

**Chapter 2—Improving Personal and Organizational Communications**

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**MULTIPLE CHOICE**

1. Effective communication involves the sender, receiver, message, and
- feedback.
  - filter.
  - semantics.
  - interpersonal communications.

ANS: A                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 25                      OBJ: LO: 2-1                      NAT: BUSPROG: Communication  
STA: DISC: Group Dynamics                      KEY: Bloom's: Knowledge

2. 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
- horizontal communication
  - grapevine communication
  - interpersonal communication
  - impersonal communication

ANS: D                      PTS: 1                      DIF: Difficulty: Moderate  
REF: p. 25                      OBJ: LO: 2-1                      NAT: BUSPROG: Communication  
STA: DISC: Leadership Principles                      KEY: Bloom's: Application

3. 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?
- Feedback
  - Filter
  - Message
  - Channel

ANS: B                      PTS: 1                      DIF: Difficulty: Moderate  
REF: p. 27                      OBJ: LO: 2-2                      NAT: BUSPROG: Communication  
STA: DISC: Group Dynamics                      KEY: Bloom's: Application

4. 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
- emotions.
  - role expectations.
  - semantics.
  - attitudes.

ANS: C                      PTS: 1                      DIF: Difficulty: Moderate  
REF: p. 26                      OBJ: LO: 2-2                      NAT: BUSPROG: Communication  
STA: DISC: Group Dynamics                      KEY: Bloom's: Application

5. 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
- emotions.
  - role expectations.
  - gender bias.
  - attitudes.

ANS: D                      PTS: 1                      DIF: Difficulty: Moderate  
REF: p. 28                      OBJ: LO: 2-2                      NAT: BUSPROG: Communication  
STA: DISC: Group Dynamics                      KEY: Bloom's: Application

6. 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 due to which filter?
- Emotions
  - Role expectations
  - Nonverbal messages
  - Language and cultural barriers

ANS: B                      PTS: 1                      DIF: Difficulty: Moderate  
REF: p. 28                      OBJ: LO: 2-2                      NAT: BUSPROG: Communication  
STA: DISC: Group Dynamics                      KEY: Bloom's: Application

7. Women use conversation as a way to
- build and maintain relationships.
  - negotiate.
  - exchange information.
  - discover differences and uniqueness.

ANS: A                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 28                      OBJ: LO: 2-2                      NAT: BUSPROG: Communication  
STA: DISC: Group Dynamics                      KEY: Bloom's: Knowledge

8. The most communicative element of nonverbal communication is an individual's
- words.
  - tone.
  - personal space.
  - eye contact.

ANS: D                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 30                      OBJ: LO: 2-2                      NAT: BUSPROG: Communication  
STA: DISC: Individual Dynamics                      KEY: Bloom's: Comprehension

9. When verbal and nonverbal messages match,
- it is critical to maintain eye contact.
  - it gives the impression that you can be trusted.
  - people can become suspicious of your intentions.
  - the verbal message is dominant.

ANS: B                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 29                      OBJ: LO: 2-2                      NAT: BUSPROG: Communication  
STA: DISC: Individual Dynamics                      KEY: Bloom's: Knowledge

10. 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
- personal distance of 18 inches to 4 feet.
  - personal distance of 4 to 12 feet.
  - social distance of 18 inches to 4 feet.
  - social distance of 4 to 12 feet.

ANS: D                      PTS: 1                      DIF: Difficulty: Moderate  
REF: p. 31                      OBJ: LO: 2-2                      NAT: BUSPROG: Communication  
STA: DISC: Group Dynamics                      KEY: Bloom's: Application

11. 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
- many disruptions.
  - many small jobs to do at one time.
  - continuous information streaming in.
  - all of the above

ANS: D                      PTS: 1                      DIF: Difficulty: Moderate  
REF: p. 24                      OBJ: LO: 2-1                      NAT: BUSPROG: Communication  
STA: DISC: Individual Dynamics                      KEY: Bloom's: Application

12. Critical listening involves a number of important skills, including
- being patient.
  - analyzing presented information.
  - using words carefully.
  - demonstrating a listening attitude.

