1. Everything a manager does involves communication.
   Answer: True
   Diff: 1
   Page Ref: 346
   Objective: 12.1

2. In order to be sent, a message needs to be decoded.
   Answer: True
   Diff: 2
   Page Ref: 346
   Objective: 12.1

3. Success in communication always involves reasoning skills.
   Answer: True
   Diff: 2
   Page Ref: 346
   Objective: 12.1

4. Some messages do not need to be converted to symbolic forms to be sent.
   Answer: True
   Diff: 2
   Page Ref: 346
   Objective: 12.1

5. A channel is an actual physical product.
   Answer: True
   Diff: 2
   Page Ref: 347
   Objective: 12.1

6. Feedback is a response that confirms a message.
   Answer: True
   Diff: 2
   Page Ref: 347
   Objective: 12.1

7. One advantage of a written communication is that it provides a record of the information.
   Answer: True
   Diff: 2
   Page Ref: 348
   Objective: 12.1

8. One disadvantage of verbal communication is that it is hard to get feedback.
   Answer: True
   Diff: 2
   Page Ref: 348
   Objective: 12.1

9. Body language and facial expressions are the only forms of nonverbal communication.
   Answer: True
   Diff: 2
   Page Ref: 349
10. Verbal intonation can be a part of written communication.
Answer: True  False
Diff: 2  Page Ref: 349
Objective: 12.1

11. Nonverbal communication is a minor part of the communication that takes place during a conversation.
Answer: True  False
Diff: 2  Page Ref: 350
Objective: 12.1

12. An example of filtering is telling your boss what she wants to hear.
Answer: True  False
Diff: 2  Page Ref: 350
Objective: 12.1

13. Selective perception involves deception on the part of the person sending a message.
Answer: True  False
Diff: 2  Page Ref: 350
Objective: 12.1

14. Emotions can cause a single message to be interpreted in two different ways.
Answer: True  False
Diff: 2  Page Ref: 351
Objective: 12.1

15. Jargon never improves communication.
Answer: True  False
Diff: 2  Page Ref: 351
Objective: 12.1

16. When women talk, they typically place more emphasis on creating connections than on status or authority.
Answer: True  False
Diff: 2  Page Ref: 352
Objective: 12.1

17. When women complain about problems they have, they are typically seeking solutions from men.
Answer: True  False
Diff: 2  Page Ref: 352
Objective: 12.1

18. In the United States, most managers tend to prefer informal over formal communication.
Answer: True  False
Diff: 2  Page Ref: 352
19. In Japan, managers use formal communication to seek consensus.
   Answer: True False
   Diff: 2 Page Ref: 353
   Objective: 12.1

20. The purpose of feedback is to ensure that a message was received and understood.
   Answer: True False
   Diff: 2 Page Ref: 353
   Objective: 12.1

21. Active listening requires making super-quick judgments while a person is speaking.
   Answer: True False
   Diff: 3 Page Ref: 354
   Objective: 12.1

22. Nonverbal communication is an important part of active listening.
   Answer: True False
   Diff: 2 Page Ref: 354
   Objective: 12.1

23. An active listener should not interrupt the speaker by asking questions.
   Answer: True False
   Diff: 2 Page Ref: 354
   Objective: 12.1

24. The average person can take in information at a much faster rate than is communicated through speech.
   Answer: True False
   Diff: 2 Page Ref: 354
   Objective: 12.1

25. A good rule of thumb is never to try to communicate an important message until your emotions are under control.
   Answer: True False
   Diff: 2 Page Ref: 355
   Objective: 12.1

26. A drawback to instant messaging is that it creates security problems.
   Answer: True False
   Diff: 2 Page Ref: 356
   Objective: 12.2

27. Companies save money by using email to replace large face-to-face meetings.
   Answer: True False
28. Most shorthand abbreviation messages originate in text messages.
   Answer: True False
   Diff: 2 Page Ref: 356
   Objective: 12.2

29. Members of a company sharing efficient shortcuts in a complex computer software program is an example of knowledge management.
   Answer: True False
   Diff: 2 Page Ref: 357
   Objective: 12.2

30. Active listening requires a listener to have empathy, the ability to suspend judgment when listening.
    Answer: True False
    Diff: 2 Page Ref: 358
    Objective: 12.3

31. Responsibility for completeness requires an active listener to make sure she has heard the speaker's entire message.
    Answer: True False
    Diff: 2 Page Ref: 359
    Objective: 12.3

32. Negative feedback is typically more readily accepted than positive feedback.
    Answer: True False
    Diff: 2 Page Ref: 359
    Objective: 12.3

33. Negative feedback is more likely to be well received when it comes from managers in the lower ranks of an organization.
    Answer: True False
    Diff: 2 Page Ref: 359
    Objective: 12.3

34. Corrective feedback is usually more meaningful when it is general as opposed to being specific.
    Answer: True False
    Diff: 2 Page Ref: 359
    Objective: 12.3

35. Corrective feedback is most meaningful when there is a very short interval between the behavior and the receipt of the feedback.
    Answer: True False
    Diff: 2 Page Ref: 360
    Objective: 12.3
36. Delegation and participation are the same thing.
   Answer: True  False
   Diff: 2  Page Ref: 361
   Objective: 12.3

37. In general, the larger the organization is, the less likely it is to need delegation.
   Answer: True  False
   Diff: 2  Page Ref: 362
   Objective: 12.3

38. Delegation usually does not require feedback controls.
   Answer: True  False
   Diff: 2  Page Ref: 363
   Objective: 12.3

