Managerial Communications  MAN-373-TE

This TECEP® tests the content covered in a one-semester managerial communications course. The test focuses on key concepts of communication theory, strategy, and implementation within organizational settings as well as the application of these concepts to realistic situations in a variety of workplace environments.  3 s.h.

- 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

Topics on the test and their approximate distribution

1. Managerial Communication: History, Characteristics, the Managerial Dynamic, Communicating Using Technology  (10%)
   Historic managerial communication strategies; role of communication in contemporary organizations; dynamics affecting business communication; current technologically mediated communication methods (e-mail, texting, blogging, etc.)

2. Writing Effective Managerial Reports  (20%)
   Collaborative writing; planning, composing, and revising a document; the report writing process; integrating visual aids into professional communication

3. Verbal and Nonverbal Communication  (20%)
   Managerial listening; nonverbal communications

4. Conflict Management and Intercultural Communication  (25%)
   Conflict management; managerial negotiation; intercultural managerial communication

5. Interviews and Meetings  (15%)
   Interviewing techniques; importance of meetings; strategies and formats for meetings; effective formal presentations

6. Emerging Issues  (10%)
   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

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
Study materials

*Managerial Communication: Strategies and Applications* (current edition)

The Saylor Academy open course *BUS210—Corporate Communication* provides excellent, free preparation for this TECEP exam. If you are interested, go to Saylor’s site to learn how their course process works.

Free online study resources:


**An Introduction to Organizational Communication** ([http://2012books.lardbucket.org/books/an-introduction-to-organizational-communication/](http://2012books.lardbucket.org/books/an-introduction-to-organizational-communication/))


**Case Study on IKEA’s Communication Strategy** ([http://openmultimedia.ie.edu/openproducts/ikea_communication/ikea_communication/marcos.html](http://openmultimedia.ie.edu/openproducts/ikea_communication/ikea_communication/marcos.html))

Sample questions

**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. can lead to communication overload
   c. may be 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. Which 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 the hands
   b. Touching the face
   c. Covering the mouth
   d. Stroking a moustache
6. Which of the following is expected to be a key to worldwide economic revival?
   a. Supply chains  
   b. Interdependence  
   c. International trade  
   d. Technological improvements

7. Which of the following is the most important characteristic of a good intercultural communicator?
   a. Intelligent  
   b. Friendly  
   c. Creative  
   d. Non-defensive

8. In the negotiation process, what type of question 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. the nominal group technique  
   b. the Delphi technique  
   c. brainstorming  
   d. meetings

10. When emphasizing an important or primary point, the speaker should
    a. articulate clearly  
    b. speak more slowly  
    c. stand up  
    d. use suitable hand gestures

ESSAY

Directions: Analyze the managerial communication scenario below. Using the theory, concepts and vocabulary associated with managerial communications and conflict management, prepare a file report that includes a(n)

(a) opening paragraph that clearly articulates the purpose of the report
(b) explanation of issue(s) and situation(s) that require attention
(c) detailed communication action plan that can be implemented to alleviate the 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. Below are notes from your employees with their input.
Maria Butera, Customer Service Supervisor: Call Taker workload has increased 32% since 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 because Customer Service has had to increase its hours from the normal 9 am – 5 pm to 8 am - 6 pm to meet demand. Average customer email volume has increased from 25 to 47 email issues per day. The problems center on defective component parts or the inability to properly install component parts based on the information provided. For some customers, replacement items are defective. Butera has requested another full-time position to handle the additional volume.

Andre Jackson, Warehouse Manager: The number of items returned to the warehouse has tripled since outsourcing. Many of the returned parts are tested and found to function correctly. Because the parts are shrink-wrapped in China, there is no way to repackage and resell them. Jackson has requested additional overtime hours for 2 warehouse workers to process the returns.

Ted MacDonald, Executive Assistant: The number of calls and emails sent or forwarded to him due to customer dissatisfaction has increased 100%. The majority express frustration with installing the 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 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 inspect returned parts to determine if they are broken. Customers simply have problems installing parts correctly. The directions are difficult. The parts work fine once they are properly fitted. The parts 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.

Answers to sample questions

1. b 2. d 3. d 4. c 5. a
6. b 7. d 8. a 9. c 10. b

The essay will be graded on the following criteria:

- Opening paragraph clearly articulates 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)