

TEST BANK

- I. This test bank contains examination questions and answers. There are sections for each chapter that include true/false, multiple choice, matching (not every chapter is included), fill-in-the-blank, and essay questions. The objective questions are recommended for in-class testing and the essay for take-home testing or in-class small-group discussion.

Accompanying each objective question is a set of descriptors for that question. The descriptors contain basic information about the question that could be used to determine if you want to include that question on a test. The following example explains the descriptors in the test bank.

II. **SAMPLE QUESTION AND DESCRIPTORS**

T/F Organizational Communication is pivotal to achieving organizational goals.

In this question:

Answer = True

Level of Difficulty = E

The three descriptors of level of difficulty are:

E = Easy

MOD = Moderate

DIF = Difficult

TRUE/FALSE

Chapter 1

1.01

Sophisticated communications technologies have made little impact on our daily lives.

Answer: F

Difficulty Level: E

1.02

As an individual, you are likely to spend most of your working life employed in an "information" job.

Answer: T

Difficulty Level: E

1.03

One of the least important characteristics of the "communications" era is the rapid change associated with mass production of information.

Answer: F

Difficulty Level: Mod

1.04

Becoming and staying competent in an information age is an ongoing process requiring lifelong learning.

Answer: T

Difficulty Level: E

1.05

Chester Barnard in his famous work, *The Function of the Executive*, described the development and maintenance of a system of communication as a primary responsibility of executives.

Answer: T

Difficulty Level: Mod

1.06

Quintilian's ideal of the "good man speaking well" is not related to contemporary notions of communication competency.

Answer: F

Difficulty Level: E

1.07

Researchers generally agree on definitions of communication competency.

Answer: F

Difficulty Level: E

1.08

Deetz suggested that increasing the "political competence" of individuals is not necessary for increased participation practices.

Answer: F

Difficulty Level: Mod

1.09

Littlejohn and Jabusch defined communication competency as the ability and willingness of an individual to participate responsibly in a transaction in such a way as to maximize the outcomes of shared meanings.

Answer: T

Difficulty Level: Mod

1.10

Littlejohn and Jabusch contended communication competency arises out of three basic components -- process understanding, group sensitivity, and moral behavior.

Answer: F

Difficulty Level: E

1.11

Competency is both an intrapersonal and interpersonal impression.

Answer: T

Difficulty Level: Mod

1.12

Creative problem solving among diverse groups of people who often share little common information is not usually a problem in organizations.

Answer: F

Difficulty Level: E

1.13

Littlejohn and Jabusch believed that competence in most organizations can be accomplished through the filtering down of information from the executive level.

Answer: F

Difficulty Level: Mod

1.14

Individual values of members of the organization are not important to organizational culture.

Answer: F

Difficulty Level: E

1.15

Excellence in organizational problem solving is nothing more than the management of large volumes of facts.

Answer: F

Difficulty Level: E

1.16

Quintilian's ideal of the "good man speaking well" is an outdated concept of organizational communication competency.

Answer: F

Difficulty Level: E

1.17

Communication competency has evolved to the point where researchers finally agree on its definition.

Answer: F

Difficulty Level: E

1.18

Individuals form impressions of self-competence while making judgments about the competency of others.

Answer: T

Difficulty Level: Mod

1.19

Challenges to the planet will be best addressed by governments not all members of organizations.

Answer: F

Difficulty Level: Mod

1.20

Human communication is an attempt to share realities with others.

Answer: T

Difficulty Level: E

1.21

Most people engaged in interpersonal communication in organizations share common experiences.

Answer: F

Difficulty Level: Mod

1.22

An individual is either a message source or a message receiver.

Answer: F

Difficulty Level: E

1.23

Message encoding is the process of formulating messages choosing content and symbols to convey meaning.

Answer: T

Difficulty Level: E

1.24

Decoding is the symbolic attempt to transfer meaning; it is the signal that serves as a stimulus for a receiver.

