

## TECEP® Test Description for MAN-373-TE

### MANAGERIAL COMMUNICATIONS

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This exam assesses students' knowledge and application of key theories and strategies of contemporary organizational communications. The exam evaluates students' ability to navigate the challenges that exist for creating and implementing effective communication both inside organizations – between individuals and groups, and outside organizations – with markets, partners, and influential third parties. (3 credits)

- **Test format:** 60 multiple choice questions (1 point each); 1 essay (40 points)
  - **Passing score:** 70% (70/100 points). Your grade will be reported as CR (credit) or NC (no credit).
  - **Time limit:** 3 hours
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### OUTCOMES ASSESSED ON THE TEST

- Explain the historical development of communication as an organizational process affecting internal processes and external relationships.
  - Define the steps in the process of human communication.
  - Compare interpersonal communication at individual and group levels.
  - Describe managerial communication as a component of organizational communication, and relate it to the roles and responsibilities of managers.
  - Identify the characteristics of technology that impact and interact with organizational and managerial communication.
  - Explain the key strategies for effective written and oral communication within and between organizations.
  - Construct and deliver operative management communications
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## TOPICS ON THE TEST AND THEIR APPROXIMATE DISTRIBUTION

The table below indicates the main topics covered by this exam and the approximate percentage of the exam devoted to each main topic. Under the main topic heading is a list of related—but more specific—topics. It is important to review these topics to determine how much prior knowledge you have and/or how much additional study is necessary.

<b>Managerial Communication: History, Characteristics, the Managerial Dynamic, Communicating using technology (10%)</b>	
<b>Topic</b>	
Historic managerial communication strategies	
Role of communication in contemporary organizations	
Dynamics affecting business communication	
Current technologically mediated communication methods (e-mail, texting, blogging, etc.)	
<b>Writing Effective Managerial Reports (20%)</b>	
<b>Topic</b>	
Collaborative writing	
Planning, composing, and revising a document	
The report writing process	
Integrating visual aids into professional communication	
<b>Verbal and Nonverbal Communication (20%)</b>	
<b>Topic</b>	
Managerial listening	
Nonverbal communications	
<b>Conflict Management and Intercultural Communication (25%)</b>	
<b>Topic</b>	
Conflict management	
Managerial negotiation	



Intercultural managerial communication
<b>Interviews and Meetings (15%)</b>
<b>Topic</b>
Interviewing techniques
Importance of meetings
Strategies and formats for meetings
Effective formal presentations
<b>Emerging Issues (10%)</b>
<b>Topic</b>
Issues in managerial communication that present challenges for the future of business
Developing technologically mediated communication methods (texting, virtual workspaces, telecommuting) vs. face-to-face communication
Continued complexities in communications relative to expanding global and e-business enterprises

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## STUDY MATERIALS & RESOURCE LICENSING GUIDE

This is a comprehensive list of the study materials used in this test description. We encourage you to explore these resources to make sure that you are familiar with multiple perspectives on the topics above. Most of these resources are openly licensed, which means that they are free to be [revised, remixed, reused, redistributed, and retained](#), so long as their unique terms are followed. You can learn more about open licensing [here](#).

**Please note:** Most textbooks in this subject include the topics listed above and will prepare you for the test. If you choose another text, be sure to compare its table of contents against the topic list to make sure all topics are covered.

Title	License
Hynes, G. E. (2010). <i>Managerial communication: Strategies and applications</i> (5th ed.). New York, NY: McGraw-Hill Irwin.	n/a
McLean, S. (2012). <a href="#">Communication for Business Success</a> (v. 1.0). 2012 Book Archive.	CC BY-NC-SA 3.0



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## SAMPLE QUESTIONS

The questions below are designed to help you study for your TECEP. Answering these questions does not guarantee a passing score on your exam.

Please note that the questions below **will not** appear on your exam.

### Multiple-Choice

1. According to Dale Carnegie, gaining compliance from other people requires...
  - a. trust and compromise
  - b. interpersonal dynamics of attraction and influence
  - c. interpersonal skills as personified by forensic debate
  - d. vision, attractiveness, humility, and sincerity
2. Managerial decision making...
  - a. implements GDSS
  - b. leads to bandwidth jamming
  - c. is hindered by information technology
  - d. identifies problems and multiple solutions
3. Which of the following is an advantage of oral communication over writing?
  - a. Economy
  - b. Accuracy
  - c. Efficiency
  - d. Immediate feedback
4. What formula helps explain the occurrence of rumors in modern organizations?
  - a. Ambiguity = rumors x interest
  - b. Interest = rumors x ambiguity
  - c. Rumors = ambiguity x interest
  - d. Grapevine = rumors x ambiguity
5. Which of the following is NOT a deception related gesture?



