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1956
A STUDY OF THE ATTITUDES OF INDUSTRIAL MANAGEMENT PERSONNEL TOWARD COMMUNICATION

ABSTRACT OF DISSERTATION

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D. L. F.
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CHAPTER I

STATEMENT OF THE PROBLEM

The number of publications between 1945 and 1955 on communication in business and industry suggests long overdue attention to an important aspect of our modern society. The treatment of the word communication itself gives some indication as to the evolution of interest in this area. Up until recently communication (or communications) generally referred to the mechanical means of transmitting messages, to wit, the early twentieth century emphasis on the machine, not the man. The term communication here, however, will mean the use of meaningful symbols of thinking and behavior by the individual for the purpose of influencing thinking and behavior of individual(s) in social situations.

The need for social science research in the area of industry is both widespread and urgent. Many writers in the field, now devoid of fruitful empirical evidence, find themselves generalizing solely from their own judgment about what is best for management. Not that much valuable research has not been done. Indeed, the pioneer work of the Harvard School of Business Administration research group, headed by Elton Mayo, deserves mention here.
The studies, (1) which have become known as the Western Electric Researches and extended over almost twelve years from 1927 to 1939, were more concerned with worker attitudes. A comparable study of management would show the other side of the coin.

Thus it is that Katz, at the 1949 meeting of the Industrial Research Association, called specifically for other attitude surveys.

In addition to broadening the objectives of studies of workers' attitudes, there is need also for surveys which will take account of other parts of the picture...

1. It is important to study management at three or more levels. First, a study of foremen is indicated since they are the largest single source of contact with the worker. The foreman's attitude and practices toward workers, the degree to which he is work-oriented or employee-oriented, the degree to which he secures their participation, the degree to which he is a genuine channel of communication...(2)

Maier, in underscoring the importance of attitudes in human relations, points out that unless a supervisor's attitudes toward the rights of employees are changed, training in new procedures requires him to act out a role.(3)

Maier is concerned about the sugar-coated result of training

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which employees see through. He concludes that workable attitudes must become company policy and that this aspect of a supervisory training program makes it imperative that top management wholeheartedly accept the type of attitude that is at the base of human relations training.(4)

Business and industry in many quarters are welcoming academic research. James C. Worthy of Sears, Roebuck and Company has said that "if the social scientist can benefit from the knowledge and understanding of the executive, the executive can benefit equally from the concepts and findings of the scientist."(5)

This study is concerned more specifically with the attitudes of industrial management personnel toward certain propositional statements or hypothetical principles about communication.

The rationale for this approach includes the following assumptions. Effective communication is a foundation for sound management.(6) There are many agreed upon hypothetical principles of effective communication in industry. Attitudes toward these hypothetical principles influence communication practice. Attitudes are measurable. The statements used to test attitude toward communication are representative of the most important dimensions in the

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4Ibid., p. 3.
communication process:

The objectives of the study, then, are: (1) to construct an indirect attitude test which will probe the attitudes, feelings, or sentiments of management personnel toward communication and which will serve as training material in management training programs; (2) to relate these attitude test scores to five variables inherent in the industrial communication situation.

The hypotheses to be tested are:

(1) An indirect attitude test can be constructed which will indicate a generalized attitude toward some of the dimensions of industrial communication.

(2) There is no difference in attitude scores made by industrial management personnel representing companies of different size.

(3) There is no difference in attitude scores made by industrial management personnel representing different levels of management.

(4) There is no difference in attitude scores made by industrial management personnel representing different years of management experience.

(5) There is no difference in attitude scores made by industrial management personnel representing different age groups.

(6) There is no difference in attitude scores made by industrial management personnel who have a different
number of people under their direction.
A review of speech literature of the past thirty-five years shows an interesting evolution in the attention to business and industrial speaking. That colleges and universities were sensitive to the growing demands of business is evidenced by Yeager's article in 1929. He said that the increasing interest in public speaking shown by business and industry provoked a closer examination of the academic curriculum. In surveying the standard texts of that day, he maintained that the general purposes of speech set down by Phillips, Winans, and Sandford and Yeager were indeed too general for the purpose of business. Instead of the motivational type, which included judicial, legislative, campaign, and pulpit speaking, and the demonstrative, which listed courtesy, after-dinner, commemoration, and the lecture-type speeches, Professor Yeager argued for speeches on instructions, explanations, oral reports, sales talks, promotional talks, good-will talks, discussion of policy, and inspira-

ional talks. He also highly recommended the personal conference as a valuable tool.

Yeager was challenged by Professor Winans who maintained that speech teachers shouldn't try to teach content they knew little about. He insisted that, "if we really teach our students to speak well they will readily adapt themselves to whatever situation they come into."(2)

The verbal battle raged on with no acknowledged winner but one issue became clearer: business and industry demands kept increasing and the kind of requests began to change.

For example, in 1932, Woodward(3) reported in his survey of eighty adults in his four-semester-old "Business and Professional Speaking" course, that, to the question as to whether private speaking was important to them, the vast majority of them said, "No," that they wanted to get rid of stagefright and be able to think on their feet in front of an audience.

Eight years after Woodward's article, William Timmons(4) of Ohio State University took issue with the Woodward conclusion about private speaking not being desired or

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needed. His facts were quite convincing. For instance, he quoted Searson's 1924 study(5) which reflected 93,106 judgments of 7,752 people in 42 states over 8 years. The speech skills receiving the highest sanction in the order of importance were: good conversational ability, persuasive skill, skill to direct the work of others, skill to pronounce words correctly, ability to present facts clearly. He then cites the 1926 study of Professor Clapp(6) in which 2,615 persons were asked which of the common uses of English were found to be most important in connection with their "practical affairs." The replies showed that 732 out of 752 uses were in the "private speaking" category.

Harold P. Zelko reported the results of a survey in early 1951 which brings the business speaking data up to mid-century. His contribution to the general topic of need expressed by business and industry demonstrates a new trend in the field. Zelko's survey had been in progress for several years. He received replies to questionnaires from 206 representative industries, department stores, government agencies, and other businesses which covered 2,809,500 employees and 221,900 supervisors. This new trend is noted in the table below.(7)

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5Ibid., p. 415.
6Ibid., p. 416.
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<th>Industry Need</th>
<th>Per Cent Indicating Need</th>
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<td>1. Human relations</td>
<td>92%</td>
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<td>2. Effective speech</td>
<td>76</td>
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<td>3. Conference leadership</td>
<td>82</td>
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One can see at a glance that a "new look" in industry demands is in the term "human relations." A second look suggests another conclusion, and that is, that effective speech (which Dr. Zelko does not define but which will be construed as more public speaking than private), is in less demand than conference leadership, a type of private speaking.

This evolution has now reached the point that industry continues to ask for speech instructors to teach training courses for line and staff supervisors and seeks the aid of university research committees for answers to thorny communication problems.

The language of the communication "expert" is fraught with esoteric terms like "upward," "downward," "horizontal," "feedback," etc. "Upward" communication refers to the messages transmitted from the bottom echelon of workers through the various levels to top management. Conversely, "downward" communication is concerned with management reaching the worker. "Horizontal" or lateral communication refers to communication taking place on the same organizational level. Davis points out in his analysis of channels of personnel communication that it seems appropriate to
relate communication to this kind of organization structure because:

(1) This structure embodies most of the important innovations which distinguish modern industrial society from ancient society.

(2) It embodies organizational scale or level which distinguishes or denies cooperation from spontaneous cooperation and which becomes particularly important with increases in organization size. (8)

Purdue University's Industrial Communication Research Center has made several contributions to research since 1950. Kilgore (9) examined the attitudes of foremen toward the importance of speech in certain specified jobs. Foremen were asked to rate 15 different jobs as to importance in the jobs and the importance and difficulty of the job. He found that:

(1) The foremen thought speech was part of each job and rated it important in twelve of fifteen jobs. The rating scale had high reliability.

(2) Rankings given by foremen in estimating importance of each job varied.

(3) There was no significant correlation between importance of speech in performing the job and the importance of the particular job.


Dahle's study(10) was concerned with which of five methods of transmitting information to employees was most effective. The results in order of effectiveness were: oral and written explanation; oral only; office; written only; bulletin board; and grapevine.

Ross(11), in a case study analyzed a single company's communication processes by means of questionnaires supplemented with interviews. He discovered that most supervisors are "down" oriented and soon classified his respondents into "regulars" and "irregulars." The atypical supervisor was associated with many of the communication breakdowns. Ross found also that these irregulars depended on the grapevine for their information and that eight out of nine of them said that they didn't hold regular meetings of staff members.

A final Purdue study worthy of mention here taps management's opinions about nine questions concerning communication. Lull, Funk, and Piersol(12) received answers from fifty-one corporation presidents, each corporation of

12 P. E. Lull, F. E. Funk, and D. T. Piersol, Business and Industrial Communication from the Viewpoint of the Corporation President (Lafayette, Indiana: Purdue University, 1954), 21 pp.
which does a minimum daily business of $1,000,000. Typical of the questions and trend of answers are the following results:

2. Do you believe there is a relationship between communication and employee productivity?
   a. Definite relationship - 48 answers
   b. Slight relationship - 2 answers
   c. No relationship - no answers

3. In your company do you consider oral communication as compared with written communication to be more important, equally important, or less important?
   a. More important - 22 answers
   b. Equally important - 24 answers
   c. Less important - 1 answer

7. Do you believe that training and methods of communication should be provided for management personnel?
   a. "Yes" - 49 answers
   b. "No" - no answers

8. At what levels should communication training be provided for management personnel?
   a. Top management - 33 answers
   b. Middle management - 44 answers
   c. First-line supervisors (foremen) - 45 answers

Four other Ph. D. studies are pertinent to the present study. Angrist's research(13) attempted to determine the frequency with which executives in business and industry used various communication activities, the value or importance of these communication activities to the success

of their jobs, and the ease or difficulty with which the executives used these acts.

He found a significant difference in the following variables:

1. In the frequency of use of various communications acts as reported by executives representing different age groups.

2. In the frequency of use of various communications acts as reported by executives representing groups with different years of management experience.

3. In the value assigned various communications acts as reported by executives representing different age groups.

4. In the value assigned various communications acts as reported by executives representing groups with different years of management experience.

5. In the value assigned various communications acts as reported by executives representing different age groups.

6. In the value assigned various communications acts as reported by executives representing groups from companies of different size.

7. In the ease of performing various communications acts as reported by executives representing different levels of management.

8. In the ease of performing various communications acts as reported by executives representing groups with different years of management experience.
9. In the ease of performing various communications acts as reported by executives representing groups from companies of different size.

No significant difference was found in these variables:

1. In the frequency of use of various communications acts as reported by executives representing different levels of management.

2. In the frequency of use of various communications acts as reported by executives representing groups from companies of different size.

3. In the ease of performing various communications acts as reported by executives representing different age groups.

Nilsen's surveys(14) point up some of the basic personality factors involved in industrial communication and his conclusions are a good springboard for this study. The conclusions are:

1. The surveys revealed that the individual's need for recognition or "ego-enhancement" is one of the most important and pervading factors in the communication problems of a business organization.

2. Another one of the outstandingly important factors in communication problems is the set of observations made by the people communicating. Of greatest importance appears to be the assumption of understanding or adequate knowledge which forestalls the inquiry that might lead to better understanding.

3. Employees vary greatly in their awareness of a lack of communication with management in their conscious desire for "participation," and in their desire for information about the company.

4. Group meetings held only when specific problems have arisen often tend to put members on the defensive and adversely affect such meetings.

Canter's research describes the application and evaluation of a human relations program training course for supervisors wherein the course content was drawn mainly from psychology. Some of his implications suggest the necessity for and perhaps use of the present approach.

A study of the possible changes in organizational communication as a result of human relations training appear desirable. Effective communication appears to be a function of motivation for communication. Conceivably, human relations training may increase the desire for communicating information, ideas, and needs.(15)

Though the locus of motivation in attitude theory is still indefinite, it seems reasonable to suggest that the attempt to measure attitude is an attempt to discover motivation or lack of motivation. Canter's statement that "Effective communication appears to be a function of motivation for communication" is perhaps premature and ignores much research or training.

Meyer's work on leadership includes a pertinent suggestion to which this attitude study might contribute:

It was concluded that, although the major contribu-

tion which the study makes is probably the usefulness of the results for predicting leadership success, the study also has important implications for training leaders. That is, since a test to measure knowledge of leadership skills was unsuccessful, while scores on a test designed to measure one's social attitudes did correlate with a quality of leadership, training should concentrate on changing attitudes, rather than attempting to change performance by teaching skill.(16)

In the writer's opinion, there is a smooth transition here from university research to industry research which has taken place for three years at Ohio State University in the form of a Conference on Communications Research in Business and Industry. Here, university and industrial personnel share their latest research and research problems. For example, George Kienzle of the Borden Company reported how, after a survey of community attitudes toward this company, which showed unfavorable attitudes existed, Borden put on a communication campaign of publication and personal contacts (mostly the latter) which completely reversed the unfavorable slant.(17)

General Motors' representative Ray Woods reported to the same conference three areas of research his company had done.(18) One was a survey called "My Job and Why I Like It," which revealed that two of the most important factors

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17Proceedings of the First Conference on Communications Research and Training in Business and Industry, F. H. Knower (ed.), (Columbus: Ohio State University, 1952), p. 17

18Ibid., pp. 13-4.
of the man on the job were his foreman and the security that he could expect in his job.

A second survey was called "Supervisor's Opinion of Employee Relations Practices." The most fertile field for improvement according to them is getting more and better information to the foreman and the man on the job.

The final area was employee opinion on three General Motors Communication Devices: plant papers, information racks, and GM Folks. This survey emphasized again the desire of the man on the job for information about his place of employment.

The books which have become staple references in the academic interest in industrial communication are Peters(19), Redfield(20), Whyte(21), Newcomb and Sammons(22), and Pigors(23). Peters' Communication Within Industry is one of the better general references. He obtained his material for the book by securing information from forty selected companies known to have extensive communication programs. The result is a well documented coverage of Employee Communications—Written, Visual, and Oral, Intramanagement Communi-

19Raymond Peters, op. cit.
cation, Formal Training Programs, Methods used by unions, etc.

Redfield's book is more concerned with administrative communication. He stresses the setting up of organization and procedures. There are excellent annotated bibliographies at the end of chapters and at the end of the book.

Is Anybody Listening? by Fortune writer Whyte gave management a chance to laugh at itself but then suddenly made it realize the laugh has been on management for being so deaf all these years. Whyte notes the paradox of subordinates worrying a great deal about what the boss thinks when the structure of business and industry suggests a view of communication as downward. Our real efforts, he points out, are not directed downward but upward.

Newcomb and Sammons' book, Speak Up, Management!, is an anecdotal, how-to-do-it handbook. Pigors' short treatise is mostly theoretical explanations of basic communication phenomena but one of the better analyses of the basis of effective communication in industry.

The above mentioned university and industry research and literature is a summary of what the writer considers the leading publications in the field with some representative industrial research added.
CHAPTER III

BACKGROUND OF ATTITUDE SCALING

The problem of attitude definition and scaling has a comparatively short, but active, history. It is not the writer's purpose here to trace social psychology's extensive treatment of attitude concepts but to relate conclusions from thought leaders in the field and to present a rationale for the choice of the present procedure.

There are three elements common to the definition of attitude recognized by most all prominent social psychologists. They are: (1) readiness, set, or predisposition to act; (2) directive or dynamic influence on behavior; (3) necessity of being directed toward some entity in the environment. (1)

The writer defines attitude for this study as a measurable psychological tendency which influences a person to act or react for, against, or indifferently to something in the environment.

From Bain (2) in 1930 to McNemar (3) in 1946, the

possibilities for and the problems of attitude scaling have been rigorously examined. Bain observed that:

"the significant thing is that there is considerable stability and cultural uniformity in these adjustment responses. This leads to attempts to measure. All measurement, and hence all exact science, depends upon relative stability and uniformity in the behavior of defined units."(4)

He concludes, however, that most of the studies reviewed (from a 261 item bibliography) are chiefly fallible, "...because they do not duplicate life situations."(5)

McNemar feels that the basic needs in the measurement field include reliability, validity, and unidimensionality.

The three most common approaches to attitude scaling are represented by Thurstone,(6) Likert,(7) and Guttman.(8) Thurstone's early contribution was an adaptation of psychophysical methods to the quantification of judgment data and represented an important milestone in attitude scale construction.(9) The method, briefly described, involves the following steps:

1. A large number of statements about a specific entity (church, internationalism, etc.) are gathered. In

4Bain, op. cit., p. 362.
5Ibid., p. 367.
the Thurstone-Chave study on attitude toward the church, 130 statements were used.

2) The statements, each mimeographed on a separate slip, are given to a number of judges. (300 in the above mentioned study) These judges are asked to sort the slips into eleven piles. This sorting procedure has been described as the method of "equal appearing intervals" and is the name given to Thurstone scaling today.

3) Scale values are determined by finding the median value of items as they are placed on a continuum by the judges.

4) The interquartile range of judgments is used as a measure of ambiguity.

5) Most of the final Thurstone scales have been prepared in two parallel forms, each containing 20 to 22 statements. The sequence of statements is random with respect to scale values.

6) In responding to any Thurstone-type attitude scale, the subject marks all the statements with which he agrees. His score is simply the median value of the statements he has checked.

Likert's method differs in that the alternatives in the items are assigned predetermined weights (from 5 to 1) and do not require the classification by a group of judges. Items are selected solely on the basis of internal consistency. The scales, moreover, call for a graded response to
each statement. The response is usually expressed in terms of the following five categories: strongly agree (SA), agree (A), undecided (U), disagree (D), and strongly disagree (SD). "Strongly agree" would receive a score of five, "agree" a score of four, etc. The sum of item responses represents the individual total score, which must be interpreted in terms of empirically established norms.

The technique developed by Guttman in 1944 is used to investigate a set of items in order to ascertain whether or not the items as such are attributes of a universe of qualitative data or content. To the degree that the items are unidimensional, it is possible to formulate a scale whereby an individual's response to the single items included in that universe is predictable. This degree of reproducibility is expressed by a coefficient of reproducibility. Since this study will not be concerned with the Guttman method, no further comparisons will be made.

Many of the criticisms leveled at the Thurstone and Likert methods have been answered by further research. Many object, for example, to the amount of work involved in the construction of the Thurstone scale. One improvement by Seashore and Hevner showed that the method of equal appearing intervals can be carried out equally as well on mimeo-

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graphed lists as by actual sorting into piles. In any case, trying to eliminate excessive time in this most important first step would seem to be evading the necessary initial labor which ultimately results in good tests. As Wherry points out, "item analysis is no substitute for sound item writing or wise preliminary selection of testing material. The role of a thorough situational and job analysis as a preliminary step to any collecting of questions or tests cannot be too strongly stressed."(11)

Another criticism of Thurstone's technique has been that the attitudes and background of judges affect the position on the scale of various items. Hinkley's research indicated that variation in opinion by raters has no influence on the scale values.(12)

The equal appearing interval component of the Thurstone scale has provoked as much comment as any other part of that approach. In the first place, Thurstone never claimed that the intervals were equal. He merely called them equal "appearing." Furthermore, in the rationale of attitude scaling (up to 1939), Ferguson(13) has pointed out

that scales constructed by the methods of equal appearing intervals satisfy more of the requirements for an adequate scale than do those constructed by any other method.

As these direct attitude scales were used, researchers found there was always a problem of subject bias, especially, for example, in pupil-teacher or worker-supervisor relationships, where the subject suspects ulterior motives or tries to court favor with his superior, and so tries to "beat the test." Also, the popularity of opinion polls has made the layman somewhat more sophisticated to these instruments. Consequently, a more recent trend in scaling is in the use of indirect methods. Prominent among these is the error-choice method used by Hammond,(14) Kubany,(15) and Leslie.(16)

The actual error-choice method used by Kubany, for example, consists in presenting to a subject an attitude inventory under the guise of an information inventory. Two incorrect alternatives are offered. The respondent's attitude is measured by his direction of choice. In Kubany's study the technique differentiated almost completely between


a group of medical students and graduate students in social work in their attitudes toward national health insurance.