Answer: F

Difficulty Level: E

1.25

Sources send messages consisting of auditory, visual, olfactory, gustatory, or tactile stimuli in any combination of these five senses.

Answer: T

Difficulty Level: E

1.26

The channel is the medium through which the message is transmitted.

Answer: T

Difficulty Level: E

MULTIPLE CHOICE

Chapter 2

2.01

The Functional tradition in organizational communication seeks to understand organizations by

- a. studying communication functions and structure.
- b. studying organizational culture.
- c. studying power, decision making, and organizing.
- d. all of these.

Answer: A

Difficulty Level: E

2.02

The structure of organizational communication can be best described through communication

- a. networks.
- b. channels.
- c. directions.
- d. load and distortion.
- e. all of the above.

Answer: E

Difficulty Level: E

2.03

The information in the external environment which the organization potentially uses for decision making is known as

- a. input communication.
- b. throughput communication.
- c. output communication.
- d. open communication.
- e. closed communication.

Answer: A

Difficulty Level: E

2.04

When information enters the organization, the communication system begins a process known as

- a. input communication.
- b. throughput communication.
- c. output communication.
- d. open communication.
- e. closed communication.

Answer: B

Difficulty Level: E

2.05

Messages to the external environment from within the organization are known as

- a. input communication.
- b. throughput communication.
- c. output communication.
- d. open communication.
- e. closed communication.

Answer: C

Difficulty Level: E

2.06

Message functions are of three general types. These types are

- a. rules, regulations, and policies.
- b. organizing, relationship, and change.
- c. new ideas, altering existing procedures, and problem solving.
- d. grapevine, formal system, and peer.
- e. a and d.

Answer: B

Difficulty Level: E

2.07

Organizing messages can best be described by

- a. individual role definitions.
- b. decision making.
- c. rules and regulations.
- d. organizational policies.
- e. rules, regulations, and organizational policies.

Answer: E

Difficulty Level: Mod

2.08

Relationship messages can best be described by

- a. decision making and market analysis.
- b. status symbols, integration among supervisor/employees, peers.
- c. task definition.
- d. task evaluation.
- d. problem solving.

Answer: B

Difficulty Level: Mod

2.09

Change messages can best be described by

- a. organizational policies.
- b. individual/organizational goals.
- c. new idea processing and environmental inputs.
- d. decision making and problem solving.
- e. c and d.

Answer: E

Difficulty Level: Mod

2.10

The formal and informal patterns of communication that link organizational members are known as

- a. networks.
- b. channels.
- c. directionality.
- d. load and distortion.

Answer: A

Difficulty Level: E

2.11

The Meaning-Centered approach describes which of the following as essentially synonymous processes?

- a. organizing and decision making
- b. function and structure
- c. organic and culture metaphors
- d. none of the above

Answer: A

Difficulty Level: E

2.12

Identification, socialization, communication rules, and power all are described as part of which of the following processes?

- a. decision making
- b. organizing
- c. influence
- d. problem solving
- e. none of the above

Answer: C

Difficulty Level: E

2.13

Asking how and why communication works is the focus of the _____ approach.

- a. functional
- b. meaning-centered
- c. organizational communicational
- d. situational

Answer: A

Difficulty Level: Mod

2.14

Asking what communication is, is the focus of the _____ approach.

- a. functional
- b. meaning-centered
- c. organizational communicational
- d. situational

Answer: B

Difficulty Level: Mod

2.15

Entropy is more likely to occur in a(n)

- a. open system.
- b. closed system.
- c. suprasystem.
- d. subsystem.

Answer: B

Difficulty Level: E

2.16

In Weick's view, which one of the terms below does NOT belong in a meaning-centered approach?

- a. interaction
- b. organizing

- c. "the substance of organizing"
- d. organization

Answer: D

Difficulty Level: Dif

2.17

Which of the following can reduce equivocality?

