   B) the "inner self" and the "outer self."
   C) the "I" and the "me."
   D) the "us" and the "them."

2. Dialogue that refers to the ability to understand or imagine the world as another person understands or imagines it is defined as
   A) symbolic interaction.
   B) discussion.
   C) validation theory.
   D) empathic conversation.

3. Which of the following is NOT one of the three main factors that contributes to information overload?
   A) Tonality of the sender's voice
   B) Complexity of information
   C) Amount of information to be processed
   D) Rate at which the information is presented

4. Which of the following approaches to understanding organizational communication sees communicators as always having multiple goals and many different ways of pursuing those goals?
   A) Transactional process
   B) Strategic control
   C) Balancing creativity and constraint
   D) Information transfer

5. The approach to organizational communication that highlights the importance of feedback is
   A) strategic control.
   B) information transfer.
   C) balancing creativity and constraint.
   D) transactional process.

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6. The definition of dialogue that allows all participants the ability to voice their opinions and perspectives is called
   A) real meeting.
   B) empathic conversation.
   C) situated individualism.
   D) equitable transaction.

7. Which of the following concepts best illustrates communication that has both purpose and strategy?
   A) Equitable transaction
   B) Emphatic communication
   C) Mindful communication
   D) Empathic conversation

8. Giddens's theory of structuration influenced which of the following communication theories?
   A) Transactional process
   B) Balancing creativity and constraint
   C) Strategic control
   D) Dialogic

9. Although dated, which of the following models of communication is still useful to certain organizational situations, such as the giving and receiving of technical instructions?
   A) Information transfer
   B) Strategic control
   C) Transactional process
   D) Balancing creativity and constraint

10. According to William Wentworth, the balance of creativity and constraint in social life is achieved through
   A) tension.
   B) logic.
   C) bureaucracy.
   D) communication.

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11. The concept of distortion refers to the effects of noise on the receiver's ability to process a message. According to the information-transfer approach, noise can be all of the following types EXCEPT
    A) semantic.
    B) physical.
    C) psychological.
    D) contextual.

12. Which of the following approaches to communication can be most useful in understanding the role that leaders play in organizations?
    A) Transactional process
    B) Strategic control
    C) Balancing creativity and constraint
    D) None of the options are correct.

13. Which of the following approaches to communication recognizes that clarity is not always the main goal in interaction?
    A) Balancing creativity and constraint
    B) Transactional process
    C) Strategic control
    D) Information transfer

14. Which of the following approaches to communication often comes at the cost of building strong communities?
    A) Transactional process
    B) Information transfer
    C) Strategic control
    D) Balancing creativity and constraint

15. Since the 1960s, which of the following has been the primary focus of social theorists?
    A) The relationship between individuals and society
    B) The relationship between organizations and employees
    C) The ways that individuals apply scientific facts
    D) The instigation of social change

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16. Which of the following concepts is characterized by the irony that individuals rarely get to see the reality they set out to create?
    A) Strategic ambiguity
    B) Duality of structure
    C) Structure
    D) Distortion

17. When individuals communicate without purpose or conscious thought, they are said to be engaging in which of the following kinds of communication?
    A) Strategically ambiguous communication
    B) Communication without consequence
    C) Distorted communication
    D) Mindless communication

18. Which of the following concepts does dialogue theorist David Bohm liken to the difference between "thinking" and "having thoughts"?
    A) Clarity and strategic ambiguity
    B) Mindless and mindful communication
    C) Creativity and constraint
    D) Duality of structure and action

19. In order to become more mindful communicators, we are required to do all of the following EXCEPT
    A) analyze communication situations.
    B) focus only on our own communication objectives.
    C) evaluate feedback on the success of our communications.
    D) think actively about possible communication choices.

20. Which of the following perspectives on dialogue sees dialogue as a fundamental human activity?
    A) Equitable transaction
    B) Empathic conversation
    C) Real meeting
    D) Mindful communication

21. Integrity is a core business principle that requires which of the following skills?
    A) Mindfulness
    B) Dialogue
    C) Courage
    D) All of the options are correct.