Campbell,(17) in his treatment of indirect scaling, classifies attitude measurement in four types:

(1) Nondisguised structured -- the classic direct attitude tests of Thurstone and Likert.

(2) Nondisguised-nonstructured -- free response interview and questionnaire approaches.

(3) Disguised nonstructured -- the typical projective techniques.

(4) Disguised structured -- tests which approximate the objective testing of attitudes.

It is within the fourth category that error-choice and other objective, indirect methods fall.

Five other studies influenced the selection of the testing procedure used in the present study. Gordon(18) asked himself in a study on attitude and logical reasoning to what extent a person's attitude on a subject interferes with the ability to think logically. He found that to the limited degree to which the syllogistic test was sensitive to bias, it disclosed bias consistent with that obtained with the direct attitude test, in this case, the Likert-”

type questionnaire.

Watson(19) also used a reasoning or judgment approach in the nineteen twenties but with little success. He constructed an arguments test in which he had pro and con arguments on various topics and had respondents evaluate them for their strength as arguments. In this process, Watson hoped to discover the respondents' attitudes. His lack of success lay not in the basic idea but rather in the difficulty of getting "experts" to agree on the pros and cons of the arguments in the pre-testing.

A third study gives basis for using this indirect method of judgment-reasoning to tap attitudes. Johnson,(20) in an analysis of the judgment phenomenon of human behavior, maintains that judgments are often determined by variables of which the judge is unaware even when his attention is called to them. If the judgment is difficult, judgment in terms of some other standard is likely. When an abstract judgment is called for, an emotional reaction is commonly given.

These three studies, then, suggest that the ostensible probing of one's best judgment will uncover a bias or attitude which is in the same direction which might be

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indicated by a direct attitude scale and yet not have the disadvantages inherent in that approach.

A fourth study, one which supports the multiple choice approach in testing, is that of Kuder\(^1\) whose preference scales are well known. He has found that preference items are relatively stable under different contexts or forms. Since it is more likely that a more realistic evaluation of a person's judgment is achieved through a comparison of several alternatives rather than judgment about a single choice, and since preference items as alternatives seem relatively stable in different forms, it is maintained that this is a tenable approach to the attitude problem.

Finally, in the field of speech itself, though the preponderance of attitude studies have been concerned with attitude change, one study concerned itself with attitude toward aspects of communication. This was Knower's "Study of Speech Attitudes and Adjustments."\(^2\) It involved the construction of a Speech Attitude Scale, a Speech Convention Scale, and a Speech Experience Inventory. The attitude scale used a Likert-type approach. The study was specifically concerned with high school and college students and represented four years of testing using 3,635 subjects. Some of the conclusions of this thorough study which are

pertinent to the present research are as follows:

(1) The final form of the Speech attitude Scale has a high index of reliability. As a measuring instrument it provides a uniform and consistent index of the individual's attitudes toward his use of speech.

(2) The implication of the scale reliability for the speech attitudes of the individual is that they are relatively generalized traits. The individual who has relatively positive attitudes in one adequate sampling of his speech activities, will also have relatively positive attitudes in another adequate sampling of his speech activities. The fact that it is necessary to tap a fairly large sample of these activities to get a reliable index of his speech activities, suggests that there are many individual variations in speech attitudes toward different uses of speech and speech situations.

(3) There are wide individual differences in the speech attitudes of individuals toward their use of speech in various situations as reflected in Speech Attitude Scale scores.

(4) Speech attitudes toward different types of speech functions and activities vary widely. Those speech activities toward which selected poor speakers have the most negative speech attitude are on the whole the activities toward which speakers of other degrees of skill also possess the most negative attitude.

(5) Speech Attitude Scale scores vary widely from group to group of subjects in various ways which might be expected to show differences in speech attitudes. The scale scores indicate that speech attitudes as measured by this scale vary with such factors as sex, high school and college populations, the demonstration of speech problems, as well as special proficiency in speech arts, socio-economic status, energy level, knowledge, emotional stability and sociality. There is a marked relationship between speech attitudes and speech experience, although the corresponding scales do not correlate highly enough to be measuring exactly the same trait. There is a small negative correlation between positive speech attitudes and the tendency to accept speech conventions which may exercise an inhibiting effect upon speech. The speech attitudes of the individual appear to change as a result of experiences in speech education.(22)

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(22)Ibid., pp. 201-2.
Some of the above conclusions placed in an industrial setting might well represent hypotheses to be tested in this study.

This study, then, will attempt to utilize the best features of the various approaches covered in the foregoing pages. It will include the use of Thurstone-advocated judges and also his equal appearing interval rationale; Likert's five point scale and the use of the internal consistency criterion; the indirect approach of Watson and Campbell; and the use of various appropriate statistical methods.
CHAPTER IV

PROCEDURE

Any effort to measure should satisfy at least three criteria. First, there should be careful definition of what is to be measured. Second, the measuring instrument should have demonstrated reliability. Third, the measuring instrument should have high validity, i.e., should actually measure what it purports to measure.¹

Communication and attitude have both been broadly defined. For the purpose of this study, attitude toward communication in the industrial context will mean the tendency to favor or disfavor a particular method, policy, or principle of transmitting some kind of symbolic meaning from one individual to another (or others).

To define and refine further the content area to be measured, a systematic approach to the theory of communication was employed. First of all, all available pertinent literature was examined for statements which could be interpreted or accepted as tentative propositions concerning communication in business and industry. Over a hundred sources

of books, pamphlets, and periodicals provided over four hundred statements which became the initial basis for statement selection. (2)

This list was then classified according to several dimensions of the industrial communication situation. These included company policy or control, management communication down, content or message, methods or media, style, employee or subordinate communication up, training, and evaluation. These were subsumed by the broader dimensions in communication theory, namely, communicator, symbol systems or methods, and communicatee. The list was narrowed down to two hundred statements which included twenty-five of the most frequent appearing or generally accepted statements from each of the eight categories above. (See Appendix A.) Seventy-five items were used in the pre-test form.

As suggested in the background chapter, the testing instrument used in this study is an indirect test combining several approaches. The items consist of a very brief incident which attempts to duplicate a typical industrial communication situation (satisfying Bain's early criticism of the lack of real life duplication and Wherry's more recent dictum that a situational analysis is needed).

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2 The writer is indebted to Dr. Franklin H. Knowler, his adviser, and to Mr. Thomas H. Dudgeon, Communications Manager of Farm Bureau Insurance Co., for their valuable help in the locating, classifying, and selecting material for this list of representative propositional statements on business and industrial communication.
The incident is followed by five alternative solutions involving different communication tenets. In the actual writing of the items, the writer started with one of the seventy-five representative statements and built the incident around it. For example, statement No. 67 of Appendix A, page 66, reads, "Superiors should provide subordinates not only with essential information but also with whatever background will help them function intelligently." The incident which grew out of this was:

Lehman, the yard boss, instructed the young unloading crew at 3:00 P.M. that ten more trucks of wheat were coming in late and would have to be unloaded into the grain elevator that day. Not knowing that the wheat was damp when threshed, the crew didn't bother to treat it before storage. Spontaneous combustion resulted and the crop was lost.

The five alternatives for this incident were:

1. Management should expect workers to think for themselves and carry out orders effectively.
2. Management should expect workers to ask questions to make sure orders are complete.
3. Both worker and yard boss were guilty of poor communication practice.
4. Supervisors always have more responsibility in seeing that an instruction is complete than do subordinates.
5. Supervisors should provide subordinates not only with essential information, but with whatever background which will help them function intelligently.

The five alternatives were structured so that, in the writer's mind, the accepted proposition (Alternative 5) should be most desirable (or best communication principle), the others as: next most desirable (Alternative 4), most neutral (Alternative 3), next least desirable (Alternative
2), and least desirable (Alternative 1). The alternatives were constructed so as to present probable choices of action which might be used by persons with different attitudes toward communication. The continuum might be thought of as running from a democratic to an autocratic attitude. (In the above example, the alternatives happen to fall in order from 1 to 5. The alternatives are mixed, of course, in most of the items on the pre-test and final forms.)

In the pre-test instruction sheet, the alternatives are described as arguments which might be used in discussing the key issue in the incident. This was designed, of course, to get the subject interested in ranking the "arguments" objectively from 1 to 5, 1 being least desirable and 5 being most desirable.

The pre-test (see Appendix B) was then submitted to thirty-five subjects. Twenty-four were returned and/or completed in time for coding. The sample included six Ph. D.'s, (three who had done their major study in industrial communication), a psychology professor, four management personnel from business or industry, and thirteen candidates for the Ph. D. all of whom had either experience in business or industry or had taken courses in business and industrial communication. Though the test was long, a statistical examination of the responses to the final items does not indicate that there was any significant effect from the fatigue factor.
The responses to the seventy-five were coded and medians and Q values were computed for every alternative. The median became the scale value for the alternative in the final form except where obvious rewriting was needed to correct misinterpretation. The Q value or ambiguity score served to eliminate ambiguous items. Further treatment of these scores will appear in the analysis of data.

Fifty items were retained from the seventy-five in the pre-test and cast into parallel forms, hereafter called Forms D and F. (See Appendices D and F.) The first ten items in each form are the same.

The forms were then dittoed and distributed personally to seventeen industries in nine cities located in two states. Those industries cooperating in the study were: Barber-Greene Company, Aurora, Illinois; Crane Manufacturing Company and International Harvester Company, Chicago; Good-year Tire and Rubber Company, Akron; Lincoln Electric Company, Cleveland; Columbus Auto Parts Company, Columbus Bolt and Forging Company, Columbus Coated Fabrics Company, Jaeger Machine Company, Jeffrey Manufacturing Company, North American Aviation, Inc., Surface Combustion Company, Westinghouse Corporation, Columbus, Ohio; Champion Paper and Fibre Company, Hamilton, Ohio; Armco Steel Company, Middletown, Ohio; and The A. O. Smith Company, Tipp City, Ohio.

The industries ranged in size from 500 to 20,000. The representatives of the industries were asked to distri-
butte the tests in random fashion in order to secure a representative sample. In two or three cases, it is the belief of the writer that subjects were secured whom the representatives thought would cooperate in order to assure a high percentage of returns for the company.

At the beginning of the distribution of the tests, numbers were put on the flaps of the return envelopes for double checking on the returns. Almost without exception, the first returns coming from two companies which had received numbered envelopes had the numbers removed. Thus, the dictum by Keith Davis (and others) that complete anonymity must be assured the subjects participating is again confirmed.

The subjects were furnished with an IBM answer sheet and IBM pencil. They were asked not to give their name but to fill in the general information blanks which asked for the name of company, rank or position, age, number of years as part of management, and number of people under their direction.

The data was coded and analyzed using the following methods:

1. The number of "right" answers (from "expert" key) correlated with the total score on the test using the Pearson r.

2. A split-half reliability correlation on both forms again using the Pearson r. This was followed by the
application of the Spearman-Brown formula correcting the r for length of the test.

3. Item difficulty computed by examination of upper and lower half of each form.

4. Item validity coefficient computed by use of an Abac for item-test correlation.

5. The significance of difference between the means of the scores of the ten items common to both Forms D and F determined by the t test.

6. Chi square computed to test significant difference in the variables of size of company, level of management, age, years as part of management, and number of people under supervision.
CHAPTER V

ANALYSIS OF DATA

In the development of an indirect attitude scale to measure management personnel's attitude toward communication, this study has combined the statistical approaches of Thurstone and Likert in their measuring attitudes "directly" and the item analysis techniques which are widely used in building achievement tests in general.

In using the modified Thurstone technique in the pre-test, twenty-four subjects' responses were coded and served as a basis for eliminating items and modifying the scale values on certain alternatives in retained items. The twenty-four subjects were regarded as approximating a validating group of experts.

Table I shows the a priori key used by the writer, the median, Q value, and average Q value for the seventy-five pre-test items in Appendix B. It was the intention of the writer when constructing the a priori key to offer five alternatives which were realistic types of communication behavior including a best hypothetical principle, the choosing of which would indicate strongest belief in, or favorable attitude toward industrial communication. It will be
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PEP-TEST KEY, MEDIAN, Q SCORE, AND AVERAGE Q SCORE

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*Alt. - Alternative (See Appendix B for complete test)
*Key - A priori key by author
*Min. - Median score or scale value
*Q - Ambiguity score or interquartile range
*Av. Q - Average of the five alternatives' Q scores
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<td>4</td>
<td>1</td>
<td>1.3</td>
<td>1.05</td>
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<td>.70</td>
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<td>2</td>
<td>3</td>
<td>3.7</td>
<td>.50</td>
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<td></td>
<td>3</td>
<td>5</td>
<td>4.64</td>
<td>.625</td>
<td></td>
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<tr>
<td></td>
<td>4</td>
<td>1</td>
<td>1.83</td>
<td>.54</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>2</td>
<td>1.67</td>
<td>.78</td>
<td></td>
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<tr>
<td>74</td>
<td>1</td>
<td>3</td>
<td>3.0</td>
<td>1.25</td>
<td>1.021</td>
</tr>
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<td></td>
<td>2</td>
<td>4</td>
<td>3.67</td>
<td>.68</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>2</td>
<td>2.79</td>
<td>.925</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>5</td>
<td>4.5</td>
<td>1.35</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>1</td>
<td>1.42</td>
<td>.685</td>
<td></td>
</tr>
<tr>
<td>75</td>
<td>1</td>
<td>3</td>
<td>2.8</td>
<td>.825</td>
<td>1.086</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>1</td>
<td>2.35</td>
<td>1.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>4</td>
<td>4.1</td>
<td>.625</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>5</td>
<td>3.17</td>
<td>1.75</td>
<td></td>
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<td></td>
<td>5</td>
<td>2</td>
<td>2.5</td>
<td>1.26</td>
<td></td>
</tr>
</tbody>
</table>
noticed that in almost every item, the alternative which is keyed number 5 and which contains the hypothetical principle being tested, is confirmed by the pre-test group. Some of this result might be due to test sophistication on the part of the expert group but in this comparatively large number of items concerning a specific area it is difficult to assign a general ability as being responsible.

The greatest deviation occurred in interchanging 1 and 3 and 2 and 4. The reason for the former change became obvious to the writer upon re-reading many of the items. In constructing the items, a kind of unidimensional continuum was sought in the alternatives, running from most to least desirable. In trying to achieve a near neutral communication policy, the writer employed such phrases as "there isn't much difference," "it matters little," "both are guilty," etc., in some of the items. These alternatives were construed to be weak or least desirable in many cases. Where the overwhelming majority made this choice, the key was changed.

The Q value, previously used by Thurstone in attitude scaling,(1) is a measure of ambiguity. It indicates the interquartile range to which an alternative has spread. In this 1 to 5 scale the lowest Q score possible was .25 and the highest, 2.0. With this as a point of departure and

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1Thurstone and Chave, op. cit., p. 36.
inspection of the actual results as an empirical guide, the choice of .75 was made as the Q value above which items would be eliminated. In light of the possible spread, this was thought to be a fairly rigorous standard. The average Q score for the entire pre-test form was .714.

The final forms D and F (Appendices D and F), were submitted to 17 industries as indicated previously. Returns were used from only 15 companies since the others were returned too late. A random sample was achieved by choosing the first 100 "usable" answer sheets which were returned for each form. Forms with no name of company or any of the variable information incomplete were eliminated where possible. Two forms of this type were included in analyzing the data on Form F because the acceptance of replies had to discontinue in order that deadlines might be met and at that time two replies were needed to complete the 100.

The answer sheets were coded for number of answers right using the revised key. Papers were also given a total score, giving credit for the keyed scale value of the alternative chosen.

The split-half reliability technique was used employing the Pearson product-moment correlation. Opinion varies as to what is an adequate reliability coefficient. Guilford says that there has been a general tradition (following the leadership of T. L. Kelley), that to be sufficiently reliable for discriminating between individuals, a
test should have a reliability coefficient of at least .94. However, he points out there are many very useful tests whose reliability coefficients are in the .80's and even below.(2)

The correlation coefficient for Form D using the expert key was .56 (see Table II). The Spearman-Brown formula for correction for length was then applied and produced an $r$ of .72. Using Guilford's formula $\frac{1-r^2}{\sqrt{N-1}}$, the standard error of measurement was .048. Guilford points out that in estimating the standard error of $r$ with this formula provides a reliable basis for estimation of the population parameter.(3) This is not the case with the formula $\frac{1-r^2}{\sqrt{N}}$.

The Form F split-half reliability coefficient of correlation was .481 and .658 when corrected for length. The standard error for this form was .057. The reliability coefficients of both forms are significant at beyond the 1% level of confidence.(4)

After item analysis was done on the two forms, certain items were re-keyed and a second reliability test was computed using the scores from the new key. On Form D, the revised key split-half reliability coefficient was .462 and .632 when corrected. The standard error here was .060. The explanation for the lower $r$ on the revised key would seem to

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3Ibid., p. 205.
<table>
<thead>
<tr>
<th></th>
<th>Form D</th>
<th>Form F</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Range of Scores</strong></td>
<td>86-144</td>
<td>96-146</td>
</tr>
<tr>
<td><strong>Correlation Coefficient</strong></td>
<td>.721**</td>
<td>.658**</td>
</tr>
<tr>
<td><strong>Standard Error of X</strong></td>
<td>.048</td>
<td>.057</td>
</tr>
</tbody>
</table>

N = 100; perfect score on both forms = 150

* Corrected for length

** Significant at the 1% level of confidence
be that three out of four of the items which were re-keyed were odd numbered items and this increased instead of decreased the deviation between odd and even number of items which were answered "correctly." On Form F, the revised key split-half reliability coefficient was .845 and .916 when corrected. The standard error here was .016. Form F had only three items re-keyed. (See Table III).

Since the reliability of a test refers to the consistency of scores obtained by the same individuals on different occasions or with different sets of equivalent items and predicts the range of fluctuation likely to occur in a single individual's score as a result of irrelevant chance factors, it is concluded that Form D with an r of .72 and Form F with an r of .916 would likely get the same responses from the individual tested if the test (or its equivalent) were repeated. Also, the reliability, as in the Knower study, suggests that these communication attitudes are relatively generalized traits.

A second kind of correlation was computed to determine the relationship between the right answer score and the total score on the test (see Table IV). The correlation was high for both forms, .923 for Form D and .894 for Form F. This suggests that in any further use of test scores either set of figures might be used. It also suggests that this is

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5Anastasia, *op. cit.*, p. 94.
## Table III

RANGE OF SCORES, RELIABILITY CORRELATION COEFFICIENTS, AND STANDARD ERROR OF \( \bar{z} \) FOR FORMS D AND F USING REVISED KEY

<table>
<thead>
<tr>
<th></th>
<th>Form D</th>
<th>Form F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Range of Scores</td>
<td>90-149</td>
<td>99-149</td>
</tr>
<tr>
<td>Correlation Coefficient*</td>
<td>.632**</td>
<td>.916**</td>
</tr>
<tr>
<td>Standard Error of ( \bar{z} )</td>
<td>.060</td>
<td>.016</td>
</tr>
</tbody>
</table>

* Corrected for length
** Significant at the 1% level of confidence

## Table IV

RIGHT ANSWER - TOTAL SCORE CORRELATION COEFFICIENTS, AND STANDARD ERROR OF \( \bar{z} \) FOR FORMS D AND F USING EXPERT KEY

<table>
<thead>
<tr>
<th></th>
<th>Form D</th>
<th>Form F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation Coefficient*</td>
<td>.928</td>
<td>.894</td>
</tr>
<tr>
<td>Standard Error of ( \bar{z} )</td>
<td>.014</td>
<td>.020</td>
</tr>
</tbody>
</table>

* Significant at beyond the 1% level of confidence
a kind of validity check since those who got the most "right answers," also received the highest total score. This suggests that the alternate choices in the items were probing the same general attitude as the keyed alternative and that alternatives were on a kind of unidimensional continuum.

