Business Communication Developing Leaders for a Networked World 2nd edition Cardon Test Bank

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Chapter 02

Interpersonal Communication and Emotional Intelligence

True / False Questions

1. Each person involved in interpersonal communication is both encoding and decoding meaning.

   True False

2. Decoding is the process of converting meaning into messages composed of words and nonverbal signals.

   True False

3. In the interpersonal communication process, communicators encode and send messages at the same time that they also receive and decode messages.

   True False

4. Hearing problems, illness, and memory loss are examples of semantic noise in the communication process.

   True False

5. Physical noise refers to interference due to attitudes, ideas, and emotions experienced during an interpersonal interaction.

   True False

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6. All outgoing messages are encoded and all incoming messages are decoded through a filter of lifetime experiences.

   True False

7. High self-awareness includes the ability to manage events that stir strong responses.

   True False

8. Venting negative feelings is one of the most effective strategies for de-escalating anger.

   True False

9. People who have low self-management should practice self-talk to improve.

   True False

10. People with high self-management react defensively with a me-first attitude when threats are perceived.

    True False

11. Recent business-school graduates rank listening skills among the most important communication skills.

    True False

12. In a conversation with a co-worker, Kosuke agrees with everything the other person says. Kosuke is successfully practicing the skill of holding judgment.

    True False

13. During a conversation with his supervisor, Alec paraphrases something that he heard her say. This is an example of a judger statement.

    True False

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14. Sharing your own ideas with your colleagues undermines the active listening process.

True False

15. Probing questions are intended to create bonds between people.

True False

16. Leading questions are generally open-ended.

True False

17. Nonverbal messages, such as posture, are most important when they convey a different emotion than the spoken message.

True False

18. A person's motivational value system is a blend of the three primary motives of nurturing, dominating, and autonomizing.

True False

19. A manager who wants to hire an effective leader should focus on applicants who are extroverts.

True False

20. When one is treated poorly, responding aggressively potentially de-escalates a difficult situation and shows one's character and caring.

True False

Multiple Choice Questions

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21. Which of the following terms best describes the process of sending and receiving verbal and nonverbal messages between two or more people?

A. active listening process
B. verbal communication process
C. interpersonal communication process
D. thought process
E. review process

22. Melissa intends to say something to the new employee that will make him feel welcome as a member of the team. The thought that Melissa intends to communicate is known as _____.

A. meaning
B. message
C. semantics
D. encoding
E. empathy

23. _____ is the process of converting meaning into messages composed of words and nonverbal signals.

A. Decoding
B. Encoding
C. Translating
D. Filtering
E. Communicating

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24. Ayesha says, "You're so generous!" in a sarcastic tone. Mario decides that Ayesha thinks he is cheap. What process has Mario just done?

A. filtering
B. hijacking
C. encoding
D. synchronizing
E. decoding

25. Loud music coming from the next room or distorted formatting in an email message are examples of _____ noise.

A. physical
B. psychological
C. semantic
D. physiological
E. cognitive

26. _____ noise occurs when communicators apply different meanings to the same words or phrases.

A. Psychological
B. Physical
C. Semantic
D. Cognitive
E. Physiological

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27. Which of the following is an example of psychological noise?

A. Jenna's boss does not understand what she tells him because his hearing aid battery dies.
B. Jenna's boss does not understand that when she says a product is "bad," she means she likes it.
C. Jenna's boss does not take her complaint seriously because construction noise prevented him from hearing it.
D. Jenna's boss does not take her complaint seriously because he thinks teenagers always exaggerate.
E. Jenna's boss does not remember what she tells him because he has another meeting right after their conversation.

28. All outgoing messages are encoded and all incoming messages are decoded through

A. a filter of lifetime experiences.
B. psychological noise.
C. mitigating information.
D. a motivational value system.
E. sight-reading.

29. Emotional _____ refers to a situation in which emotions control our behavior causing us to react without thinking.

A. filtering
B. hijacking
C. blackmail
D. noise
E. intelligence

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30. Which of the following is the process of accurately understanding one's own emotions as they occur and how they affect one's behavior and thought?

A. self-management
B. empathy
C. relationship management
D. shared meaning
E. self-awareness

31. Events that cause strong emotional reactions are called _____.

A. triggers
B. stressors
C. noise
D. distracters
E. filters

32. Jeanne pays close attention to her emotions at work and takes a quick break whenever she thinks her frustration level might cause her to lash out at a co-worker. What quality does this behavior demonstrate?

A. empathy
B. self-management
C. emotional hijacking
D. sight-reading
E. psychological noise

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33. Which of the following involves the discipline to hold off on current urges to meet long-term intentions?