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22. Paying attention to which individuals do and do not get to speak in an organization means paying attention to which of the following concepts?
    A) Scripts
    B) Voice
    C) Dialogue
    D) Emphatic conversation

23. Which of the following definitions of dialogue views communication as more than just the accomplishment of one's personal goals?
    A) Empathic conversation
    B) Mindful communication
    C) Equitable transaction
    D) Real meeting

24. When we become more conscious of our communication, we become more mindful, and when we become more mindful, we are more likely to
    A) behave with integrity.
    B) participate in organizational dialogue.
    C) demonstrate empathic concern.
    D) use dialogue as real meeting.

25. When individuals within an organization do things right and do the right things, they are said to be acting
    A) as communicators.
    B) empathically.
    C) with humility.
    D) ethically.

26. Distortion refers to the effects of noise on the sender's ability to deliver the message.
    A) True
    B) False

27. The definition of dialogue that transcends differences and recognizes the common humanity of all parties is called equitable transaction.
    A) True
    B) False

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28. Mindless communicators rely on repeated forms of talk—scripts—that are easy to perform and whose likely outcomes are well known.
    A) True
    B) False

29. Mindless communicators often rely on deep reflection or "thinking" rather than "having thoughts."
    A) True
    B) False

30. Definitions are important because they provide foundations for how to talk about communication in business settings.
    A) True
    B) False

31. Dialogue as real meeting encourages us to think of communication as something we do to one another as opposed to something that we accomplish together.
    A) True
    B) False

32. One of the biggest benefits of implementing dialogue in organizations is how much time it can save.
    A) True
    B) False

33. When an individual strives to fulfill the promises and commitments he or she has made to another individual, they are said to be working with integrity.
    A) True
    B) False

34. Ethics focuses more on "doing things right" as opposed to "doing the right things."
    A) True
    B) False

35. The concept of feedback is particularly important to the transactional-process approach to communication.
    A) True
    B) False

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36. Dialogue is more helpful for solving problems or making decisions than it is for generating new ideas.
    A) True
    B) False

37. Organizational communication is often characterized by ambiguity, conflict, and diverse viewpoints.
    A) True
    B) False

38. "Miscommunication" occurs only when noise distorts a message.
    A) True
    B) False

39. A focus on creativity and constraint is the best way to understand the balance that is required when individuals engage in organizational communication practices.
    A) True
    B) False

40. Apple's mission statement "Think Different" is an example of strategic ambiguity that allows consumers to read their own meaning into the message.
    A) True
    B) False

41. Define the concept of strategic ambiguity. Then, provide two examples—one in which strategic ambiguity improves a situation and one in which it does not.

42. Explain the concept of dialogue, using relevant examples from this course. Why is this concept so important to understanding organizational communication?

43. Why do the authors of this book prefer the approach that balances creativity and constraint as opposed to more traditional approaches to organizational communication?

44. Define the information-transfer approach to organizational communication, and explain what the critics of this approach argue.

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45. How might one incorporate empathic concern into their organizational communication practices?

46. Define the theory of structuration, and offer an example of the duality of structure.

47. Explain the difference between the information-transfer approach and the transactional-process model of communication.

48. Define the role of the situated individual in organizational communication. Where does this individual come from, and what are some of the predominate forces that shape how he or she acts within an organized context?

49. Why does context matter to so many of the concepts and approaches discussed in this chapter?

50. Explain the difference between mindless and mindful forms of communication. Offer an example of each.

51. The subtitle of the textbook is *Balancing Creativity and Constraint*. Explain this perspective on organizational communication, including its relationship to dialogue. Make sure to offer examples that illustrate your points.

52. What does it mean to work with integrity? As you construct your answer, be sure to define the concepts of integrity and ethics as they relate to organizational communication practice. Also, how would one develop effective codes of ethics for modern organizations?

53. Explain the four styles of dialogue discussed in this chapter. Begin by offering an overall definition of dialogue, outlining the four approaches, and providing an example of each approach. Conclude your essay by clarifying the relationships between each of the four styles.

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Answer Key

1. C
2. D
3. A
4. B
5. D
6. D
7. C
8. B
9. A
10. D
11. C
12. A
13. C
14. C
15. A
16. B
17. D
18. B
19. B
20. D
21. D
22. B
23. D
24. A
25. D
26. B
27. B
28. A
29. B
30. A
31. B
32. B
33. A
34. B
35. A
36. B
37. A
38. B
39. A
40. A
41.
42.
43.
44.

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