Table V shows the results of item analysis of Forms D and F. The papers were dichotomized at the point below which 50% of the scores fell. Total scores rather than right answers were used here on the basis that the subjects were given credit for every response.

Difficulty indexes and item-test correlation coefficients were derived for each item. Difficulty indexes on Form D were generally high with 18 items having a difficulty score over 65. Form F had 16 items with 65 or higher scores. The mean difficulty scores for D and F were 62.1 and 60.5, respectively. The mean difference between them was 1.6. If this were a strict achievement test, these scores might be interpreted as being generally high. However, since the measurement of attitude is sought, this may indicate that since a majority of subjects scored high on over half the items in each form, they are demonstrating a favorable attitude toward communication.

The item-test correlation was computed by using the Abac for item-test correlation from percentage of upper and lower 50% passing the item. The use of the Abac makes the calculation of the item-test correlations much less labor-
<table>
<thead>
<tr>
<th>Item</th>
<th>Difficulty Index*</th>
<th>Discrimination Index**</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Form D</td>
<td>Form F</td>
</tr>
<tr>
<td>1.</td>
<td>71</td>
<td>69</td>
</tr>
<tr>
<td>2.</td>
<td>81</td>
<td>89</td>
</tr>
<tr>
<td>3.</td>
<td>18</td>
<td>14</td>
</tr>
<tr>
<td>4.</td>
<td>48</td>
<td>42</td>
</tr>
<tr>
<td>5.</td>
<td>72</td>
<td>74</td>
</tr>
<tr>
<td>6.</td>
<td>88</td>
<td>87</td>
</tr>
<tr>
<td>7.</td>
<td>31</td>
<td>47</td>
</tr>
<tr>
<td>8.</td>
<td>79</td>
<td>76</td>
</tr>
<tr>
<td>9.</td>
<td>36</td>
<td>34</td>
</tr>
<tr>
<td>10.</td>
<td>66</td>
<td>56</td>
</tr>
<tr>
<td>11.</td>
<td>10</td>
<td>76</td>
</tr>
<tr>
<td>12.</td>
<td>67</td>
<td>66</td>
</tr>
<tr>
<td>13.</td>
<td>86</td>
<td>88</td>
</tr>
<tr>
<td>14.</td>
<td>89</td>
<td>37</td>
</tr>
<tr>
<td>15.</td>
<td>90</td>
<td>83</td>
</tr>
<tr>
<td>16.</td>
<td>72</td>
<td>45</td>
</tr>
<tr>
<td>17.</td>
<td>73</td>
<td>68</td>
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<tr>
<td>18.</td>
<td>42</td>
<td>82</td>
</tr>
<tr>
<td>19.</td>
<td>45</td>
<td>77</td>
</tr>
<tr>
<td>20.</td>
<td>77</td>
<td>71</td>
</tr>
<tr>
<td>Item</td>
<td>Difficulty Index</td>
<td>Discrimination Index</td>
</tr>
<tr>
<td>------</td>
<td>------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td></td>
<td>Form D</td>
<td>Form F</td>
</tr>
<tr>
<td>21.</td>
<td>45</td>
<td>31</td>
</tr>
<tr>
<td>22.</td>
<td>57</td>
<td>31</td>
</tr>
<tr>
<td>23.</td>
<td>93</td>
<td>37</td>
</tr>
<tr>
<td>24.</td>
<td>85</td>
<td>65</td>
</tr>
<tr>
<td>25.</td>
<td>88</td>
<td>47</td>
</tr>
<tr>
<td>26.</td>
<td>71</td>
<td>73</td>
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<tr>
<td>27.</td>
<td>20</td>
<td>53</td>
</tr>
<tr>
<td>28.</td>
<td>45</td>
<td>53</td>
</tr>
<tr>
<td>29.</td>
<td>73</td>
<td>70</td>
</tr>
<tr>
<td>30.</td>
<td>44</td>
<td>24</td>
</tr>
</tbody>
</table>

*Based on percent selecting correct response
**Based on estimated item-test correlation

Average Item-Test Correlation

<table>
<thead>
<tr>
<th>z*</th>
<th>z*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Form D</td>
<td>.465 = .435</td>
</tr>
<tr>
<td>Form F</td>
<td>.549 = .500</td>
</tr>
</tbody>
</table>
ious but offers approximately the same accuracy as other methods.(6) It will be noted that 23 items in Form D had item-test correlations which are significant at the 1% level of confidence. However, there are also some negative correlations in the group which lower the average item-test correlation. These average correlations were found by using Edwards' Table of z' Values for r.(7) The average item-test correlation for Form D was .435 and for Form F was .500.

Four items in Form D, numbers 3, 7, 9, and 16 and three items in Form F, numbers 3, 23, and 25 were re-keyed as a result of the analysis. An additional criterion for re-keying items was the selection by 75% of the upper group of an alternative other than the one designated by the expert key. It was felt that since the writer didn't consider the pre-test judges as a highly experienced validating group, and since an objective of the study was to construct a functional, reliable, and valid test, the use of the subjects themselves as validating agents for items which obviously weren't doing their intended job, was justified and desirable.

It will be remembered that the final forms D and F contained ten duplicate items. To determine whether the two

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7Edwards, op. cit., p. 409.
groups of 100 subjects for each form came essentially from
the same population, a \( t \) test was computed to determine the
significance of difference between the means of the number
of items out of ten answered correctly. In Form D, the mean
number of correct answers from the ten items was 5.87. In
Form F, the same ten items yielded a mean of 5.85. The \( t \)
test result was .8822 which, for 98 degrees of freedom, is
not significant.\(^8\) Thus, it can be concluded that both
groups of 100 subjects came from substantially the same pop­
ulation

A final objective of the research was to discover
the relationships, if any, between five variables and the
subjects' scores on the test. The variables selected were:
size of company, level of management, age, years as part of
management, and number of people under direction.

Chi squares were computed for the "high" and "low"
scores on the test. The midpoint in the 100 test papers
below which 50% of the scores fell was chosen as the point
of dichotomy.

The subjects were also divided into two groups in
these variables. In the size variable, companies were di­
vided into above and below 1500 employees. Level of manage­
ment, for descriptive purposes, was divided into line and
staff management. These labels are not as discrete in

\[^{8}\text{Guilford, op. cit., p. 610.}\]
management itself as it is described in most texts but for our purposes general foremen, small department supervisors, and the like were considered line management, while personnel department executives, accountants, engineers, company officers, and the like were considered as staff management. Years of management experience was divided at 10 and 11 and the age variable was dichotomized at 40. Number of people supervised was divided at 50.

The results can be seen in Table VI below. Further discussion of this part of the study will conclude in the next chapter.
### TABLE VI

CHI SQUARE FOR THE VARIABLES FOR ATTITUDE TOWARD COMMUNICATION

<table>
<thead>
<tr>
<th>Variables</th>
<th>Attitude Score</th>
<th>Form D</th>
<th>Form F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size of Company</td>
<td>1.3637</td>
<td>7.7179*</td>
<td></td>
</tr>
<tr>
<td>Level of Management</td>
<td>2.9546</td>
<td>3.9307*</td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td>1.7061</td>
<td>2.2044</td>
<td></td>
</tr>
<tr>
<td>Years as Part of Management</td>
<td>3.6339</td>
<td>.6167</td>
<td></td>
</tr>
<tr>
<td>Number of People under Direction</td>
<td>.0909</td>
<td>.6669</td>
<td></td>
</tr>
</tbody>
</table>

* Significant at either the 1 per cent or 5 per cent level of confidence
CHAPTER VI

RESULTS AND CONCLUSIONS

This research had as its objective the indirect measuring of the attitudes of industrial management personnel toward hypothetical principles of industrial communication. A modified Thurstone-Likert approach was used in constructing and scoring the attitude test. The distinctive approach of multiple choice of five alternatives which contain most to least desirable communication principles owes its invention to many influences from the literature already mentioned and to interested university advisers.

The specific conclusions drawn from this study were derived from the results of an attitude test of 200 management personnel from fourteen different companies in two states and is most directly applicable to them. The skewed range of scores indicates, however, a knowledge of and/or favorable attitude toward the hypothetical principles tested and therefore, gives some more refined confirmation of these tenets which have been propounded in the literature so frequently. If we accept this conclusion that there seems to be a confirmation of these principles or tenets, then the study has implications for most all industries.
The specific conclusions, then, are:

1. A reliable test of attitude toward some of the hypothetical principles of industrial communication can be constructed and used. Though the test is designed to measure attitudes, it could also be used as a test of knowledge about communication principles.

2. There was a significant difference in the attitude test scores made by management personnel representing companies of different size.

3. There was a significant difference in the attitude test scores made by management personnel representing different levels of management.

4. There was no significant difference in the attitude test scores made by management personnel representing different age levels.

5. There was no significant difference in the attitude test scores made by management personnel representing groups with different years of management experience.

6. There was no significant difference in the attitude test scores made by management personnel representing groups having different numbers of people under their direction.

The writer makes no extreme claims for this test. Its chief value, at least in the beginning, will probably be to furnish valuable training material for executive training programs. One company which participated in the study has
already indicated its potential usefulness in this area. A research man from the same company indicated that this is a necessary study to be conducted since nothing exactly like it has been done. The contribution, then, may be small but a useful one.

Some of the implications have already been mentioned. Chief among these is the seeming confirmation of popular policies or purely empirically propounded hypothetical principles of industrial communication. The ones included in this study were selected systematically from various dimensions of the communication process in industry. Some factor analysis studies now need to be done to determine whether or not there are significant sub-areas in these broader dimensions.

Since there is a current interest in many business and industrial concerns in the research on and development of human relations programs, the present study may make some contribution to training material for them. Many administrators consider human relations the expression of attitudes through the use of communication principles. Some of the representatives of companies who handled this study for the writer considered these tests as human relations tests. If more systematic treatment can be given to the communication elements which go to make up human relations, then perhaps better human relations may be effected by more objective use of the communication processes.
The rationale and conclusions may now be reiterated. Effective communication is a foundation for sound management. The hypothetical principles of effective communication in industry heretofore agreed upon by some experts seem confirmed by a majority of a representative sample of American industry. Attitudes toward these principles probably influence communication practice. These attitudes can be probed indirectly and measured with some precision. Knowledge of the attitudes of management personnel toward communication may aid in locating barriers to effective communication and perhaps, with further research in this area, aid in the prediction of communication behavior. Proper use of the knowledge of attitudes toward the principles of effective communication, then, may some day help secure the foundation for a sounder management.
APPENDIX A
1. If the communications program is to be effective, it must have the blessing, encouragement, and cooperation of the front office.

2. The aims of a communication's program should be formulated and stated.

3. A written record should be kept of all important statements of policy.

4. The first task of organization is to describe communication relationships which, when used, give direction to the organization.

5. Planning for communication includes the consideration of more than one method of transmitting the same communication.

6. A company communication program should use many techniques, methods, and channels since no one communication technique will meet all needs.

7. Regularizing constructive communication practices aids creation of a healthy communication environment.

8. Communication should be the delegated responsibility of someone who will evaluate the efficiency with which all levels of the company carry out the company's communication policies.

9. It takes time to build communication effectiveness, it is not a one shot deal.

10. Communication problems are aggravated by additional organizational levels.

11. When management does not send its communication through the channels of authority it reduces the prestige of the persons by-passed.

12. Business problems are more efficiently solved at the
lowest possible organizational level if there is permissive cross-communication and other liberal communication policies.

13. An organization structure with too broad a span of control does not help good communication.

14. Communication responsibilities and problems differ from position to position.

15. Staff becomes more important in communication as business grows in size.

16. When there is a restriction on the use of a communication medium, that restriction is a barrier even when the medium is being used correctly.

17. The Companies' communication effort should maximize personal contact between management and employee.

18. It is in the day-to-day administration of the business that management tends to become particularly careless in management-initiated communication.

19. The effectiveness of much business communication is increased when the position and/or status of the communicator is relatively high.

20. A subordinate's frankness is to a large extent within his superior's control.

21. The companies' communication program should provide formal or implied procedures through which an employee exercises his right to redress for real or imaginary wrongs.

22. Neither the facilities available nor the rewards offered to the subordinate for upward communication equal those for messages downward.

23. When persons of unequal organizational authority are equally responsible for a particular project, they should receive equal communication at the same time.

24. To be most effective the timing of a management communication should be such that it is released internally before externally.

25. It is the duty of management to find a way of communication in which it can retain its authority and responsibility and still attain the maximum benefit of partici-
26. The higher the management level the greater the number of communication problems which one can expect.

27. Normally the communication activity of the company is patterned after the communication habits of the company management.

28. Management must expect that normally employees will assume that the communication of management is in its own self-interest.

29. Only top management can create that much talked-about "communications atmosphere."

30. Communication should only be undertaken with the intent to create an effect on listeners.

31. Ordinarily staff people have greater motivation to communicate because they realize that their success is more dependent upon "selling."

32. The supervisor must demonstrate his desire to be an effective communicator by everything he says and everything he does.

33. Even though management may appreciate the need for effective communication, it may not translate this need into action.

34. Conventional social ego is a top management communication barrier.

35. Management should maintain a research attitude toward communication.

36. The supervisor is the communicator and the voice of management. He has the principal responsibility for improving communication.

37. Supervisors must feel that they are taken into the confidence of the top executives and middle management.

38. Top management needs to make better provision for the downward communication of middle management.

39. Management must learn the technique of downward communication without talking down to employees.

40. The understanding of the reasons behind behavior results
in an attitude which promotes the efficiency of the supervisor.

41. It is essential for the supervisor to communicate to the employee that he considers him a very distinct individual with personal rights and interests.

42. The executive's first step in acquiring competence in face-to-face contacts is to be aware of the difficulty his subordinates have in accepting his approaches easily.

43. It is the responsibility of management to read upward communications as well as issue downward communications.

44. Most management people expect their subordinates to keep them informed.

45. One of the strongest deterrents to communication up is the failure of management to act on undesirable conditions previously brought to its attention.

46. Management shouldn't ignore unsavory situations its employees know about.

47. Management, in giving orders, should try to give advance notice that an order is coming.

48. Management should not communicate an order unless there is a probability that it will be carried out.

49. Management orders about work are ordinarily clear and effective.

50. Line managers are often lulled into poor communication by the fact that they can order an action without first gaining acceptance of it.

51. The quality of communication depends upon the importance of the message.

52. The communicator who believes in the ultimate values of democracy will invariably reveal the sources of his information and opinion.

53. What is communicated depends both on the words and the way they are communicated in tones, actions, models, contexts, etc.

54. The selection of the features of a subject which represent it fairly, clearly, and efficiently is often
difficult.

55. Any idea we receive gets much of its meaning from our relationships with the people who use it.

56. The communicator should learn to distinguish relevant and important ideas on a subject from those which are merely related.

57. Time and place of communication are important parts of the meaning of a communique and should be carefully selected.

58. There's likely to be a greater response if the communication directly and specifically states the desired response than if the receiver has to infer it from the facts presented.

59. Management should not assume that a certain set of facts will or should lead to the same conclusion in the employee's mind that it does in the manager's mind.

60. A communicator must always be alert to the danger of misrepresenting a subject as a result of his preferences or biases.

61. Over estimating listener information may cause the communicator to eliminate needed information in his communication.

62. Other men aren't always convinced by reasons which appeal to us.

63. The communicator must learn how to make use of context to aid rather than hinder his communications.

64. Don't share troubles.

65. The supervisor should learn the technique of giving poor suggestions further study rather than rejecting them summarily.

66. Give workers information about the purpose and goals of their department, company, and industry so they can see themselves and their work in perspective.

67. Superiors should provide subordinates not only with essential information but also with whatever background will help them function intelligently.

68. Employees most want to know information about their own
People all like to feel they are doing something worth while and they like to be told so occasionally.

Management may withhold some information from workers on the theory that sharing too much confidential information tends to weaken control over subordinates.

A company's efficiency at communicating with its employees is often facilitated by convincing the employees that they are associated with a successful enterprise and competent people.

Don't over-glorify the company.

An employee who believes that he is being "sold a bill of goods" will reject the communique regardless of its apparent validity.

The communication of information will not solve conflict where one or more of the participants wants conflict.

Writing must be "aimed" to known reader—in vocabulary, content, style, length.

Model your business writing on the best speech of working people rather than on the language of the courtroom.

In writing, be specific and make exact statements that leave no doubt.

Dependable evidence shows that a wide and accurate vocabulary, a command of words, is closely linked with personal success.

Words should be as short and familiar as possible while still conveying the precise thought.

The efficiency of communication is facilitated when the communicator avoids words which unnecessarily arouse prejudice.

In writing, avoid hackneyed expressions.

In general, prefer paragraphs and sentences moderate in length.
83. Deliberate repetition for emphasis is a useful device.

84. Put the listener-reader in the communication by references he can readily identify.

85. Parallelism—the principle of expressing parallel ideas in parallel grammatical form—is probably the most important single rule of grammar.

86. A fundamental rule of written communication for the executive is that you are to let your writing reflect you.

87. Let your letters express the reciprocal relations of friendliness between two people.

88. A well-planned letter does not repeat.

89. A well-planned letter is short, concise, to the point; it does not ramble.

90. Try to express the whole idea in the first sentence, or at least in the first paragraph of your letters.

91. Write straight to your reader in simple language fitted to his outlook, attitudes, and interests.

92. Pictures are often the most meaningful form of representation.

93. The most direct form of communication is action, or inaction, especially at a critical time.

94. The open door policy works best when the executive uses it regularly to confer with the men with whom he works.

95. The voice tone often transmits a message contradictory to the one registered by the words.

96. Gestures and facial expressions play a big part in direct communications.

97. Subordinates are especially alert to all physical cues and non-verbal signals.

98. The subordinate is less likely to know his superior's administrative language than the other way around.

99. Variety is not only the spice of life, but of communication as well.

100. Management telling can best be accomplished orally
through the organizational line.

101. Without face-to-face communication contact, words are not likely to be mutually understood by the parties to the communication.

102. Oral statements are usually less carefully worded and planned than written.

103. It is necessary to supplement the informal day-to-day contacts with other methods of communication.

104. A communication is influenced by the channel capacity of any person through whom the communication must pass.

105. Reduction in the number of organizational levels through which information must pass simplifies, speeds, and improves the accuracy of communications.

106. The distortion that accompanies word-of-mouth communication through several persons often results in misinformation and misunderstanding.

107. Frequent informal contacts involving candid exchanges of views are important if top management is to clearly interpret the meaning of the material in formal reports.

108. An order is communicated to provide a solution to a problem. The order giver must make sure that his order is the solution of the problem.

109. The plan of a letter should be evident through a clear central idea and the proper sequence of ideas.

110. Letters should be answered promptly, the day received if possible.

111. Both management and workers ordinarily ask too few questions of each other.

112. The most important purpose in maintaining effective communication is the accurate and dependable transmission of orders and instruction.

113. Orders need not include details which are known to be understood by the order taker.

114. Suggestions or requests will get vastly better results than order or commands to people of initiative and
ability.

115. People who feel that they have taken part or had a say in a decision are much more likely to go along with it enthusiastically.

116. The participants of a communication conflict need not view the results of disagreement as limited to winning, losing or compromising—both parties can win.

117. It is easier for the group to change the attitudes of an individual member than for an individual to change that attitude.

118. The techniques of listening and reflecting are in direct contrast to the techniques of selling employees on a solution.

119. To get a clear picture of the effects of its communication, top management needs not only reports of assistants but direct reports from employees.

120. To criticize a subordinate while people from his department are present undermines his authority as well as his morale.