39. The human relations view of conflict holds that conflict is necessary for successful group performance.
   Answer: True  False
   Diff: 2  Page Ref: 364
   Objective: 12.3

40. In general, groups should have more task conflict than process conflict.
   Answer: True  False
   Diff: 2  Page Ref: 364
   Objective: 12.3

41. Integrative bargaining operates under zero-sum conditions.
   Answer: True  False
   Diff: 2  Page Ref: 367
   Objective: 12.3

42. Integrative bargaining is win-win bargaining.
   Answer: True  False
   Diff: 2  Page Ref: 368
   Objective: 12.3

43. For managers, communication can't be overemphasized because ________ requires communication.
    A) supervising and monitoring employees
    B) decision making
    C) everything a manager does
    D) planning
   Answer: C
   Diff: 2  Page Ref: 346
   Objective: 12.1
44. The communication process begins with this.
   A) a receiver
   B) a message
   C) an encoded message
   D) a thought or purpose
   Answer: D
   Diff: 2  Page Ref: 346
   Objective: 12.1

45. In order to transmit a message, the thought originating with the sender must be ________ to symbolic form.
   A) deciphered
   B) encoded
   C) expanded
   D) decoded
   Answer: B
   Diff: 2  Page Ref: 346
   Objective: 12.1

46. **Which communication sequence is correct?**
   A) sender ⇒ channel ⇒ medium ⇒ decoding ⇒ receiver
   B) sender ⇒ encoding ⇒ channel ⇒ decoding ⇒ receiver
   C) sender ⇒ decoding ⇒ channel ⇒ encoding ⇒ receiver
   D) source ⇒ sender ⇒ encoding ⇒ decoding ⇒ receiver
   Answer: B
   Diff: 2  Page Ref: 346
   Objective: 12.1

47. Reading is an example of this communication step.
   A) sending
   B) decoding
   C) encoding
   D) feedback
   Answer: B
   Diff: 2  Page Ref: 346
   Objective: 12.1

48. Four conditions influence the content of an encoded message: the skills, attitudes, knowledge, and ________ of the sender.
   A) environmental conditions
   B) social-cultural system
   C) volume
   D) political conditions
   Answer: B
   Diff: 2  Page Ref: 346
   Objective: 12.1

49. A ________ is the actual physical product encoded by the source.
   A) source
50. The channel is the ________.
   A) person who receives the message
   B) medium that the messages travels through
   C) person who sends the message.
   D) actual physical product from the source that conveys a purpose
Answer: B
Diff: 2    Page Ref: 347
Objective: 12.1

51. A spelling mistake in a message is an example of ________.
   A) a decoding error
   B) a receiver error
   C) a transmission error
   D) an encoding error
Answer: D
Diff: 2    Page Ref: 347
Objective: 12.1

52. The final link in the communication process is ________.
   A) encoding
   B) feedback
   C) channeling
   D) decoding
Answer: B
Diff: 2    Page Ref: 347
Objective: 12.1

53. Feedback is a message that travels from ________.
   A) encoder to receiver
   B) the original receiver to the original sender
   C) the original sender to the original receiver
   D) source to decoder
Answer: B
Diff: 3    Page Ref: 347
Objective: 12.1

54. Skills, attitudes, knowledge, and social cultural systems affect ________.
   A) the receiver only
   B) neither the sender nor the receiver
   C) the sender only
   D) both the sender and the receiver
55. The great advantage of a written message is that it ________.
   A) is easy to provide feedback for
   B) is informal
   C) is unambiguous
   D) provides a permanent record
   Answer: D

56. Which of the following is a disadvantage of written communication?
   A) vague
   B) hard to store
   C) not permanent
   D) time-consuming
   Answer: D

57. Along the grapevine ________.
   A) good news travels fastest
   B) good news travels slowest
   C) bad news travels slowly
   D) bad news travels fastest
   Answer: D

58. You would expect to find a grapevine with the most accurate rumors in ________ organization.
   A) a hierarchical
   B) an authoritative
   C) a mechanistic
   D) an organic
   Answer: D

59. An example of nonverbal communication is ________.
   A) a voice mail
   B) a smile
   C) an email
   D) a whisper
   Answer: B
60. Verbal intonation is a form of _______.
   A) nonverbal communication
   B) verbal communication
   C) body language
   D) facial expression
Answer: A
Diff: 3       Page Ref: 349
Objective: 12.1

61. A live singing performance allows a listener to perceive _______ forms of communication.
   A) body language, facial expressions, and verbal intonation as
   B) verbal, body language, and verbal intonation as
   C) only verbal
   D) only nonverbal
Answer: B
Diff: 2       Page Ref: 349
Objective: 12.1

62. Listening to a singing performance on the radio allows a listener to perceive _______ forms of communication.
   A) both verbal and nonverbal
   B) verbal, body language, and verbal intonation as
   C) only nonverbal
   D) only verbal
Answer: A
Diff: 2       Page Ref: 349
Objective: 12.1

63. Watching a movie in a foreign language you don't understand without subtitles allows you to perceive _______ forms of communication.
   A) both verbal and nonverbal
   B) verbal, body language, and verbal intonation as
   C) only verbal
   D) only nonverbal
Answer: D
Diff: 2       Page Ref: 349
Objective: 12.1

