

# THE SOCIETY OF ACCOUNTING EDUCATION

## CERTIFIED FINANCIAL & MANAGEMENT ACCOUNTANT MEMBERSHIP PROGRAM

### Model Paper for Course: Organizational Management & Presentation Skills

Course Code: SL-03

Level: Strategic Level

- Over the past two decades, business schools have added required courses on people skills to many of their curricula. Why have they done this?
  - Managers no longer need technical skills in subjects such as economics and accounting to succeed.
  - There is an increased emphasis in controlling employee behavior in the workplace.
  - Managers need to understand human behavior if they are to be effective.**
  - These skills enable managers to effectively lead human resources departments.
  - A manager with good people skills can help create a pleasant workplace.
- Which of the following is most likely to be a belief held by a successful manager?
  - Technical knowledge is all that is needed for success.
  - It is not essential to have sound interpersonal skills.
  - Technical skills are necessary, but insufficient alone for success.**
  - Effectiveness is not impacted by human behavior.
  - Technical skills do not influence efficiency.
- What term is used for the extent to which an individual displays different behaviors in different situations?
  - continuity
  - integrity
  - stability
  - flexibility
  - distinctiveness**
- What does consensus refer to in attribution theory?
  - There is general agreement about a perception.
  - Different people respond the same way in the same situation.**
  - There is general agreement about how people desire to respond to the same situation.
  - Different people perceive a situation similarly.
  - All people behave precisely the same way in certain situations
- If everyone who is faced with a similar situation responds in the same way, attribution theory states **that the behavior shows** .
  - consensus**

- B) similarity
  - C) reliability
  - D) consistency
  - E) stability
6. Which of the following is not one of the four primary management functions?
- A) controlling
  - B) planning
  - C) **staffing**
  - D) organizing
  - E) leading
7. Which of a manager's primary roles requires the manager to define an organization's goals, establish an overall strategy for achieving these goals and develop a comprehensive hierarchy of plans to integrate and coordinate activities?
- A) controlling
  - B) **planning**
  - C) staffing
  - D) coordinating
  - E) leading
8. Determining how tasks are to be grouped is part of which management function?
- A) planning
  - B) leading
  - C) controlling
  - D) **organizing**
  - E) contemplating
9. Mintzberg concluded that managers perform 10 different, highly interrelated roles. Which of the following is one of the broad categories into which these roles could be grouped?
- A) intrapersonal
  - B) institutional
  - C) **decisional**
  - D) affective
  - E) reflective
10. As a manager, one of Joe's duties is to present awards to outstanding employees within his department. Which Mintzberg managerial role is Joe acting in when he does this?
- A) leadership role
  - B) liaison role
  - C) monitor role
  - D) **figurehead role**
  - E) spokesperson role
11. According to Mintzberg, one of management's interpersonal roles is .
- A) spokesperson

- B) **leader**
  - C) negotiator
  - D) monitor
  - E) devil's advocate
12. According to Mintzberg, when a manager searches the organization and its environment for opportunities and initiates projects to bring about change, the manager is acting in which role?
- A) negotiator
  - B) **entrepreneur**
  - C) monitor
  - D) resource allocator
  - E) reflective analyst
13. Robert Katz identified three essential skills that managers need to have in order to reach their goals. What are these skills?
- A) technical, decisional and interpersonal
  - B) **technical, human, and conceptual**
  - C) interpersonal, informational and decisional
  - D) conceptual, communication and networking
  - E) human, informational and communication
14. A manager is valued by her colleagues for her ability to perform effective break-even analysis on upcoming ventures. In this case, her colleagues value her for competencies that fall within which of Katz's essential management skills categories?
- A) **technical**
  - B) communication
  - C) human
  - D) conceptual
  - E) education
15. According to Katz, technical skills encompass the ability to .
- A) analyze and diagnose complex situations
  - B) exchange information and control complex situations
  - C) **apply specialized knowledge or expertise**
  - D) initiate and oversee complex projects
  - E) communicate effectively with others
16. Which one of the following would not be considered a human skill in Katz's structure?
- A) **decision making.**
  - B) communicating
  - C) resolving conflicts
  - D) working as part of a team
  - E) listening to others

17. According to Katz, when managers have the mental ability to analyze and diagnose complex situations, they possess skills.
- A) technical
  - B) leadership
  - C) problem-solving
  - D) **conceptual**
  - E) reactive
18. According to Fred Luthans and his associates, which of the following is considered a part of traditional management?
- A) disciplining
  - B) **decision making**
  - C) exchanging routine information
  - D) acquiring resources
  - E) investing
19. Which of Luthans' managerial activities involves socializing, politicking, and interacting with outsiders?
- A) traditional management
  - B) communicating
  - C) human resource management
  - D) **networking**
  - E) investing
20. How does Luthans define a manager's success?
- A) by the quantity and quality of their performance
  - B) by the satisfaction and commitment of their employees
  - C) by the rate and quantity of pay raises
  - D) **by the speed of their promotion**
  - E) by their scores on a 360-degree feedback analysis
21. According to Luthans' research, successful managers spent more of their time on than on any other activity.
- A) traditional management
  - B) human resource management
  - C) **networking**
  - D) communicating
  - E) hiring and firing
22. While the Functions, Roles, Skills, and Activities approaches to management all differ, they all recognize that effective and successful managers must develop which of the following?
- A) **people skills**
  - B) technical skills
  - C) efficiency
  - D) entrepreneurialism

- E) ability to network
23. An OB study would be least likely to be used to focus on which of the following problems?
- A) an increase in absenteeism at a certain company
  - B) a fall in productivity in one shift of a manufacturing plant
  - C) **a decrease in sales due to growing foreign competition**
  - D) an increase in theft by employees at a retail store
  - E) excessive turnover in volunteer workers at a non-profit organization
24. If a person responds the same way over time, attribution theory states that the behavior shows.
- A) distinctiveness
  - B) consensus
  - C) **consistency**
  - D) continuity
  - E) stability
25. Janice is late for work each day by about ten minutes. How would attribution theory describe this behavior?
- A) It shows consensus.
  - B) It shows similarity.
  - C) It shows reliability.
  - D) **It shows consistency.**
  - E) It shows distinctiveness.
26. The more consistent a behavior, the more the observer is inclined to .
- A) attribute it to interpretation
  - B) **attribute it to internal causes**
  - C) attribute it to consensus
  - D) attribute it to external causes
  - E) attribute it to distinctiveness
27. In order to predict human behavior, it is best to supplement your intuitive opinions with information derived in what fashion?
- A) common sense
  - B) direct observation
  - C) **systematic inquiry**
  - D) speculation
  - E) organizational theory
28. Which of the following is a reason that the study of organizational behavior is useful?
- A) Human behavior does not vary a great deal between individuals and situations.
  - B) **Human behavior is not random.**
  - C) Human behavior is not consistent.
  - D) Human behavior is rarely predictable.

- E) Human behavior is often not sensible.
29. What approach involves managers centering their decisions on the best available scientific data?
- A) intuition
  - B) organizational behavioral studies
  - C) substantive evidence approach
  - D) preconceived notions
  - E) **evidence based management**
30. What do the fundamental consistencies underlying the behavior of all individuals enable researchers to do?
- A) observe human behavior
  - B) systematize human behavior
  - C) research human behavior
  - D) **predict human behavior**
  - E) detect human behavior
31. Analyzing relationships, determining causes and effects, and basing conclusions on scientific evidence all constitute aspects of study.
- A) organizational
  - B) intuitive
  - C) theoretical
  - D) **systematic**
  - E) case-based
32. Psychology's major contributions to the field of organizational behavior have been primarily at what level of analysis?
- A) the level of the group
  - B) **the level of the individual**
  - C) the level of the organization
  - D) the level of the culture
  - E) the level of interacting groups
33. Which behavioral science discipline is most focused on understanding individual behavior?
- A) sociology
  - B) social psychology
  - C) **psychology**
  - D) anthropology
  - E) organizational behavior
34. The science that seeks to measure, explain, and sometimes change the behavior of humans and other animals is known as .
- A) psychiatry
  - B) **psychology**

- C) sociology
  - D) political science
  - E) organizational behavior
35. Blends concepts from psychology and sociology.
- A) Corporate strategy
  - B) Anthropology
  - C) Political science.
  - D) **Social psychology**
  - E) Archaeology
36. The science that focuses on the influence people have on one another is .
- A) psychology
  - B) anthropology
  - C) political science
  - D) **social psychology**
  - E) archaeology
37. Which of the following fields has most helped us understand differences in fundamental values, attitudes, and behavior among people in different countries?
- A) **anthropology**
  - B) psychology
  - C) political science
  - D) operations research
  - E) psycholinguistics
38. The subject of organizational culture has been most influenced by which behavioral science discipline?
- A) **anthropology**
  - B) psychology
  - C) social psychology
  - D) political science
  - E) corporate strategy
39. In order to predict human behavior with any degree of accuracy, what sort of variables must be taken into account?
- A) global
  - B) general
  - C) dependent
  - D) non-reactive
  - E) **contingency**
40. Which of the following OB topics is not central to managing employees' fears about terrorism?
- A) emotion
  - B) motivation
  - C) communication