ANS: B                      PTS: 1                      DIF: Difficulty: Moderate  
REF: p. 34                      OBJ: LO: 2-3                      NAT: BUSPROG: Communication  
STA: DISC: Individual Dynamics                      KEY: Bloom's: Comprehension

13. Barbara wants to be a more empathic listener. To do that, she needs to
- practice patience and be nonjudgmental when listening.
  - take notes and ask reflecting questions.
  - listen primarily for facts and avoid semantic confusion.
  - question what is said but demonstrate agreement with it.

ANS: A                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 34-35                      OBJ: LO: 2-3                      NAT: BUSPROG: Communication  
STA: DISC: Individual Dynamics                      KEY: Bloom's: Knowledge

14. 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
- telecommuting.
  - informal communication channel.
  - formal communication channel.
  - upward communication.

ANS: D                      PTS: 1                      DIF: Difficulty: Moderate  
REF: p. 36-37                      OBJ: LO: 2-4                      NAT: BUSPROG: Communication  
STA: DISC: Leadership Principles                      KEY: Bloom's: Application

15. 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
- the grapevine.
  - horizontal communication.
  - vertical communication.
  - telecommuting.

ANS: C                      PTS: 1                      DIF: Difficulty: Moderate  
REF: p. 36                      OBJ: LO: 2-4                      NAT: BUSPROG: Communication  
STA: DISC: Group Dynamics                      KEY: Bloom's: Application

16. Horizontal communication within an organization carries messages
- among people on the same level of authority.
  - between all employees.
  - between top executive levels and the lowest levels of the organization.
  - only in written form.

ANS: A                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 36                      OBJ: LO: 2-4                      NAT: BUSPROG: Communication  
STA: DISC: Information Technologies                      KEY: Bloom's: Knowledge

17. 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?
- Impersonal communication
  - Horizontal communication
  - Network communication
  - The grapevine

ANS: D                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 36                      OBJ: LO: 2-4                      NAT: BUSPROG: Communication  
STA: DISC: Group Dynamics                      KEY: Bloom's: Application

18. One of the *most* effective ways to improve organizational communication is to
- promote the use of the grapevine.
  - create a nonthreatening climate to encourage upward communication.
  - communicate everything in writing.
  - communicate everything vertically.

ANS: B                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 36                      OBJ: LO: 2-4                      NAT: BUSPROG: Communication  
STA: DISC: Information Technologies                      KEY: Bloom's: Knowledge

19. The use of e-mail
- offers greater privacy of the messages than normal written correspondence.
  - is effective in building rapport.
  - is always the quickest way to communicate.
  - has accelerated the pace of exchanging information.

ANS: D                      PTS: 1                      DIF: Difficulty: Moderate  
REF: p. 39                      OBJ: LO: 2-5                      NAT: BUSPROG: Communication  
STA: DISC: Information Technologies                      KEY: Bloom's: Comprehension

20. Joshua got a promotion but the job involves moving to Brazil. He can be more successful if he:
- talks with Brazilians living in America.

- b. learns the language with tapes.
- c. increases his cultural intelligence.
- d. does a good job there.

ANS: C                      PTS: 1                      DIF: Difficulty: Moderate  
 REF: p. 27                      OBJ: LO: 2-2                      NAT: BUSPROG: Communication  
 STA: DISC: Group Dynamics                      KEY: Bloom's: Application

### 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 what is being taken away. A representative is sent to Cynthia to express their concerns. Cynthia is very concerned that she understand this group's concerns.

21. Refer to Case 2.1. The few employees have filtered the company's message through their
- a. role expectations.
  - b. attitudes.
  - c. semantic filters.
  - d. gender bias.

ANS: B                      PTS: 1                      DIF: Difficulty: Moderate  
 REF: p. 28                      OBJ: LO: 2-2                      NAT: BUSPROG: Communication  
 STA: DISC: Group Dynamics                      KEY: Bloom's: Analysis

22. 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.

ANS: B                      PTS: 1                      DIF: Difficulty: Moderate  
 REF: p. 33                      OBJ: LO: 2-3                      NAT: BUSPROG: Communication  
 STA: DISC: Leadership Principles                      KEY: Bloom's: Analysis

23. 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.