A. empathy
B. self-awareness
C. self-management
D. relationship management
E. sight-reading

34. Which of the following domains of emotional intelligence is the "ability to accurately pick up on emotions in other people and understand what is really going on with them"?

A. empathy
B. relationship management
C. self-management
D. self-awareness
E. pessimism

35. Which of the following is an impact of low self-management on interpersonal communication?

A. One directs conversations to topics that are important to self.
B. One focuses exclusively on the task at hand without paying attention to rapport-building.
C. One provides indirect and vague feedback and ideas to others.
D. One frequently vents frustrations without a constructive work purpose.
E. One is unaware of his or her own emotional states and its related impacts on communication.

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36. Which of the following is an impact of high self-management on interpersonal communication?

A. One controls emotional impulses that are not aligned with work and relationship goals.
B. One attempts to understand the feelings, perspectives, and needs of others.
C. One engages in a me-first approach to work with colleagues.
D. One accepts and even welcomes feedback and constructive criticism.
E. One is aware of triggers and related tendencies to say the wrong thing.

37. Which of the following is an impact of high empathy on interpersonal communication?

A. One controls emotional impulses that are not aligned with work and relationship goals.
B. One directs conversations to topics that focus on the needs of others and self.
C. One is aware of triggers and related tendencies to say the wrong thing.
D. One spends a higher percentage of work conversations on work-related topics with a focus on solutions.
E. One frequently vents frustrations without a constructive work purpose.

38. Juan tries to build rapport with the people on his project by checking in with them each day to see if they have any questions or concerns. What aspect of emotional intelligence does this behavior demonstrate?

A. high empathy
B. high self-awareness
C. high relationship management
D. low self-management
E. low empathy

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39. Which of the following is a strategy to improve relationship management?

A. Engage in relaxation techniques to clear your mind.
B. Practice self-talk and visualize yourself responding effectively to challenging interpersonal issues.
C. Constantly evaluate your feelings and moods; attempt to understand your feelings as they occur.
D. Build up the courage to have a difficult conversation.
E. Reflect on personal strengths, weaknesses, and values.

40. Which of the following is a strategy to improve self-management?

A. Encourage others who rarely speak up to voice their thoughts and feelings.
B. Think about group dynamics and the related impacts on each team member.
C. Examine strategies for overcoming impulses that compete with achieving your long-range goals.
D. Think about your last reactions to the following experiences: joy, anger, self-doubt, frustration.
E. Attend work-related social outings.

41. Which of the following is most likely to be true of those people who have low empathy?

A. They often repress their emotions and then respond inappropriately to situations.
B. They seize any opportunity to talk about their own past accomplishments.
C. They frequently use meeting time to complain about issues unrelated to the current task.
D. They go out of their way to explain company procedures to new co-workers.
E. They listen carefully to what others say and then ask questions to clarify what they heard.

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42. Which of the following is a domain of emotional intelligence?

A. shared meaning
B. sympathy
C. self-management
D. semantics
E. synchronizing

43. When Jamie listens to a customer, she maintains eye contact, nods when appropriate, and ignores her phone when it gives an incoming message alert. Which active listening skill is she using?

A. reflecting
B. holding judgment
C. summarizing
D. clarifying
E. paying attention

44. Which of the following is an example of the active listening skill of clarifying?

A. Trung leans slightly forward as he listens to others.
B. Trung asks questions that demonstrate his desire to understand other points of view.
C. Trung asks the other person to explain a point more completely.
D. Trung expresses his own perspective after he has heard the other person.
E. Trung pauses to think about what he has heard and then paraphrases it.

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45. In a meeting with a supplier, Janice listens to his sales pitch and then says, "So the two main advantages of this product are that it will save us money and it is better for the environment. Is that correct?" What active listening skill has Janice used?

A. clarifying
B. paying attention
C. reflecting
D. summarizing
E. sharing

46. Which active listening skill involves demonstrating a learner mindset rather than a judger mindset?

A. holding judgment
B. paying attention
C. reflecting
D. summarizing
E. sharing

47. Which of the following statements is a judger statement rather than a learner statement?

A. Aren't you interested in trying new techniques?
B. How long do you think it will take to implement this new program?
C. What do the studies indicate the environmental impact will be?
D. How much do you estimate this will cost?
E. What other companies have tried this type of sales campaign?

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48. Which barrier to effective listening involves neglecting listening because of pressing deadlines?