- D) leadership
  - E) **work design**
41. What is the probable consequence of the fact that women significantly outnumber men on U.S. college campuses?
- A) Eventual parity in the number of men and women in the workforce.
  - B) An increase in the number of technical positions filled by women.
  - C) An increase in competition between men for professional and managerial jobs
  - D) **A steady increase in the number of technical, professional, and managerial positions**
  - E) A decrease in the competition for jobs in positions that have traditionally been filled by women.
42. According to management guru Tom Peters, almost all quality improvement comes from of design, manufacturing, layout, processes, and procedures.
- A) modification
  - B) stratification
  - C) integration
  - D) separation
  - E) **simplification**
43. Today's managers understand that the success of any effort at improving quality and productivity must include.
- A) process reengineering
  - B) quality management programs
  - C) customer service improvements
  - D) **employees**
  - E) manufacturing simplification
44. Service industry jobs include all of the following except .
- A) fast food counter worker
  - B) sales clerk
  - C) waiter
  - D) nurse
  - E) **production line worker**
45. Which of the following has not contributed to blurring the lines between employees' work life and personal life?
- A) the creation of global organizations
  - B) communications technology allowing employees to work any time and from any place
  - C) organizations asking employees to put in longer hours
  - D) **creation of flexible teams**
  - E) the increase in dual career households



46. What growth area in OB research concerns how organizations develop human strengths, foster vitality and resilience, and unlock potential?
- A) **positive organizational scholarship**
  - B) ethical behavioral research
  - C) balancing work-life conflict
  - D) networked organizational research
  - E) temporariness studies
47. Which of the following has only recently been considered a primary dependent variable in organizational behavior?
- A) productivity
  - B) absenteeism
  - C) turnover
  - D) job satisfaction
  - E) **organizational citizenship behavior**
48. What term is used to describe voluntary and involuntary permanent withdrawal from an organization?
- A) absenteeism
  - B) **turnover**
  - C) downsizing
  - D) truancy
  - E) social atrophy
49. \_\_\_\_\_ is discretionary behavior that is not part of an employee's formal job requirement, but that promotes the effective functioning of the organization.
- A) Productivity
  - B) Motivation
  - C) **Organizational citizenship**
  - D) Organizational behavior
  - E) Corporate strategy
50. Individual-level independent variables include all of the following except .
- A) **leadership**
  - B) learning
  - C) perception
  - D) motivation
  - E) decision-making
51. When Ms. McKay develops a strategy for achieving her department's goals, she is performing the function of management.
- A) **planning**
  - B) organizing
  - C) leading
  - D) controlling
  - E) reacting

52. When Ms. McKay determines which employees will do what tasks, she is performing the function of management.
- A) planning
  - B) **organizing**
  - C) leading
  - D) controlling
  - E) reacting
53. When Ms. McKay motivates her employees and attempts to resolve conflicts among department members, she is performing the function of management.
- A) planning
  - B) organizing
  - C) **leading**
  - D) controlling
  - E) reacting
54. When Ms. McKay compares projected sales to actual sales in her department, she is performing the function of management.
- A) planning
  - B) organizing
  - C) leading
  - D) **controlling**
  - E) reacting
55. Josef Nobles has been a manager at Mountain Chemicals for five years. Hired for his expertise in project accounting, he rose quickly through the ranks and is now the head of the accounting and finance department. Josef is viewed as the rising star in the organization by his superiors. According to Katz, the skills that Mr. Nobles was hired for were what type of skill?
- A) human
  - B) conceptual
  - C) **technical**
  - D) controlling
  - E) directing
56. You are bringing together faculty from different behavioral disciplines to author a new textbook in organizational behavior. Represented are professors from psychology, sociology, social psychology, anthropology, political science, and industrial engineering. The faculty member from should furnish information about personality, learning, and motivation.
- A) sociology
  - B) **psychology**
  - C) anthropology
  - D) political science
  - E) industrial engineering

57. Which of the following statements is true about the term “ability”, as it is used in the field of organizational behavior?
- A) It refers to an individual’s willingness to perform various tasks.
  - B) **It is a current assessment of what an individual can do.**
  - C) It refers exclusively to intellectual skills.
  - D) It refers exclusively to physical skills.
  - E) It is a prediction of future aptitude based on current attitudes.
58. Which of the following is not a dimension of intellectual ability?
- A) number aptitude
  - B) perceptual speed
  - C) spatial visualization
  - D) **dynamic flexibility**
  - E) social aptitude
59. What is a factor of intelligence that suggests that it makes sense to talk about overall intelligence?
- A) **general mental ability**
  - B) intelligent quotient
  - C) ability
  - D) cultural intelligence
  - E) perceptual speed
60. Which of the following is not one of the nine basic abilities involved in the performance of physical tasks?
- A) stamina
  - B) dynamic flexibility
  - C) **speed**
  - D) body coordination
  - E) trunk strength
61. Which of the following is not a biographical characteristic?
- A) **political affiliation**
  - B) age
  - C) sex
  - D) tenure
  - E) race
62. What will be the largest demographic change in the U.S. workforce in the next decade?
- A) increasing ethnic diversity
  - B) a fall in married workers
  - C) **increasing age of workers**
  - D) decreasing tenure of workers
  - E) more women in the workforce than men

63. Research shows that which of the following is likely to decrease as a worker grows older?
- A) productivity
  - B) **likelihood of quitting**
  - C) absenteeism
  - D) vacation days taken
  - E) work ethic
64. Which of the following statements concerning tenure is not true?
- A) Recent evidence demonstrates a positive relationship between seniority and job productivity.
  - B) Tenure does not appear to be a good predictor of employee productivity.
  - C) Tenure is a potent variable in explaining turnover.
  - D) Tenure and satisfaction are positively related.
  - E) **Tenure and organizational investment are negatively related**
65. Studies indicate that which of the following tends to decrease with increased tenure?
- A) job satisfaction
  - B) productivity
  - C) **absenteeism**
  - D) raises and promotion
  - E) efficiency
66. Experiments performed by Ivan Pavlov led to what theory?
- A) **classical conditioning**
  - B) operant conditioning
  - C) social learning
  - D) method reproduction
  - E) behavior shaping
67. What role did the meat play in Pavlov's experiment with dogs?
- A) an unconditioned response
  - B) a conditioned stimulus
  - C) a conditioned response
  - D) a reconditioned stimulus
  - E) **an unconditioned stimulus**
68. Classical conditioning would view which of the following as most likely to be a conditioned response?
- A) wincing when you stub your toe
  - B) driving on the right side of the road
  - C) flinching when startled by a loud noise
  - D) **looking for shelter when the sky turns gray**
  - E) mouth watering when you eat delicious food
69. In Pavlov's experiment, the bell was a/an .

- A) unconditioned stimulus
  - B) unconditioned response
  - C) **conditioned stimulus**
  - D) conditioned response
  - E) none of the above
70. Which of the following is not true of classical conditioning?
- A) Classical conditioning is passive.
  - B) Classical conditioning can explain simple reflexive behaviors.
  - C) Learning a conditioned response involves building an association between a conditioned stimulus and an unconditioned stimulus.
  - D) **A neutral stimulus takes on the properties of a conditioned stimulus.**
  - E) Classical conditioning is different in many respects from operant conditioning.
71. When Joe gets stressed he often drinks chamomile tea. This calms him since he associates chamomile tea drinking with happy visits with his grandmother in his childhood. The calm feeling brought on by the tea is an example of which of the following?
- A) **classical conditioning**
  - B) operant conditioning
  - C) sensory learning
  - D) social learning
  - E) shaping
72. Why does classical conditioning theory fail to adequately describe behavior in the workplace?
- A) Most behavior of individuals in the workplace is reflexive rather than voluntary.
  - B) **Most behavior of individuals in the workplace is emitted rather than elicited.**
  - C) Most behavior of individuals in the workplace is complex.
  - D) It is very difficult to determine exactly which conditioned stimulus elicits which response in the workplace.
  - E) Classical conditioning works well describing animal behavior but not human behavior.
73. Operant conditioning argues that .
- A) behavior is reflexive
  - B) behavior is unlearned
  - C) **behavior is a function of its consequences**
  - D) the tendency to repeat a behavior is very strong
  - E) the tendency to repeat a behavior is instinctual
74. Which of the following researchers thought that reinforcement was the central factor involved in behavioral change?
- A) Pavlov
  - B) Fayol
  - C) **Skinner**