- a. the process of organizing
- b. communication processing rules
- c. communication cycles
- d. all of the above
- e. none of the above

Answer: D

Difficulty Level: Mod

2.18

Communication as organizational culture is a guiding metaphor closely related to

- a. "shared realities."
- b. ethnic backgrounds.
- c. input, throughput, and outputs.
- d. many other variables that influence communication.

Answer: A

Difficulty Level: Mod

2.19

An organization's communication climate

- a. refers to the level of rainfall and average temperature in that locale.
- b. indicates symmetry among equals.
- c. indicates the evaluation of the culture of the organization by its members.
- d. both b and c.

Answer: C

Difficulty Level: E

2.20

Which of the following statements is false?

- a. Power is a fixed commodity.
- b. Power is a process of human interaction.
- c. Expert power is not restricted to managers and supervisors.
- d. Legitimate power alone is insufficient for organizational influence.

Answer: A

Difficulty Level: Dif

2.21

Which of the following is NOT a characteristic of the postmodern theoretical perspective?

- a. alienation from the past

- b. skepticism about authority structure
- c. ambiguity of meanings
- d. upholding institutional practices

Answer: D

Difficulty Level: E

2.22

Deconstruction refers to

- a. examination of taken-for-granted assumptions
- b. examination of myths used to explain how things are
- c. uncovering of interests involved in socially constructed meanings
- d. all of the above

Answer: D

Difficulty Level: Diff

2.23

Which of the following is NOT true regarding the critical theories approach?

- a. organizations are not neutral sites of meaning formation
- b. focuses our attention on studies of power and abuses of power
- c. concentrates on discourse and linguistic patterns as the institutional practices that shape reality
- d. depicts organizations as political sites making increasingly important decisions about the public good.

Answer: C

Difficulty Level: Mod

2.24

Tolbert, Zucker and later Kuhn describe a process of institutionalization which involves which of the following:

- a. innovation
- b. habitualization
- c. sedimentation
- d. objectification
- e. all of the above

Answer: E

Difficulty Level: Mod

2.25

Feminist, race, and social class theories are concerned with

- a. women and minorities
- b. the marginalization and domination of diverse people in the workplace
- c. the silencing of other than majority voices
- d. social class
- e. all of the above

Answer: E

Difficulty Level: E

2.26

Communication constitutes organization (CCO) refers to

- a. the continual process of balance between structure and agency rather than privileging one or the other
- b. the four flows as described by McPhee and Zaug
- c. the complexity of the intersection of the four flows
- d. only co-orientation
- e. three of the above

Answer: E

Difficulty Level: Dif

2.27

Practical theoping refers to theory which can be important for

- a. map the reality of situations
- b. thinking reflexively about the relationship between theory and practice
- c. transformative practice
- d. developing excellence in communication competency
- e. all of the above
- f. three of the above

Answer: E

Difficulty Level: Mod

FILL-IN-THE-BLANK

Chapter 2

2.01

In practical theory, the perspectives utilized allow you to understand a given situation and focus on _____.

Answer: positive change, transformation, building effectiveness

Difficulty level: Dif

2.02

From the Functional tradition, information in the external environment which can potentially influence the decision making of the organization is known as _____.

Answer: input

Difficulty level: E

2.03

The transforming and changing of input information for internal organizational use is known as _____ communication.

Answer: throughput

Difficulty level: E

2.04

Messages to the external environment from within the organization are known as _____ communication.

Answer: output

Difficulty level: E

2.05

_____ systems continually take in new information, transform that information, and give information back to the environment.

Answer: open

Difficulty level: E

2.06

_____ systems are characterized by a lack of input communication, making it difficult to make good decisions and stay current with the needs of the environment.

Answer: closed

Difficulty level: E

2.07

_____ messages establish the rules and regulations of a particular environment.

Answer: organizing

Difficulty level: E

2.08

The _____ function of organizational communication helps individuals define their roles and assess the compatibility of individual and organizational goals.