121. When you criticize, be sure it's the method or the product, not the person or motive, that is questioned.

122. Damaging rumors are often the result of management's failure to answer pressing questions.

123. If a communication illicits an undesired response—repeating the communication will not result in a more desirous response.

124. When mutual trust is present between management and workers, grievances and causes for discipline are rare, and when they do appear, remedies are easily found.

125. There is a surprisingly high degree of inaccuracy in the information flowing upward.

126. More effort is ordinarily required for effective communication upward than downward.

127. Wherever possible, communications should move step by step upward through the organization.

128. To be effective, communication must flow upward until
it reaches that person who can take action.

129. **Personal attention in communication is gratifying to the receiver.**

130. **When employees do not trust supervisors, misunderstandings in great numbers are created.**

131. **Before employees will accept management "facts," they must first have over-all confidence in the motives and sincerity of management.**

132. **Employees may react negatively to management's communication as an inherent result of being management's captive audience.**

133. **If workers do not get a chance to react to what their supervisor does and says they will react to someone else and/or something else.**

134. **Each employee is entitled to misunderstand, to object, to question a communication—and to receive proper explanation.**

135. **Workers have a responsibility to read everything which management issues.**

136. **Methods and channels of communication provided by management which are not effective are not used.**

137. **An employee cannot easily or effectively communicate criticism of his supervisor to his supervisor.**

138. **Good upward communication includes those things subordinates want management to know as well as those things which management wants to know.**

139. **The greater the opportunities for upward communication, the greater the encouragement for the employee to communicate.**

140. **The worker's respect for downward communication channels is influenced by the extent to which the supervisor receives and transmits information before the subordinate gets it elsewhere.**

141. **People should be expected to communicate up to the boss more than he will hear anyway from the "wrong person."**

142. **Subordinates should find the middle ground and report bad as well as good news if they are to maintain the
support of superiors.

143. It is frustrating to the employee when he does not get a chance to express his ideas.

144. Grievances which have been communicated and no action taken, grow in size and importance in the communicator's mind.

145. Upward communication is never highly effective if it appears to be "upward" communication.

146. Workers should have the opportunity to communicate upward while remaining anonymous.

147. Often employees are afraid to communicate for fear they will "lose face" because of their lack of communication skill.

148. It is through informal social groupings that men find individual expression in an organization.

149. The better educated the worker, the more he values and expects effective communication.

150. A barrier of good business communication is the easy illusion that it already exists.

151. People are often poor judges of the effectiveness of their own communications.

152. A person who finds it easy to communicate is not necessarily an effective communicator.

153. Breakdowns in business communication are seldom corrected by simple remedies.

154. Communication practice is meaningless without the evaluation necessary to avoid practicing the same mistakes over and over.

155. We should not infer that failures in communication are intentional.

156. Some of the basic purposes of a communication can only be implied or inferred by both sender and receiver.

157. At times of frequent or unusual changes management should exert special effort in analyzing and adjusting to worker needs and reactions.
158. One of the best ways to find a human communication need is to ask human beings about it.

159. Two-way business communication should be designed to allow for verification of the response to a communique at each intermediary level.

160. The listener should guard against listening to only selected communicators.

161. People feel insecure when they don't know what's going on.

162. An effective communicator is not necessarily an effective worker or learner, or vice versa.

163. Frequent and regular communication will create the feeling of pride in being relatively well-informed.

164. Frequent and regular communication will reduce grievances among the members of a work group.

165. Frequent and regular communication will decrease the quantity of misinformation among the members of a work group.

166. Frequent and regular communication among and within work groups will lessen fear and suspicion among and within those groups.

167. Often the motivation behind a criticism is the personal fear of the critic.

168. The acts of dominating (that is, being the boss) or being dominated (as a subordinate) tends to set up emotional strains within and among people which are communication barriers.

169. Management should not be disturbed by normal "gripping" among all employees.

170. It is unwise to be quick in placing fault for a failure of communication.

171. Too much worker communication is evaluated by management in too much of a hurry.

172. Most business communication failures cannot profitably be evaluated in terms of aesthetics.

173. It is a mistake to assume that communication is some-
thing essentially logical.

174. If people don't or can't pay attention to a communication it will be ineffective.

175. Employees differ greatly in their knowledge of and interest in communication.

176. The temptation to preoccupy ourselves with the outward symbols and gadgetry of communication is so strong that we can mistake them for the entire process.

177. The ultimate goal of training and policy is to make good communication a fixed habit.

178. The skilled communicator is the man who has sufficient knowledge of the available tools to select and use those which will accomplish his purpose.

179. A communicator in a democratic society will acknowledge and will respect diversity of argument and opinion.

180. Training for the improvement of communication should include study of general principles as well as specific types of activity.

181. The attitude of a communicator toward his own communication ability may influence its effectiveness.

182. Communication can be improved as we learn more about it.

183. Communication skills and knowledges are valuable only to the extent that they are used.

184. The individual communicator has the responsibility to use his communication skills and behaviors fairly and efficiently, whether he is management or worker.

185. Effective communication is facilitated through maintaining a willing communication climate even when it is not possible to communicate.

186. The skill of communicating is more than the merging of the skills of reading, writing, speaking, listening, action and reacting.

187. The Golden Rule of Christianity and business communication is the same.
188. The effectiveness of communication is increased when the communicator demonstrates an apparent interest in being honest and fair.

189. Training in communication should increase the awareness of the communicator to the reactions of other people to his communes.

190. A good communicator has learned to consider the influence of his communique before he communicates—he is considerate of the feelings of others.

191. Proximity of speaker and listener lend to directness and attention.

192. An effective communicator has learned to delay and reconsider his impulsive response when in a delicate or unpleasant communication situation.

193. Listening should be used to prevent as well as solve conflicts.

194. The great gap in communication is the gap in background, experience, and motivations between ourselves and those with whom we would communicate.

195. Some program of self-expression while at work is needed to counteract the boring effects of technology.

196. Oral communicators should seek to overcome distractions in the environment.

197. The good communicator finds much to commend, even in ideas he knows at the outset he is bound to refuse.

198. The development of social interests and habits aids communication efficiency.

199. People tend to seek and accept communes they agree with, to avoid and reject those they don't agree with.
Interest in communication is increasing in business and industry. Some questions about the thorny problems of daily communication in these areas have been answered but many remain unanswered. In order to help clarify the thinking in some specific areas, we are enlisting your cooperation. The advancement and value of systematic formulation of the policies and principles of communication will depend greatly on the considered judgment of the competent people responding to this study.

All answers are confidential. Do NOT write your name on these papers. Please fill in the four items of general information on the answer sheet. We will be happy to make a report of this study available to interested companies or groups.

DIRECTIONS

Listed below are a series of items concerned with various kinds of communication in business and industry. An incident involving communication is described. Then five arguments are listed which might be used in discussing the key issue in the incident. Some of these arguments reflect what are considered undesirable, ineffective policies or methods of communication. One or more arguments in each series may be neutral. Other arguments suggest desirable, effective policies or methods of communication.

You are to rate the arguments from 1 to 5, with 1 denoting the weakest or least desirable argument; 2 the next least desirable; 3 the most neutral argument; 4 the next most desirable; and 5 the most desirable.

Please do not mark on these papers or sign your name on the answer sheet. Record your selections on the separate answer sheet provided.

EXAMPLE:

1. Sinclair, the boss in the stencilling department, was called in by vice-president in charge of industrial relations and reprimanded for allowing the employees to arrange vacations to suit themselves.

"Even though it isn't on the books, I told you that employees' vacations must be arranged strictly according to production schedules."

1) The vice-president should have sent a memo to the foreman around vacation time.
2) Having been told orally should have been sufficient.
3) The foreman should have had enough top management interest to double check.
4) A written record should be kept of all important statements of policy.
5) It makes little difference whether a policy of this type is written or given orally.

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In the above example, 3 is thought to be the weakest of the alternatives, and thus receives 1; 2 may be considered a weaker argument and would be rated 2; alternative 5 seems to be neutral, therefore, would be rated 3; 1 might be next most desirable, thus would receive 4 as a rating; 4 might be the most desirable argument and would rate 5.
1. Jones, the vice-president in charge of personnel, was called on the carpet for firing the editor of the company monthly publication. The editor had written an editorial about a pending strike and the editorial stirred up the workers.

1) No communication policy is apt to make much difference on a matter of a union called strike.
2) Under the freedom of the press, the editor should have a right to print what he likes.
3) The nature of the communication policy should be formulated as need arises from day to day.
4) Written communication policy probably wouldn't have helped much anyhow.
5) If the aims of a communication were formulated and stated in writing, this conflict might not have happened.

2. Fred, a drill press operator, complained that he had seen the plant manager only twice in the last six months.

1) Fred has as much responsibility as the manager in maintaining contact.
2) Employees who are left alone may happily assume that they are giving satisfactory service.
3) The company's communication effort should maximize personal contact between management and employee.
4) It's the duty of the manager to communicate everything to his subordinates that they want to know.
5) The plant manager has enough responsibility without going out of his way to contact workers.

3. Somebody in the enamelling room of the washing machine tub factory is slowing down the piece work production. Jack, a worker in the room, is said to know who it is and why. He is called in by the first line supervisor.

1) There's no way to tell whether or not it will be helpful to ask a fellow employee to confide in the supervisor.
2) The supervisor should attempt to get the information he needs from the union representative.
3) A clever supervisor should be able to trick the employee into giving him the information he wants.
4) It is not good policy to expect one worker to talk with his boss about another worker.
5) An employee's frankness is to a large extent within his supervisor's control.
4. The executive staff is meeting to decide when and where to release information about a proposed plan of reorganization. The president is under pressure from some business editors to provide them with some news about it.

1) Employees have no right to expect to be told of management decisions until it is ready to do so.
2) It matters little when a management communication is released externally or internally.
3) Since the content of such a management communication to their employees and to the public will differ in content, they probably should not be released at the same time.
4) To be most effective in timing, a management communication affecting employees should be released internally before externally.
5) To get the best publicity for the company, the timing of a management communication should be such that it is released outside before inside.

5. Ollie, the personnel manager, was talking to an employee who commented in passing that if management thought it could get him on its side by printing his baby's picture in the news bulletin, it had another "think" coming.

1) It's futile for management to court loyalty by such personal techniques.
2) Management must expect some employees to gripe about something.
3) Management must expect that normally employees will assume the communications of management is in its own self-interest.
4) Such a stupid remark didn't deserve further thought.
5) Such a remark shouldn't be taken one way or another.

6. Two top management executives were talking about the comparison of staff and line communication. J. G. claimed that people on the staff seemed to want to communicate more than the line employee. K. L. claimed the opposite.

1) Line employees need not be highly motivated to communicate because they have a union representative to talk for them.
2) There isn't much difference between motivation of staff and line employees to communicate.
3) Line employees don't need as much motivation to communicate because their work depends less on communication than the work of the staff.
4) **Staff people want to communicate more than line employees because they know more about the value of communication.**

5) **Ordinarily, staff people have greater motivation to communicate because they realize that their success is more dependent upon communication.**

7. **At the intermission of a company dance, Hawkins, the vice-president, grumbles to his wife that more employees should engage them in conversation and not be so aloof.**

1) Both management and employees are responsible for initiating conversation.
2) This is a land of freedom and equality - anybody can talk to anybody else.
3) Conventional social ego is a top management barrier to communication.
4) Employees should converse primarily in their own cliques.
5) Top management has little in common to talk about with employees.

8. **Steve, a first line supervisor, is attending an executive conference in which the problem of selling a new piece work rate to a heretofore trouble spot department is to be discussed.**

1) The department could solve its communication problems if it is given a bulletin board of its own to keep its members better informed.
2) The supervisor is the communicator and voice of management and has the principal responsibility for improving communication to workers.
3) The industrial relations director is probably a better channel than any other company representative to improve the communications in this department at such a time.
4) The improvement of communication to workers is principally a top management function.
5) Everyone should constantly try to improve communication in a company.

9. **Louis, the first line supervisor of plant services, seemed to be reluctant about seeking cooperation from his men in moving the plant cafeteria since he hadn't been informed of the intended move decided upon at a high level conference.**
1) Timing of the announcement to a supervisor of work to be done should make little difference to the men in their cooperation.
2) Supervisors must be made to feel that they are taken into the confidence of management.
3) Directing the supervisor right after the decision was made to make the change would have assured proper cooperation from his men at the later date.
4) The fewer people brought in on decisions to make changes like this the less confusion results.
5) The supervisor shouldn’t be bothered until the job order is ready to go.

10. Blanchard, the industrial relations director, prided himself in adjusting his communications to his auditors. In fact, in explaining the new pension plan to numerous employees, he would start his conversation, "In your language..." The plant supervisor reported to Blanchard that there was considerable ill will toward him.

1) Somebody is always going to gripe so it doesn’t really make too much difference who talks to whom or how.
2) Management should learn the technique of downward communication without talking down to employees.
3) Management should quit trying to explain company policy to men in this department in this manner.
4) Management should feel encouraged that at least one of its representatives is conscious of the communication problem.
5) Management should not allow the industrial relations man to explain company policy to individual employees.

11. "Boy, that Charlie sure gets the most out of his men."
   "Yeah, he's one supervisor that knows how to get along with people."

1) When people like you they work hard for you.
2) Charlie studied efficiency methods until he could direct every move they were going to make.
3) Success in a course on how to win friends and influence people should be enough to account for Charlie's success.
4) Understanding reasons behind behavior results in attitudes which promote Charlie's efficiency.
5) Being a good fellow isn't enough to win Charlie's employees to him.
12. In an executive training program the discussion got around to face-to-face communication. It was lauded as being a most worthy method. Jorgensen, a young executive, maintained it was ineffective in many cases citing the example of an associate who went out into the plant and tried to be friendly with the employees and got a cold response.

1) Face-to-face contact is too direct for employees to handle; other means of getting to them should be used.
2) No matter how hard you try, you're going to get employee resentment from any overtures by management.
3) An executive should be aware of the difficulties subordinates have in accepting his approaches easily.
4) The executive and the employee have equal responsibility in making face-to-face communication work.
5) Executives should choose a time for face-to-face communication when relations between management and labor are at their best.

13. A Friday morning rush job of reupholstering davenport cushions could have been met by either working late on Friday, working the whole line on Saturday morning, or splitting it up. Alex, the line manager, ordered the line to stay late Friday afternoon. Morale sagged and production decreased in the ensuing weeks.

1) Alex was lulled into poor communication practice because he was able to order an action without first gaining acceptance of it.
2) Alex's paramount interest should be the work satisfaction of his workers.
3) Alex's only concern must be immediate production and delivery and not communication.
4) Alex should at least try to see what the leaders in the production line prefer.
5) Alex should not waste time consulting his personnel to make production schedule decisions.

14. The president of the company was walking through the plant and observed, "It's quite dark in here for working this morning." A lively discussion among the supervisors ensued as to what the president meant. Did he mean new lighting? When? Etc. .

1) The direct approach is a more frank one and therefore it is a more effective method.
2) The president doesn't want to insult the intelligence of his subordinates by explaining all details.

3) If the president had used the direct approach he would have had about the same response as from the question approach.

4) There would likely have been a greater response if the president had directly and specifically stated his plans rather than letting the receiver guess them.

5) A hint is a much more tactful method and, therefore, gets the greater results in the long run.

15. With the new wage contracts coming up in a month, management decided to explain frankly, by means of a letter to every employee, the complete facts involved in raising the hourly rate. With these unvarnished facts and statistics, the employees would surely agree that the increase was unfeasible and unwise at this time.

1) Management should realize that since employees are reasoning men they will probably come to the same conclusions as management.

2) Management should expect that employees are apt to react only in their immediate interests and therefore should not expect them to go along with management.

3) Management has no way of anticipating how employees may react to wage proposals.

4) Management should not assume that a certain set of facts will or should lead to the same conclusion in the employees' minds that it does in managements'.

5) Management should realize that employees can be expected to be influenced more by an emotional than a logical approach to income.

16. Employee forums had been conducted for two months at Baker Shoe Company. They had been well run, well attended. At first it was announced that there would be no limitation on subjects discussed. Later management announced that management salaries were not to be discussed. Interest ran high at first but then began to lag.

1) Management should realize that this restriction is a barrier to good communication with employees and should lift the restriction.

2) Information about managements' salaries is definitely none of employees' business.

3) The forums should be cancelled rather than jeopardize
management's position.

4) Management should expect some interest lag and some dissatisfaction but should finish any program it starts.

5) Management restrictions on discussions of this type shouldn't make any difference in the response gained by the forums.

17. The Smithville Glass Works was negotiating with the union on a new contract. Because of fewer orders, heavier inventories, etc., management was certain it had a clear cut case to stand pat on the rate of the previous contract. The executive staff pondered whether or not to try to reach employees at this time.

1) Management should recognize that contract negotiations represent a time when very delicately tuned ears and sharply focused eyes offer an excellent opportunity to do thorough communication jobs with employees.

2) The situation is usually so busy and hectic at contract negotiation time that management could spend very little time trying to get through to employees in any extensive fashion.

3) Management should find a way to retain its authority and responsibility and still sustain communication with employees during the negotiations.

4) It's best not to try to "buy off" employees during contract negotiations.

5) Employees are confused by both union and management at this time so it matters little whether management tries to reach them.

18. Nathan, a usually reliable night foreman, had needed reprimanding for several weeks. The day shift reported many safety guards left off the machines after the night shift finished. The plant supervisor, who was in Nathan's department on another matter, was talking to him near his men who were lined up ready to punch out. Would it be a good policy to chew him out then and there?

1) Time and place of a communication should be disregarded when employees' lives are at stake.

2) A communication has an inherent meaning and will be responded to as such regardless of when and where it takes place.

3) Nathan's carelessness demanded at least a public reprimand.

4) Management should not jeopardize the prestige of its
foremen by scoldings in front of subordinates.

5) Time and place of reprimands are important parts of its meaning and should be carefully selected.

19. Louis, the works manager, was trying to convince vice-presidents Bartok and Emrich that a system for minimizing noise should be installed in the Main Street plant. His reasons were logical, well supported, and the need existed. Bartok was all in favor of the plan but Emrich was unmoved. Bartok couldn't understand why Emrich wasn't in complete agreement.

1) People who don't respond favorably to sound reasoning are either ignorant or just plain obstinate.
2) Management should be just as concerned with having personnel who are independent in their thinking as having those who follow the conclusion of logical reasoning.
3) Management should try to employ men who recognize sound reasoning and who respond to it.
4) Some men aren't convinced by even the logical reasons which appeal to others.
5) It's a mistake to assume that communication (of this or any sort) is something essentially logical.

20. Callahan, the plant superintendent, had quite a reputation for issuing orders for "busy" work that never got done. Montigue, a subordinate, failed to carry out a really important job order on time and was laid off for two weeks because of it.

1) Management should be careful of crying "wolf" lest unpleasant repercussions result.
2) Management should share in the blame as much as the worker in this case.
3) Management should expect workers to respond conscientiously to all orders.
4) Management should not communicate an order unless there is a probability that it will be carried out.
5) Management should maintain the prerogative of issuing orders about anything it wishes.

21. Briggs, the personnel manager, was in an interview with Alice, who worked on the small parts assembly line. Briggs had heard before she came in that the employee working next to Alice was most difficult to get along with and that Alice was beside herself with frustration and anxiety. To establish common ground, Briggs opened the
interview by relating how a personnel manager has problems of his own, like his kid cutting his toe on the lawn mower, his brother-in-law's house burning down, etc.

1) There is no sure-fire approach when trying to pacify an irritated employee.
2) Management should make it known to Alice that it does not tolerate an employee's excuses for poor work just because she doesn't like someone.
3) Excellent rapport with employees can be established by letting them know that management is human and has problems too.
4) Sharing troubles is poor communication policy.
5) Management should spend most of the time listening in a situation like this.