64. Reading a movie script allows you to perceive _______ forms of communication.
   A) only verbal
   B) verbal, body language, and verbal intonation as
   C) only nonverbal
   D) both verbal and nonverbal
Answer: A
Diff: 2       Page Ref: 349
Objective: 12.1
65. Managers often travel long distances to have a face-to-face meeting with someone for this reason.
   A) Other forms of communication have security concerns.
   B) It communicates a sense of power, rank, and mobility.
   C) Most communication is done through body language.
   D) It shows respect.
Answer: C
Diff: 3  Page Ref: 350
Objective: 12.1

66. ______ is the deliberate manipulation of information by the sender to make it appear more favorable to the receiver.
   A) Information overload
   B) Selective perception
   C) Jargon
   D) Filtering
Answer: D
Diff: 2  Page Ref: 350
Objective: 12.1

67. All of the following are barriers to effective interpersonal communication EXCEPT ______.
   A) selective perception
   B) filtering
   C) language
   D) feedback
Answer: D
Diff: 2  Page Ref: 350-351
Objective: 12.1

68. When an auto industry manager raves about plans for a new car design and fails to see the flaws in the model, he is engaging in this.
   A) emotion
   B) information overload
   C) filtering
   D) selective perception
Answer: D
Diff: 2  Page Ref: 350-351
Objective: 12.1

69. When an auto designer's presentation of a new design shows all of the good features of the design but fails to mention the poor gas mileage that the model will get, she is engaging in this.
   A) selective perception
   B) emotion
   C) filtering
   D) information overload
Answer: C
Diff: 2  Page Ref: 350-351
Objective: 12.1
70. Auto company engineers want technical terms such as *limited slip differential* used in car ads. Ad execs, on the other hand, don’t want these terms used. The cause of their disagreement is ________.
   A) selective perception
   B) emotion
   C) gender
   D) language
   Answer: D
   Diff: 2   Page Ref: 350-351
   Objective: 12.1

71. When an auto executive who is upset because his teenage son got suspended from school ends up nixing new design plans for no apparent reason, communication has been distorted by this.
   A) gender
   B) emotion
   C) filtering
   D) selective perception
   Answer: B
   Diff: 2   Page Ref: 350-351
   Objective: 12.1

72. When an auto executive fails to notice an important demographics report in her overstuffed inbox before going to a meeting, she is likely to be suffering from this.
   A) gender
   B) filtering
   C) emotion
   D) information overload
   Answer: D
   Diff: 2   Page Ref: 350-351
   Objective: 12.1

73. **Jargon can be very useful for communication** ________.
   A) between people who speak different languages
   B) between males and females
   C) outside of a specialized, close-knit group
   D) within a specialized, close-knit group
   Answer: D
   Diff: 2   Page Ref: 352-353
   Objective: 12.1

74. **Filtering tends to be more prevalent in this kind of organization**
   A) highly vertical
   B) organic
   C) non-mechanistic
   D) highly horizontal
   Answer: A
   Diff: 2   Page Ref: 350-351
   Objective: 12.1
75. Jargon tends to cause problems when it is used ________.
   A) outside of a specialized, close-knit group  
   B) in spoken rather than written language 
   C) within a specialized, close-knit group 
   D) as shorthand for technical terms 
Answer: A
Diff: 2      Page Ref: 352-353
Objective: 12.1

76. Which slogan for a new car would be likely to appeal more to men than to women?
   A) Saving the world, one car at a time 
   B) The car with a little bit of home 
   C) Be the top dog on your block 
   D) The family car for every family 
Answer: C
Diff: 2      Page Ref: 352
Objective: 12.1

77. Which slogan for a new car would be likely to appeal more to women than to men?
   A) The ultimate among ultimates 
   B) Carve out your niche 
   C) Be the top dog on every block 
   D) Carry a little bit home wherever you drive 
Answer: D
Diff: 2      Page Ref: 352
Objective: 12.1

78. U.S. managers tend to rely on this style of communication.
   A) formal and written 
   B) verbal and formal 
   C) verbal and informal 
   D) informal and unwritten 
Answer: A
Diff: 2      Page Ref: 352-353
Objective: 12.1

79. Japanese managers tend to rely on this style of communication.
   A) informal and verbal 
   B) formal and written 
   C) formal and unwritten 
   D) verbal and formal 
Answer: A
Diff: 2      Page Ref: 352-353
Objective: 12.1

80. **The purpose of feedback is to determine whether a message was _______.**
   A) verbal or nonverbal 
   B) worth sending


C) received and understood
D) received
Answer: C
Diff: 2 Page Ref: 353
Objective: 12.1

81. Feedback _______.
   A) can be spoken, verbal, or oral
   B) must be written
   C) must be spoken
   D) can be spoken, nonverbal, or written
Answer: D
Diff: 2 Page Ref: 353
Objective: 12.1

82. One particularly effective form of providing feedback is for the receiver to _______.
   A) state "message received" out loud
   B) send a written message that states "message received"
   C) restate the message in his or her own words
   D) raise a hand to show that the message was received
Answer: C
Diff: 2 Page Ref: 353
Objective: 12.1

83. Simplifying language is most important when _______.
   A) the message is simple
   B) the speaker has little time
   C) the audience is unfamiliar
   D) the audience is sympathetic
Answer: C
Diff: 2 Page Ref: 354
Objective: 12.1

84. The average listener can understand language at a rate that is _______ the average speaker can speak.
   A) much faster than
   B) the same rate that
   C) a little bit slower than
   D) much slower than
Answer: A
Diff: 2 Page Ref: 354
Objective: 12.1