ANS: C                      PTS: 1                      DIF: Difficulty: Moderate  
 REF: p. 36-37                      OBJ: LO: 2-4                      NAT: BUSPROG: Communication  
 STA: DISC: Leadership Principles                      KEY: Bloom's: Analysis

24. 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.

ANS: A                      PTS: 1                      DIF: Difficulty: Moderate

REF: p. 36-37      OBJ: LO: 2-4      NAT: BUSPROG: Communication  
STA: DISC: Environmental Influence      KEY: Bloom's: Analysis

25. 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
- the grapevine.
  - the horizontal communication channel.
  - a memo from her department.
  - e-mail with a way for employees to ask questions.

ANS: D      PTS: 1      DIF: Difficulty: Challenging  
REF: p. 25 | p. 36-37      OBJ: LO: 2-4      NAT: BUSPROG: Communication  
STA: DISC: Leadership Principles | DISC: Information Technologies  
KEY: Bloom's: Evaluation

### TRUE/FALSE

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

ANS: T      PTS: 1      DIF: Difficulty: Easy  
REF: p. 25      OBJ: LO: 2-1      NAT: BUSPROG: Communication  
STA: DISC: Information Technologies      KEY: Bloom's: Knowledge

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.

ANS: T      PTS: 1      DIF: Difficulty: Easy  
REF: p. 25      OBJ: LO: 2-1      NAT: BUSPROG: Communication  
STA: DISC: Group Dynamics      KEY: Bloom's: Knowledge

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

ANS: F      PTS: 1      DIF: Difficulty: Easy  
REF: p. 26      OBJ: LO: 2-2      NAT: BUSPROG: Communication  
STA: DISC: Group Dynamics      KEY: Bloom's: Comprehension

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

ANS: F      PTS: 1      DIF: Difficulty: Easy  
REF: p. 25      OBJ: LO: 2-1      NAT: BUSPROG: Communication  
STA: DISC: Information Technologies      KEY: Bloom's: Knowledge

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

ANS: T      PTS: 1      DIF: Difficulty: Easy  
REF: p. 27      OBJ: LO: 2-2      NAT: BUSPROG: Communication  
STA: DISC: Environmental Influence      KEY: Bloom's: Comprehension

6. Men use communication to establish and maintain relationships.

ANS: F                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 28                      OBJ: LO: 2-2                      NAT: BUSPROG: Communication  
STA: DISC: Group Dynamics                      KEY: Bloom's: Knowledge

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

ANS: F                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 31                      OBJ: LO: 2-2                      NAT: BUSPROG: Communication  
STA: DISC: Group Dynamics                      KEY: Bloom's: Knowledge

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

ANS: F                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 29                      OBJ: LO: 2-2                      NAT: BUSPROG: Communication  
STA: DISC: Group Dynamics                      KEY: Bloom's: Knowledge

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

ANS: F                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 32                      OBJ: LO: 2-2                      NAT: BUSPROG: Communication  
STA: DISC: Individual Dynamics                      KEY: Bloom's: Knowledge

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.

ANS: T                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 33                      OBJ: LO: 2-3                      NAT: BUSPROG: Communication  
STA: DISC: Group Dynamics                      KEY: Bloom's: Knowledge

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

ANS: F                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 38                      OBJ: LO: 2-5                      NAT: BUSPROG: Communication  
STA: DISC: Information Technologies                      KEY: Bloom's: Comprehension

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

ANS: F                      PTS: 1                      DIF: Difficulty: Moderate  
REF: p. 36                      OBJ: LO: 2-4                      NAT: BUSPROG: Communication  
STA: DISC: Group Dynamics                      KEY: Bloom's: Application

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

ANS: T                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 33                      OBJ: LO: 2-3                      NAT: BUSPROG: Communication  
STA: DISC: Group Dynamics                      KEY: Bloom's: Knowledge

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 timely and honestly clarify information heard via the grapevine.

ANS: T                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 36                      OBJ: LO: 2-4                      NAT: BUSPROG: Communication  
STA: DISC: Leadership Principles                      KEY: Bloom's: Knowledge

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.