22. The telephone operators who handle customer relations at Doran's had been thoroughly and rigidly trained by supervisor Fielding who constantly preached "the customer's always right," "watch what you say," "don't alienate our customers," etc. Many of the operators felt picked on; tears and anger occurred frequently.

1) A rigid training requires attention of the supervisor who in effect stands in the background as a critic thus making customer communication very self-conscious.
2) Rigid training and frequent reminders may lead to too much attention to the medium of expression and too little to the message to be given the customer.
3) Some difficulty is bound to be encountered when trying to please both customers and a supervisor.
4) A high degree of sensitivity to customers' feelings must be caught by the operators if the store is to maintain friendly relations with customers.
5) The operators who are too sensitive to do the thorough job demanded should be dismissed.

23. Hendricks, the plant supervisor, after reading the suggestions from the plant suggestion box, tossed out several poor ones immediately.

1) The suggestion box has served its purpose by allowing the employee to express himself; no more than an acknowledgement is needed.
2) Management cannot waste time considering worthless suggestions.
3) Suggestion boxes are effective communication devices and their contents should be given every studied
4) There are probably a lot of crank suggestions in suggestion boxes anyhow so employees expect them to be thrown out.

5) Management should learn the technique of saving the feelings of employees by giving even poor suggestions further study.

24. Harper, a former night newspaper editor, was hired on a trial basis by skeptical management executives to organize a communications program which would include a semi-monthly plant paper, bulletin board, suggestion box, etc. Three months produced little change in worker morale. Management was planning to abandon the position.

1) If a communication program is to be effective, it must have the blessing, encouragement, and cooperation of the front office.

2) If communications programs can't begin to show some results in three months, then the communications director should be fired.

3) The effectiveness of a communications program cannot be evaluated on the basis of a three months effort.

4) Management should expect communications to do their job effectively regardless of top management's attitude toward them.

5) Management must assume the failure was partly due to the incompetence of the editor and partly to management.

25. The executive staff, trying to plow through a crowded agenda, was discussing how employees were to be advised about a forthcoming shop picnic. The vice-president, knowing the strain on the budget and knowing that the turnout last year was good when it was announced solely by letter, suggested that the letter to each employee should suffice this year. He urged that the meeting move on to more important items on the agenda.

1) Another communication approach might be more effective than the letter so another single method should be considered.

2) One communication approach thoroughly done is better than several carelessly handled so they should stay with a "winner."

3) When planning a communication, one should consider more than one method of transmitting the information.

4) When planning a communication, the criterion of its previous success should be sufficient to disregard
other approaches.

5) It matters little whether one or ten methods are used to reach the employees in such a situation.

26. The staff meeting was discussing the lack of employee knowledge of the Cooperville plant management. This seemed to be a need that employee forums would meet. The chairman suggested that the forum be used a couple times to fill the gap.

1) Management could best solve this problem only by making better use of the plant paper.
2) Employees are unpredictable in their response to programs of this type so it is difficult to tell whether or not meeting twice is enough.
3) Regularizing constructive communication practices such as announcing a plan of weekly meetings would create a more healthy communication program and is preferred over a brief approach.
4) As long as the employees know something's being done, the number and regularity of meetings are unimportant.
5) Employee needs for information come sporadically and should be filled the same way.

27. The billing department of the Acme Freight Company developed a serious problem of wasting time because of three key women clerks arranging their desks near each other. Much needless, annoying chatting took place. The supervisor wanted the industrial relations man to come in and help settle the problem since he was getting nowhere. The industrial relations man said, "Solve it yourself."

1) Management should expect the supervisor to handle all his problems himself.
2) When management hears of a specific case that can be handled by top brass more easily it should do so quickly so as not to slow up production.
3) Business problems are more efficiently solved at the lowest possible organizational level if there is permissive cross-communication and other liberal communication policies.
4) In having the industrial relations man take over, management protects the supervisor from nasty decisions thus keeping open the communication channels between supervisor and workers.
5) No matter who solves the problem some girls are going to be unhappy with the solution.
28. Some employee unrest had been reported among the linemen of the Jefferson Telephone Company. The vice-president in charge of industrial relations, who worked closely with the communications of the company, suggested that the monthly news sheet devote several features to the linemen's work to make them feel more a part of the company. The field supervisor recommended that at some time or other, all members of the executive staff should visit the linemen on the job.

1) Communication needs of employees aren't satisfied with merely publication recognition.
2) Management can't waste valuable time driving miles just to shake hands with some lineman who wants to be left alone.
3) Management's communication effort should maximize efficient personal contact with its men.
4) Letting the linemen know their importance to the company through company publication will go a long way in solving unrest.
5) A lineman's job is a comparatively lonely one and neither feature articles nor an occasional personal contact make it much less lonely.

29. Hunt, the industrial relations director, was talking to Ramsey the plant manager over a cup of coffee.

"Yes, sir, this company is really communications conscious."

"Oh," replied Ramsey, "I hadn't noticed."

1) Communications are relatively unimportant so neither awareness nor implementation of them matters greatly.
2) Employees should be satisfied to know it has a progressive management that is aware of employee communication needs.
3) Appreciation of need without adequate implementation is a common omission of management programs.
4) If management is communication conscious, it follows that programs will be implemented satisfactorily.
5) If employees aren't aware of management's communication interests it follows that there is probably something wrong with communication.

30. Lehman, the yard boss, instructed the young unloading crew at 3 p.m. that ten more trucks of wheat were coming in late and would have to be unloaded into the grain elevator that day. Not knowing that the wheat was damp when threshed, the crew didn't bother to treat it before storage. Spontaneous combustion resulted and the crop was lost.
1) Management should expect workers to think for themselves and carry out orders effectively.
2) Management should expect workers to ask questions to make sure orders are complete.
3) Both worker and yard boss were guilty of poor communication practice.
4) Supervisors always have more responsibility in seeing that an instruction is complete than do subordinates.
5) Supervisors should provide subordinates not only with essential information but with whatever background needed to help them function intelligently.

31. The top executive staff was putting the final touches on a company reorganization plan. It was decided that the only information released to the workers would be the decision to stay in the same location and the effective date of the reorganization.

1) It doesn't matter how much confidential information you tell to whom at what time, somebody's always going to feel slighted.
2) Management may withhold some information from workers on the theory that knowledge is power.
3) Management must always be careful about letting out confidential information lest someone will jeopardize well laid plans.
4) The workers have a right to know as early as possible any great change that will affect their status.
5) Taking the employees into top management confidence would assure better cooperation in the reorganization set-up.

32. Spencer Products, after a stormy year of contract negotiations in which management emerged the "winner," prepared a special pamphlet and issued it with its annual report to employees showing that the fringe benefits amounted to $456 a year per employee. A spot check on the response to the pamphlet showed that an overwhelming majority of the employees rejected it.

1) An employee must be persuaded by an emotional approach when he doubts the logical validity of a communication.
2) With such a communication environment most any kind of communication attempt would be rejected.
3) The pamphlet should have stated a stronger case to win over doubting employees.
4) An employee who believes that he is being "sold a bill of goods" will reject the communique regardless
5) Most employees just don't realize how well off they are.

33. Henderson Company had a long tradition of businesslike sounding letters coming from its offices. Old J. G. was convinced that business writing should reflect a legal, official tone which the venerable institution of commerce deserved. His company had been successful and no little credit was given to this prestige which the writing afforded. Young executives coming in were trying desperately to change the style.

1) Occupying a unique place in American development, business writing should reflect a unique trademark.
2) Business should model its writing on the best speech of working people rather than on the language of the courtroom.
3) If the business is successful, don't tamper with the approach of business writing.
4) The importance of business writing has been greatly exaggerated since it makes little difference in the total execution of business.
5) Business should always be sensitive to needed changes of style in business writing.

34. Gladys K. had worked for the Etna Insurance Company for six months and had become a key worker in her department. The other girls respected her and followed her leadership. Up to this time she heard nothing about a raise and she had been led to believe in employee school that her job called for a higher salary grade after four months. Remembering also from school that her boss was the person who was responsible for the adjustment, she burst into his office and demanded to know why she hadn't been treated like the rest.

1) The best form of communication here would be for the boss to lecture to her for ten minutes on employee responsibility.
2) Nothing can satisfy an irate woman employee so her request should be disregarded.
3) The most persuasive and meaningful form of communication here would be action since it's at a critical time.
4) The boss should appeal to her understanding that he is human and also makes mistakes.
5) The boss should let this be a real catharsis for Gladys and let her talk it out.
35. Betty, a file clerk, approached the division manager's office with some trepidation. She wanted to change days off with a fellow employee and as usual she was not quite sure what reception she's get. Hyde, the manager, without looking up, beckoned her in with a hearty, "Come in, sit down. What's it you wanted?" He continued to read a report on his desk as she began her request. He nodded at times but kept on reading.

1) Subordinates are especially alert to all physical cues and non-verbal signals of their bosses.
2) Subordinates are more sensitive to physical and non-verbal cues than spoken and written words.
3) Subordinates are probably affected as much by spoken and written symbols as by physical, non-verbal signals.
4) Subordinates usually filter out the physical signals and listen more for what is said.
5) Subordinates get their communication meaning almost exclusively from oral and/or verbal symbols.

36. Vice-president Gordon, who heads the finance division of Finch Steel Works believes in passing information to employees through channels, with face-to-face contact if possible. To prove how effective his method was, he directed the superintendent of the blast furnace division to tell a foreman that this year had been a successful one for Finch. High profits would mean new equipment, more jobs, higher production, and thus, more pay and benefits for the workers. The foreman was to tell a union steward who was to share it with his fellow workers.

1) Each channel capacity through which the communication passes clarifies the intended meaning of the vice-president.
2) The channels through which the communication passes makes very little difference on its final outcomes.
3) The communication will be influenced by the channel capacity of each person through whom the communication passes.
4) The communication should reach the workers substantially the same as Gordon intended.
5) By the time the communication reaches the workers, every big shot will be buying a second Cadillac with all the exorbitant profits.

37. Ayers Company had been having too many errors by stock handlers in transposing stock numbers from the bin labels to the orders. The system was less than adequate but
the workers were indifferent and the supervisors were satis-
fied that a certain number of errors must be made. A mini-
mum amount of communication passed between workers and
supervisors.

1) Either management or workers should initiate some
kind of suggestion to improve the situation.
2) The workers should better their own condition and
offer suggestions as to how the situation could be
remedied.
3) Management should demand better efficiency by means
of a memo from the front office.
4) Management should be more concerned not only with
needless errors but what the reasons are for worker
indifference.
5) Both management and workers ordinarily ask too few
questions of each other and therefore, this approach
should be used to search for a way of improvement.

38. In the interest of safety and economy, management
began clamping down in certain areas in the company. Be-
cause towels and lounges were sometimes burned in the girls
wash room, a memorandum was issued forbidding smoking in
these rooms. This caused much resentment among the women
employees and they registered a complaint to management who
ignored it. Several weeks later when invitations were sent
out to employees requesting attendance at a company picnic,
few employees even returned the reply card.

1) Women are bound to play hard to get when antagonized
so lack of upward communication shouldn't bother
management.
2) Ignoring upward communication is a good way of dis-
ckiining uncooperative employees.
3) Employees should be given a choice in whether or not
they want to conform to fire safety regulations.
4) One of the strongest deterrents to upward communica-
tion is the failure to act on undesirable conditions
previously brought to its attention.
5) Management has to ignore certain unsavory conditions
in the interest of safety even if upward communica-
tion is disrupted.

39. The editor of the Spark's plant monthly publica-
tion and the industrial relations director were discussing
what topic should get the biggest play in an important
issue. The editor insisted that compliments on jobs well
done always were top material. The IR man claimed the com-
ing reorganization plan which would open up new jobs and
provide some promotions was more important.

1) Employees are most apt to like to read about the doings of the top executives of the company.
2) Employees aren't particular about what is written about as long as they make the news.
3) Employees want most to know information about their own future and status or how the company plans affect them.
4) Employees are just as interested in having their families recognized as learning about the future in the company.
5) Employees are human beings and like to hear commendations on successful performances more than company policy which they had no hand in making.

40. Goldsmith, the paint department foreman, was having difficulty with his 14 crewmen washing up even before the bell rang to go home. They had a reputation for ability and interest. He discussed the problem with fellow foremen Evans and Farrell. Evans suggested, "I know that wise crew of yours. The only way to handle those guys is by direct order." Farrell disagreed. He thought the indirect approach would be better.

1) Subordinates want directness and specificity in these kinds of orders.
2) A group solution might be arrived at by the discussion method.
3) A change in routine is a nuisance and how orders come is of little consequence to the general satisfaction of the crewmen.
4) Suggestions or requests will get vastly better results than orders or commands to people of initiative and ability.
5) A supervisor who suggests solutions to workers is thought of as weak and unauthoritative and they soon lose respect for him.

41. The industrial engineers had submitted a plan for rearranging the desks, files, etc., in the large receiving depot office. The plant superintendent and the office manager met with the engineer on Saturday morning, his only free time. The plan was acceptable to them and so as not to lose valuable time, a labor crew was brought in that weekend to make the necessary changes.

1) The engineer's efficient plans will be readily acceptable by the working staff who will realize
it's for their benefit.

2) People who feel that they have taken part or had a say in a decision are much more likely to go along with it enthusiastically.

3) Valuable suggestions might have been forthcoming from the staff.

4) Knowing how much haggling goes on about these kinds of changes, it's best that the workers aren't bothered.

5) Whether invited to participate or not in what the best plan would be, some workers will be dissatisfied.

42. Cotter, plant G superintendent, was arguing heatedly with Randall, vice-president in charge of plant operations, about G's need for reconditioned drill presses before plant B. Randall suggested that all was not black and white, that things could be worked out. Cotter insisted, "No, dammit, either I win or you do."

1) Participants should strive for a compromise which is better than breeding ill-will from black or white decisions.

2) Watered down results from a communication conflict are hardly ever satisfactory to either side.

3) The participants of a communication conflict need not view the results of disagreement as limited to winning or losing, or compromise—both parties can win.

4) The company cannot expect to win in the long run by a heated argument.

5) In communication conflicts on major problems, a clear cut solution for one side must result if efficiency and order is to be maintained.

43. Frank Walker's department of 14 men had a problem of keeping machines clean since each man operated each and all machines frequently. The men talked the problem over informally and all but Joe K. agreed to do their part in cleaning the machines but he refused to clean anything. They threw it back into Frank's lap.

1) The boss will be able to change Joe's attitude more easily than the group.

2) If Joe is ignored altogether the subtle pressure will gradually win him over to the group's decision.

3) If Joe chooses to be stubborn, neither individual nor group will have the easier time changing him.

4) It is easier for the group to change Joe's attitude
than for Frank to change it on a matter of this sort.

5) A person doesn't feel as much pressure from an individual and thus will be more willing to have his attitude changed by the individual.

44. At the Monday morning staff meeting, the industrial relations assistant reported that the latest booklet on the company's retirement income plan was meeting with much success. Wednesday, Upshaw, the industrial relations director, was having coffee with several of the employees and when the subject got around to retirement income, one of the men asked, "Yeah, Mr. Upshaw, how does this thing work?"

1) The assistant probably did a good job on the booklet but the employees just didn't take the time to understand it.

2) After talking to the employees, the industrial relations director should discount his assistant's report altogether.

3) To get a clear picture of the effects of its communication, top management needs not only reports from assistants but direct reports from employees.

4) Both assistants and employees are going to slant their evaluations of communications so it doesn't matter who furnished the data.

5) An assistant is paid for this kind of job and his report on the effects of communication is probably quite reliable.

45. The Northern Valley Paper and Pulp Company had to make certain cut backs in personnel. Questions arose from many quarters as to the danger of general lay-offs in the near future. Management resented this implication since times were prosperous and it had not announced any such possibilities. It ignored the questions.

1) Even with urgent questions, management isn't sure that an attempted answer won't be used against them.

2) Even if management had tried to stop the rumor, workers would believe what they wanted to believe.

3) Damaging rumors are often the result of management's failure to answer pressing questions.

4) Not being told anything, a worker will believe the worst.

5) Rumors are a dime a dozen in factories and will run their inevitable course with no serious damage.

46. The coffee hour, in which several at a time from
the division were to go out, became a social hour for the whole division at the same time. The office manager posted a schedule of which members of the division were to leave at what time. He felt they were still getting as much time and that he was doing them a favor by relieving the congestion at the cafeteria. When considerable griping occurred, he called the division together and repeated his order.

1) Repetition of the order would dispel most of the griping.
2) Repetition is good only when the communicator is sure of his response.
3) Repeating the order would demonstrate he means business and help gain the respect of his office staff.
4) If a communication elicits an undesired response, repeating the communication will not result in a more desirous response.
5) The employees would gripe whether the order was repeated or not.

47. Walt Fleming, the mill foreman in the West Coast Ladder Company, had just driven in after an early morning errand and was approached by Hank and Bob, mill workers, at the morning break. Hank began, "Walt, those orders you left last night were screwy. I thought you wanted the 14 foot step ladder order started first. Bob tells me it's the 8 foot straight."

"I couldn't have written it any plainer, Hank. Do you need pictures?"

Bob broke in, "Even if it had been plain, it's nuts to start the 14 footers when the mill is set up for the 8's."

1) An employee should be little concerned whether or not he is allowed to question orders of a boss.
2) An employee is entitled to misunderstand, to object, to question a communication—and to receive proper explanation.
3) An employee's job is to take orders and carry them out successfully.
4) An employee's prerogatives should go beyond taking orders without question.
5) An employee should get his orders straight the first time and not question his foreman's judgment.

48. Former foreman Hartman's grievance was being reviewed by the Industrial Relations Board of a plant producing defense material. He had been issued a memo saying that an inspector from the Defense Department would be
dropping in in two days. He failed to read the memo and was
totally unprepared for the visit.

1) Workers have a responsibility to read everything
which management issues.
2) Since what management has to say affects workers they
should read most of its publications.
3) Management often thwarts its own instructional com-
munications by including indoctrination in them.
4) Much management communication to employees is strictly
supplementary reading so why bother to read it.
5) Personnel can't be expected to read everything that
management sends out.

49. Nelson, the works manager, went to the employee
cafeteria to eat one day and sat down with two employees.
"How's the food," he asked. "OK," replied the first employee. "Say, Mr. Nelson," asked the other worker, "how do you
go about getting a bonehead transferred out of your depart-
ment?" Nelson laughed. "Why, this department's production
was up last month. Doesn't seem to me there could be such
an employee here. Say, speaking of production, how's the
new lighting?" "OK, Mr. Nelson, OK," was the reply.

1) Adequate upward communication results if conscien-
tious managers like Nelson eat occasionally with
employees and find out what management wants to
know.
2) Most upward communication fails because of lack of
respect of men for management.
3) Nelson couldn't possibly listen to all the things
subordinates want him to know so he must draw the
line quickly.
4) Since workers only need to do what they are told,
upward communication isn't really important anyway.
5) Good upward communication includes those things
workers want management to know as well as those
things which management wants to know.

50. The executive board was discussing a plan to ex-
pand facilities for employees to communicate with their
superiors. Barton, who presented the plan, suggested that
suggestion boxes be placed in each department, an employee
forum once a month, and scheduled interviews with employees.

1) Employees probably have enough to do working at their
jobs without adding staff communication demands on
them.
2) The greater the opportunities for upward communica-
tion, the greater the encouragement for the employee to communicate.

3) Employees would become immediately suspicious if such a plan were implemented and would clam up all the more.

4) Such a plan would indicate management's interest in the employee and perhaps he would at least confide in management during interviews.

5) Techniques are no substitute for showing interest by a pay raise which is the best way to encourage employees to communicate upward.

51. Sullivan never wanted to be thought of as a stool pigeon but he felt he must report the discrimination going on in his department. As an inspector on small generator parts, he noticed that he was always given the pieces which took the most time or given all the rebuilt parts to inspect—at the same piece rate. Having no other channel to go to, he wrote out an anonymous complaint and put it in the suggestion box. The plant manager read it and was furious.