85. Because the average listener can comprehend language at a rate that is much higher than speakers can speak, people tend to be _______.
   A) good speakers
   B) slow talkers
   C) good listeners
   D) poor listeners
86. This is the primary goal of active listening.
   A) understanding the full meaning of the speaker's message
   B) developing empathy with the speaker
   C) focusing on the speaker
   D) avoiding premature judgments or interpretations of the speaker's message

   Answer: A

87. Active listening is enhanced by developing _______ with the speaker.
   A) a personal friendship
   B) empathy
   C) apathy
   D) sympathy

   Answer: B

88. Which action best shows a speaker that you are paying close attention?
   A) smooth transitioning from listener to speaker
   B) avoiding overtalking
   C) direct eye contact
   D) avoiding interruptions of the speaker

   Answer: C

89. Which of the following is NOT true of active listening?
   A) It is a skill that most people need to improve.
   B) Listening demands serious intellectual effort.
   C) Empathy is a barrier to active listening.
   D) Active listening demands intense concentration.

   Answer: C

90. Emotions can distort communication _______.
   A) for senders only
   B) for receivers only
   C) only when negative
   D) for both senders and receivers

   Answer: D
91. During an interview minutes after a tough loss, a soccer coach who is frustrated with calls made by the game’s referees should probably do this.
   A) express his anger freely  
   B) blame himself for the defeat  
   C) take some time to cool down  
   D) blame the referees for the defeat  
Answer: C  
Diff: 2    Page Ref: 355  
Objective: 12.1

92. A manager who is trying to sound conciliatory should make sure that _______.
   A) she smiles when she speaks  
   B) her voice shows no anger  
   C) her voice is soft  
   D) her voice shows no emotion  
Answer: B  
Diff: 2    Page Ref: 355  
Objective: 12.1

93. Networked communication capabilities include all of the following EXCEPT _______.
   A) electronic data exchange  
   B) the grapevine  
   C) instant messaging  
   D) email  
Answer: B  
Diff: 2    Page Ref: 356  
Objective: 12.2

94. Techniques organizations utilize to exchange standard business transaction documents, such as invoices or purchase orders, are called _______.
   A) electronic data interchange  
   B) teleconference  
   C) intranets  
   D) extranets  
Answer: A  
Diff: 2    Page Ref: 356  
Objective: 12.2

95. Ross can create web pages that are accessible only to members of his organization on _______.
   A) a videoconference  
   B) an intranet  
   C) an electronic data interchange  
   D) an extranet  
Answer: B  
Diff: 2    Page Ref: 356  
Objective: 12.2
96. Which kind of electronic meeting format allows participants to view nonverbal forms of communication that include facial expressions and body language?
   A) face-to-face meeting
   B) electronic data interchange
   C) teleconferencing
   D) videoconferencing
Answer: D
Diff: 2    Page Ref: 356
Objective: 12.2

97. Which kind of electronic meeting format allows participants access to verbal communication that includes voice intonation but no body language?
   A) videoconferencing
   B) teleconferencing
   C) electronic data interchange
   D) face-to-face meeting
Answer: B
Diff: 2    Page Ref: 356
Objective: 12.2

98. An extranet is different from an intranet in that it ________.
   A) is faster than an intranet
   B) does not involve the Internet
   C) allows outside companies to participate
   D) allows participants to use the Internet
Answer: C
Diff: 1    Page Ref: 356
Objective: 12.2

99. Terms such as BIL, NSFW, and FYEO are examples of which of the following?
   A) Internet agencies
   B) text-messaging shorthand
   C) government education programs
   D) workplace compensation bureaus
Answer: B
Diff: 2    Page Ref: 357
Objective: 12.2

100. Which of the following characteristics is NOT typically an important part of a functioning knowledge management system?
    A) selling knowledge
    B) sharing knowledge
    C) gathering knowledge
    D) organizing knowledge
Answer: A
Diff: 2    Page Ref: 358
Objective: 12.2
101. Which of the following would be most likely to be an important "knowledge" that a restaurant might make part of its knowledge management system?
   A) 5-pound bag of onions
   B) a recipe for an onion tart
   C) a new logo
   D) employee phone list
Answer: B
Diff: 2 Page Ref: 358
Objective: 12.2

102. Top corporations find this to be the most important quality when hiring senior-level employees.
   A) discipline
   B) technical skills
   C) interpersonal skills
   D) honesty
Answer: C
Diff: 2 Page Ref: 358
Objective: 12.3

103. What are the four essential elements of active listening?
   A) summarizing, integrating, empathy, concentration
   B) intensity, empathy, acceptance, willingness to take responsibility for completeness
   C) intensity, concentration, empathy, acceptance
   D) concentration, intensity, willingness to take responsibility for actions, receptivity
Answer: B
Diff: 1 Page Ref: 358
Objective: 12.3

104. The best way to use "idle" time when a speaker is speaking is to _______.
   A) compose interesting questions you might ask
   B) summarize and integrate what you’ve heard
   C) think of what you are going to say
   D) think of suggestions that might help the speaker
Answer: B
Diff: 2 Page Ref: 358
Objective: 12.3

105. Which of the following essential elements of active listening requires a listener to suspend his or her own thoughts and feelings and focus on the thoughts and feelings of the speaker?
   A) willingness to take responsibility for completeness
   B) empathy
   C) intensity
   D) acceptance
Answer: B
Diff: 2 Page Ref: 359
Objective: 12.3