ANS: F                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 37                      OBJ: LO: 2-4                      NAT: BUSPROG: Communication  
STA: DISC: Environmental Influence                      KEY: Bloom's: Comprehension

16. Social Media requires us to be better spellers, write our ideas clearly and continue to use communication etiquette.

ANS: T                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 37                      OBJ: LO: 2-5                      NAT: BUSPROG: Communication  
STA: DISC: Information Technologies                      KEY: Bloom's: Comprehension

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

ANS: F                      PTS: 1                      DIF: Difficulty: Moderate  
REF: p. 37                      OBJ: LO: 2-4                      NAT: BUSPROG: Communication  
STA: DISC: Leadership Principles                      KEY: Bloom's: Comprehension

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

ANS: T                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 37                      OBJ: LO: 2-5                      NAT: BUSPROG: Communication  
STA: DISC: Information Technologies                      KEY: Bloom's: Knowledge

19. Hearing and listening are both innate abilities.

ANS: F                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 33                      OBJ: LO: 2-3                      NAT: BUSPROG: Communication  
STA: DISC: Individual Dynamics                      KEY: Bloom's: Knowledge

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

ANS: F                      PTS: 1                      DIF: Difficulty: Easy  
REF: p. 39                      OBJ: LO: 2-5                      NAT: BUSPROG: Communication  
STA: DISC: Individual Dynamics                      KEY: Bloom's: Knowledge

## COMPLETION

1. \_\_\_\_\_ helps a communicator determine whether or not the information has been understood in the way they intended.

ANS: Feedback

PTS: 1                      DIF: Difficulty: Easy                      REF: p. 25



OBJ: LO: 2-1      NAT: BUSPROG: Communication      STA: DISC: Group Dynamics  
KEY: Bloom's: Knowledge

2. 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 \_\_\_\_\_.

ANS: semantics

PTS: 1      DIF: Difficulty: Easy      REF: p. 26-27  
OBJ: LO: 2-2      NAT: BUSPROG: Communication      STA: DISC: Group Dynamics  
KEY: Bloom's: Knowledge

3. \_\_\_\_\_ communication is a one-way process that transfers basic instructions such as instructions, policies, and data.

ANS: impersonal

PTS: 1      DIF: Difficulty: Easy      REF: p. 25  
OBJ: LO: 2-1      NAT: BUSPROG: Communication  
STA: DISC: Information Technologies      KEY: Bloom's: Knowledge

4. 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 \_\_\_\_\_.

ANS: role expectations

PTS: 1      DIF: Difficulty: Moderate      REF: p. 28  
OBJ: LO: 2-2      NAT: BUSPROG: Communication      STA: DISC: Leadership Principles  
KEY: Bloom's: Application

5. Eye contact, facial expressions, gestures, and personal space are all examples of \_\_\_\_\_.

ANS: nonverbal messages

PTS: 1      DIF: Difficulty: Moderate      REF: p. 29-31  
OBJ: LO: 2-2      NAT: BUSPROG: Communication      STA: DISC: Individual Dynamics  
KEY: Bloom's: Synthesis

6. \_\_\_\_\_ is the process of encouraging employees to share their feelings and ideas with their managers.

ANS: Upward communication

PTS: 1      DIF: Difficulty: Easy      REF: p. 36-37  
OBJ: LO: 2-4      NAT: BUSPROG: Communication  
STA: DISC: Environmental Influence      KEY: Bloom's: Knowledge

7. During a political speech, Carlos practices \_\_\_\_\_ skills by focusing on the speaker, taking notes, and eventually asking questions.

ANS: active listening

PTS: 1 DIF: Difficulty: Moderate REF: p. 33  
OBJ: LO: 2-3 NAT: BUSPROG: Communication STA: DISC: Individual Dynamics  
KEY: Bloom's: Application

8. Tien is a middle-level manager. An employee is complaining about a company policy. Tien is being patient, accepting what the employee is saying without being judgmental. Tien is using \_\_\_\_\_.

ANS: empathic listening

PTS: 1 DIF: Difficulty: Moderate REF: p. 34-35  
OBJ: LO: 2-3 NAT: BUSPROG: Communication STA: DISC: Leadership Principles  
KEY: Bloom's: Application

9. 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.