Answer: relationship

Difficulty level: E

2.09

_____ messages help organizations adapt what they do and how they do it, and are essential to an open system.

Answer: change

Difficulty level: E

2.10

The movement of organizing, relationship, and change messages throughout the organization and between the organization and its external environment is the _____ of organizational communication.

Answer: message structure

Difficulty level: E

2.11

Communication _____ are the formal and informal patterns of

communication that link organizational members together.

Answer: networks

Difficulty level: E

2.12

_____ are the means for transmission of messages.

Answer: channels

Difficulty level: E

2.13

_____ communication describes message movement from a person in a position of authority to a subordinate or subordinate group.

Answer: downward

Difficulty level: E

2.14

_____ communication describes message movement that begins with lower organizational levels and is transmitted to higher levels of authority.

Answer: upward

Difficulty level: E

2.15

_____ communication moves laterally across the organization among individuals of approximately the same level and without distinct reporting relationships to each other.

Answer: horizontal

Difficulty level: E

2.16

The amount of messages moving through the communication system is referred to as communication _____.

Answer: load

Difficulty level: E

2.17

_____ are anything that contribute to alterations in meaning as messages move through the organization.

Answer: message distortion

Difficulty level: E

2.18

The _____ to organizational communication asks what communication is not how and why it works.

Answer: meaning-centered approach

Difficulty level: E

2.19

_____ has been described as bringing order out of chaos and organizations as the products of this process.

Answer: organizing

Difficulty level: E

2.20

The process of choosing from among numerous alternatives is known as _____.

Answer: decision making

Difficulty level: E

2.21

When we have a sense of "we" or belonging with an organization, we are said to _____ with that organization.

Answer: identify

Difficulty level: E

2.22

Active organizational attempts to help members learn appropriate behaviors, norms, and values are known as _____ attempts.

Answer: socialization

Difficulty level: E

2.23

_____ are general prescriptions about appropriate communication behaviors.

Answer: communication rules

Difficulty level: E

2.24

_____ communication rules are general prescriptions of behavior reflecting the values and beliefs of the organization.

Answer: thematic

Difficulty level: E

2.25

_____ communication rules prescribe specific behaviors as related to more general communication themes.

Answer: tactical

Difficulty level: E

2.26

As Poole and McPhee explain, _____ refers to the production and reproduction of social systems via the application of generative rules and resources in

interaction.

Answer: structuration

Difficulty level: E

2.27

_____ has been defined as an attempt to influence another person's behavior to produce desired outcomes.

Answer: power

Difficulty level: E

2.28

Organizational _____ is the unique sense of place that organizations generate through ways of doing and ways of communicating about the organization.

Answer: culture

Difficulty level: E

2.29

The reaction to an organization's culture is the organization's _____.

Answer: climate

Difficulty level: E

2.30

Communication seen as a process of meaning development and social production of perceptions, identities, social structures, and affective responses is known as _____.

Answer: constitutive

Difficulty level: E

2.31

_____ is the method used in postmodern analysis and refers to the examination of taken-for-granted assumptions, myths we utilize to explain how things are the way they are, and the uncovering of the interests involved in socially constructed meanings.

Answer: deconstruction

Difficulty level: E

2.32

_____ focuses our attention on studying power and abuses of power through communication and organization.

Answer: critical theory

Difficulty level: E

2.33

A researcher who is evaluating an organization to better recognize and incorporate women's voices in organizational processes, would be applying _____.

Answer: feminist theory

Difficulty level: E

2.34

Emerging perspectives must include an understanding of the increasing influence of institutions, _____ cultures, and technology for organizational communication.

Answer: global

Difficulty level: Mod

2.35

Theories in addition to feminist perspectives which focus on the important of diverse voices in the workplace with specific emphasis on voices other than in the majority or elite population are known as _____ perspectives.

