**Chapter 1
Test Bank Questions**

Multiple Choice

1. _____ is generally given credit as the "father" of the field of organizational communication as we understand it today.
   a. P. K. Tompkins
   b. Herbert Simon
   c. Charles Redding
   d. Justine Sacco
   Answer: c (Defining Organizational Communication, p. 2)

2. According to the *Huffington Post*, the number of _____ in the workforce has increased dramatically over the past few decades, now representing approximately 47 percent of the total U.S. population.
   a. women
   b. men
   c. Asian Americans
   d. white Americans
   Answer: a (Diversity in the Workplace, p. 4)

3. The speed and power of new communication environments means there tends to be _____ misinterpretation of messages.
   a. less
   b. more
   c. twice as much
   d. about the same
   Answer: b (Diversity in the Workplace, p. 4)

4. According to the *Huffington Post*, by 2060 white Americans are projected to represent _____ percent of the total U.S. population.
   a. 43
   b. 47
   c. 50
   d. 85
   Answer: a (Diversity in the Workplace, p. 4)

5. Developing an understanding of cultural implications can greatly improve workplace interactions in the long run, resulting in improved relationships with diverse
   a. suppliers.
   b. customers.
   c. employees.
   d. all of the above
   Answer: d (Organizing in a Global Marketplace, p. 4)

6. Organizations are more productive when there is/are
   a. role ambiguity.
   b. role clarity.
   c. task and maintenance roles.
   d. both b and c
   Answer: d (Task and Maintenance Roles, p. 6)

7. Communication in organizations is more effective when there is
   a. a more complex network.
   b. role maintenance.
   c. role clarity.
   d. role ambiguity.
   Answer: c (Task and Maintenance Roles, p. 6)

8. A _____ is defined as "a pattern of behavior that is expected of a person when he or she interacts with others."
   a. task
   b. role
   c. liaison
   d. hierarchy
   Answer: b (Task and Maintenance Roles, p. 6)

9. Megan is unsure of whether she is responsible for sending out an important memo. Which of the following is she experiencing?
   a. role clarity
   b. role ambiguity
   c. task roles
   d. maintenance roles
   Answer: b (Task and Maintenance Roles, p. 6)

10. Both _____ and _____ communication are vital and must be managed for healthy organizational interaction.
    a. role; task
    b. role; maintenance
    c. task; relationship
    d. task; role
    Answer: c (Task and Maintenance Roles, p. 6)

11. Which of the following is a basic form of communication?
    a. oral
    b. written
    c. non-verbal
    d. all of the above
    Answer: d (Forms of Communication: Oral, Written, Non-Verbal, p. 6)

12. During a meeting, Matt is sitting with his arms crossed with a stern look on his face, which makes his colleagues believe that he is angry. This is an example of _____ communication.
    a. oral
    b. written
    c. nonverbal
    d. role
    Answer: c (Forms of Communication: Oral, Written, Non-Verbal, p. 6)

13. At OrgCorp, employees are expected to remain relatively quiet during the workday and limit interaction to break times. This is an example of a
    a. task role.
    b. norm.
    c. maintenance role.
    d. liaison.
    Answer: b (Forms of Communication: Oral, Written, Non-Verbal, p. 6)

14. Ashley's organization allows every group member to communicate across the organization freely. This is referred to as a(n) _____ network.
    a. all-channel
    b. single-strand
    c. grapevine
    d. formal
    Answer: a (Communication Networks, p. 7)

15. The rumor mill is also referred to as the
    a. all-channel network.
    b. single-strand network.
    c. liaison.
    d. grapevine.
    Answer: d (Communication Networks, p. 9)

16. If Patrick is a member of the Events and Marketing team but also serves on a committee with a member from the production team, he could be considered a
    a. bridge.
    b. isolate.
    c. liaison.
    d. both a and c
    Answer: d (Communication Networks, p. 9)

17. Volunteers are most often part of the workforce in _____ organizations.
    a. nonprofit
    b. for-profit
    c. entrepreneurial
    d. government sector
    Answer: a (Context Matters, p. 10)

18. _____ organizations are often guided by a specific value.
    a. Nonprofit
    b. For-profit
    c. Family entrepreneurship
    d. Government sector
    Answer: a (Context Matters, p. 10)

19. A _____ may have a much less formal culture with a less structured hierarchy and communication expectations.
    a. for-profit organization
    b. family entrepreneurship
    c. nonprofit organization
    d. government sector organization
    Answer: b (Context Matters, p. 10)

20. _____ organizations are the type of organization most vulnerable to political climates.
    a. Nonprofit
    b. For-profit
    c. Entrepreneurial
    d. Government sector
    Answer: d (Context Matters, p. 10)

Short Answer

1. Define organizational communication.
   Answer: Organizational communication is the study of the process of creating meaning and understanding through the coordination of verbal and nonverbal communication within and between organizations. (Defining Organizational Communication, p. 2)

2. Describe the impact of diversity and globalization on organizational communication.
   Answer: More diverse organizations allow for new ideas, expansion of potential markets, and enhanced cultural competencies. (Diversity in the Workplace, p. 4)

3. List some examples of diversity in the workplace.
   Answer: Less white Americans, more women in the workforce, and communication technologies link to others around the world. (Diversity in the Workplace, p. 4)

4. Identify the primary issues in Twitter case study.
   Answer: Lack of judgment in posting the tweet, shaming and cyberbullying of Justine Sacco, and being fired as a result of public outcry and backlash. (Introduction/Case Study, p. 1)

Essay

1. Define and compare the following terms: role clarity, role ambiguity, task roles, and maintenance roles.

Main point: Each term refers to the ways in which organizational roles influence communication. (Task and Maintenance Roles, p. 6)

Answers will vary but **must** include:
  a. Knowing what is expected of role: role clarity
  b. Feeling unsure of role: role ambiguity
  c. Determining what needs to be accomplished: task role
  d. Communicating about relationships: maintenance role

Answers will vary and **may** include:
  a. Definition of a role: pattern or behavior that is expected of a person
  b. Communication is better and organizations are more productive when there is role clarity
  c. Feelings toward a person can impact interactions with them
  d. Both task and maintenance roles must be managed

2. Describe the ways in which communication flows through both a single-strand chain of command and an all-channel network.

Main point: Interaction within an organizational environment is influenced by connections that link employees together. (Communication Networks, pp. 7–9)

Answers will vary but **must** include:
  a. Length of time for information to get from person to person: single strand
  b. Possible distortion of messages: single strand
  c. Emphasized team approach: all-channel
  d. Group members communicate across the organization freely: all-channel

Answers will vary and **may** include:
  a. Networks can be both formal and informal
  b. Preplanned sequences match organizational structures
  c. Many organizations have moved to a team approach