1) Workers should be men enough to identify themselves if they're pleading a justified cause.

2) Whether or not the upward communication may be anonymous depends upon its importance.

3) Communication without identification is of little value.

4) Workers should have the opportunity to communicate upward while remaining anonymous.

5) Some of the most valuable information management gets is from anonymous communications.

52. Engle, a member of the pipe fitter crew, was complaining to supervisor Blanchard. "What's the story, boss? I'm sittin' in the Black Swan last night with Bill Sachs and outa the blue he says, 'Say, I hear by way of the upstairs superintendent that you're bein' moved out on the drip truck next week.' This is a fine time to tell me. I thought Tony and me was stayin' inside. I might as well get my orders from old B. L. (the president)."

1) Workers expect to receive information from the downward grapevine so no respect for formal channels is lost by rumors.

2) Workers who are in the habit of receiving most company information from their boss will become upset if they begin to get it elsewhere.

3) The workers' respect for downward communication channels is influenced by the extent to which the
supervisor receives and transmits information before the subordinate gets it elsewhere.

4) A worker will question downward communication channels no matter whom he hears the information from because of his general attitude toward the tradition of business and industry.

5) Whether workers receive information through a supervisor or otherwise is of little consequence as long as the information is correct.

53. Ackerman was a conscientious foreman and eager for advancement. He caused Garrison, the plant manager, no trouble and always turned in reports of satisfactory conditions in his department. Lately however, rumors reached Garrison that there was considerable unrest among certain workers in Ackerman's department.

1) The plant manager should appreciate not being bothered by every worker conflict in the plant (through foreman reports).

2) If Ackerman wants to get ahead, he should report upward only the features of the situation which will create a favorable impression.

3) Subordinates should find the middle ground and report bad as well as good news if they are to maintain the support of superiors.

4) A conscientious foreman will probably be able to solve his own problems and shouldn't have to report unfavorable conditions.

5) To win superiors' recommendations, subordinates should demonstrate their ability to spot troubles or potential troubles and should report them at once.

54. Ken P., a welder in an aircraft plant who had a tendency to be backward, had an idea which he thought would simplify his welding operation. "Explain it to the boss; he's a nice guy," urged Mort, a fellow worker. "Naw," insisted Ken, "he probably wouldn't like it and if he doesn't understand it he'll think I'm a dumb jerk."

1) As long as the boss-worker relationship exists, employees will probably feel inadequate about communicating.

2) Supervisors must operate on the assumption that often employees are afraid to communicate for fear they will "lose face" because of their lack of communication skill.

3) If management were more receptive to new ideas employees would have no fear of communicating to them.
4) Lack of self-confidence about communication is one of the great misconceptions about employee communication.

5) Only the incompetent will be shy about going to management with a suggestion.

55. The department heads were finishing their weekly conference. Goddard, the presiding executive vice-president, called on the personnel director for a report on the status of communications in the plant. "I'm happy to say that we're in good shape. This company doesn't need a gripe box or a high paid college professor to count the syllables in our publication."

1) A company like this need worry little about their communication problems.

2) If the department heads agree that good communications exist it probably does.

3) A barrier to good communication is the easy illusion that it already exists.

4) Confidence that you have an effective communications program makes the difference between good and bad programs.

5) The personnel director is the member of the management team in the best position to know about the quality of communication in the plant.

56. The personnel executive staff was trying to choose someone to explain the new pension plan to small groups of employees. The payroll director suggested, "Sweeney's a natural for this job. He can talk your leg off—can talk at the drop of a hat and isn't afraid of anybody."

1) The fellow who is glib is probably shallow and a bad risk for a communications job.

2) If a sensible person knows what should be said he can communicate it all right.

3) A person who finds it easy to communicate is not necessarily an effective communicator.

4) The key to effective communication is a good vocabulary.

5) Fluency is probably as good a criterion as any to select the person to explain the pension plan.

57. Hoskins, a vice-president in charge of distribution, was guest lecturing at a foreman training group on evaluating their communication effectiveness. "If you don't get across to your workers, you've
got nobody to blame but yourselves. If you'll stop and ana-
lyze what you're saying or writing, you'll find you're the
best judge there is to tell whether or not you're doing the
right thing. "I've given many a speech and I could always
tell how I was going over."

1) A person is his own best judge of his communication
effectiveness.
2) A company with a good house organ will inevitably
have good communication.
3) People are often poor judges of the effectiveness of
their own communication.
4) If communication isn't effective one will hear about
it soon.
5) Anyone with good common sense will know when commun-
ication is effective.

58. The Cochran Rug Company prided itself in its
monthly employees' magazine in which the president wrote a
letter on the inside cover each time. An important agree-
ment with the union had just been signed which gave employ-
ees more insurance and a pension plan. Methods of explain-
ing this to employees were being discussed by the president
and the industrial relations director, Miller.

"What do you suggest, J. L.?" asked Miller.
"Suggest?" he replied, "Why, I'll explain it in
my next letter, of course. You've never heard any com-
plaints in the last ten years, have you?"
"I don't know, J. L., we've never asked. But,
sometimes I wonder if you've been writing over their heads."

1) The president is more likely to explain a program
clearly than anyone else.
2) Communication practice is meaningless without the
evaluation necessary to avoid practicing the same
mistakes over and over.
3) A company whose president takes enough time to write
his employees each month must have a meaningful com-
 munications program.
4) The use of simple language is apt to make workers
feel you are talking down to them.
5) Some communication programs are so obviously sound
that they don't need to be constantly evaluated.

59. Employees under first line supervisor Brinkley had
not been receiving management communications about safety,
health, etc. The personnel manager advised a vice-president
who agreed to take care of it. "I'll send Brinkley a memo
about this first thing in the morning," he assured.
1) When the higher echelons crack the whip, the communication breakdowns are remedied in a hurry.

2) Communication breakdowns would be remedied if people only learned to listen or read.

3) The best way to correct communication breakdowns is to send a memo reminding the person about the need for information on the point.

4) Breakdowns in business communication are seldom corrected by simple remedies.

5) Like many other breakdowns in office or plant routines, breakdowns in communication can ordinarily be remedied simply.

60. Koldar, the foreman, had to go out of the plant for a couple hours and instructed Mathews, his assistant, to start the crew on a rush order the second hour. Mathews got involved in something else and failed to issue the instruction. The rush order was started late and Koldar was severely reprimanded.

When he saw Mathews, he demanded, "Whaddya trying to do, have me fired?"

1) When a subordinate fails to carry out such a simple instruction, we must conclude that he probably did it to get an unlike boss in trouble.

2) It's good policy for a foreman to handle all important orders himself.

3) An assistant who is neglectful in this manner should have a strong public reprimand.

4) We ordinarily should not infer that failures in communication are intentional.

5) When communication fails at times like these, a good foreman will discharge the person responsible to keep it from happening again.

61. Personnel staff members were emptying the contents of the complaint boxes from the various departments. "Ah," exclaimed Lowell, "not a single complaint. All's well at 'the front'."

"Yeah," contributed Herb, "last month when I got that beef about the lighting in department B, I knew we had unrest in the plant."

1) Too much worker communication is evaluated by management in too much of a hurry.

2) Anonymous complaints in suggestion boxes are nothing to worry about.

3) The obvious interpretation of the fact that no complaints were made is that workers are satisfied and
happy.

4) Most workers have learned that the best way to com-
municate with management is through their own repre-
sentative.

5) Management must be able to evaluate worker commu-
nication quickly to keep pace with them.

63. Jim, the production manager, was talking to Char-
lie, the department head in the relay assembly line.

"Charlie, your guys fouled up two orders last
week. And I hear that somebody in your gang started a ru-
mor about lay-offs. Why don't you keep in touch with your
boys more—even have a weekly meeting with the whole group--
and get them on the ball."

"Naw, Jim, that's not for these guys. I get more
work out of them if I leave them alone."

1) Frequent and regular communication is apt to serve
only to increase the amount of misinformation this
group gets.

2) Frequent and regular communication will reduce the
time available for productive activities.

3) Some groups work best when the amount of information
provided by management is kept to a minimum.

4) Frequent and regular communication from a supervisor
probably will reduce the quantity of misinformation
among members of a work group.

5) The amount of communication from the supervisor pro-
bably has little to do with how much misinformation
gets around.

64. With a new building being built, two sections of
clerk-typists were jealously afraid that the improved facil-
ities would go to the other. This climaxed a long rivalry
between the sections. Some clerks even felt insecure about
their status within their own group. The industrial rela-
tions director suggested to the section manager that he
should contact each employee more often and try to scatter
coffee breaks so the two different groups would have a
chance to talk to each other every week.

1) Frequent and regular communication within groups
probably has little to do with morale.

2) Fear and suspicion should be prohibited by management
order.

3) Frequent and regular communication among and within
work groups will lessen fear and suspicion among and
within these groups.

4) Frequent and regular communication among and within
work groups is apt to increase the suspicion and resentment of management.

5) Frequent and regular communication between rival groups is apt to intensify rivalries to the point of lowering efficiency.

65. Franklin, the floor manager, arrived at the store's shoe department to find many customers and no sale shoes on the tables. He confronted Mr. Helwig, the salesman in charge, with the situation charging him with negligence. "I sent you a memo four days ago telling you to have your girls set up this display for today. This will demand some reckoning, Helwig."

1) A manager has no recourse but to reprimand his subordinate immediately for failures.
2) Somebody in the department had to take the blame so it might as well have been the chief salesman.
3) Salesmen are used to being treated bluntly so a manager need not worry about speaking bluntly.
4) A communicator in Franklin's position probably can't expect all his messages to be successful.
5) It ordinarily is unwise to be quick in placing fault for failure of communication.

66. Rutledge, vice-president in charge of industrial relations, came back from a conference all enthusiastic about a communications program. He presented a plan at staff meeting.

"I think we can improve our communication in this plant 100% if we put these items into operation. The plant paper should be semi-monthly instead of monthly; letters should be sent to workers' homes; bulletin boards employed in all departments; employee forums instituted; and we should have an open house for the families of the workers. These methods should keep communication flowing upward as well as down. And I'll have to work on the horizontal communication next meeting."

1) If you concentrate on the outward symbols and machinery of communication, eventually efficient methods of communication are sure to evolve.
2) A company needs to try to keep a lot of machinery of communication going to have a good communication program.
3) The temptation to preoccupy ourselves with the outward symbols and gadgetry of communication is so strong that we can mistake them for the whole process.
4) The best way to have a good communication program is to try out the new ideas that come along.

5) It is a waste of time and money to go overboard with methods without consideration of objectives.

67. In a managerial shake-up, George Yates, of the Main Street store, who had been in line for manager there was moved to Five Points Shopping Center. He considered this unfair and appealed to Mr. Hunter, the district manager.

"Well, George, I know how you feel. But let me lay it on the line with you. The Main Street store is opening up a new dry goods section. You've had almost no experience in dry goods. We had to pull in a man who could do a job of competing with other downtown stores. We want to do right by you, George. If you're still more interested in the downtown store, you can understudy the new man for a while and then move on to a bigger store."

"I'll stick with the new assignment at Five Points."

1) Little is to be gained in communication effectiveness in trying to be honest and fair when most of the time people respect authoritative, to-the-point messages, regardless of their motives.

2) The business world must be realistic and effectiveness of communication is in increased demand when expediency is the criterion for getting things done.

3) The effectiveness of communication and worker efficiency are increased when a communicator demonstrates an apparent interest in being fair and honest.

4) People are so concerned about their own feelings that a communicator's attitude of honesty or fairness is usually misinterpreted.

5) A manager should know how to give an employee a brush-off when he doesn't want his judgment questioned.

68. The executive board was in session. "We can't discuss a communication program intelligently until we can pin down some definitions. For instance, just who is the skilled communicator?"

1) The skilled communicator is the man who has had training and experience.

2) The skilled communicator is the man who has the broadest possible understanding of the theories of communication.

3) The skilled communicator is the man with the most
4) Whether a native knack or developed wisdom provides the desired mastery of the skilled communicator is hard to say.

5) The skilled communicator is the man who has sufficient knowledge of the available tools to select and use those which will accomplish his purpose.

69. Thorndike, the plant manager, had begun weekly informal lunch conferences to which he was inviting a foreman and three of his subordinates.

Sewell, an assistant foreman was enthusiastic. "Man, will I tell him what I think of this lousy inspection idea of his!"

His boss Wilson restrained him, "Aren't you ever gonna learn that you just don't go around arguing with the plant manager?"

1) Sewell's interest in expressing his arguments and having them listened to would indicate that he is a radical.

2) A communicator in a democratic society is wise if he tells his boss just what he thinks.

3) Even though Thorndike is using a democratic procedure, he probably should react to argument in a manner indicating his authority.

4) A successful communicator in a democratic society will acknowledge and respect diversity of argument and opinion.

5) A communicator should remember that diversity of argument and opinion is all right as long as it isn't contrary to the boss.

70. "He had a pleasing voice; he was articulate and fluent when we asked him questions; he scored high on all the tests which indicated he's well at home in this business. I say, hire him for the permanent staff."

"Not so fast. How do we know he'll use these abilities? The job's a big one. I say, give him three months' trial.

1) What is called effective communication is mostly a matter of grammar which doesn't make much difference on the job.

2) Communication skills and knowledge are of value largely to top management and only slightly or not at all to lower level supervisors or workers.

3) Communication skills and knowledges are valuable as ends in themselves.
4) Communication skills and knowledges are valuable only to the extent that they are used.
5) The value of communication skills and knowledge lies primarily in knowing you possess them.

71. Hargrave, a personnel interviewer, had strong convictions on the many benefits of the art of listening. Armstrong, an executive vice-president, claimed, "I'm more of a realist myself. When I can settle an argument by being a good listener, O.K., but I haven't got time to play chaplain any other time."

1) Listening should be used to prevent as well as solve conflicts.
2) Most men in management can't afford to spend time just listening.
3) Evidence of management's willingness to listen is apt to be interpreted as a sign of weakness.
4) Management's primary responsibility is issuing communications, not listening.
5) Management's face-to-face communication should be spent primarily in listening.

72. President K. T. Girard was giving a pep talk to one of his vice-presidents. "You've got to get down and talk to those workers."
"It's impossible, K. T., there's just too much difference between us."
"Nonsense, the difference is in your head."

1) The idea of a great gap in communication is just an excuse for not spending the effort to do it.
2) The great gap in communication is the gap in background, experience, and motivations between management and workers with whom they would communicate.
3) The great gap in communication is concentrated more in the inability of the worker to receive a communication than in management.
4) The great gap in communication is in the management communicator who does not use a "feedback" mechanism to correct mistakes.
5) The great gap in communication lies in the distortion of communication by middle management as messages are passed along the line.

73. G. G. Bowers, long time president of Bower's Pump Company, was asked by an author writing a business text for a fundamental rule of written communications for the execu-
Business writing for the executive should be as informal as the personal self.

The only fundamental rule for business writing for the executive is that there is no rule.

You, the executive, should let your writing reflect you.

Business writing for the executive should be formal and conservative in tone.

Business writing for the executive should be streamlined directly to the point; it has no place for personalities.

Sam Rasarkis was an enthusiastic young drill press operator with many new ideas but few of which were really worth listening to. He entered plant manager Joe Panedic's office.

"Mr. Panedic, you said we could come to you with any suggestions for improvements?"
"Yes, come in, Sam."
"Well, I was thinking about how much light we need on the north side. Why couldn't you take off the roof and have a transparent one put on?"

Joe is a good communicator; what does he do?

1) Joe should pass all suggestions up the line even though he knows they won't be adopted.
2) Joe should hear out the suggestion but discount it at the close of the interview.
3) Joe should advise Sam that he welcomed sensible suggestions but not to bother him with impossible plans.
4) Joe should find much to commend even in ideas he knows at the outset he is bound to refuse.
5) Joe would be doing Sam a favor by telling him he was half-cocked to prevent future time wasting.

Supervisor Siefert was sounding off. "I get tired of hearing how workers don't have nearly the means to talk to the top as vice-versa. They've got stewards, gripe boxes, employee forums, letters to the editor, suggestion boxes—and they get paid for suggestions..."

1) The facilities and rewards for upward communication are ordinarily about equal to downward communication.
2) Management has become so upward communication conscious that workers have more opportunities and rewards for upward communication than management has for downward communication.
3) The structure of labor-management organization just doesn't allow for upward communication having the same opportunity as downward communication.

4) Neither the facilities available nor the rewards offered to the subordinates for upward communication equal those for messages downward.

5) The efficiency of union stewards' communication and the many pay raises for workers in the past decade is ample proof that facilities are present and rewards won by upward communication.
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APPENDIX D
We all communicate many times in many ways each hour. Business and industrial executives are getting more interested every day in these communications. They are asking what are the best principles of communication known and whether or not executives practice them. Some answers to such questions require careful survey and evaluation of judgment about such principles. We need your help in our research on this problem. When this research is completed a report on its findings will be available to all who ask for it. You may find that your cooperation in this survey is its own stimulating reward.

All answers are confidential. Do not write your name on these papers. Please fill in the general information items on the answer sheet concerning name of company, length of service, etc.

Directions

Listed below are a series of items concerned with various kinds of communication in business and industry. An incident involving communication is described. Then five responses are listed which might be used in discussing the situation. We ask you to check these statements from the point of view of best business communication policy.

Putting yourself in the position of the key executive in each item, you are to choose the one statement you think is the strongest or most desirable.

Please do not mark on these items or sign your name on the answer sheet. Record your selections with the accompanying IBM pencil on the separate answer sheet.

EXAMPLE

1. Sinclair, the boss in the stencilling department, was called in by the vice-president in charge of industrial relations and reprimanded for allowing the employees to arrange vacations to suit themselves.

"Even though it isn't on the books, I told you that employees' vacations must be arranged strictly according to production schedules."
1. The vice-president should have sent a memo to the foreman around vacation time.
2. Having been told orally should have been sufficient.
3. The foreman should have enough top management interest to double check.
4. A written record should be kept of all important statements of policy.
5. It makes little difference whether a policy of this type is written or given orally.

In the above example, alternative 4 is thought to be the strongest choice and the response would be recorded like this:

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When you have finished the responses please mail only the answer sheet in the enclosed envelope. Thank you.
1. Nathan, a usually reliable night foreman, had needed reprimanding for several weeks. The day shift reported many safety guards left off the machines after the night shift finished. The plant supervisor, who was in Nathan's department on another matter, was talking to him near his men who were lined up ready to punch out. Would it be a good policy to chew him out then and there?

1. Time and place of a communication should be disregarded when employees' lives are at stake.
2. A communication has an inherent meaning and will be responded to as such regardless of when and where it takes place.
3. Nathan's carelessness demanded at least a public reprimand.
4. Management should be concerned about maintaining the prestige of its foremen as well as the safety of workers.
5. Time and place of reprimands are important parts of its meaning and should be carefully selected.

2. Lehman, the yard boss, instructed the young unloading crew at 3:00 P.M. that ten more trucks of wheat were coming in late and would have to be unloaded into the grain elevator that day. Not knowing that the wheat was damp when threshed, the crew didn't bother to treat it before storage. Spontaneous combustion resulted and the crop was lost.

1. Management should expect workers to think for themselves and carry out orders effectively.
2. Management should expect workers to ask questions to make sure orders are complete.
3. Both worker and yard boss were guilty of poor communication practice.
4. Supervisors always have more responsibility in seeing that an instruction is complete than do subordinates.
5. Supervisors should provide subordinates not only with essential information, but with whatever background which will help them function intelligently.

3. Ayers Company had been having too many errors by stock handlers in transposing stock numbers from the bin labels to the orders. The system was less than adequate, but the workers were indifferent and the supervisors were satisfied that a certain number of errors must be made. A minimum amount of communication passed between workers and supervisors.
1. Either management or workers should initiate some kind of suggestion to improve the situation.
2. The workers should better their own condition and offer suggestions as to how the situation could be remedied.
3. Management should demand better efficiency by means of a memo from the front office.
4. Management should be more concerned not only with needless errors, but that the reasons are for worker indifference.
5. Both management and workers should ask more questions of each other to improve this situation.