- a. Folding hands
  - b. Touching the face
  - c. Covering the mouth
  - d. Moustache-stroke
6. What is expected to be a key to worldwide economic revival?
- a. Supply chains
  - b. Interdependence
  - c. International trade
  - d. Technological improvements
7. What is a characteristic of a good intercultural communicator?
- a. Smart
  - b. Respectful
  - c. Judgmental
  - d. Nondefensive
8. What type of question in the negotiation process is asked for effect, rather than to get an answer?
- a. Rhetorical
  - b. Polarizing
  - c. Shot-gun
  - d. Leading
9. The goal of \_\_\_\_\_ is to generate ideas rather than evaluate or analyze them.
- a. nominal group technique
  - b. Delphi technique
  - c. brainstorming
  - d. meetings
10. When emphasizing an important or primary point, the speaker should...
- a. speak fast
  - b. slow down
  - c. pace back and forth
  - d. use hand gestures

## Essay

### Directions:

Analyze the managerial communication scenario. Using the theory, concepts and vocabulary associated with managerial communications and conflict management, prepare a file report that provides: (a) an opening paragraph that clearly articulates the purpose of the report, (b) explanation of issue(s) and



situation(s) that require attention, and (c) a detailed communication action plan that can be implemented to alleviate the given problems and tensions.

*Scenario:*

You are a manager at Edison Enterprises, which recently outsourced the 'replacement parts inventory' portion of its consumer product-line to a corporation in China. The Chinese corporation produces, shrink wraps, and provides installation directions for each of the component parts prior to shipment. Analysis of customer service data shows a consistent increase in the number of buyer complaints concerning installation and performance. Many parts have been returned as damaged, yet upon inspection are found to function correctly. Your notes from employees' input on this matter follow:

Maria Butera, Customer Service Supervisor: Call Taker workload has increased 32% since the outsourcing, causing a 20-minute wait time for customers in the queue. This long wait increases stress on the Call Takers as some customers grow angry. Overtime costs have increased as Customer Service now offers hours from 8 am to 6 pm to meet demands compared to the usual 9 am to 5 pm. Average customer email volume has increased from 25 to 47 email issues per day. The problems center on defective component parts or the ability to properly install component parts based on the information provided. For some customers, replacement items are defective. Butera requests another full-time position to handle the needs of her department.

Andre Jackson, Warehouse Manager: The number of items returned to the warehouse has tripled since outsourcing. Many of the return parts are tested and prove to be in fully operational order. As the parts are tightly packaged in China, there is no way to repackage and resell a working part. Winston has requested additional overtime hours for two warehouse workers to process the returns.

Ted MacDonald, Executive Assistant: The number of calls and emails sent or forwarded to you due to customer dissatisfaction has increased 100%. The majority of messages express frustration with installing the purchased part. One customer writes, "The directions say, 'The part sides are labeled R for right and L for left for insertion.' I removed the part and could not find an R or an L. Am I missing something? Am I supposed to label the part with an R and L myself based on some diagram? Or, should the part be labeled by the manufacturer?" MacDonald, who handles these emails for you, cannot complete his workday by 5 pm and has been coming in early or staying late to accommodate the workload.

John Simmons, Maintenance Worker: Maintenance workers have been inspecting returned parts to determine whether they are broken. Customers simply have problems installing a part correctly. The directions are difficult. The parts work fine once they are properly fitted. The components that are returned unbroken are fully functional. Simmons has limited tolerance for the situation as his job description does not include analysis of returned products.





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## ANSWERS TO SAMPLE QUESTIONS

- |        |        |         |
|--------|--------|---------|
| 1. (b) | 5. (a) | 9. (c)  |
| 2. (d) | 6. (b) | 10. (b) |
| 3. (d) | 7. (d) |         |
| 4. (c) | 8. (a) |         |

Essays will be graded using the following criteria:

Criteria	Points
Opening paragraph clearly articulates the report purpose.	10 points
Issues/situations are clearly and coherently described.	10 points
Action plan is appropriate, detailed and cohesive, illustrating a logical course of action and rationale.	10 points
Managerial communication theory, concepts and vocabulary are used effectively throughout the report .	10 points