106. Which of the following essential elements of active listening requires the listener to withhold judgment on
107. Which of the following essential elements of active listening requires the listener to make sure that the speaker has gotten a chance to fully express him- or herself?
   A) intensity
   B) empathy
   C) willingness to take responsibility for completeness
   D) acceptance
   Answer: C
   Diff: 2     Page Ref: 359
   Objective: 12.3

108. Which of the following essential elements of active listening requires a listener to focus completely on what a speaker is saying?
   A) intensity
   B) empathy
   C) acceptance
   D) willingness to take responsibility for completeness
   Answer: A
   Diff: 2     Page Ref: 359
   Objective: 12.3

109. Which kind of feedback is usually given promptly and enthusiastically?
   A) positive feedback
   B) negative feedback
   C) useful feedback
   D) accurate feedback
   Answer: A
   Diff: 2     Page Ref: 359
   Objective: 12.3

110. Which kind of feedback is most frequently misinterpreted?
   A) gentle feedback
   B) objective feedback
   C) accurate feedback
   D) negative feedback
   Answer: D
   Diff: 2     Page Ref: 359
   Objective: 12.3

111. What is the most common response to negative feedback?
112. Which kind of negative feedback is most likely to be well accepted?
   A) accurate
   B) honest
   C) subjective
   D) objective
   Answer: D
   Diff: 2   Page Ref: 359
   Objective: 12.3

113. When is subjective negative feedback most likely to be accepted?
   A) when the source is not part of the organization
   B) when the source is a peer
   C) when the source is not a top manager
   D) when the source is a trusted top manager
   Answer: D
   Diff: 2   Page Ref: 359
   Objective: 12.3

114. Which kind of feedback is most likely to be well accepted?
   A) impersonal and subjective
   B) impersonal and objective
   C) personal and subjective
   D) personal and objective
   Answer: B
   Diff: 2   Page Ref: 360
   Objective: 12.3

115. Rather than call an employee "sloppy," a manager should _______.
   A) point out events in which the employee was sloppy
   B) point out some of the employee's good characteristics
   C) call the employee absent-minded
   D) call the employee careless
   Answer: A
   Diff: 2   Page Ref: 360
   Objective: 12.3

116. Rather than reprimand an otherwise productive employee for making mistakes, it is better to _______.
   A) discuss your own mistakes
   B) discuss how to correct the mistakes
   C) point out that she could be fired
   D) call the employee careless
   Answer: B
   Diff: 2   Page Ref: 360
   Objective: 12.3
D) blame the mistakes for creating ancillary problems
Answer: B
Diff: 2 Page Ref: 360
Objective: 12.3

117. Positive or negative feedback works best when it is given _______.
   A) not more than a few times a year
   B) shortly after the event itself
   C) long after the event itself
   D) everyday
Answer: B
Diff: 2 Page Ref: 360
Objective: 12.3

118. To make sure that feedback is likely to be constructive, it is a good idea to have the receiver ________.
   A) make a verbal promise to change the behavior
   B) rephrase the message to make sure it was understood
   C) make a written promise to change the behavior
   D) apologize
Answer: B
Diff: 2 Page Ref: 360
Objective: 12.3

119. Criticizing an employee’s behavior is usually much more constructive than criticizing his character because
   ________.
   A) behavior cannot be controlled
   B) character is not permanent
   C) behavior can be controlled
   D) character is permanent
Answer: C
Diff: 2 Page Ref: 360
Objective: 12.3

120. Delegation is increasing in today’s business world primarily because of ________.
   A) smaller spans of control
   B) globalization
   C) the need for quick decisions
   D) tighter budgets
Answer: C
Diff: 2 Page Ref: 361
Objective: 12.3

121. Delegation requires that decisions are made by ________.
   A) employees and managers working together
   B) managers with some input from employees
   C) employees with some input from managers
   D) employees on their own
Answer: D
122. A participation work style requires that decisions are made by _______.
   A) employees on their own
   B) employees and managers working together
   C) managers only
   D) managers and consultants
Answer: B

123. Downsizing has increased delegation of work to employees by _______.
   A) decreasing the total amount of work to be done
   B) decreasing managerial spans of control
   C) changing the tasks that are needed to be done
   D) increasing managerial spans of control
Answer: D

124. When managers don’t properly specify what they expect, they end up _______ their responsibility.
   A) decreasing rather than abdicating
   B) delegating rather than abdicating
   C) abdicating rather than delegating
   D) increasing rather than delegating
Answer: C

125. To be successful, managerial delegation must include _______.
   A) feedback controls
   B) mistakes
   C) no mistakes
   D) abdication
Answer: A

126. Rather than delegate too much work to employees, inexperienced managers are likely to _______.
   A) do too much themselves
   B) delegate the wrong kind of tasks
   C) do too little themselves
   D) delegate tasks that are too hard or easy
Answer: A
When delegating work, the best policy is for a manager to specify what the ________.
A) task is but not the goals
B) task is and how it should be carried out
C) goals are only
D) goals are and how they should be reached

Answer: C  
127. Diff: 2  Page Ref: 362  
Objective: 12.3

Feedback controls are designed to ________.
A) control every move that employees make
B) monitor progress without being constraining
C) assess the task only after it has been completed
D) monitor details but leave the goals to the employees

Answer: B  
128. Diff: 2  Page Ref: 363  
Objective: 12.3

When delegating tasks, managers should expect ________.
A) small mistakes made by employees
B) to be ignored by employees
C) that employees will not be entirely honest
D) secrecy on the part of employees