4. Ollie, the personnel manager, was talking to an employee who commented in passing that if management thought it could get him on its side by printing his baby's picture in the news bulletin, it had another "think" coming.

1. It's futile for management to court loyalty by such personal techniques.
2. Management must expect some employees to gripe about something.
3. Management must expect that normally employees will assume the communications of management is in its own self interest.
4. Such a stupid remark didn't deserve further thought.
5. Such a remark shouldn't be taken one way or another.

5. Louis, the first line supervisor of plant services seemed to be reluctant about seeking cooperation from his men in moving the plant cafeteria, since he hadn't been informed of the intended move decided upon at a high level conference.

1. Timing of the announcement to a supervisor of work to be done should make little difference to the men in their cooperation.
2. Supervisors must be made to feel that they are taken into the confidence of management.
3. Asking Louis, right after the decision to make the change was made, would have assured cooperation from his men at the later date.
4. The fewer people brought in on decisions to make changes like this the less confusion results.
5. The supervisor should be glad he isn't bothered until the job order is ready to go.

6. Blanchard, the industrial relations director, priced him-
self in adjusting his communications to the people he talked to. In fact, in explaining the new pension plan to numerous employees, individually and in small groups, he would start his conversation, "In your language . . ." The plant supervisor reported to Blanchard that there was considerable ill will toward him.

1. Somebody is always going to gripe so it doesn't really make too much difference who talks to whom or how.
2. Management should learn the technique of downward communication without talking down to employees.
3. If management is to maintain workers respect, it must talk to employees.
4. Management should feel encouraged that at least one of its representatives is conscious of the communication problem.
5. Management should not allow the industrial relations man to explain company policy to individual employees.

7. The top executive staff was putting the final touches on a company reorganization plan. It was decided that the only information released to the workers would be the effective date of the reorganization and the decision that the company was staying in the same location.

1. It doesn't matter how much confidential information you tell to whom at what time, somebody's always going to feel slighted.
2. Management may withhold some information from workers on the theory that knowledge is power.
3. Management must always be careful about letting out confidential information, lest someone will jeopardize well laid plans.
4. Workers have as much right to know about changes affecting their future as management personnel.
5. Taking the employees into top management confidence would assure better cooperation in the reorganization set-up.

8. "Boy, that Charlie sure gets the most out of his men." "Yeah, he's one supervisor that knows how to get along with people."

1. When people like you they work hard for you.
2. Charlie studied efficiency methods until he could direct every move his men were going to make.
3. Having taken a course on how to win friends and influence people, could be the reason for Charlie's success.
4. Understanding reasons behind behavior results in attitudes which promote Charlie's efficiency.
5. Being a good fellow isn't enough to win Charlie's employees to him.

9. Gladys K. had worked for the Etna Insurance Company for six months and had become a key worker in her department. The other girls respected her and followed her leadership. Up to this time she heard nothing about a raise and she had been led to believe in employee school that her job called for a higher salary grade after four months. Remembering also from school that her boss was the person who was responsible for the adjustment, she burst into his office and demanded to know why she hadn't been treated like the rest.

1. The best form of communication here would be for the boss to lecture to her for ten minutes on employee responsibility.
2. The best communication here would be to fire Gladys on the spot.
3. The most persuasive and meaningful form of communication here would be action on the salary.
4. The boss should appeal to her understanding that he is human and also makes mistakes.
5. The boss should let this be a kind of catharsis for Gladys and let her talk it out.

10. In an executive training program the discussion got around to face-to-face communication. It was lauded as being a most worthy method. Jorgensen, a young executive, maintained it was ineffective in many cases, citing the example of an associate who went out into the plant and tried to be friendly with the employees and got a cold response.

1. Face-to-face contact is too direct for employees to handle; other means of getting to them should be used.
2. No matter how hard you try, you're going to get employee resentment from most overtures by management.
3. An executive should be aware of the difficulties subordinates have in accepting his approaches easily.
4. The executive and the employee have equal responsibility in making face-to-face communication work.
5. Executives should choose a time for face-to-face communication when relations between management and labor are at their best.

11. Betty, a file clerk, was scared as she approached the
division manager's office. She wanted to change days off with a fellow employee and as usual she was not quite sure what reception she'd get. Hyde, the manager, without looking up, beckoned her in with a hearty, "Come in, sit down. What is it you wanted?" He continued to read a report on his desk as she began her request. He nodded at times but kept on reading.

1. Subordinates are probably affected as much by spoken and written symbols as by physical, non-verbal signals.
2. Subordinates usually filter out the physical signals and listen more for what is said.
3. Subordinates are especially alert to all physical cues and non-verbal signals of their bosses.
4. Subordinates get their communication meaning almost exclusively from oral and/or verbal symbols.
5. Subordinates are more sensitive to physical and non-verbal cues than spoken and written words.

12. Goldsmith, the gluing department foreman, was having difficulty with his 14 crewmen washing up even before the bell rang to go home. They had a reputation for ability and interest. He discussed the problem with fellow foremen Evans and Farrell. Evans suggested, "I know that wise crew of yours. The only way to handle those guys is by direct order." Farrell disagreed. He thought the indirect approach would be better.

1. Subordinates want directness and specificity in these kinds of orders.
2. A group solution might be arrived at by the discussion method.
3. A change in routine is a nuisance and how orders come is of little consequence to the general satisfaction of the crewmen.
4. Suggestions or requests will get vastly better results than orders or commands to people of initiative and ability.
5. A supervisor who suggests solutions to workers is thought of as weak and unauthoritative and they soon lose respect for him.

13. Nelson, the works manager, went to the employee cafeteria to eat one day and sat down with two employees. "How's the food?" he asked. "OK," replied the first employee. "Say, Mr. Nelson," asked the other worker, "how do you go about getting a bonehead transferred out of your department?" Nelson laughed, "Why, this
department's production was up last month. Doesn't seem to me there could be such an employee here. Say, speaking of production, how's the new lighting?" "OK, Mr. Nelson, OK," was the reply.

1. Adequate upward communication results if conscientious managers like Nelson eat occasionally with employees and find out what management wants to know.
2. Most upward communication fails because of lack of respect of men for management.
3. Nelson couldn't listen to all the things subordinates want him to, so he must draw the line quickly.
4. Since workers only need to do what they are told, upward communication isn't really important here.
5. Good upward communication includes those things workers want Nelson to know as well as those things which Nelson wants to know.

14. Franklin, the floor manager, arrived at the store's shoe department to find many customers and no sale shoes on the tables. He confronted Mr. Helwig, the salesman in charge, with the situation, charging him with negligence. "I sent you a memo four days ago telling you to have your girls set up this display for today. This will demand some reckoning, Helwig."

1. A manager has no alternative but to reprimand his subordinate immediately for failures.
2. Somebody in the department had to take the blame so it might as well have been the chief salesman.
3. Salesmen are used to being treated bluntly, so a manager need not worry about speaking bluntly.
4. A communicator in Franklin's position probably can't expect all his messages to be successful.
5. Franklin is unwise in placing the fault for communication failure so quickly.

15. The executive staff is meeting to decide when and where to release information about a proposed plan of reorganization. The president is under pressure from some business editors to provide them with some news about it.

1. Employees have no right to expect to be told of management decisions until management is ready to do so.
2. It matters little when a management communication is released, whether externally or internally.
3. Since the content of such a management communication to their employees and to the public will differ in content, they probably should not be released at the
same time.
4. To be most effective in timing, a management communica-
tion affecting employees should be released inter-

nally before externally.
5. To get the best publicity for the company, the timing
of a management communication should be such that it
is released to the public before it is released to the
employees.

16. A Friday morning rush job of reupholstering davenport
cushions could have been met by either working late on
Friday, working the whole line on Saturday morning, or
splitting it up. Alex, the line manager, ordered the
line to stay late Friday afternoon. Morale sagged and
production decreased the next week.

1. Alex was lulled into poor communication practice be-
cause he was able to order an action without first
 gaining acceptance of it.
2. Alex's paramount interest should be the work satis-
faction of his workers.
3. Alex's only concern must be immediate production and
delivery and not communication.
4. Alex should at least try to see what the leaders in
the production line prefer.
5. Alex should not waste time consulting his personnel
to make production schedule decisions.

17. Hendricks, the plant supervisor, after reading the sug-
gestions from the plant suggestion box, tossed out sev-
eral poor ones immediately.

1. The suggestion box has served its purpose by allow-
ing the employee to express himself; no more than an
acknowledgement is needed.
2. Management cannot waste time considering worthless
suggestions.
3. Suggestion boxes are effective communication devices
and their contents should be given studied attention.
4. There are probably a lot of crank suggestions in sug-
gestion boxes anyhow so employees expect them to be
thrown out.
5. Management should learn the technique of saving the
feelings of employees by giving even poor suggestions
further study.

18. Some employee unrest had been reported among the linemen
of the Jefferson Telephone Company. The vice-president
in charge of industrial relations, who worked closely with the communications of the company, suggested that the monthly news sheet devote several features to the linemen's work to make them feel more a part of the company. The field supervisor recommended that at some time or other, all members of the executive staff should visit the linemen on the job.

1. Communication needs of employees aren't satisfied with mere publication recognition.
2. Management can't waste valuable time driving miles just to shake hands with some lineman who wants to be left alone.
3. Management's communication effort should maximize efficient personal contact with its men.
4. Letting the linemen know their importance to the company through company publication will go a long way in solving unrest.
5. A lineman's job is a comparatively lonely one and neither feature articles nor an occasional personal contact make it much less lonely.

19. Spencer Products, after a stormy year of contract negotiations in which management emerged the "winner," prepared a special pamphlet and issued it with its annual report to employees showing that the fringe benefits amounted to $456 a year per employee. A spot check on the response to the pamphlet showed that an overwhelming majority of the employees rejected it.

1. An employee must be persuaded by an emotional approach when he doubts the logic of a communication.
2. With such a communication environment most any kind of communication attempt would be rejected.
3. The pamphlet should have stated a stronger case to win over doubting employees.
4. An employee who believes that he is being "sold a bill of goods" will reject the communique regardless of its apparent validity.
5. Most employees just don't realize how well off they are.

20. The editor of the Sparks plant monthly publication and the industrial relations director were discussing what topic should get the biggest play in an important issue. The editor insisted that compliments on jobs well done always were top material. The IR man claimed the coming reorganization plan which would open up new jobs and provide some promotions was more important.
1. Employees are most apt to like to read about the doings of the top executives of the company.

2. Employees aren't particular about what is written about as long as they make the news.

3. Employees want most to know information about their own future and status or how the company plans affect them.

4. Employees are just as interested in having their families recognized as learning about the future in the company.

5. Employees are human beings and like to hear commendations on successful performances more than company policy which they had no hand in making.

21. Cotter, Plant A superintendent, was arguing heatedly with Randall, vice-president in charge of plant operations. Both Plant A and Plant B were to have reconditioned drill presses installed. Cotter insisted that Plant A have its presses installed first since Plant B was ahead on orders. Randall maintained that Plant B was also in need, that all was not black and white. "Things could be worked out", he said. Cotter insisted, "No, dammit, either you win or I do!"

1. Participants should strive for a compromise which is better than breeding ill will from black or white decisions.

2. Watered down results from a communication conflict are hardly ever satisfactory to either side.

3. The participants of a communication conflict need not view the results of disagreement as limited to winning or losing, or compromise—both parties can win.

4. The company cannot expect to win in the long run by a heated argument.

5. In communication conflicts on major problems, a clear cut solution for one side must result if efficiency and order is to be maintained.

22. Walt Fleming, the mill foreman in the West Coast Ladder Company, had just driven in after an early morning errand and was approached by Hank and Bob, mill workers, at the morning break. Hank began, "Walt, those orders you left last night were screwy. I thought you wanted the 14 foot step ladder order started first. Bob tells me it's the 8 foot straight." "I couldn't have written it any plainer, Hank. Do you need pictures?" Bob broke in, "Even if it had been plain, it's nuts to start the 14 footers when the mill is set up for the 8's."
1. An employee should be little concerned whether or not he is allowed to question orders of a boss.
2. An employee is entitled to misunderstand, to object, to question a communication—and to receive proper explanation.
3. An employee's job is to take orders and carry them out successfully.
4. Employees should not be criticized for questioning orders.
5. An employee should get his orders straight the first time and not question his foreman's judgment.

23. With a new building being built, each of two sections of clerk-typists were jealously afraid that the improved facilities would go to the other. This climaxed a long rivalry between the sections. Even some clerks felt insecure about their status within their own group. The industrial relations director suggested to the section manager that he should contact each employee more often and try to scatter coffee breaks so the two different groups would have a chance to talk to each other every week.

1. Frequent and regular communication within groups probably has little to do with morale.
2. Fear and suspicion should be prohibited by management order.
3. Frequent and regular communication among and within work groups will lessen fear and suspicion among and within these groups.
4. Frequent and regular communication among and within work groups is apt to increase the suspicion and resentment of management.
5. Frequent and regular communication between rival groups is apt to intensify rivalries to the point of lowering efficiency.

24. In a managerial shake-up, George Yates, of the Main Street store, who had been in line for manager there was moved to Five Points Shopping Center. He considered this unfair and appealed to Mr. Hunter, the district manager. "Well, George, I know how you feel. But let me lay it on the line with you. The Main Street store is opening up a new dry goods section. You've had almost no experience in dry goods. We had to pull in a man who could do a job of competing with other downtown stores. We want to do right by you, George. If you're still more interested in the downtown store, you can understudy the new man for a while and then move on to
a bigger store." "I'll stick with the new assignment at Five Points."

1. Little is to be gained in communication effectiveness in trying to be honest and fair when most of the time people respect authoritative, to-the-point messages, regardless of their motives.

2. The business world must be realistic and effectiveness of communication is in increased demand when quick results is the criterion for getting things done.

3. The effectiveness of communication and worker efficiency are increased when a communicator demonstrates an apparent interest in being fair and honest.

4. People are so concerned about their own feelings that a communicator's attitude of honesty or fairness is usually misinterpreted.

5. A manager should know how to give an employee a brush-off when he doesn't want his judgment questioned.

25. Hargrave, a personnel interviewer, had strong convictions on the many benefits of the art of listening. Armstrong, an executive vice-president, claimed, "I'm more of a realist myself. When I can settle an argument by being a good listener, OK, but I haven't got time to play chaplain any other time."

1. Listening should be used to prevent as well as solve conflicts.

2. Most men in management can't afford to spend time just listening.

3. Evidence of management's willingness to listen is apt to be interpreted as a sign of weakness.

4. Management's primary responsibility is issuing communications, not listening.

5. Management's face-to-face communication should be spent primarily in listening.

26. Jones, the vice-president in charge of personnel, was called on the carpet for firing the editor of the company monthly publication. The editor had written an editorial about a pending strike and the editorial stirred up the workers.

1. No communication policy is apt to make much difference on a matter of a union called strike.

2. Under the freedom of the press, the editor should have a right to print what he likes.
3. The nature of the communication policy should be formulated as need arises from day to day.
4. Written communication policy probably wouldn't have helped much anyhow.
5. If the aims of a communication were formulated and stated in writing, this conflict might not have happened.

27. At the intermission of a company dance, Hawkins, the vice-president grumbles to his wife that more employees should engage them in conversation and not be so aloof.

1. Both management and employees are responsible for initiating conversation.
2. This is a land of freedom and equality; anybody can talk to anybody else.
3. Conventional social ego is a top management barrier to communication.
4. Employees should converse primarily in their own groups.
5. Top management has little in common to talk about with employees.

28. The Smithville Glass Works was negotiating with the union on a new contract. Because of fewer orders, heavier inventories, etc., management was certain it had a clear cut case to stand pat on the rate of the previous contract. The executive staff pondered whether or not to try to reach employees at this time.

1. Management should recognize that contract negotiations represent a time when well turned ears and sharply focused eyes offer an excellent opportunity to do thorough communication jobs with employees.
2. The situation is usually so busy and hectic at contract negotiation time that management could spend very little time trying to get through to employees in any extensive fashion.
3. Management should find a way to retain its authority and responsibility and still sustain communication with employees during the negotiations.
4. It's best not to try to "buy off" employees during contract negotiations.
5. Employees are confused by both union and management at this time so it matters little whether management tries to reach them.

29. The Northern Valley Paper and Pulp Company had to make
certain cut backs in personnel. Questions arose from many quarters as to the danger of general lay-offs in the near future. Management resented this implication since times were prosperous and it had not announced any such possibilities. It ignored the questions.

1. Even with urgent questions, management isn't sure that an attempted answer won't be used against them.
2. Even if management had tried to stop the rumor, workers would believe what they wanted to believe.
3. Damaging rumors are often the result of management's failure to answer pressing questions.
4. Not being told anything, a worker will believe the worst.
5. Rumors are a dime a dozen in factories and will run their inevitable course with no serious damage.

30. G. G. Bowers, long time president of Bowers Pump Company, was asked by an author writing a business writing text for a fundamental rule of written communications for the executive.

1. Business writing for the executive should be as informal as the personal self.
2. The only fundamental rule for business writing for the executive is that there is no rule.
3. You, the executive, should let your writing reflect you.
4. Business writing for the executive should be formal and conservative in tone.
5. Business writing for the executive should be streamlined directly to the point; it has no place for personalities.
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We all communicate many times in many ways each hour. Business and industrial executives are getting more interested every day in these communications. They are asking what are the best principles of communication known and whether or not executives practice them. Some answers to such questions require careful survey and evaluation of judgment about such principles. We need your help in our research on this problem. When this research is completed a report on its findings will be available to all who ask for it. You may find that your cooperation in this survey is its own stimulating reward.

All answers are confidential. Do not write your name on these papers. Please fill in the general information items on the answer sheet concerning name of company, length of service, etc.

Directions

Listed below are a series of items concerned with various kinds of communication in business and industry. An incident involving communication is described. Then five responses are listed which might be used in discussing the situation. We ask you to check these statements from the point of view of best business communication policy.

Putting yourself in the position of the key executive in each item, you are to choose the one statement you think is the strongest or most desirable.

Please do not mark on these items or sign your name on the answer sheet. Record your selections with the accompanying IBM pencil on the separate answer sheet.

EXAMPLE

1. Sinclair, the boss in the stencilling department, was called in by the vice-president in charge of industrial relations and reprimanded for allowing the employees to arrange vacations to suit themselves.

"Even though it isn't on the books, I told you that employees' vacations must be arranged strictly according to production schedules."
1. The vice-president should have sent a memo to the foreman around vacation time.
2. Having been told orally should have been sufficient.
3. The foreman should have enough top management interest to double check.
4. A written record should be kept of all important statements of policy.
5. It makes little difference whether a policy of this type is written or given orally.

In the above example, alternative 4 is thought to be the strongest choice and the response would be recorded like this:

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When you have finished the responses please mail only the answer sheet in the enclosed envelope. Thank you.
1. Nathan, a usually reliable night foreman, had needed reprimanding for several weeks. The day shift reported many safety guards left off the machines after the night shift finished. The plant supervisor, who was in Nathan's department on another matter, was talking to him near his men who were lined up ready to punch out. Would it be a good policy to chew him out then and there?

1. Time and place of a communication should be disregarded when employees' lives are at stake.
2. A communication has an inherent meaning and will be responded to as such regardless of when and where it takes place.
3. Nathan's carelessness demanded at least a public reprimand.
4. Management should be concerned about maintaining the prestige of its foremen as well as the safety of workers.
5. Time and place of reprimands are important parts of its meaning and should be carefully selected.