- D) Deming
  - E) Surber
75. According to operant conditioning, when a behavior is not reinforced, what happens to the probability of that behavior occurring again?
- A) It increases.
  - B) **It declines.**
  - C) It remains unchanged.
  - D) It becomes zero.
  - E) It may increase or decrease based on other factors.
76. What do we call the view that we can learn both through observation and direct experience?
- A) situational learning theory
  - B) classical learning
  - C) **social learning theory**
  - D) hands-on learning experience
  - E) the Pavlov principle
77. Four processes have been found to determine the influence that a model will have on an individual. Which of the following is not one of those processes?
- A) attentional processes
  - B) retention processes
  - C) motor reproduction processes
  - D) reinforcement processes
  - E) **consequential processes**
78. Which of the following processes deals with how well an individual remembers a model's action after it is no longer readily available?
- A) attitudinal
  - B) **retention**
  - C) motor reproduction
  - D) reinforcement
  - E) attention
79. What do we call the practice of reinforcing closer and closer approximations of a desired behavior?
- A) modeling
  - B) **shaping**
  - C) classical conditioning
  - D) social learning
  - E) mapping
80. Using shaping, which of the following is not a method that can be used to change behavior?
- A) negative reinforcement

- B) punishment
  - C) **counseling**
  - D) positive reinforcement
  - E) extinction
81. Suspending an employee for dishonest behavior is an example of which method of shaping behavior?
- A) extinction
  - B) negative reinforcement
  - C) **punishment**
  - D) poor planning
  - E) reaction
82. The corporate audit staff makes a series of randomly timed, unannounced visits to a company office. On each visit they check the records to see that they are up to date and correct. These visits are an example of which of the following?
- A) positive reinforcement
  - B) variable-interval reinforcement schedule
  - C) continuous reinforcement schedule
  - D) fixed reinforcement schedule
  - E) static response method
83. In which reinforcement schedule is a reward provided after a given number of responses?
- A) variable-ratio
  - B) **fixed-ratio**
  - C) variable-interval
  - D) fixed-interval
  - E) viable
84. According to research, which of the following is a schedule of reinforcement that promotes the greatest resistance to extinction?
- A) continuous
  - B) fixed interval
  - C) **variable interval**
  - D) fixed ratio
  - E) negative
85. The application of reinforcement concepts to individuals in the work setting is referred to as
- A) classical conditioning
  - B) self-management
  - C) reengineering
  - D) **OB Mod**
  - E) social modeling
86. Who said “Give me a child at birth and I can make him into anything you want”?

- A) **B.F. Skinner**
  - B) Ivan Pavlov
  - C) Sigmund Freud
  - D) James Emery
  - E) Ben Franklin
87. Sam is late coming back to work and you dock his pay. This is an example of .
- A) positive reinforcement
  - B) negative reinforcement
  - C) **punishment**
  - D) extinction
  - E) classical conditioning
88. John's attendance has historically been unreliable and you have decided to use reinforcement and compliment him when his attendance record shows improvement. The most effective schedule of reinforcement will probably be .
- A) variable-interval intermittent
  - B) fixed-interval intermittent
  - C) **continuous**
  - D) punishment-based
  - E) shaped
89. What is the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment?
- A) interpretation
  - B) environmental analysis
  - C) social verification
  - D) outlook
  - E) **perception**
90. What are the three classes of factors that influence perception?
- A) factors in the setting, factors in the environment, and factors in the motives
  - B) **factors in the perceiver, factors in the target, and factors in the situation**
  - C) factors in the character, factors in knowledge, and factors in experience
  - D) factors in the personality, factors in the character, and factors in the values
  - E) factors in the senses, factors in the surroundings, and factors in the lighting
91. Two people see the same thing at the same time yet interpret it differently. Where do the factors that operate to shape their dissimilar perceptions reside?
- A) **the perceivers**
  - B) the target
  - C) the timing
  - D) the context
  - E) the situation
92. Which of the following is not true about our perceptions of a target?



- A) Objects that are close together will be perceived together rather than separately.
  - B) Persons that are similar to each other tend to be grouped together.
  - C) **Targets are usually looked at in isolation.**
  - D) Motion, sounds, size, and other attributes of a target shape the way we see it.
  - E) Objects that are distant from one another will be perceived separately rather than as a group.
93. What is the most relevant application of perception concepts to OB?
- A) **the perceptions people form about each other**
  - B) the perceptions people form about their employer
  - C) the perceptions people form about their culture
  - D) the perceptions people form about society
  - E) the perceptions people form about external reality
94. What is the name of the theory that deals with how we explain behavior differently depending on the meaning we assign to the actor?
- A) behavioral theory
  - B) judgment theory
  - C) selective perception theory
  - D) **attribution theory**
  - E) equality theory
95. In attribution theory, what is distinctiveness?
- A) whether an individual displays consistent behaviors in different situations
  - B) **whether an individual displays different behaviors in different situations**
  - C) whether an individual displays consistent behaviors in similar situations
  - D) whether an individual displays different behaviors in similar situations
  - E) whether an individual displays different behavior from other people
96. Two areas that are influencing and impacting corporations and managers today are the rapid pace of change and
- A) Demographic increases.
  - B) **Complexity of the workenvironment.**
  - C) Organizational culture changes.
  - D) Managerial ineptness.
97. The field of organizational behavior examines such questions as the nature of leadership, effective team development, \_\_\_\_\_, and \_\_\_\_\_.
- A) **Interpersonal conflict resolution; motivation of individuals**
  - B) Organizational control; conflict management
  - C) Motivation of individuals; planning
  - D) Planning; development
98. \_\_\_\_\_ is attributed with developing the scientific management perspective.
- A) Elton Mayo

- B) Robert Owens
  - C) Frank Gilbreth
  - D) **Frederick Taylor**
99. Which perspective is hailed as being responsible for launching research into such topics as leadership effectiveness and group dynamics?
- A) **Human relations approach**
  - B) Scientific management
  - C) Contingency approach
  - D) Hawthorne effect
100. Of the four building block skills, which one is frequently considered to be the largest behavior management challenge?
- A) The ability to inspire employees
  - B) The ability to analyze situations correctly
  - C) **Personal flexibility and adaptability**
  - D) Outstanding perceptual skills
101. Which of these skills is considered to be the cornerstone of the four building block skills?
- A) Personal flexibility
  - B) **Self-insight**
  - C) Perceptual skills
  - D) Leadership capabilities
102. Which of these approaches argues that there is no single best way to manage behavior?
- A) Hawthorne
  - B) Scientific Management
  - C) The cornerstone skill
  - D) **Contingency**
103. The area of "knowledge foundation" deals with the importance of
- A) **understanding organizational behavior.**
  - B) the behavior management process.
  - C) development of solutions for achieving behavioral goals.
  - D) identification of the causes of behavior.
104. Which of these steps of the behavior management process involves implementation of selected strategy, monitoring for effectiveness, and performing necessary adjustments?
- A) Step three
  - B) Step two
  - C) **Step four**
  - D) Step one

105. \_\_\_\_\_ is/are a key trend that is having a significant impact on behavior management today.
- A) **Information technology**
  - B) Reverse discrimination
  - C) Decreasing the amount of training for managers
  - D) Stay-at-home mothers
106. What is contributing to organizations taking a look at employee groups that had previously been overlooked, ignored, or shutout?
- A) Current discrimination laws
  - B) Government monetary incentives
  - C) New behavior management theories
  - D) **Economic pressures**
107. One way businesses can benefit from diversity in the work force is
- A) increased popularity.
  - B) **increased understanding of the marketplace.**
  - C) increased employee satisfaction.
  - D) minimizing EEOC/AA investigations.
108. One drawback to the technology of today is
- A) **it can actually accelerate the speed at which crises can strike a nation.**
  - B) it can keep employees too busy to stay in touch with their employers and organizations.
  - C) it can decrease waste and efficiency in organizations.
  - D) it can reduce the need for familiar methods of communication such as telegraph and faxes.
109. The percentage of employees who work 50 or more hours per week has risen by \_\_\_\_\_ over the past twenty years.
- A) 25%
  - B) 40%
  - C) **30%**
  - D) 37.5%
110. During the last thirty years, the percentage of dual-career married couples has grown by
- A) **24 percent.**
  - B) 96 percent.
  - C) 60% percent.
  - D) 36% percent.
111. Two mechanisms by which the perception process takes place include internal processes and \_\_\_\_\_.
- A) **external influences**
  - B) central tendencies

- C) skill assessment
  - D) process intensity
112. External influences on perception include \_\_\_\_\_.
- A) self-disclosure
  - B) self-enhancing tactics
  - C) the halo effect
  - D) **the figure-ground effect**
113. George Garrett of HolshowInsurance frequently speaks of his personal friendship with the State Insurance Commissioner when he attends organizational meetings. George is demonstrating which direct attempt at shaping others' perceptions?
- A) Self-presentation
  - B) **Self-enhancing tactics**
  - C) Audience extraction
  - D) Personal constructs
114. Which impression management method incorporates such areas as "brown nosing" and flattery?
- A) Self-enhancing
  - B) Stereotypes
  - C) **Other-enhancing**
  - D) Personal constructs
115. Which of the following is suggested to help reduce unwanted impression management?
- A) Rely on "gut instinct"
  - B) **Reduction of ambiguity**
  - C) Personal flexibility and adaptability
  - D) Outstanding perceptual skills
116. When Alex Morton's consulting firm developed an elaborate logo and name for the organization, it was engaging in a form of \_\_\_\_\_.
- A) business promotion
  - B) coercion
  - C) public relations
  - D) **corporate impression management**
117. Sometimes referred to as a self-fulfilling prophecy, \_\_\_\_\_ is a process that recognizes our perceptions can impact the way we interact with others to the point we elicit behaviors that are in line with our own perceptions.
- A) **audience extraction**
  - B) audience selectivity
  - C) personal constructs
  - D) halo effect