Answer: A  
129. Diff: 2  Page Ref: 363  
Objective: 12.3

Which item was rated most important for management development programs to deal with in a survey of managers?
A) leadership
B) conflict management
C) decision making
D) communication skills

Answer: B  
130. Diff: 2  Page Ref: 363  
Objective: 12.3

The human relations view of conflict states that conflict ________.
A) is necessary for successful group performance
B) is natural and inevitable
C) must be avoided
D) should be ignored

Answer: B  
131. Diff: 2  Page Ref: 364  
Objective: 12.3

The interactionist view of conflict states that conflict ________.
A) is natural and inevitable

Answer: A  
132. Diff: 2  Page Ref: 364  
Objective: 12.3
B) is necessary for successful group performance
C) is easily prevented
D) must be avoided

Answer: B

133. Research shows that _______ conflict has a positive effect on group performance.
   A) a low-to-moderate level of task
   B) a moderate level of personal
   C) a high level of task
   D) a high level of process

Answer: A

134. Personal conflicts are thought _______.
   A) always to be dysfunctional
   B) to be dysfunctional only at high levels
   C) to be beneficial at low levels
   D) to be functional at moderate levels

Answer: A

135. The first step in initiating functional conflict is to _______.
   A) bring up controversial issues with employees
   B) challenge the views of employees
   C) inform employees that conflict has a legitimate place in group interactions
   D) bring in outside consultants who have been instructed to upset the status quo

Answer: C

136. Distributive bargaining is _______.
   A) win-win bargaining
   B) no-win bargaining
   C) zero-sum bargaining
   D) zero-win bargaining

Answer: C

137. Integrative bargaining is _______.
   A) no-sum bargaining
   B) zero-sum bargaining
   C) single-win bargaining
   D) win-win bargaining
138. In a short essay, list the seven elements of the communication process and explain the process of interpersonal communication.

Answer: The seven elements of the communication process are: (1) the communication source, (2) the message, (3) encoding, (4) the channel, (5) decoding, (6) the receiver, and (7) feedback. Before communication can take place, a purpose or thought that the sender wants to express, must exist.

This thought is converted to a symbolic form (encoded) such as writing or speech and passed by way of some medium (channel) such as a book, to the receiver, who retranslates (decodes) the sender's message by, for example, reading or listening to it. The result is the transfer of meaning from one person to another. The final step of the process is called feedback, in which the receiver sends a message back to the sender verifying that the original message has been received and understood.

139. In a short essay, discuss the two best-known types of nonverbal communication.

Answer: Body language refers to gestures, facial expressions, and other body movements that convey meaning. A smile expresses something very different from a frown, for example. Hand motions, facial expressions, body movements, and other gestures can communicate emotions or temperaments such as aggression, fear, shyness, arrogance, joy, and anger. A shrug can express indifference. A fist pump can express resolve and determination. A thumbs-up can express cool confidence.

Verbal intonation refers to the emphasis someone gives to words or phrases that conveys meaning by adjusting volume, accent, timing, and tone. A soft, smooth vocal tone conveys a different meaning from one that is harsh and abrasive, for example. Devices such as irony and sarcasm often depend much more on verbal intonation—how the words are said—than the actual words themselves.

140. In a short essay, explain how filtering and selective perception can serve as barriers to effective communication.

Answer: Filtering

The deliberate manipulation of information by the sender to make it appear more favorable to the receiver is called filtering. Filtering includes selective editing or spinning of information that makes an individual's position look positive. For example, if the rate of a city's unemployment is increasing, the mayor might use filtering to emphasize that the rate of jobs lost has begun to decrease, thereby emphasizing a positive rather than a negative perspective on the situation.

The extent of filtering tends to be a function of the number of vertical levels in the organization and the organizational culture. The more vertical levels there are in an organization, the more opportunities there are for filtering.

Selective perception

When receivers selectively see and hear based on their own needs and priorities they are being selectively perceptive. For example, in an employee review a manager might tell an employee that he is bright and creative, but lacks discipline, is often sloppy, and has shown himself to be a poor team player. Rather than focus on the entire review, the employee might use selective perception to see himself in a favorable light only, focusing on only the positive aspects of the review—that he is bright.
and creative, not sloppy and undisciplined.

**Objective: 12.1**

141. In a short essay, explain how emotions and language can serve as barriers to effective communication.

**Answer:** Emotions

How a receiver feels when a message is received influences how he or she interprets it. Extreme emotions are most likely to hinder effective communication. In such instances, people often disregard rational and objective thinking processes and substitute emotional judgments.

For example, when a manager is upset he might reject creative ideas that he would ordinarily find intriguing. Similarly, fresh after the elation of a success, a manager might green-light an otherwise dubious project. To avoid letting emotions have undue influence on managerial decisions, managers should always "check their emotions at the door" and allow their emotions the time to cool before making important decisions.

Language

Words mean different things to different people. Age, education, and cultural background are three of the more obvious variables that influence the language a person uses and the definitions he or she gives to words. People may speak the same language, but use of that language is far from uniform. Senders tend to assume that the words and phrases they use mean the same to the receiver as they do to them. This is incorrect and creates communication barriers.

An example of a language problem might include the use of profanity. A company that views itself as "hip" or "urban" might use forms of profanity freely in its communications—something that a more traditional organization might find inappropriate, vulgar, and even shocking.

**Objective: 12.1**

142. In a short essay, explain how information overload and national culture can serve as barriers to effective communication.