A. lack of time
B. lack of patience and attention span
C. image of leadership
D. communication technology
E. fear of bad news or other uncomfortable information

49. A series of questions that attempt to deconstruct a business issue by moving from general to specific are known as _____ questions.

A. rapport-building
B. funnel
C. probing
D. closed
E. solution-oriented

50. Sylvie starts her weekly department meetings by asking questions such as, "How was your vacation?" "Did anyone see the football game last night?" and "Who wants to go to lunch after we finish here?" What type of questions are these?

A. closed
B. rapport-building
C. solution-oriented
D. probing
E. funnel

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51. Customers have been complaining about the products produced by Derek's department. His team has checked all the equipment, but they cannot find the cause of the poor quality. What kind of questions would most help them with this issue?

A. solution-oriented
B. rapport-building
C. probing
D. closed
E. funnel

52. What is the main difference between probing questions and solution-oriented questions?

A. Probing questions move from general to specific, while solution-oriented questions move from specific to general.
B. Probing questions tend to be analytical and focused, while solution-oriented questions tend to be casual and social.
C. Probing questions tend to be closed, while solution-oriented questions tend to be open-ended.
D. Probing questions seek to uncover root causes, while solution-oriented questions focus on what should be done.
E. Probing questions tend to have a judger mindset, while solution-oriented questions tend to have a learner mindset.

53. The act of anticipating intentions and moods through the perceptive examination of nonverbal cues is known as _____.

A. sight-reading
B. emotional intelligence
C. shared meaning
D. relationship management
E. self-management

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54. What does research consistently demonstrate about nonverbal communication?

A. People are not good at masking their feelings, and most people are highly skilled in their ability to decode nonverbal signals.
B. People are not good at masking their feelings, but most people are incapable of decoding nonverbal signals.
C. People are good at masking their feelings, but most people still manage to decode nonverbal signals.
D. People are good at masking their feelings, so most people are incapable of decoding nonverbal signals.
E. People are not good at masking their feelings, but most people are inconsistent in their ability to decode nonverbal signals.

55. During a budget meeting, Eva concludes her part of the talk and points to her presentation partner. What does this gesture most likely mean in context?

A. She is indicating that it is his turn to speak.
B. She is accusing him of interrupting her.
C. She is blaming him for the poor budget numbers.
D. She is giving him permission to ask a question.
E. She is trying to get him to be quiet.

56. When Leo had to tell Tania that her project had lost its funding, he found himself adopting a slumped posture that was similar to hers. What was Leo doing?

A. synchronizing body language to mock her
B. synchronizing body language to show empathy
C. faking a mood to change her emotions
D. using visual cutoff to encourage sharing
E. using visual cutoff to make the conversation end

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57. Kim is a salesperson who has learned to gauge her customers' interest from their eyes. Which of the following is most likely to indicate that her customer is carefully considering her product?

A. small, constricted pupils in the eyes
B. an abrupt look away by the eyes
C. a rapid sideways movement of the eyes
D. a lengthy sideways movement of the eyes
E. fast blinking of the eyes

58. Which motivational value system is most often guided by concerns that business activities have been thought out carefully and the right processes are put into place to accomplish things?

A. red MVS
B. yellow MVS
C. blue MVS
D. green MVS
E. hub

59. Which of the following statements best expresses a typical concern of someone with a blue MVS?

A. "Let's make sure everyone feels included in the decision-making."
B. "Let's be sure that we have thought out the long-term results of this."
C. "Let's consider the most efficient way to implement this decision."
D. "Let's look at how this relates to the overall welfare of the company."
E. "Let's act in a way that provides clear leadership to others."

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60. Focusing on _____ is most likely to help you communicate with a red MVS in a way that he or she prefers.

A. feelings
B. results
C. teamwork
D. flexibility
E. caution

61. Claire and Raul disagree about a proposal for the company to adopt flexible work schedules. Claire wants to make sure that they have thoroughly investigated other companies that have such schedules, while Raul wants to make the change happen before summer. What can you deduce about Claire and Raul?

A. Claire is a green MVS; Raul is a blue MVS.
B. Claire is a red MVS; Raul is a hub.
C. Claire is a green MVS; Raul is a red MVS.
D. Claire is a hub; Raul is a red MVS.
E. Claire is a blue MVS; Raul is a green MVS.

62. Which of the following qualities is characteristic of people who are hubs?

A. nurturing
B. decisive
C. analytical
D. flexible
E. competitive

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63. Which of the following qualities is more characteristic of introverts?

