

1. According to Mead, the self is constructed of which of the following two parts?
 - 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. Communication that respects the validity of each person's experience and perceptions is called
 - A) symbolic interaction.
 - B) discussion.
 - C) validation theory.
 - D) dialogue as 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 emphasizes the use of communication to accomplish multiple goals and objectives?
 - 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.

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.
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 above
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
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 above
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
28. Mindless communicators are not especially skilled at making other individuals feel a strong and supportive connection between them.
- A) True
 - B) False
29. Mindless communicators are often better at avoiding mistakes than mindful communicators.
- 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
36. Dialogue is more helpful for solving problems or making decisions than it is for generating new ideas.
A) True
B) False
37. Ambiguity should always be avoided in favor of clarity in organizations.
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. Nike's mission statement “Just Do It” is an example of strategic ambiguity that has had positive impacts for the organization.
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. Explain the SMCR model of communication. Construct a short example to illustrate the key concepts associated with this model.
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.

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. C
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. B
38. B
39. A
40. A
41. • This answer should include illustrations of strategic ambiguity that does or does not accomplish the following:
 - o Promotes unified diversity
 - o Preserves privileged positions

- o Is deniable
- o Facilitates organizational change
- 42. • This answer should consider the four features of dialogue, including mindfulness, equitable transaction, empathic conversation, and real meeting.
 - The concept is important because it provides the underlying connection between organization and communication.
- 43. • The authors believe that this approach encourages individuals and groups to act and communicate more honorably.
 - The approach balances the necessity of the constructions of reality and the need to think innovatively.
- 44. • The model is part of the information-transfer approach.
 - It includes the concepts of sender, message, channel, and receiver.
 - o For example, a manager (the sender) sends a work order (message) via e-mail (channel) to an employee (the receiver).
- 45. • Being empathic in our conversation often requires strong listening skills.
 - Empathic conversation also requires individuals to appreciate differences without being judgmental or demonizing another individual's position or experience.
- 46. • This answer should address how action and structure are framed as a duality.
 - o For example, an individual draws from the structures of the English language in order to construct a sentence. In doing so, he or she also reproduces the English language as an acceptable set of resources of sentence construction.
- 47. • This answer can illustrate different elements between the two approaches; however, the *key* difference is the presumed location of the meaning of the message.
 - o The information-transfer model assumes that the meaning resides in the sender, and the challenge is to transmit it to others.
 - o The transactional-process model assumes that meanings are in people, not words; therefore, the meaning is constructed between the receiver and the sender.
- 48. • This answer should address how the situated individual is a person who is conducting the everyday business of the construction and maintenance of social realities in which he or she lives.
- 49. • Several concepts and approaches (e.g., the situated individual) demonstrate how many organizational communication practices are situated within local contexts.
- 50. • Mindless communication: communicating without conscious, purposeful intent
 - o For example, asking someone how he or she is doing without really thinking about (or caring about) their answer
 - Mindful communication: being purposeful and strategic with our communication
 - o For example, asking someone how he or she is doing because you are generally interested in his or her well-being and are seeking out information to fulfill a goal
- 51. • This answer should address how the moment-to-moment working out of the tension between creativity and organizational constraint is an everyday part of organizational life.
 - Another way to think about this relationship is thinking innovatively while still working within the rules.
 - Examples should include specific practices of acting and thinking creatively within sometimes rigid and constraining structures and rules.
- 52. • Working with integrity means fulfilling one's organizational commitments.
 - Ethics refers to “doing things right” and “doing things the right way.”

- o In organizational communication, this means we have to consider both how we communicate and the results of our communication behaviors.
- Effective codes of ethics should reflect the ways in which individuals are able to fulfill promises and goals while still acting in an open and moral way.
- 53. • Dialogue is balanced communication, or communication in which each individual has a chance to both speak and be heard.
- Dialogue has four features, each representing an increasing degree of collaboration and respect for the other:
 1. *Mindful communication*. Examples should illustrate how individuals communicate with purpose and conscious thought.
 2. *Equitable transaction*. Examples should illustrate how all voices are given an opportunity to be shared.
 3. *Empathic conversation*. Examples should illustrate how individuals are able to imagine the world from others' perspectives.
 4. *Real meeting*. Examples should illustrate how the conversation transcends differences in role or perspective and recognizes the humanity of all parties.