ANS: horizontal

PTS: 1 DIF: Difficulty: Easy REF: p. 36  
OBJ: LO: 2-4 NAT: BUSPROG: Communication STA: DISC: Group Dynamics  
KEY: Bloom's: Application

10. The \_\_\_\_\_ is an informal communication channel that carries information, often unofficial, in many different directions.

ANS: grapevine

PTS: 1 DIF: Difficulty: Easy REF: p. 36  
OBJ: LO: 2-4 NAT: BUSPROG: Communication STA: DISC: Group Dynamics  
KEY: Bloom's: Knowledge

## SHORT ANSWER

1. Differentiate between impersonal and interpersonal communication.

ANS:

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. There is interaction between the parties and feedback from the receiver.

PTS: 1 DIF: Difficulty: Moderate REF: p. 25-26  
OBJ: LO: 2-1 NAT: BUSPROG: Communication  
STA: DISC: Information Technologies KEY: Bloom's: Analysis

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

ANS:

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.

PTS: 1 DIF: Difficulty: Moderate REF: p. 33-35  
OBJ: LO: 2-3 NAT: BUSPROG: Communication STA: DISC: Individual Dynamics  
KEY: Bloom's: Application

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

ANS:

Research suggests that the nonverbal messages we convey through facial expressions, tone, gestures, appearance, 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 is believable. When the messages aren't consistent, the listener is more likely to believe the nonverbals.

PTS: 1 DIF: Difficulty: Moderate REF: p. 29-32  
OBJ: LO: 2-2 NAT: BUSPROG: Communication STA: DISC: Individual Dynamics  
KEY: Bloom's: Application

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

ANS:

You can always be available to talk to your customers, clients or co-workers. You have less privacy as messages can be viewed by devices issued by your employer. Also they can be forwarded on to another person or many people. Observing good communication etiquette is more important than ever as you need to change your style based on whom you are talking with.

PTS: 1 DIF: Difficulty: Moderate REF: p. 38-39  
OBJ: LO: 2-5 NAT: BUSPROG: Communication  
STA: DISC: Information Technologies KEY: Bloom's: Analysis

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

ANS:

Sender to Message to Receiver to Feedback. Filters could include semantics, emotions, language/culture, attitudes, role expectation, gender-specific focus, and nonverbal messages.

PTS: 1 DIF: Difficulty: Challenging REF: p. 25-29  
OBJ: LO: 2-1| LO: 2-2 NAT: BUSPROG: Communication  
STA: DISC: Group Dynamics KEY: Bloom's: Synthesis

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

ANS:

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

PTS: 1 DIF: Difficulty: Easy REF: p. 36-37

OBJ: LO: 2-4      NAT: BUSPROG: Communication  
STA: DISC: Information Technologies      KEY: Bloom's: Comprehension

7. Identify the advantages and disadvantages of using e-mail in organizational communication.

ANS:

- a. Advantages: can be efficient and accurate, cost-effective, accommodates shy individuals, crosses hierarchical barriers, minimal counterproductive interruptions, convenient, enhanced customer service, and reduced communication filters.
- b. Disadvantages: limits ability to clarify vague or confusing wording, requires time to plan/compose accurate message, uncertainty of when and if the message has been received, requires good writing skills, lacks nonverbal cues that the sender and receiver can interpret.

PTS: 1      DIF: Difficulty: Challenging      REF: p. 39  
OBJ: LO: 2-5      NAT: BUSPROG: Communication  
STA: DISC: Information Technologies      KEY: Bloom's: Evaluation

## ESSAY

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

ANS:

Answers will vary.

PTS: 1      DIF: Difficulty: Challenging      REF: p. 26-32  
OBJ: LO: 2-2      NAT: BUSPROG: Communication      STA: DISC: Group Dynamics  
KEY: Bloom's: Synthesis

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

ANS:

Answers will vary.

PTS: 1      DIF: Difficulty: Easy      REF: p. 33-35  
OBJ: LO: 2-3      NAT: BUSPROG: Communication      STA: DISC: Individual Dynamics  
KEY: Bloom's: Comprehension

3. 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.

ANS:

Answers will vary.

PTS: 1      DIF: Difficulty: Moderate      REF: p. 36-37  
OBJ: LO: 2-4      NAT: BUSPROG: Communication  
STA: DISC: Information Technologies      KEY: Bloom's: Analysis