**Answer:** Information overload

When the amount of information a person is required to work with exceeds the individual's processing capacity, he or she is experiencing information overload. When people have more communications than they can deal with they tend to select out, ignore, pass over, or forget information. Or, they may put off further processing until the overload situation is over.

**National culture**

Interpersonal communication isn't conducted in the same way in different locations around the world. In the United States, communication patterns tend to be individual-oriented and clearly spelled out. U.S. managers rely heavily on formal, official written forms of communication to establish hard-and-fast proof of their status and their intentions.

In collectivist countries, such as Japan, much more informal communication takes place, seeking consensus before any official positions are taken or decisions are made. Interpersonal communication is the key in Japan. Once all parties feel comfortable with a position, then they all endorse it collectively.

**Objective: 12.1**

143. In a short essay, explain how gender can affect communication.
Answer: The differences between men and women may lead to significant misunderstandings and misperceptions. According to research, when men talk, they try to establish status and independence, whereas women talk to create connections and a sense of intimacy. To keep gender differences from becoming persistent barriers to effective communication requires acceptance, understanding, and a commitment to communicate adaptively with each other. Both men and women need to acknowledge that there are differences in communication styles, that one style isn’t better than the other, and that it takes real effort to talk with each other successfully.

144. In a short essay, explain the ways that groups can “meet” through technology to communicate and share information.
Answer: One-on-one, team, divisional, or organization-wide meetings have always been ways in which organizations share information. The limitations of technology used to dictate that meetings take place among people in the same physical location, but that’s no longer the case. Teleconferencing allows a group of people to confer simultaneously using telephone or email group communications software. If meeting participants can see each other over video screens, the simultaneous conference is called videoconferencing. Work groups, large and small, that might be in different locations can use these communication network tools to collaborate and share information.

145. In a short essay, describe four of the eight recommended methods for developing active listening skills.
Answer: Active listening is more than just hearing words; it requires you to concentrate on what is being said and to put forth a concerted effort to understand and interpret the speaker’s message.

1. Make eye contact. Making eye contact with the speaker focuses your attention, reduces the likelihood that you will become distracted, and encourages the speaker.

2. Exhibit affirmative nods and appropriate facial expressions. The effective listener shows interest in what is being said through nonverbal signals. These signals cue the speaker that his or her words are being understood and appreciated.

3. Avoid distracting actions or gestures that suggest boredom. In addition to showing interest, you must avoid actions that suggest that your mind is somewhere else. When listening, don’t look at your watch, shuffle papers, play with your pencil, or engage in similar distractions.

4. Ask questions. The critical listener analyzes what he or she hears and asks questions. This behavior provides clarification, ensures understanding, and assures the speaker that you’re listening.

146. In a short essay, describe four additional methods for developing active listening skills.
Answer: 1. Paraphrase using your own words. The effective listener uses phrases such as “What I hear you saying is . . .” or “Do you mean . . .?” Paraphrasing is an excellent control device to check on whether you’re listening carefully and to verify that what you heard is accurate.

2. Avoid interrupting the speaker. Let the speaker complete his or her thought before you try to respond. Don’t try to second-guess where the speaker’s thoughts are going. When the speaker is finished, you’ll know it.
3. Don’t overtalk. Allow the speaker as much space as he or she needs. Say only what is absolutely necessary and important.

4. Make smooth transitions between the roles of speaker and listener. The effective listener makes transitions smoothly from speaker to listener and back to speaker. This means concentrating on what a speaker has to say and practicing not thinking about what you’re going to say as soon as you get your chance.

147. In a short essay, discuss how positive and negative feedback are typically given and received.
Answer: When feedback is positive, it’s likely to be given promptly and enthusiastically. However, because people don’t enjoy communicating bad news, negative feedback is often avoided, delayed, or substantially distorted.

Receivers also treat positive and negative feedback differently. Positive feedback is more readily and accurately perceived and accepted than negative feedback. Negative feedback is often met with defensiveness and resistance. It seems that people want to hear good news and block out the rest.

148. In a short essay, discuss general methods that managers should use to give effective positive and negative feedback.
Answer: Positive feedback fits what most people wish to hear and already believe about themselves. Therefore, giving positive feedback is typically not problematic for most managers. When giving positive feedback try to be as honest and thorough as possible.

Negative feedback is generally not what people want to hear, so managers need to be aware of likely resistance. Research indicates that negative feedback is most likely to be accepted when it comes from a credible source or if it’s objective. A credible source is typically an individual with high status who is generally trusted within the organization.

Negative feedback is seen as objective when it is supported by hard facts and data—numbers, specific examples, and so on. Negative feedback that is subjective can be a meaningful tool only for high-status, highly credible highly experienced managers. Less experienced managers should stick to objective forms of feedback exclusively.

149. In a short essay, describe three specific approaches that a manager can use to provide effective feedback.
Answer: 1. Focus on specific behaviors. Feedback should be specific rather than general. Provide enough information so the receiver knows what behaviors to correct or on what basis you concluded that a good job has been done so the person knows what behaviors to repeat.

2. Keep feedback impersonal. Feedback, particularly the negative kind, should be descriptive rather than judgmental or evaluative. Never criticize someone personally. When you are criticizing, remember that you are censuring job-related behavior, not the person.

3. Keep feedback goal oriented. If you have to say something negative, make sure it is directed toward the receiver’s goals.
150. In a short essay, describe three additional specific approaches that a manager can use to provide effective feedback.