118. Which term refers to our own unique understanding of how the work world operates?
- A) **Audience selectivity**
  - B) Culture clash
  - C) Personal constructs
  - D) Halo effects
119. Wanda Wall, the manager for Tax Troubles, Inc., generally supervises the 28 employees of her firm effectively. However, she consistently makes assumptions about certain employees such as they all prefer things like fried chicken because they are from the south. Which term is the most accurate descriptor of her behavior?
- A) Gossip
  - B) **Stereotyping**
  - C) Slander
  - D) Personality
120. What can managers do to increase the accuracy of their perceptions?
- A) Be more observing
  - B) Lower your profile
  - C) Recognize your own biases
  - D) **All of the above**
121. Whenever Gary Williams handles a situation that results in an erroneous or ineffective decision being made, he usually blames the other organizational members for supplying him with inaccurate information. This form of behavior is best identified as application of a(n) \_\_\_\_\_.
- A) internal attribution
  - B) attribution theory of behavior
  - C) behavior management process
  - D) **external attribution**
122. What is a key piece of information that we gather about an employee's behavior when using behavior to assign cause?
- A) **The consistency of the behavior over time**
  - B) The significance of the behavior in relation to everyone else
  - C) The impact the behavior will have on the work place
  - D) The cost anticipated to modify the employee's behavior over time
123. Which of the following is considered an attribution error?
- A) The halo effect
  - B) Personal constructs
  - C) **The actor-observer effect**
  - D) All of the above
124. In a survey of 1,300 middle managers, \_\_\_\_\_ % ranked knowledge and effort as being the most important contributing factors to their achievement of success.

- A) 25
  - B) **81**
  - C) 37
  - D) 67.5
125. Which of the following is/are suggested to help combat biases and more effectively manage behavior?
- A) Encourage subordinates to consider internal explanations for their own behaviors
  - B) Be aware that everyone has the tendency to take credit for success and avoid blame for failure
  - C) Try to do a full search for information
  - D) **All of the above**
126. When perception patterns occur repeatedly, there is a tendency to form a/an \_\_\_\_\_ about something or someone.
- A) bias
  - B) preconceived notion
  - C) **attitude**
  - D) stereotypical view
127. Stephanie Stucky works as a human relations specialist and is considered a top performer in the firm. According to Stephanie, her performance motivation is derived from the fact that the pay matches her expectations, she has a significant amount of autonomy in the performance of her duties, and the workload is challenging, without being overwhelming. Stephanie's consistent performance level can be said to demonstrate which of the following?
- A) Job rotation
  - B) Job enlargement
  - C) **Job satisfaction**
  - D) Self-actualization
128. Ben Barringer has been receiving substantial pressure from the members of his work team to remain with the Omega Computer Inc. despite enticing offers from other companies. Ben has decided to remain with Omega mostly in part due to the encouragement of his fellow workers. It can be stated that Ben has experienced:
- A) continuance commitment.
  - B) **normative commitment.**
  - C) affective commitment.
  - D) coercive commitment.
129. All of the following are methods managers can utilize to promote employee job satisfaction except which one?
- A) Conduct an attitude survey
  - B) Recognize and reward good performance
  - C) Learn the specific facets of the job that may bring about worker dissatisfaction
  - D) **Assume high performers are well satisfied in their job**

130. An employee's emotional attachment to and identification with the firm is \_\_\_\_\_.
- A) continuance commitment
  - B) normative commitment
  - C) organizational citizenship behavior
  - D) **affective commitment**
131. Jack Jackson of Quality Carpets has been seriously considering a career change. However after much contemplation, Jack has concluded the stress and emotional aspects of leaving the firm surpass any gains he would acquire at a new organization. Jack is experiencing:
- A) external influence commitment.
  - B) **continuance commitment.**
  - C) normative commitment.
  - D) ineffective commitment.
132. Organizational citizenship behaviors can best be defined as:
- A) an employee's unwillingness to offer suggestions to the organization.
  - B) an employee's strict adherence to organizational objectives.
  - C) **an employee's willingness to go above the normal call of duty.**
  - D) all of the above.
133. Jane is always the first person to lend a hand to her coworkers and never fails to brag about the organization to outsiders. By engaging in such behavior, she is exemplifying:
- A) the actor-observer affect.
  - B) stereotypical behavior.
  - C) affective commitment.
  - D) **organizational citizenship behavior.**
134. Alexis Alexander has an MBA degree from Yale. However, it seems that even though she has worked for the same firm for 6 years with an exemplary record, she cannot climb any higher on the corporate ladder. It can be said that Alexis is most probably experiencing:
- A) **glass ceiling.**
  - B) stereotyping.
  - C) continuance commitment.
  - D) perception fallacies.
135. Which group currently represents the largest minority group?
- A) Hispanics
  - B) Native Americans
  - C) **African-Americans**
  - D) Physically challenged

136. The 1990 ADA law was designed to benefit which group of individuals?
- A) Women
  - B) **Physically challenged**
  - C) African-Americans
  - D) Older workers
137. Which of the following is/are way(s) for organizations and managers to promote or recognize diversity?
- A) Partnership with local educational institutions
  - B) Provide training programs
  - C) Development and encouragement of networks and support groups
  - D) **All of the above**
138. Which of the following is considered to be a problem with diversity programs?
- A) **Worries over reverse discrimination repercussions**
  - B) General resistance
  - C) The actor-selector effect
  - D) Support of top management
139. Which of the following is/are factor(s) that improve the chance of making diversity programs successful?
- A) Address the concerns of the majority group
  - B) Make diversity a part of the overall business goal
  - C) Use diversity training carefully
  - D) **All of the above**
140. Which of the following is/are considered advantage(s) for organizations that have a successful diversity program in place?
- A) Increased worker productivity
  - B) Decreased worker turnover
  - C) **Ability to make better organizational decisions due to the involvement of a more diversified work force offering different perspectives**
  - D) None of the above
141. The \_\_\_\_\_ are perspectives of motivation that identify specific needs that energize behavior.
- A) **content theories of motivation**
  - B) process theories of motivation
  - C) equity theory and OB mod theory
  - D) expectancy theories
142. \_\_\_\_\_ is attributed with the development of the Two-Factor Theory of motivation.
- A) Abraham Maslow
  - B) David McClelland
  - C) **Frederick Herzberg**



- D) Stacy Adams
143. Hygiene factors are similar to the \_\_\_\_\_ needs identified by the Hierarchy of Needs.
- A) higher order
  - B) three-tiered
  - C) **lower order**
  - D) None of the above
144. Which of the following is a limitation of the equity theory?
- A) It does not address the issue of perceived fairness.
  - B) It offers no remedy to increase motivation.
  - C) When you feel treated unfairly, you will be motivated to restore a sense of fairness.
  - D) **Who we should compare ourselves to is not clearly identified.**
145. Which of the following is a strategic way in which employees strive to reduce inequity?
- A) Focus specifically on the behavior in question and attempt to alter it.
  - B) Maintain the same comparison person as before.
  - C) **Changing their inputs and/or outcomes**
  - D) None of the above.
146. At Bradley Sanders' motorcycle firm, in the last six months, 60 of 80 employees have been terminated while 53 job applicants have been hired to replace them. This type of process is best described by the term \_\_\_\_\_.
- A) negative reinforcement
  - B) motivation
  - C) inequity
  - D) **churning**
147. Which theory is considered to deal with consequences?
- A) **Reinforcement Theory**
  - B) Two-Factor Theory
  - C) Equity Theory
  - D) Hierarchy of Needs Theory
148. Which of the following is/are a recommendation(s) to prevent the potential side effects of punishment?
- A) Focus specifically on the behavior in question.
  - B) Always punish in private.
  - C) Specify alternative behaviors that will prevent mistakes from being repeated.
  - D) **All of the above.**
149. Signs detailing lengthy work expectations and obligations that hung in the employee lounge of Spender Textile, constantly offend Brian to the point he repeatedly

called off from work. These signs were replaced with new, more complex messages every day. His manager recognized this negative behavior and had the offending signs removed from the employee lounge. The manager's action of removing that which was reinforcing negative employee behavior is called:

- A) punishment.
  - B) **extinction.**
  - C) hygiene factors.
  - D) perception.
150. Which motivation theory focuses on establishing future performance targets?
- A) **Goal theory**
  - B) Reinforcement theory
  - C) Equity theory
  - D) None of the above
151. Jackson is a line worker for the local clothing manufacturer. Even though he does not possess an official title or a private office, Jackson is more than willing to give his complete dedication to assisting the organization in achieving its mission of producing a quality product. This willingness to pursue an organizational goal is a demonstration of \_\_\_\_\_.
- A) motivation
  - B) positive reinforcement
  - C) **goal commitment**
  - D) goal setting
152. Sandy Bennett is employed at Stained Glass, Inc. She has been assigned the task of creating 400 perfect bottles per hour. The maximum ever achieved by any employee in the history of the firm was 25. This virtually unachievable goal that she has been assigned has been designed to encourage the employees to "do things differently" rather than in the usual fashion. This is called \_\_\_\_\_.
- A) **stretch targets**
  - B) intrinsic factors
  - C) hygiene factors
  - D) none of the above
153. Which of the following is/are suggested for a successful management by objectives program?
- A) Establish a time frame for achievement
  - B) Establish performance targets
  - C) Prioritize goals
  - D) **All of the above**
154. Which theory of motivation starts with an assumption that employees are rational?
- A) Goal setting theory
  - B) **Expectancy theory**

- C) Reinforcement theory  
D) Herzberg's Two-Factor theory
155. The desired "performance" of skill acquisition is attributable to \_\_\_\_\_.
- A) expectancy theory
  - B) reinforcement theory
  - C) **skill-based pay programs**
  - D) none of the above
156. Jennie has held the position as manager of Creative Cosmetics for 7 years. She is well respected by her subordinates and she, in turn, respects them also. Jennie is certain to seek the opinion of her subordinates for many of the decisions she must make. This process of ensuring subordinate understanding and agreement is referred to as:
- A) bounded rationality.
  - B) **acceptability.**
  - C) reliability.
  - D) conformity.
157. \_\_\_\_\_ focus on the quality and extent of information that goes into a decision.
- A) **Information-processing methods**
  - B) Rational-economic approaches
  - C) Delphi techniques
  - D) Expected-value models
158. Which of these focuses on the decision options themselves rather than on the information that goes into the decision?
- A) Quantitative model
  - B) Rational-economic model
  - C) Expected-value model
  - D) **Decision-choice model**
159. \_\_\_\_\_ are agreed upon and common ways of interacting, perceiving, and deciding.
- A) Situational factors
  - B) Stereotypes
  - C) **Scripts**
  - D) Personal constructs
160. When Daniel is making a decision for his trucking firm, he favors just analyzing the facts of the situation without dealing with any extraneous information. His style of decision-making is one in which those who use it do not mess around with lots of information. This style is called the:
- A) behavioral style.
  - B) **directive style.**
  - C) analytic style.
  - D) conceptual style.

161. Bianca utilizes a style of decision-making that examines the various facets of the situation rationally. She is able to successfully address any issues of uncertainty that may manifest. This style of decision-making is known as:
- A) **analytic style.**
  - B) conceptual style.
  - C) behavioral style.
  - D) directive style.
162. Which term is best defined as shortcuts that we learn over time and that reduce our necessary thinking work and free us for other tasks?
- A) Brainstorming
  - B) Groupthink
  - C) **Heuristics**
  - D) Conjunction fallacy
163. Which one of the following is considered to be a relative to the base rate heuristics such as representativeness?
- A) Administrative model
  - B) Groupthink
  - C) Personal constructs
  - D) **Conjunction fallacy**
164. Robert Zembower directs the Training Specialists of Dayton, Inc. When he makes a decision, Robert consistently favors ones that will provide a smaller, but certain positive gain versus the decisions that offer the chance for a larger return without as much certainty. Robert's style of decision-making is referred to as \_\_\_\_\_.
- A) anchoring
  - B) **framing**
  - C) escalation-of-commitment
  - D) perception.
165. Which term refers to the tendency for our judgments to be unduly affected by the starting point of a decision?
- A) Bounded rationality
  - B) **Anchoring**
  - C) Escalation-of-commitment
  - D) Groupthink
166. Tom and Jason are the managers for the Brinkman Processing. They are consistent in the fact that they continue to support decisions, which have proven to be erroneous. This style of decision-making is best known as \_\_\_\_\_.
- A) **escalation-of-commitment**
  - B) brainstorming
  - C) regression to the mean
  - D) Delphi technique

167. Which of the following refers to a situation in which pressures for cohesiveness and togetherness act to remove all the benefits typically offered by group decision-making?
- A) Bounded rationality
  - B) Brainstorming
  - C) **Groupthink**
  - D) Nominal group technique
168. Which of the following is considered a drawback to group decision-making?
- A) Increased amount of knowledge and information
  - B) **Slower than individual decision-making**
  - C) More access to creative decisions
  - D) None of the above
169. Which of the following is/are predicted symptom(s) of groupthink?
- A) Rationalization
  - B) Morality of actions
  - C) Self-censorship
  - D) **All of the above**
170. Which of the following is/are rules to follow during the process of brainstorming?
- A) **Encourage piggybacking**
  - B) Present the illusion of unanimity
  - C) Try to do a full search for information
  - D) Group monitoring
171. Jena Murphy's consulting firm employs 65 professional individuals. She allows her employees to outline their own work schedules and only requires that each employee report to work on Monday and Friday from 9 a.m. until 3 p.m. Ms. Murphy is utilizing a(n)
- A) compressed employee work schedule.
  - B) **flexible employee work schedule.**
  - C) job enlargement approach.
  - D) ineffective employee benefit system.
172. Jim Duncan's job as loader operator for Raynor Coal Company permits him to work 10 hours per day, Monday through Thursday. This demonstrates Raynor's utilization of a(n)
- A) flexible work schedule.
  - B) organizational culture.
  - C) **compressed work schedule.**
  - D) staffing development.
173. Four months ago, Taylor Construction needed three employees to rebuild the electrical boxes for their customers due to the various tasks involved. After successfully

retraining the employees, a single employee can now handle all facets of this job. This is an example of:

- A) **job enlargement.**
  - B) job rotation.
  - C) shoddy workmanship.
  - D) job enrichment.
174. \_\_\_\_\_ involves making fundamental changes in the way work actually gets done.
- A) **Job enrichment**
  - B) Job rotation
  - C) Job enlargement
  - D) Job restructuring
175. Which terms best describes the extent to which a job allows employees to work on a complete product or service from the beginning to the end?
- A) Task significance
  - B) Task feedback
  - C) Skill variety
  - D) **Task identity**
176. Thomas Pike is the manager of a large automobile repair shop. He has decided his employees would be more productive if he combined several of the assigned tasks into a single job, which required new and different skills to be utilized by the employee. Effective implementation of this idea in his firm is a demonstration of:
- A) personal flexibility.
  - B) job rotation.
  - C) effective decision-making.
  - D) **vertical job loading.**
177. Horizontal job loading can best be associated with or described by:
- A) **more tasks, no additional skills.**
  - B) more tasks, more skills.
  - C) same number of tasks, more skills.
  - D) less tasks, more skills.
178. Which group of individuals is best identified as having a low degree of authority, voluntary membership, and requiring a high degree of management involvement?
- A) Self-managed team
  - B) Cross-functional team
  - C) **Quality circle**
  - D) Virtual team
179. Allen Kyle uses a group comprised of between 5-20 members of his organization to get jobs performed in the fastest and most efficient way possible. Mr. Kyle usually permits this group to have a moderate amount of authority over their work and allows the

group itself to determine the mission it will pursue. As the organization's manager, he has little involvement in directing the group. Which type of group is most probably formed at this organization?

- A) Virtual team
  - B) Cross-functional team
  - C) **Self-managed work team**
  - D) Advisory team
180. According to an executive survey, which of the following is considered to be one of the most prominent obstacles encountered when an organization desires to start self-managed teams?
- A) Information technology
  - B) **Insufficient training.**
  - C) Lack of management involvement
  - D) Inexperienced employees
181. Which team is associated with high use of the various forms of today's information technology such as videoconferencing and e-mail?
- A) Cross-functional team
  - B) Self-directed team
  - C) Quality team
  - D) **Virtual team**
182. All of the following identifies characteristics of an effective team player except:
- A) appropriate technical skills.
  - B) good communication skills.
  - C) **maintaining an individualist attitude.**
  - D) ability to trust other members and management.
183. Certain employees of Miramar Corporation are undergoing a new outdoor-based training program, lasting for several days. They are being assigned difficult physical tasks that will require teamwork in order for them to be successfully accomplished. Which of the following is the best descriptor for this training?
- A) **Outward Bound**
  - B) Upward Reaching
  - C) Reach for the Stars
  - D) Rising Forward
184. Which of the following is not a suggestion for building a high-performance team?
- A) Develop a clear set of rules
  - B) **Encourage the team to rely on previous knowledge**
  - C) Set specific and challenging goals
  - D) Acknowledge team contributions
185. Which of the following is not suggested to help establish a motivating pay system for teams?