Answer: race and social class

Difficulty level: Mod

2.36

Communication constitutes organization describes balances between _____ and _____.

Answer: structure and agency

Difficulty level: Dif

ESSAY

Chapter 2

2.01

According to a functional tradition, describe the component parts of an organizational communication system.

Difficulty level: E

2.02

According to a functional tradition, what are the different types of organizational messages? How do they differ in terms of message functions?

Difficulty level: E

2.03

From a functional tradition, what is meant by "communication networks" in an organization?

Difficulty level: Mod

2.04

According to the functionalist tradition, what are communication channels and what affect do such channels have on messages and message transmission?

Difficulty level: Mod

2.05

According to a functional tradition, define and describe communication load and message distortion.

Difficulty level: E

2.06

Think of an organization of which you have been a part. Describe that organization in terms of its "message functions."

Difficulty level: Mod

2.07

Think of an organization of which you have been a part. Describe that organization in terms of its "message structure."

Difficulty level: Mod

2.08

According to a meaning-centered approach, how is reality generated through human interaction?

Difficulty level: E

2.09

From a meaning-centered perspective, describe "communication as organizing and decision making."

Difficulty level: E

2.10

From a meaning-centered perspective, describe "communication as influence."

Difficulty level: E

2.11

From a meaning-centered perspective, describe "communication as culture."

Difficulty level: E

2.12

According to a meaning-centered approach, what is the difference between culture being something an organization has and something an organization is?

Difficulty level: Mod

2.13

Think of an organization of which you have been a part. Using a meaning-centered approach, analyze that organization in terms of identification and socialization processes, communication rules, and use of power.

Difficulty level: Mod

2.14

Think of an organization of which you have been a part. From a meaning-centered point-of-view, describe that organization in terms of its predominant culture and climate.

Difficulty level: Mod

2.15

Of the two approaches to organizational communication, the functional or meaning-centered perspectives, which do you deem most useful for analyzing and understanding organizations? Why?

Difficulty level: Mod

2.16

To what extent do you think it would be ethical to deliberately change an organization in terms of message functions and structure?

Difficulty level: Dif

2.17

Using a meaning-centered approach, to what extent do you think it would be ethical to deliberately change an organization's culture and/or climate?

Difficulty level: Dif

2.18

If you are part of an organization, to what extent should you abide by that organization's "communication rules," both thematic and tactical? To what extent should you participate in the organizational culture?

Difficulty level: Mod

2.19

Compare and contrast the Functional tradition to the Meaning-Centered approach in organizational communication.

Difficulty level: Mod

2.20

Define the following terms:

A. communication networks

B. communication load

C. distortion

Difficulty level: E

2.21

What is meant by communication climate?

Difficulty level: E

2.22

What are communication rules?

Difficulty level: E

2.23

How would a Functionalist address culture? How does a Meaning-Centered approach to culture differ from this?

Difficulty level: Mod

2.24

Define and describe the influence process of socialization and how it operates in an organization.

Difficulty level: E

2.25

Choose one of the four Emerging Perspectives presented in the text and discuss its impact (and differing approaches) to the study of organizational communication.

Difficulty level: Mod

2.26

Explain "deconstruction" and its application to the study of organizational communication.

Difficulty level: Mod

2.27

Compare the male norms of independence, competition, and control to the feminist theory principles of interdependence, cooperation, and merging. Explain Marshall's statement that women adapt to male norms, but are judged according to female stereotypes.

Difficulty level: Dif

2.28

Describe the similarities and differences between institutions and organizations.

Difficulty level: E

2.29

Describe communication constitutes organization (CCO) and how this concept balances agency and structure.

Difficulty level: Mod

2.30

Describe the concept of practical theory and how you might utilize the functional, meaning-centered, and emerging perspectives to understand and approach a variety of organizational situations.

Difficulty level: Dif