2. Lehman, the yard boss, instructed the young unloading crew at 3:00 P.M. that ten more trucks of wheat were coming in late and would have to be unloaded into the grain elevator that day. Not knowing that the wheat was damp when threshed, the crew didn't bother to treat it before storage. Spontaneous combustion resulted and the crop was lost.

1. Management should expect workers to think for themselves and carry out orders effectively.
2. Management should expect workers to ask questions to make sure orders are complete.
3. Both worker and yard boss were guilty of poor communication practice.
4. Supervisors always have more responsibility in seeing that an instruction is complete than do subordinates.
5. Supervisors should provide subordinates not only with essential information, but with whatever background which will help them function intelligently.

3. Ayers Company had been having too many errors by stock handlers in transposing stock numbers from the bin labels to the orders. The system was less than adequate, but the workers were indifferent and the supervisors were satisfied that a certain number of errors must be made. A minimum amount of communication passed between workers and supervisors.
1. Either management or workers should initiate some kind of suggestion to improve the situation.
2. The workers should better their own condition and offer suggestions as to how the situation could be remedied.
3. Management should demand better efficiency by means of a memo from the front office.
4. Management should be more concerned not only with needless errors, but that the reasons are for worker indifference.
5. Both management and workers should ask more questions of each other to improve this situation.

4. Ollie, the personnel manager, was talking to an employee who commented in passing that if management thought it could get him on its side by printing his baby's picture in the news bulletin, it had another "think" coming.

1. It's futile for management to court loyalty by such personal techniques.
2. Management must expect some employees to gripe about something.
3. Management must expect that normally employees will assume the communications of management is in its own self interest.
4. Such a stupid remark didn't deserve further thought.
5. Such a remark shouldn't be taken one way or another.

5. Louis, the first line supervisor of plant services seemed to be reluctant about seeking cooperation from his men in moving the plant cafeteria, since he hadn't been informed of the intended move decided upon at a high level conference.

1. Timing of the announcement to a supervisor of work to be done should make little difference to the men in their cooperation.
2. Supervisors must be made to feel that they are taken into the confidence of management.
3. Asking Louis, right after the decision to make the change was made, would have assured cooperation from his men at the later date.
4. The fewer people brought in on decisions to make changes like this the less confusion results.
5. The supervisor should be glad he isn't bothered until the job order is ready to go.

6. Blanchard, the industrial relations director, prided him-
self in adjusting his communications to the people he talked to. In fact, in explaining the new pension plan to numerous employees, individually and in small groups, he would start his conversation, "In your language . . . ."
The plant supervisor reported to Blanchard that there was considerable ill will toward him.

1. Somebody is always going to gripe so it doesn't really make too much difference who talks to whom or how.
2. Management should learn the technique of downward communication without talking down to employees.
3. If management is to maintain workers respect, it must talk to employees.
4. Management should feel encouraged that at least one of its representatives is conscious of the communication problem.
5. Management should not allow the industrial relations man to explain company policy to individual employees.

7. The top executive staff was putting the final touches on a company reorganization plan. It was decided that the only information released to the workers would be the effective date of the reorganization and the decision that the company was staying in the same location.

1. It doesn't matter how much confidential information you tell to whom at what time, somebody's always going to feel slighted.
2. Management may withhold some information from workers on the theory that knowledge is power.
3. Management must always be careful about letting out confidential information, lest someone will jeopardize well laid plans.
4. Workers have as much right to know about changes affecting their future as management personnel.
5. Taking the employees into top management confidence would assure better cooperation in the reorganization set-up.

8. "Boy, that Charlie sure gets the most out of his men."
"Yeah, he's one supervisor that knows how to get along with people."

1. When people like you they work hard for you.
2. Charlie studied efficiency methods until he could direct every move his men were going to make.
3. Having taken a course on how to win friends and influence people, could be the reason for Charlie's success.
4. Understanding reasons behind behavior results in attitudes which promote Charlie's efficiency.
5. Being a good fellow isn't enough to win Charlie's employees to him.

9. Gladys K. had worked for the Etna Insurance Company for six months and had become a key worker in her department. The other girls respected her and followed her leadership. Up to this time she heard nothing about a raise and she had been led to believe in employee school that her job called for a higher salary grade after four months. Remembering also from school that her boss was the person who was responsible for the adjustment, she burst into his office and demanded to know why she hadn't been treated like the rest.

1. The best form of communication here would be for the boss to lecture to her for ten minutes on employee responsibility.
2. The best communication here would be to fire Gladys on the spot.
3. The most persuasive and meaningful form of communication here would be action on the salary.
4. The boss should appeal to her understanding that he is human and also makes mistakes.
5. The boss should let this be a kind of catharsis for Gladys and let her talk it out.

10. In an executive training program the discussion got around to face-to-face communication. It was lauded as being a most worthy method. Jorgensen, a young executive, maintained it was ineffective in many cases, citing the example of an associate who went out into the plant and tried to be friendly with the employees and got a cold response.

1. Face-to-face contact is too direct for employees to handle; other means of getting to them should be used.
2. No matter how hard you try, you're going to get employee resentment from most overtures by management.
3. An executive should be aware of the difficulties subordinates have in accepting his approaches easily.
4. The executive and the employee have equal responsibility in making face-to-face communication work.
5. Executives should choose a time for face-to-face communication when relations between management and labor are at their best.
11. In the interest of safety and economy, management began clamping down in certain areas in the company. Because towels and lounges were sometimes burned in the girls' wash room, a memorandum was issued forbidding smoking in these rooms. This caused much resentment among the women employees and they registered a complaint to management who ignored it. Several weeks later when invitations were sent out to employees requesting attendance at a company picnic, few employees even returned the reply card.

1. Women usually play hard to get when antagonized so lack of upward communication shouldn't bother management.

2. Ignoring upward communication is a good way of disciplining uncooperative employees in this case.

3. Employees should be given a choice in whether or not they want to conform to fire safety regulations.

4. One of the strongest deterrents to upward communication is the failure to act on undesirable conditions previously brought to its attention.

5. Management has to ignore certain unsavory conditions in the interest of safety even if upward communication is disrupted.

12. The executive board was discussing a plan to expand facilities for employees to communicate with their superiors. Barton, who presented the plan, suggested that suggestion boxes be placed in each department, an employee forum be held once a month, and interviews be scheduled with employees.

1. Employees probably have enough to do working at their jobs without adding staff communication demands on them.

2. The greater the opportunities for upward communication, the greater the encouragement for the employee to communicate.

3. Employees would become immediately suspicious if such a plan were implemented and would clam up all the more.

4. Such a plan would indicate management's interest in the employee and perhaps he would at least confide in management during interviews.

5. Techniques are no substitute for showing interest by a pay raise which is the best way to encourage employees to communicate upward.

13. Thorndike, the plant manager, had begun weekly informal
lunch conferences to which he was inviting a foreman and three of his subordinates. Sewell, an assistant foreman was enthusiastic. "Man will I tell him what I think of this lousy inspection idea of his!" His boss Wilson restrained him, "Aren't you ever gonna learn that you just don't go around arguing with the plant manager?"

1. Sewell's interest in expressing his arguments and having them listened to would indicate that he is overly aggressive.
2. A communicator in a democratic society is wise if he tells his boss just what he thinks.
3. Even though Thorndike is using a democratic procedure, he probably should react to argument in a manner indicating his authority.
4. A successful communicator in a democratic society will acknowledge and respect diversity of argument and opinion.
5. A communicator should remember that diversity of argument and opinion is all right as long as it isn't contrary to the boss.

14. Harper, a former night newspaper editor, was hired on a trial basis by management executives to organize a communications program which would include a semi-monthly plant paper, bulletin board, suggestion box, etc. Three months produced little change in worker morale. Management was planning to abandon the position.

1. If a communication program is to be effective, it must have the blessing, encouragement, and cooperation of the front office.
2. If communications programs can't begin to show some results in three months, then the communications director should be fired.
3. The effectiveness of a communications program cannot be evaluated on the basis of a three months effort.
4. Management should expect a communications program to do its job effectively regardless of top management's attitude toward them.
5. Management must assume the failure was partly due to the incompetence of the editor and partly to management.

15. Hunt, the industrial relations director, was talking to Ramsey the plant manager over a cup of coffee. "Yes, sir, this company is really communications conscious." "Oh," replied Ramsey, "I hadn't noticed."
1. Communications are relatively unimportant so neither awareness nor implementation of them matters greatly.
2. Employees should be satisfied to know they have a progressive management that is aware of employee communication needs.
3. A common omission in management programs is the appreciation of a communication need without implementing the necessary program to meet the need.

16. Henderson Company had a long tradition of businesslike sounding letters coming from its offices. President J. G. was convinced that business writing should reflect a legal, official tone which the venerable institution of commerce deserved. His company had been successful and no little credit was given to this prestige which the writing afforded. Other executives coming in were trying to modify the style.

1. Occupying a unique place in American development, business writing should reflect a unique trademark.
2. Business should model its writing on the best speech of working people rather than on the language of the courtroom.
3. If the business is successful, don't tamper with the approach of business writing.
4. The importance of business writing has been greatly exaggerated since it makes little difference in the total execution of business.
5. Business should always be sensitive to needed changes of style in business writing.

17. The industrial engineers had submitted a plan for rearranging the desks, files, etc., in a large receiving depot office. The plant superintendent and the office manager met with the engineer on Saturday morning, his only chance with free time. The plan was acceptable to them and so as not to lose valuable time, a labor crew was brought in that week-end to make the necessary changes.

1. The engineer's efficient plans will be readily acceptable by the working staff who will realize it's for their benefit.
2. People who feel that they have taken part or had a say in a decision are much more likely to go along with it enthusiastically.
3. Valuable suggestions might have been forthcoming from the staff.
4. Since much haggling usually goes on about these kinds
of changes, it's best that the workers aren't bothered.

5. Whether invited to participate or not, some workers will be dissatisfied.

18. At the Monday morning staff meeting, the industrial relations assistant reported that the latest booklet on the company's retirement income plan was meeting with much success. Wednesday, Upshaw, the industrial relations director, was having coffee with several of the employees and when the subject got around to retirement income, one of the men asked, "Yeah, Mr. Upshaw, how does this thing work?"

1. The assistant probably did a good job on the booklet but the employees just didn't take the time to understand it.
2. After talking to the employees, the industrial relations director should discount some of his assistant's report.
3. To get a clear picture of the effects of its communication, top management needs not only reports from assistants but direct reports from employees.
4. Both assistants and employees are going to slant their evaluations of communications so it doesn't matter which furnished the data.
5. An assistant is paid for this kind of job and his report on the effects of communication is probably quite reliable.

19. Engle, a member of the pipe fitter crew, was complaining to supervisor Blanchard, "What's the story, boss? I'm sittin' in the Black Swan last night with Bill Sachs and outa the blue he says, 'Say, I hear by way of the upstairs superintendent that you're bein' moved out on the drip truck next week.' This is a fine time to tell me. I thought Tony and me was stayin' inside. I might as well get my orders from old B. D. (the president)."

1. Workers expect to receive information from the downward grapevine so no respect for formal channels is lost by rumors.
2. Workers who are in the habit of receiving most company information from their boss will become upset if they begin to get it elsewhere.
3. The workers' respect for downward communication channels is influenced by the extent to which the supervisor receives and transmits information before the subordinate gets it elsewhere.
4. A worker will question downward communication channels no matter whom he hears the information from because of his general attitude toward the tradition of business and industry.

5. Whether workers receive information through a supervisor or otherwise is of little consequence as long as the information is correct.

20. The department heads were finishing their weekly conference. Goddard, the presiding executive vice-president, called on the personnel director for a report on the status of communications in the plant. "I'm happy to say that we're in good shape. This company doesn't need a gripe boy or a high paid consultant to count the syllables in our publication."

1. A company like this need worry little about their communication problems.
2. If the department heads agree that good communications exist it probably does.
3. A barrier to good communication is the easy illusion that it already exists.
4. Confidence that you have an effective communications program makes the difference between good and bad programs.
5. The personnel director is the member of the management team in the best position to know about the quality of communication in the plant.

21. Rutledge, vice-president in charge of industrial relations, came back from a conference all enthusiastic about a communications program. He presented a plan at staff meeting.

"I think we can improve our communication in this plant 100 per cent if we put these items into operation. The plant paper should be semi-monthly instead of monthly; letters should be sent to workers' homes; bulletin boards employed in all departments; employee forums instituted; and we should have an open house for the families of the workers. These methods should keep communication flowing upward as well as down. And I'll have to work on the horizontal communication next meeting."

1. If you concentrate on the outward symbols and machinery of communication, eventually efficient methods of communication are sure to evolve.
2. A company needs to try to keep a lot of machinery of communication going to have a good communication
program.
3. The temptation to preoccupy ourselves with the outward symbols and gadgetry of communication is so strong that we can mistake them for the whole process.
4. The best way to have a good communication program is to try out the new ideas that come along.
5. It is a waste of time and money to go overboard with methods without first considering objectives.

22. "He had a pleasing voice; he was articulate and fluent when we asked him questions; he scored high on all the tests which indicated he's well at home in this business. I say, hire him for the permanent staff." "Not so fast. How do we know he'll use these abilities? The job's a big one. I say, give him three months' trial."

1. What is called effective communication is mostly a matter of grammar which doesn't make much difference on the job.
2. Communication skills and knowledge are of value largely to top management and only slightly or not at all to lower level supervisors or workers.
3. Communication skills and knowledges are valuable as ends in themselves.
4. Communication skills and knowledges are valuable only to the extent that they are used.
5. The value of communication skills and knowledge lies primarily in knowing you possess them.

23. Somebody in the enamelling room of the washing machine tub factory is slowing down the piece work production. Jack, a worker in the room, is said to know who it is and why. He is called in by the first line supervisor.

1. There's no way to tell whether or not it will be helpful to ask a fellow employee to confide in the supervisor.
2. The supervisor should attempt to get the information he needs from the union representative.
3. A clever supervisor should be able to trick the employee into giving him the information he wants.
4. It is not good policy to expect one worker to talk with his boss about another worker.
5. An employee's frankness is to a large extent within his supervisor's control.

24. The president of the company was walking through the
plant and observed, "Isn't it quite dark in here for working this morning?" A lively discussion among the supervisors ensued as to what the president meant. Did he mean new lighting? When? Etc.

1. The direct approach is a more frank one and therefore it is a more effective method.
2. The president doesn't want to insult the intelligence of his subordinates by explaining all details.
3. If the president had used the direct approach he would have had about the same response as from the question approach.
4. There would likely have been a greater response if the president had directly and specifically stated his plans rather than letting the receiver guess them.
5. A hint is a much more tactful method and, therefore, gets the greater results in the long run.

25. Briggs, the personnel manager, was in an interview with Alice, who worked on the small parts assembly line. Briggs had heard before she came in that the employee working next to Alice was most difficult to get along with and that Alice was beside herself with frustration and anxiety. To establish common ground Briggs opened the interview by relating how a personnel manager has problems of his own, like his kid cutting his toe on the lawn mower, his brother-in-law's house burning down, etc.

1. There is no sure-fire approach when trying to pacify an irritated employee.
2. Management should make it known to Alice that it does not tolerate an employee's excuses for poor work just because she doesn't like someone.
3. Perhaps rapport with employees can be established by letting them know that management is human and has problems too.
4. Sharing trouble is poor communication policy.
5. Management should have just as much right to tell employees its troubles as vice-versa.

26. The staff meeting was discussing the lack of employee knowledge of the Cooperville plant management. This seemed to be a need that employee forums would meet. Here an officer of the company would talk on a particular phase of the company followed by a question period. The chairman suggested that the forum be used a couple times to fill the gap.
1. Management could best solve this problem only by making better use of the plant paper.
2. Employees are unpredictable in their response to programs of this type so it is difficult to tell whether or not meeting twice is enough.
3. Regularizing constructive communication practices such as this would create a more healthy communication program and would be preferred over a brief approach.
4. As long as the employees know something's being done, the number and regularity of meetings are unimportant.
5. Employee needs for information come sporadically and should be filled the same way.

27. The coffee hour, in which several at a time from the division were to go out, became a social hour for the whole division at the same time. The office manager posted a schedule of which members of the division were to leave at what time. He felt they were still getting as much time and that he was doing them a favor by relieving the congestion at the cafeteria. When considerable griping occurred, he called the division together and repeated his order.

1. Repetition of the order would dispel most of the griping.
2. Repetition is good only when the communicator is sure of his response.
3. Repeating the order would demonstrate he means business and help gain the respect of his office staff.
4. If an order elicits an undesired response, repeating the order will not result in a more desirous response.
5. The employees would gripe whether the order was repeated or not.

28. Ackerman was a conscientious foreman and eager for advancement. He caused Garrison, the plant manager, no trouble and always turned in reports of satisfactory conditions in his department. Lately however, rumors reached Garrison that there was considerable unrest among certain workers in Ackerman's department.

1. The plant manager should appreciate not being bothered by every worker conflict in the plant (through foreman reports).
2. If Ackerman wants to get ahead, he should report upward only the features of the situation which will create a favorable impression.
3. Subordinates should find the middle ground and report bad as well as good news if they are to maintain the
support of superiors.
4. A conscientious foreman will probably be able to solve his own problems and shouldn't have to report unfavorable conditions.
5. To win superior's recommendations, subordinates should demonstrate their ability to spot troubles or potential troubles and should report them at once.

29. Koldar, the foreman, had to go out of the plant for a couple hours and instructed Mathews, his assistant, to start the crew on a rush order the second hour. Mathews got involved in something else and failed to issue the instruction. The rush order was started late and Koldar was severely reprimanded. When he saw Mathews, he demanded, "Whaddya trying to do, have me fired?"

1. When a subordinate fails to carry out such a simple instruction, we must conclude that he probably did it to get an unliked boss in trouble.
2. It's good policy for a foreman to handle all important orders himself.
3. An assistant who is neglectful in this manner should have a strong public reprimand.
4. We ordinarily should not infer that failures in communication are intentional.
5. When communication fails at times like these, a good foreman will discharge the person responsible to keep it from happening again.

30. Personnel staff members were emptying the contents of the complaint boxes from the various departments. "Ah," exclaimed Lowell, "not a single complaint. All's well at the front."
"Yeah," contributed Herb, "last month when I got that beef about the lighting in department B, I knew we had unrest in the plant."

1. Too much worker communication is evaluated by management in too much of a hurry.
2. Anonymous complaints in suggestion boxes are nothing to worry about.
3. The obvious interpretation of the fact that no complaints were made is that workers are satisfied and happy.
4. Most workers have learned that the best way to communicate with management is through their own representative.
5. Management must be able to evaluate worker communication quickly to keep pace with them.
**FINAL FORM F - EXPERT KEY**

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*1 - Order of alternatives

*3 - Rank order by author and expert group

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Heron, Alexander R. Sharing Information with Employees. Stanford University, California: Stanford University Press, 1942. 204 pp.


PERIODICALS


Bain, Read. "Theory of Attitudes and Opinion," Psychological


UNPUBLISHED MATERIAL


Dahle, Thomas L. "An Objective and Comparative Study of Five Methods of Transmitting Information to Business and Industrial Employees." Unpublished Ph. D. dissertation, Department of Speech, Purdue University, 1954.


I, Dwight Lowell Freshley, was born near Homeworth, Ohio, June 27, 1924. I received my secondary school education in the public schools of Alliance, Ohio. My undergraduate training was obtained at North Central College, from which I received the degree Bachelor of Arts in 1950. From Northwestern University, I received the degree Master of Arts in 1951. In September, 1951 I received an appointment as Instructor of Speech and Coach of Debate at Lehigh University, a position I held until June, 1953. I enrolled in The Ohio State University in June, 1953, where I specialized in the Department of Speech. While completing the requirements for the degree Doctor of Philosophy, I received an initial appointment as Graduate Assistant and later Assistant and Assistant Instructor. An appointment as Assistant Professor of Speech at Vanderbilt University will become effective September 1, 1955.