- A) Prepare to tweak the system whenever necessary
  - B) Spend time reflecting on and reexamining the system
  - C) Allow team members to help develop the appraisal system
  - D) **Develop a complex system for compensation**
186. Intrapersonal communication processes depend upon communicators
- A. Frame of reference
  - B. Creativity
  - C. Self-talk
  - D. **All of the above.**
187. If a person is communicating with his friend on telephone then it will be:
- A. Intrapersonal communication
  - B. Mass communication
  - C. **Mass communication**
  - D. None of the above
188. Which one of the following statement is correct about communication?
- A. Communication can solve all problems.
  - B. Communication skills are not learnt.
  - C. **Communication is dynamic, not static.**
  - D. Communication is just an information transfer.
189. Which one of the following is not a part of electronic media?
- A. Radio
  - B. Television
  - C. Film
  - D. **Brochure**
190. Downward communication flows from people at higher levels to those at lower levels in an organization. Primary function of downward communication is to provide:
- A. Organizational policies and procedures
  - B. Feedback about employees' performance
  - C. Organizational goals and objectives
  - D. **All of the above.**
191. Which one of the following is a mass medium of communication?



- A. Television
  - B. Radio
  - C. Newspaper
  - D. All of the above**
192. The five steps involved in a communication process appear in a specific order. Which one of the following is the right order?
- A. Idea, Channel, Encoding ,Decoding, Feedback
  - B. Idea, Encoding, Channel, Decoding, Feedback**
  - C. Channel, Idea, Encoding, Feedback, decoding
  - D. Idea, Decoding, Channel, Encoding, feedback
193. Probing in a communication process is:
- A. An attempt to gain additional information**
  - B. Making judgments
  - C. An attempt to explain what the sender meant
  - D. None of the above
194. Self Talk is also called as:
- A. Mediated communication
  - B. Interpersonal communication
  - C. Imagined communication**
  - D. Person-Group communication
195. Creating and holding a mental image of the person with whom you are conversing by telephone will:
- A. Give the impression the other person is important.
  - B. Help you keep the conversation focused on the other person.**
  - C. Make your voice sound professional.
  - D. Minimize the potential for in-person interruptions.

196. The person who attaches meaning to a message is called:
- A. Sender
  - B. Encoding
  - C. Transmitter
  - D. Receiver**
197. The eye is capable of processing 500-million bits of information per second, however the brain can only compute about \_\_\_\_\_ bits of information per second.
- A. 400
  - B. 500**
  - C. 600
  - D. 650
198. \_\_\_\_\_ is an automatic psychological process of receiving aural stimuli.
- A. Listening
  - B. Hearing**
  - C. Speaking
  - D. None of these
199. Some misconceptions about communication are
- A. Communication solves all problems
  - B. Communication physically breaks down
  - C. The meaning we attach to a word will be the meaning everyone else attaches to
  - D. All of the given options**
200. Specialized vocabulary is known as:
- A. Equivocal terms
  - B. Jargon**

- C. Trigger words
  - D. Biased language
201. A thesis statement is a \_\_\_\_\_ in sentence form
- A. Declarative statement**
  - B. Direct statement
  - C. Indirect statement
  - D. Straight statement
202. \_\_\_\_\_ is a sentence that does not express the feeling, conditions, opinions and attitude.
- A. Thesis statement.
  - B. Indirect statement
  - C. Direct statement
  - D. Straight statement**
203. A \_\_\_\_\_ is a strong statement designed to evoke a powerful emotional response.
- A. Startling statement**
  - B. Indirect statement.
  - C. Direct statement
  - D. Straight statement
204. All of the following are the tools for getting audience attention, except:
- A. Startling statement
  - B. Stories
  - C. Rhetorical questions
  - D. Conclusion**
205. Deductive and inductive are the types of \_\_\_\_\_ order.
- A. Spatial
  - B. Chronological
  - C. Topical
  - D. Logical**

206. In which speech, speaker does not have time to analyze the audience
- A. Manuscript
  - B. Memorized
  - C. Impromptu**
  - D. Extemporaneous
207. If your objective is to train a new computer consultant, what will be your general goal or general purpose
- A. To inform**
  - B. To persuade
  - C. To teach
  - D. To entertain
208. Which of the following statement explains mediated communication?
- A. Mediated communication occurs when two (or a few) people use loud speaker to
  - B. Mediated communication occurs when two (or a few) people use some**
  - C. Mediated communication occurs when people try to communicate at mass level.
  - D. Mediated communication occurs when a group of people uses email to send a
209. When superiors provide directions to their subordinates regarding what to do, this is known as a type of \_\_\_\_\_ communication.
- A. Upward
  - B. Horizontal
  - C. Downward**
  - D. Lateral
210. After listening to Ayesha's long speech, Beenish told her what she understood from her long talk. Which form of listening it is?
- A. Empathic listening
  - B. Critical listening
  - C. Active listening**
  - D. Preferential listening
211. When working to create and maintain a favorable relationship with a receiver, a sender should:

- A. Do just what the receiver expects.
  - B. Impress the receiver by using technical terms.
  - C. Stress mutual interests and benefits.
  - D. Use positive wording.**
212. If a manager asks his assistant to compile a report on the overall performance of the department, which forms of communication it, will be?
- A. Upward communication
  - B. Intrapersonal communication
  - C. Downward communication**
  - D. Lateral communication
213. Drafting stage starts after
- A. Planning
  - B. Organizing
  - C. Both A and B**
  - D. None
214. Which is NOT true for creating effective opening paragraph?
- A. Keep the beginning paragraph fairly short.
  - B. Use a you-viewpoint in the opening
  - C. Make sure the beginning is appropriate for the reader
  - D. Don't consider your reader**
215. Ending paragraph provides you the opportunity to
- A. Concentrate on the action you desire the reader to
  - B. Show courtesy towards the reader.
  - C. Both A and B**
  - D. None of above
216. Audience information i.e. age, gender, education, occupation and socioeconomic status falls into the category:
- A. Demographic factors**

- B. Psychographic factors
  - C. Geographic factors
  - D. All of the given options
217. Generally there are \_\_\_\_\_ kinds of newspaper indexes
- A. Three**
  - B. Four
  - C. Five
  - D. None of the given options.
218. Questions and comments that an audience is likely to raise can be anticipated by considering all of the following, except:
- A. Previous experience
  - B. Rare reassurance**
  - C. Planning
  - D. Input from associates
219. A goodwill speech may be:
- A. Seemingly informative
  - B. Presented to change attitudes
  - C. Presented to change behaviors
  - D. All of the given options**
220. All of the following reduces communication apprehension, except:
- A. Rehearsing your presentation
  - B. Speaking more often
  - C. Taking speech courses and workshops
  - D. Concentrating on your nervousness**
221. Which of the following is NOT used in oral speaking style?
- A. Mostly long sentences**
  - B. Personal pronouns freely
  - C. Active voice
  - D. Contractions often
222. How can the credibility of a presenter be increased?
- A. Complimenting the audience

- B. Demonstrating your sincerity
  - C. All of the given options**
  - D. Being well dressed and well groomed
223. What does gripping the lectern, having clenched fists and constant clearing of the throat convey?
- A. Open or confident
  - B. Dictatorial or arrogant
  - C. Insecure or nervous**
  - D. Happy or pleased
224. \_\_\_\_\_ refers to the degree of highness or lowness of a sound.
- A. Pitch**
  - B. Speed
  - C. Volume
  - D. Rate
225. A story, that is not true but it perfectly illustrates the point the presenter wants to make, is called:
- A. Hypothetical
  - B. Fictional
  - C. Factual
  - D. Genuine**
226. Which of the following could not be an appropriate beginning of speech?
- A. Appropriate quotation
  - B. Asking a rhetorical question
  - C. An ordinary story**
  - D. A startling statement
227. To select a good topic of speech one should keep in mind all of the following, EXCEPT:
- A. A topic should be intriguing
  - B. A topic should be appealing
  - C. A topic should not tell too much about a speech
  - D. A topic should be too vague**
228. Which of the following would be the least helpful source when conducting audience research?
- A. The website of the organization that has invited you to speak
  - B. The website of the organization that has invited you to speak

- C. Interviews of former members of the organization to whom you are invited to speak**
- D. News releases highlighting the organization to whom you will be speaking
229. Determining the audience's attitude toward you as the speaker is an aspect of?
- A. Analyzing the audience**
  - B. Analyzing the speaker
  - C. Analyzing the occasion
  - D. Analyzing the audience and the speaker
230. Which of the following is not a demographic characteristic?
- A. Sex
  - B. Age
  - C. Cultural background
  - D. Attitude**
231. Poor retention either on the part of the sender or on the part of the receiver can create problems or lead to \_\_\_\_\_.
- A. Misunderstanding**
  - B. Stronger friendship
  - C. Better understanding
  - D. Generous approach
232. Which of the following is usually related to environmental factors that affect the communication?
- A. Listener barrier
  - B. Sender barrier
  - C. Physical barrier**
  - D. Resistance
233. The sender analyzes the receiver's knowledge so that the he/she could:
- A. Compose the message at the proper level.
  - B. Emphasize receiver benefits.**
  - C. Choose the approach to use in the message.
  - D. Avoid making a negative impression.
234. Which of the following is a type of nonverbal communication derived from the sound of the speaker's voice?
- A. Paralegalism
  - B. Parallelism
  - C. Paradigm



