**Strategic Management Communication for Leaders 4e**

**Chapter 5 – Steps Three and Four:
Consider the Context and Select a Channel of Communication**

1. Context refers to a system of shared meanings and practices held by members that distinguish the organization from other organizations.

❏ True

❏ False

ANS: False PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 5-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic | Technology – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Organizational Context: Dimensions of Context

KEYWORDS: Bloom’s: Comprehension

1. The culture of business can be characterized as typically having a bias towards action, a demand for confidence, and a results orientation.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 5-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic | Technology – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Cultural Imperatives

TOPICS: Organizational Context: Organizational Culture

KEYWORDS: Bloom’s: Comprehension

1. Managers should avoid the use of informal communication networks.

❏ True

❏ False

ANS: False PTS: 1 DIFF: Moderate QT: True/False

HAS VARIABLES: False LO: 5-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic | Technology – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Organizational Context: Informal Communication Networks

KEYWORDS: Bloom’s: Comprehension

1. The richest channel of communication is face-to-face or interpersonal communication.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Moderate QT: True/False

HAS VARIABLES: False LO: 5-4

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Synchronous Messaging

TOPICS: Choosing a Communication Channel and Medium: Richness versus Leanness

KEYWORDS: Bloom’s: Comprehension

1. One of the leanest channels of communication is a printed form, such as a job application form.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Moderate QT: True/False

HAS VARIABLES: False LO: 5-4

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Asynchronous Messaging

TOPICS: Choosing a Communication Channel and Medium: Richness versus Leanness

KEYWORDS: Bloom’s: Comprehension

1. The most ambiguous channel of communication is oral.

❏ True

❏ False

ANS: False PTS: 1 DIFF: Moderate QT: True/False

HAS VARIABLES: False LO: 5-4

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Synchronous Messaging

TOPICS: Choosing a Communication Channel and Medium: Need for Interpretation

KEYWORDS: Bloom’s: Comprehension

1. One risk that communicators experience in conflict situations is unintentionally sending a negative message through nonverbal elements of communication.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Moderate QT: True/False

HAS VARIABLES: False LO: 5-4

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Consequences

TOPICS: Choosing a Communication Channel and Medium: Control over the Message

KEYWORDS: Bloom’s: Comprehension

1. The best channel for conveying large amounts of information is generally an oral one.

❏ True

❏ False

ANS: False PTS: 1 DIFF: Moderate QT: True/False

HAS VARIABLES: False LO: 5-4

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Synchronous Messaging

TOPICS: Choosing a Communication Channel and Medium: Amount of Information Conveyed

KEYWORDS: Bloom’s: Comprehension

1. Adaptive capacity is the ability to change one's style and approach to fit the culture, context, or condition of an organization.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Moderate QT: True/False

HAS VARIABLES: False LO: 5-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic | Technology – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Context

TOPICS: Organizational Context: Context as a Strategic Issue

KEYWORDS: Bloom’s: Comprehension

1. Deleting or tampering with company email can be considered illegal under certain circumstances.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 5-4

NATIONAL STANDARDS: U.S. – BUSPROG: Ethics – BUSPROG: Technology – BUSPROG: Ethics –
BUSPROG: Technology

STATE STANDARDS: U.S. – CA – DISC: Ethics and Morals

TOPICS: New Media and the Organization: Challenges of E-mail

KEYWORDS: Bloom’s: Knowledge

1. All of the following are common types of social media used by organizations, EXCEPT:

a. Social networking

b. Wikis

c. E-mail

d. Microblogs

ANS: c PTS: 1 DIFF: Easy QT: Multiple Choice

HAS VARIABLES: False LO: 5-4

NATIONAL STANDARDS: U.S. – BUSPROG: Ethics – BUSPROG: Technology – BUSPROG: Ethics –
BUSPROG: Technology

STATE STANDARDS: U.S. – CA – DISC: Communication Evolution

TOPICS: New Media and the Organization: Social Media

KEYWORDS: Bloom’s: Knowledge

1. The awareness of and ability to adapt to the context is \_\_\_\_\_\_\_\_\_.

a. adaptive capacity

b. cultural sensitivity

c. team orientation

d. contextual intelligence

ANS: d PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 5-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic | Technology – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Organizational Context: Context as a Strategic Issue

KEYWORDS: Bloom’s: Comprehension

1. The three types of organizational culture identified by the Organizational Culture Inventory include all of the following, EXCEPT:

a. Passive-Aggressive

b. Passive-Defensive

c. Aggressive-Defensive

d. Constructive

ANS: a PTS: 1 DIFF: Easy QT: Multiple Choice

HAS VARIABLES: False LO: 5-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic | Technology – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Cultural Imperatives