Answer: 1. Make feedback well timed. Feedback is most meaningful to a receiver when only a short interval elapses between his or her behavior and the receipt of feedback about that behavior. The longer you wait to give feedback, the less effective it will be.

2. Ensure understanding. Your feedback should be concise and complete enough that the receiver clearly and fully understands your communication. If feedback is to be effective, you need to ensure that the receiver understands it. Ask the receiver to rephrase the message to make sure that the intended message was fully received.

3. Direct negative feedback toward behavior that the receiver can control. Little value comes from reminding a person of some shortcoming over which he or she has no control. Negative feedback should be directed toward behavior that the receiver can do something about.

Diff: 3  Page Ref: 360
Objective: 12.3

151. In a brief essay, identify and describe three of five steps for effectively delegating.

Answer: 1. Clarify the assignment. Determine what is to be delegated and to whom. Identify the person most capable of doing the task and then determine whether he or she has the time and motivation to do the job. Once you have a willing and qualified employee, provide clear information on what is being delegated, the results you expect, and any time or performance expectations you hold. Focus on the desired results and let the employee decide how the work is to be completed.

2. Specify employees’ range of discretion. Define the decision-making latitude that the employees will be afforded. When those parameters have been successfully communicated, both you and employees will have the same idea of how far employees can go without further approval.

3. Allow employees to participate. Make the process of deciding who will be held accountable for different tasks and benchmarks a collective one in which both the manager and the employees jointly assign responsibilities.

Diff: 3  Page Ref: 362-363
Objective: 12.3

152. In a brief essay, identify and describe two additional steps for effectively delegating.

Answer: 1. Inform others that delegation has occurred. Anyone who is likely to be affected by the delegation needs to be informed, including people inside and outside the organization. Convey what has been delegated and to whom. Failure to inform others makes conflict and misunderstanding likely and decreases the chances that your employees will be able to accomplish the delegated act efficiently.

2. Establish feedback controls. Controls to monitor employees’ progress increase the likelihood of success. Ideally, these controls should be determined at the time of initial assignment. Agree on a specific time for completion of the task, and then set benchmark progress dates by which the employees will report on how well they are doing and on any major problems that have surfaced.

These controls can be supplemented with periodic spot checks to ensure that things are progressing satisfactorily.

Diff: 3  Page Ref: 362-363
Objective: 12.3
153. In a short essay, explain why a manager might want to stimulate conflict.
Answer: Though the idea of purposefully creating conflict may be difficult to accept, evidence demonstrates that in some situations an increase in conflict is constructive.

An organization may benefit from conflict if several of the following exist: managers are surrounded by "yes" people; employees are reluctant to admit uncertainties; decision makers are excessively concerned about reaching a compromise or hurting others' feelings; managers value maintaining the impression of peace and cooperation; employees are highly resistant to change; or there is a lack of new ideas.

Conflict may benefit an organization that is riddled with rigid, over-cautious, timid employees by shaking things up and injecting a measure of energy and controversy into the mix. Once things are shaken up, successful, creative, and innovative ideas may begin to emerge.

154. In a short essay, discuss methods for stimulating constructive conflict within an organization.
Answer: The initial step in stimulating functional conflict is for managers to convey the message that conflict has a legitimate place in the organization. This step may require changing the culture of the organization. Individuals who challenge the status quo, suggest innovative ideas, offer divergent opinions, and demonstrate original thinking need to be rewarded to show others that original thinking is encouraged.

Once employees accept the idea of constructive conflict, conflict can be introduced to the organization in a variety of ways that include:

• Threats: Reminding employees that "things around here could change" can knock an organization out of a rut and stimulate new and exciting ways to avoid some dire set of possible future circumstances.

• Outsiders: Another widely used method for shaking up a stagnant unit or organization is to bring in outsiders with values and perspectives that differ from those of present members.

• Structural variables: Changing work groups, centralization, spans of control, and so on can cause an organization to recast itself.

• A devil’s advocate: A contrarian who acts as a devil’s advocate acts as a check against groupthink and complacency. A devil’s advocate forces employees to rethink activities and justify their existence.

155. In a short essay, define negotiation and describe the distributive bargaining strategy.
Answer: Negotiation is a process in which two or more parties who have different preferences must make a joint decision and come to an agreement. To achieve this goal, both parties typically use a bargaining strategy.

There are two major types of bargaining strategies: distributive bargaining and integrative bargaining. Distributive bargaining operates under zero-sum conditions; any gain you make is at the expense of the other party, and vice versa. The essence of distributive bargaining is negotiating over who gets what share of a fixed pie.
In distributive bargaining, each party has a target point that defines what he or she would like to achieve. Each party also has a resistance point that marks the lowest outcome that's acceptable. When engaged in distributive bargaining, your tactics should focus on trying to get your opponent to agree to your specific target point or to get as close to it as possible.

156. In a short essay, describe integrative bargaining and compare it to distributive bargaining.

Answer: In contrast to distributive bargaining, integrative bargaining operates under the assumption that there is at least one settlement that can create a win-win solution. In general, integrative bargaining is preferable to distributive bargaining because it builds long-term relationships and facilitates working together in the future. Distributive bargaining leaves one party a loser. It tends to build animosities and deepen divisions between people. Though integrative bargaining is clearly preferable to distributive bargaining, it is not more common. That is because many organizational cultures and intra-organizational relationships are not characterized by the openness, trust, and flexibility necessary for integrative bargaining to succeed.