#### D. Paralanguage

235. Which of the following is NOT a form of verbal communication?
- A. **Appearance**
  - B. Letters
  - C. Books
  - D. Reports
236. Which of the following describes nonverbal communication?
- A. Non-verbal communication is writing.
  - B. **Nonverbal communication is interpersonal communication through nonlinguistic means.**
  - C. Non-verbal communication is everything including your words.
  - D. Nonverbal communication is reading.
237. Which one of the following is not a right tip to become a better listener?
- A. **Don't provide feedback**
  - B. Keep an open mind
  - C. Don't jump to conclusions
  - D. Don't let yourself be distracted by the environment
238. The belief that your own ideas are more important or valuable than those of others is an example of which barrier to listening?
- A. Preoccupation
  - B. **Egocentrism**
  - C. Physical barriers
  - D. Environmental barriers
239. \_\_\_\_\_ is the first element in the listening process.
- A. Listening
  - B. **Hearing**
  - C. Filtering
  - D. Speaking
240. The degree to which you and others share common meanings for words will depend on:
- A. **The extent to which you share common backgrounds and experiences**
  - B. The diversity of your backgrounds
  - C. The extent to which you share common approaches
  - D. None of the given options

241. Which of the following statement about communication is correct?
- A. The meaning we associate with a word will be shared by those with whom we communicate.
  - B. Effective communication skills make a significant contribution to organizational cost reduction.**
  - C. Meanings cannot be subjective.
  - D. All of the given options
242. Which of the following is a form of communication in which messages are sent to large, public, dissimilar, anonymous, distant audiences using some intermediate instrument of transfer?
- A. Mediated communication
  - B. Mass communication**
  - C. Interpersonal communication
  - D. Group communication
243. Which one of the following statement defines environmental context of interpersonal communication?
- A. It concerns your reactions to the other person.
  - B. It deals with the psycho-social "where" you are communicating.**
  - C. It is who you are and what you bring to interaction.
  - D. It deals with the physical "where" you are communicating.
244. All of the following are the levels of communication, except:
- A. Intrapersonal Communication
  - B. Mediated Communication
  - C. Interpersonal Communication
  - D. Frame Communication**
245. Intrapersonal communication processes depend upon communicators all of the following qualities.**EXCEPT**:
- A. Frame of reference
  - B. Creativity
  - C. Self-talk
  - D. Dull approach**
246. Intrapersonal communication includes:
- A. What we think
  - B. Way we think
  - C. Way we communicate with ourselves
  - D. All of the given options**

247. What do you call to a tool that lets you work with individuals and groups on documents that are shared via computer?
- A. **Electronic mail**
  - B. Voice mail
  - C. Instant messaging
  - D. Computer conferencing
248. Which of the following have both; a denotative meaning and a connotative meaning?
- A. Closed words
  - B. **Content words**
  - C. Structure words
  - D. Strong words
249. Which of the following can be defined as “the words one chooses to state one’s message, say much more than their dictionary definitions”?
- A. **Semantics**
  - B. Phonetics
  - C. Synonyms
  - D. Phonemes
250. Which of the following concerns the careful use of language to express meaning?
- A. **Stylistic accuracy**
  - B. Stylistic clarity
  - C. Contextual clarity
  - D. Contextual accuracy
251. If you are writing a persuasive message, what are the common ways of establishing your credibility?
- A. naming your sources when you use information from others
  - B. Demonstrating expertise
  - C. supporting your message with factual evidence
  - D. **All of the above**
252. How can you make your messages effective?
- A. Make them practical and factual but not persuasive.
  - B. Make them practical and factual but include your impression.
  - C. **Make them practical, factual, concise, clear, and persuasive.**
  - D. Omit key facts
253. Which section of a resume creates most disagreements among experts about its relative advantages and disadvantages?
- A. Skills

- B. Work experience
  - C. Career objective**
  - D. Education
254. Which of the following should be done when writing recommendation letters?
- A. Include only relevant and factual information.**
  - B. Avoid value judgments.
  - C. Balance criticisms with favorable points.
  - D. All of the above
255. Which one of the following is more effective Technical Communication?
- A. Oral communication**
  - B. Mata communication
  - C. Non verbal communication
  - D. Written communication
256. Which one of the following options should be used during business correspondence?
- A. Choppy sentences
  - B. Passive sentences
  - C. Bias-free language**
  - D. Cliches
257. Which one of the following can create immense difference between class room communication and job communication?
- A. Age of audience
  - B. Behavior of audience
  - C. Size of audience**
  - D. None of the above
258. Which of the following suggests ‘Implication of a word or a suggestion separate from the usual definition’?
- A. Denotation
  - B. Connotation**
  - C. Implementation
  - D. Abstraction
259. Which of the following is generally organized by direct approach and receives a favorable reaction?
- A. Business message
  - B. Bad news message

- C. **Good news message**  
D. Routine message
260. Which of the followings are real but unnamed readers?  
A. **Phantom Readers**  
B. Future Readers  
C. Complex Readers  
D. Technical Readers
261. How many aspects does Accuracy have?  
A. 6  
B. 5  
C. 4  
D. **3**
262. What can be considered as the heart of a report?  
A. **The introduction of a report**  
B. A variety of components  
C. Introduction, body, and a close  
D. Only the body of the report
263. What is the last thing you need to do before you get ready to distribute your document?  
A. Designing  
B. Revising  
C. **Proofreading**  
D. All of the above
264. Which of the following is not used in external business communication?  
A. Enquiries letter  
B. Curriculum Vitae  
C. **Memo**  
D. Complaint letter
265. To decode a message is to:  
A. reject a message  
B. translate ideas into code  
C. evaluate a message  
D. **interpret a message**
266. Which type of Visual aid is the most difficult to execute effectively?  
A. Graphics

- B. Projections
  - C. Handouts**
  - D. Film and video
267. Which of the followings are usually more vivid than long ones and improve the readability of a document?
- A. Short words**
  - B. Content words
  - C. Structure words
  - D. Practical words
268. Which format should be used if the document will be sent to outside individuals?
- A. Letter**
  - B. Presentation
  - C. Memorandum
  - D. Manuscript
269. Which question is used to ask about residential status?
- A. What's your address?
  - B. Where are you from?**
  - C. Where do you belong to?
  - D. Please sign here.
270. How can you make the following statement Concise?  
'There are only four rules of our company and every employee is bound to follow these rules.'
- A. Four rules must be observed.
  - B. There are four rules that must be observed.**
  - C. You must follow the rules.
  - D. Follow the rules.
271. Which of the following is promoted by simple, direct language?
- A. Structural clarity
  - B. Stylistic clarity**
  - C. Contextual clarity
  - D. Textual clarity
272. Which of the following is used as brief, informal reports within an organization?
- A. Letter
  - B. Memo**
  - C. Proposal

- D. Report
273. Select the statement about the communication process that is NOT true.
- A. Communication takes many forms-oral, written and computer.
  - B. Communication is vital to every part of business.
  - C. Your performance in business will not be judged by your communication ability.**
  - D. Performance is judged by communication ability.
274. Biased language that might offend the audience is based on -----
- A. Cultural bias, gender bias**
  - B. Cultural bias, nationality bias
  - C. Unity bias, nationality bias
  - D. None of them
275. Why important observations, suggestions, or objections should be written?
- A. To persuade the reader
  - B. To create permanent records**
  - C. To make communication more effective
  - D. To establish credibility
276. Which Three types of readers usually exist?
- A. Phantom Readers, Future Readers, Complicated Readers
  - B. Future Readers, Complex Readers, Complicated Readers
  - C. Future Readers, Complex Readers, Technical Readers
  - D. Phantom Readers, Future Readers, Complex Readers**
277. To whom usually good will letters are written?
- A. Customer**
  - B. Manager
  - C. Director
  - D. Chairman
278. If your message is specific, definite and vivid; which of the following principle has been applied?
- A. Completeness
  - B. Correctness
  - C. Conciseness
  - D. Concreteness**

279. Which guideline should be followed to ensure Courtesy?
- A. Be sincerely tactful, thoughtful and appreciative
  - B. Use expressions that show respect
  - C. Omit irritating expressions
  - D. All of the above**
280. Which of the following factors enables you to evaluate the effectiveness of your message?
- A. Feedback**
  - B. Encoding
  - C. Transmission
  - D. Decoding
281. Which of the following can make a meeting unsuccessful?
- A. Deciding on purpose before the meeting
  - B. Selecting participants for the meeting
  - C. Holding a meeting when a memo or other business message would have done the job**
  - D. All of the above
282. What is meant by the term 'Denotative'?
- A. It refers to the literal meaning of a word.**
  - B. It refers to the surface meaning of the word.
  - C. It refers to cognitive meaning of words.
  - D. It refers simple meaning of words.
283. Where can we apply seven C's?
- A. To Non verbal communication
  - B. To Oral communication
  - C. To Written communication
  - D. To written and oral communication**
284. How the credibility of the communicator can be systematically analyzed?
- A. Through written communication
  - B. Through communication probe**
  - C. Through oral communication
  - D. Through non verbal communication
285. While writing persuasive messages which four things should be kept in mind about your audience?