TOPICS: Organizational Context: Organizational Culture

KEYWORDS: Bloom’s: Comprehension

1. A Passive-Defensive organizational culture includes all of the following characteristics, EXCEPT:

a. Avoiding conflict

b. Valuing financial assets over people

c. Maintaining conventions

d. Supporting dependency

ANS: b PTS: 1 DIFF: Easy QT: Multiple Choice

HAS VARIABLES: False LO: 5-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic | Technology – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Cultural Imperatives

TOPICS: Organizational Context: Organizational Culture

KEYWORDS: Bloom’s: Comprehension

1. An Aggressive-Defensive organizational culture includes all of the following characteristics, EXCEPT:

a. Seeking approval

b. Supporting competition among members

c. Supporting perfectionism

d. Focusing on power attainment

ANS: a PTS: 1 DIFF: Easy QT: Multiple Choice

HAS VARIABLES: False LO: 5-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic | Technology – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Cultural Imperatives

TOPICS: Organizational Context: Organizational Culture

KEYWORDS: Bloom’s: Comprehension

1. Management makes improvements based on suggestions made by experienced workers in the dock area. This is an example of

a. Downward communication

b. Upward communication

c. Horizontal communication

d. Quality circles

ANS: b PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 5-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Organizational Context: Formal Communication Networks

KEYWORDS: Bloom’s: Comprehension

1. An unhealthy organizational culture is characterized by all of the following aspects, EXCEPT:

a. Work production systems that do not provide opportunities to contribute initiative, responsibility, or personal knowledge to the job

b. Limited opportunities for employees to exercise influence in the planning and organizing of tasks

c. Tasks that limit human contacts during work

d. A willingness to investigate issues rather than taking sides

ANS: d PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 5-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic | Technology – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Organizational Context: Organizational Culture

KEYWORDS: Bloom’s: Comprehension

1. Which of the following best describes formal communication networks?

a. Generally the quickest way to communicate in an organization

b. Management's idea of who ought to communicate with whom on the job

c. Cannot be depicted accurately by any graphic means

d. Concerned exclusively with upward and downward communication

ANS: b PTS: 1 DIFF: Easy QT: Multiple Choice

HAS VARIABLES: False LO: 5-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Organizational Context: Formal Communication Networks

KEYWORDS: Bloom’s: Knowledge

1. Good \_\_\_\_\_\_\_\_\_ can help to minimize the potential negative effects of “the grapevine.”

a. formal communication

b. horizontal communication

c. upward communication

d. network communication

ANS: a PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 5-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Organizational Context: Informal Communication Networks

KEYWORDS: Bloom’s: Comprehension

1. Which of the following channels or media would be most appropriate for an organization to use in providing its employees with information about benefits, salary and work procedures?

a. E-mail

b. Oral presentation

c. Policy manual

d. Phone

ANS: c PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 5-4

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Choosing a Communication Channel and Medium

KEYWORDS: Bloom’s: Comprehension

1. When selecting a channel of communication, you should consider all of the following, EXCEPT:

a. The delivery time required

b. Cost

c. The need for a record

d. What is easiest for the sender

ANS: d PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 5-4

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Purpose

TOPICS: Choosing a Communication Channel and Medium

KEYWORDS: Bloom’s: Comprehension

1. Sales figures are low at one of a chain store's retail outlets. The best way to solve this problem would be to utilize

a. Upward communication

b. Downward communication

c. Horizontal communication

d. A combination of upward and downward communication

ANS: d PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 5-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Organizational Context: Formal Communication Networks

KEYWORDS: Bloom’s: Comprehension

1. The richest channel of communication is

a. Written messages

b. Face-to-face communication

c. The telephone

d. An oral presentation

ANS: b PTS: 1 DIFF: Easy QT: Multiple Choice

HAS VARIABLES: False LO: 5-4

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Choosing a Communication Channel and Medium: Richness versus Leanness

KEYWORDS: Bloom’s: Knowledge

1. List the dimensions of context and briefly explain each.

ANS: The dimensions of context include physical, social, chronological, and cultural. The *physical* context or setting can influence the content and quality of interaction. The *social* context refers to the nature of the relationship between the communicators, as well as who is present. The *chronological* context refers to the ways time influences interactions. The *cultural* context includes both the organizational culture as well as the cultural backgrounds of the people with whom you may be communicating.

 PTS: 1 DIFF: Moderate QT: Subjective Short Answer

HAS VARIABLES: False LO: 5-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic | Technology – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Contexts

TOPICS: Organizational Context: Dimensions of Context

KEYWORDS: Bloom’s: Comprehension

1. List the three types of flow of the formal communication network and briefly explain the “grapevine.”

ANS: The three types of flow found in a formal communication network are upward, downward, and horizontal. The grapevine is the informal communication network and primarily consists of the casual conversations among employees.