- A. Main idea, consideration, needs and appeals, logic
  - B. Semantics, emotion and logics, clarity, consideration
  - C. Needs and appeals, emotion and logic, credibility, semantics**
  - D. Credibility, logics, main idea, emotion
286. Which type of letter not only conveys information, but also establishes a contractual relationship between you and the organization or person offering you the position?
- A. Job application letter
  - B. Acceptance letter**
  - C. Inquiry letter
  - D. Transmittal letter
287. Why do Experts read technical and scientific documents?
- A. To maintain and expand their own general expertise
  - B. To obtain specific answers to their own research and writing
  - C. To evaluate a document's technical or scientific content.
  - D. All of the above**
288. What is the emphasis of a Functional resume?
- A. Place the name and professional objectives at the top
  - B. Provide functions and tasks the applicant can perform**
  - C. Put the most important information first
  - D. Make your name and professional achievements prominent
289. How many steps are essential for successful oral statement?
- A. Five
  - B. Six
  - C. Seven**
  - D. Eight
290. Which of the following is the primary vehicle for communication within an organization?
- A. Letter
  - B. Report
  - C. Memorandum**
  - D. Proposal
291. Which phrase should be used while making a presentation ?
- A. Please feel free to interrupt me with questions.**
  - B. Don't disturb me while I'm presenting these statistics.

- C. No, you're wrong. We need more staff.
  - D. Please! No interruptions during the presentation.
292. Which phrase is correct?
- A. When were you born?**
  - B. When you are born?
  - C. When are you born?
  - D. When you born?
293. Which of the following is best when you don't need immediate feedback, but you do need speed?
- A. Written message
  - B. Electronic message**
  - C. Oral message
  - D. informal message
294. Which of the following suggests the following statement?  
"First group the ideas and then put them in sequence."
- A. Revising a message
  - B. Editing a message
  - C. Organizing a message**
  - D. Planning a message
295. A letter or report to a customer from an employer belongs to which kind of communication?
- A. official communication**
  - B. officer communication
  - C. administrator communication
  - D. manager communication
296. Which of the following aims at gathering specific information?
- A. Letter of claim
  - B. Letter of request
  - C. Letter of inquiry**
  - D. Letter of information
297. Which of the following is best when you want immediate feedback?
- A. Oral medium**
  - B. Written medium
  - C. Electronic medium
  - D. All of the above

298. Which is farthest in the past?  
A. couple of days  
B. last week  
C. a day before yesterday  
**D. a month ago**
299. Which phrase is used during a presentation?  
A. Thanks for giving me a hand.  
**B. Thank you very much for your time today.**  
C. Thank you for your quick response.  
D. Thank you for your corporation.
300. Which of the followings are included in Functional words?  
A. Conjunctions, prepositions, nouns, pronouns  
**B. Conjunctions, prepositions, articles, pronouns**  
C. Conjunctions, prepositions, articles, adjectives  
D. Conjunctions, interjections, articles, pronouns
301. Which of the following is achieved through a balance between precise language and familiar language?  
**A. Clarity**  
B. Correctness  
C. Concreteness  
D. Conciseness
302. Letters are usually just one page and consist of three sections -----  
A. Salutation, subject matter, references  
B. Front matter, summary, conclusion  
C. Body, references, end matter  
**D. Front matter, body, end matter**
303. Which of the following is used in a letter to emphasize a point or to include a brief personal message?  
A. Foot notes  
B. Post script  
**C. End notes**  
D. All of the above

304. Which of the following should be essentially considered during speeches and presentations?
- A. Dress
  - B. Time
  - C. Appearance**
  - D. Microphone
305. Which of the followings use Salutations?
- A. Memorandums
  - B. Letters**
  - C. Informal speech
  - D. Proposals
306. What strategies should be opted for writing to Technicians?
- A. Keep introductions and background information brief
  - B. Make information accessible
  - C. Provide short definitions or explanations of any unfamiliar term
  - D. All of the above**
307. Claim letter is also called:
- A. Transmittal letter
  - B. Credit refusing letter
  - C. Adjustment letter
  - D. Complaint letter**
308. Which of the following can be defined as follows  
“It is not merely politeness with mechanical insertion of ‘please’ and ‘thank you’, rather it is politeness that grows out of respect and concern for others.”
- A. Clarity
  - B. Courtesy**
  - C. Consideration
  - D. Credibility
309. Which of the followings are an essential component of employment process?
- A. Reflections
  - B. References**
  - C. Fractions
  - D. Recommendations
310. Which of the following is the basis of Courtesy?
- A. Inclined attitude

- B. Biased attitude
  - C. You-attitude**
  - D. Offensive attitude
311. A fault in the communication procedure where the meaning of the message is lost 'in translation' from intention to language or from language to understanding is called.....
- A. Distortion**
  - B. Noise
  - C. Redundancy
  - D. Feedback
312. What is the goal of a Non-conventional resume?
- A. Provide functions and tasks the applicant can perform
  - B. Place the name and professional objectives at the top
  - C. Put the most important information first**
  - D. Make your name and professional achievements prominent
313. Why Comparison is useful for paragraph development?
- A. It emphasizes similarities**
  - B. It emphasizes differences
  - C. It emphasizes advantages
  - D. It emphasizes disadvantages
314. Which of the following complimentary close is accurate in general letter writing?
- A. Yours sincerely,
  - B. Sincerely,
  - C. Yours respectfully,
  - D. All of the above**
315. What is meant by the term 'Connotative'?
- A. It refers to the literal meaning of words.
  - B. It refers to the associations that are connected to a certain word.**
  - C. It refers to general meaning of words.
  - D. It refers to cognitive meaning of words.
316. In which of the following message categories would you place sales and marketing messages?
- A. Persuasive**
  - B. Positive

- C. Negative
  - D. Routine
317. Which plan or model is mostly used in business messages?
- A. The logical plan or its variation
  - B. The emotional appeal or its variation
  - C. The AIDA model or its variation
  - D. All of the above**
318. When you are writing a routine message, what kind of approach will be used?
- A. The direct approach**
  - B. The indirect approach
  - C. The long approach
  - D. None of the above
319. Which of the following you should avoid when writing a claim letter?
- A. Direct request
  - B. Professional tone
  - C. A complaining tone**
  - D. Specific details
320. Which one of these words is not a synonym for "business"?
- A. Capital**
  - B. Enterprise
  - C. Project
  - D. Venture
321. Which of the following gives you an opportunity to get your message across to a skeptical or hostile audience?
- A. Direct approach
  - B. Indirect approach**
  - C. Persuasive approach
  - D. Instructive approach
322. Which of the following is the process of drafting your message?
- A. Planning
  - B. Composing**
  - C. Editing
  - D. Revising

323. A sentence consists of two parts; one is a subject which is the second one?  
A. preposition  
**B. predicate**  
C. adjective  
D. adverb
324. Which of the following ensures success to message by leaving audience with a feeling of their personal welfare in mind?  
A. Abrupt close  
B. Polite close  
**C. Courteous close**  
D. Gradual close
325. Which of the following should NOT be used while answering the phone?  
A. Ken speaking  
B. This is Ken  
**C. What do you want?**  
D. Can you hold on?
326. Select the statement about the communication process that is NOT true.  
A. Communication is vital to every part of business.  
**B. Your performance in business will not be judged by your communication ability.**  
C. Performance is judged by communication ability.  
D. Communication takes many forms-oral, written and computer.
327. What is the extremely important implicit goal of a business document?  
A. To provide information  
**B. To establish a relationship**  
C. To give instructions  
D. To persuade the reader
328. Which of the following three steps are involved in planning a sales letter?  
A. Main idea, needs and appeals, logics  
B. Define the audience, emotion and logic, main idea  
C. Needs and appeals, chose the format, emotion and logic  
**D. Determine the main idea, define the audience, chose the format**

329. Communication can be defined as-----
- A. A sense of unshared understanding
  - B. The process of attempting to drop information
  - C. The activity of conveying information**
  - D. Replacement of something
330. Where can we apply seven C's?
- A. To Non verbal communication
  - B. To Oral communication
  - C. To Written communication
  - D. To written and oral communication**