 PTS: 1 DIFF: Moderate QT: Subjective Short Answer

HAS VARIABLES: False LO: 5-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Organizational Context: Informal Communication Networks

KEYWORDS: Bloom’s: Comprehension

1. Identify three risks that the use of social media may create for organizations.

ANS: Risks that the use of social media may create for organizations fall into two categories: internal and external risk. Therefore, students may discuss three of the following:

 **Risks from Internal Communications**

* **Secrets are harder to protect**. Know that material information about company plans and strategies will flow down through the organization faster. Be sure that key employees know just how slippery this slope is.
* **Compensation isn't confidential any more**. Assume that information about employee compensation will no longer stay with the employee. Disparities in pay, benefits, and work arrangements will be rapidly exposed and compared among employees.
* **Strategic actions may be signaled in advance**. If employees are asked to implement strategic actions, those strategies will be almost impossible to conceal from those outside the organization. Organizations will need to anticipate leaks and be prepared for quick action if and when they occur.
* **Inconsistencies within an organization may be exposed**. Different departments within organizations inevitably take different positions regarding customers, employees, and regulators. The blogosphere will quickly reveal these inconsistencies for all to see. When information is flowing more freely than ever before, managers will need to take steps to ensure that all company positions are in harmony.

 **Risks from External Communications**

* **Premature release of new product information**. Employees commonly leak pictures or descriptions of a new product before its official release. Even a casual tweet revealing the location of a key employee can signal new product or business development activity before it is ready for public release.
* **Exposure of company problems**. Employee “venting” is ubiquitous on Facebook and Twitter. In some cases, that frustration is an indictment of the company's own products, services or, perhaps most commonly, management culture.
* **Harassment**. Social media almost immediately gave rise to claims of workplace harassment— a superior using Facebook or another medium to make unwanted advances.

 PTS: 1 DIFF: Moderate QT: Subjective Short Answer

HAS VARIABLES: False LO: 5-4

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Consequences

TOPICS: New Media and the Organization: Social Media

KEYWORDS: Bloom’s: Comprehension

1. Discuss an organizational culture of which you have been a part. Explain the healthy and unhealthy aspects of the culture. How did these aspects affect the communication climate in the organization?

ANS: Student responses may mention the aspects of a healthy culture, which include listening well, respecting the validity of others' experience, feeling free to be assertive, having a clear sense of direction and control, getting good feedback about their performance, and feeling valued as intelligent human beings. They may also mention characteristics of an unhealthy culture, which include the following: authoritarian and detailed supervision; tasks characterized by restrictions on employees' abilities to use resources; work production systems that do not provide opportunities to contribute initiative, responsibility, or personal knowledge to the job; limited opportunities for employees to exercise influence in the planning and organizing of tasks; tasks that deprive the individual of the self-determination of work rate and methods for carrying out the work; and tasks that limit human contacts during work.

In discussing how these characteristics affect the communication climate of the organization, students might address either supportive or defensive communication characteristics. A defensive communication climate is characterized by evaluation, control, strategy, neutrality, superiority, and certainty, while a supportive communication climate can be described as problem oriented, descriptive, spontaneous, empathetic, provisional, and exhibiting equality.

 PTS: 1 DIFF: Challenging QT: Essay

HAS VARIABLES: False LO: 5-3

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic | Technology – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Cultural Imperatives

TOPICS: Organizational Context: Dimensions of Context

KEYWORDS: Bloom’s: Application

1. Discuss the benefits and challenges of email use from an organizational perspective.

ANS: E-mail is a highly effective communication medium that is central to the way that organizations function, enabling virtual teams, working at home, and collaboration in many forms. Its benefits include knowledge sharing and communication networks. E-mail is a core communication technology for the creation, distribution, and application of knowledge in organizations. In a survey of e-mail users (Tassabehji and Vakola 2005), respondents commented that e-mail had improved teamwork and information flow and allowed information to be shared with multiple co-workers. They also found that the majority of respondents reported the net effect of e-mail is improved organizational communication. Similarly, its benefits include external communications and image. Prompt response to external e-mails and professional language are as important for maintaining external relationships as they are for intra-employee communication.

Because so much time is spent using email in an organization, it also presents challenges. These include:

a. Individual e-mail efficiency: The time spent handling e-mail; time recovering from e-mail interruptions to work flow.

b. Individual e-mail pressure: Anxiety caused by e-mail volumes; perceived need to respond to e-mails quickly.

c. Organizational e-mail effectiveness: Using e-mail to support effective decision making and knowledge sharing; improving business processes that depend on e-mail.

d. Organizational risk: The risk of litigation resulting from unguarded comments made by an employee in an e-mail; regulatory action resulting from e-mail deletion.

 PTS: 1 DIFF: Challenging QT: Essay

HAS VARIABLES: False LO: 5-4

NATIONAL STANDARDS: U.S. – BUSPROG: Ethics – BUSPROG: Technology – BUSPROG: Ethics –
BUSPROG: Technology

STATE STANDARDS: U.S. – CA – DISC: Communication Evolution

TOPICS: New Media and the Organization: E-mail

KEYWORDS: Bloom’s: Application