A. thoughtful
B. charismatic
C. spontaneous
D. lively
E. collaborative

64. Which of the following situations would an extrovert prefer?

A. a quiet meeting with two friends
B. a loud party with a large group
C. time alone with a book
D. a work space in a library
E. a long conversation with one person

65. Phil needs to assign his team members the following tasks. One of the team members, Mary, is an introvert. Which task is most appropriate for Mary?

A. attending the annual sales meeting to help sales people understand a new product
B. giving a presentation about the new product to senior management
C. checking the proofs of sales brochures for accuracy before they are printed
D. moderating a team meeting to discuss how well the last development cycle went
E. entertaining a group of colleagues visiting from another city

66. Extroverts can work more effectively with introverts by

A. speaking up more quickly than feels comfortable to them.
B. shortening the length of their emails.
C. offering personal information more often than feels natural.
D. pausing more often and allowing periods of silence that might feel uncomfortable.
E. explaining that they prefer to answer questions after they have time to think.

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67. Tom always drops hand-written reports on his administrative assistant's desk and says, "Type this right away." What type of incivility is Tom committing?

A. treating others without courtesy
B. ignoring others
C. disrespecting the dignity and worth of others
D. disrespecting the efforts of others
E. disrespecting the privacy of others

68. Which of the following is an example of disrespecting the dignity and worth of others?

A. claiming credit for a co-worker's creative idea
B. calling female co-workers "honey" or "baby"
C. forwarding a confidential email from the boss
D. arriving at a meeting late
E. leaving a mess in the kitchen area

69. Which of the following is a guiding principle on improving civility in society and the workplace?

A. Tell, don't ask.
B. Ignore small things.
C. Disagree graciously.
D. Do not refrain from arguing.
E. Keep a negative attitude.

70. _____ is "rudeness and disregard for others in a manner that violates norms for respect."

A. Emotional hijacking
B. Semantic noise
C. Pessimism
D. Incivility
E. Visual cutoff

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Essay Questions

71. Define interpersonal communication process.

72. What do the words meaning, encoding, and decoding refer to in interpersonal communication?

73. Explain physiological noise with examples.

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74. How does emotional hijacking hinder effective interpersonal communication?

75. How can individuals use mitigating information to help with self-management?

76. What is empathy? What does it include?

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77. What are the six skills that make up active listening? Give a brief definition of each.

78. What is the purpose of each of the following types of questions: rapport-building, funnel, probing, and solution-oriented?

79. Al met a potential customer outside on a cold December day to discuss plowing the man's driveway all winter. The man nodded several times and sounded enthusiastic when he promised to call Al after talking to his wife. However, Al decided that was just a brush off. The man had kept his arms folded across his chest, which Al has heard is a sign of defensiveness. How well did Al practice sight-reading? Explain using details from the scenario.

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80. What are the eight guiding principles of improving civility in society as discussed by P. M. Forni?

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Chapter 02 Interpersonal Communication and Emotional Intelligence

Answer Key

True / False Questions

1. Each person involved in interpersonal communication is both encoding and decoding meaning.

   TRUE

   Each person involved in interpersonal communication is both encoding and decoding meaning. It involves the exchange of simultaneous and mutual messages to share and negotiate meaning between those involved.

   AACSB: Communication
   Accessibility: Keyboard Navigation
   Blooms: Remember
   Difficulty: 1 Easy
   Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
   Topic: Understanding the Interpersonal Communication Process

2. Decoding is the process of converting meaning into messages composed of words and nonverbal signals.

   FALSE

   Encoding is the process of converting meaning into messages composed of words and nonverbal signals. Decoding is the process of interpreting messages from others into meaning.

   AACSB: Communication
   Accessibility: Keyboard Navigation
   Blooms: Remember
   Difficulty: 1 Easy
   Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
   Topic: Understanding the Interpersonal Communication Process

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3. In the interpersonal communication process, communicators encode and send messages at the same time that they also receive and decode messages.

TRUE

In the interpersonal communication process, communicators encode and send messages at the same time that they also receive and decode messages.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: Understanding the Interpersonal Communication Process

4. Hearing problems, illness, and memory loss are examples of semantic noise in the communication process.

FALSE

Physiological noise refers to disruption due to physiological factors. Examples include hearing problems, illness, memory loss, and so on. Semantic noise occurs when communicators apply different meanings to the same words or phrases.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: Understanding the Interpersonal Communication Process

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5. Physical noise refers to interference due to attitudes, ideas, and emotions experienced during an interpersonal interaction.

FALSE

Psychological noise refers to interference due to attitudes, ideas, and emotions experienced during an interpersonal interaction. Physical noise refers to actual external noise that makes a message difficult to hear or otherwise receive.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: Understanding the Interpersonal Communication Process

6. All outgoing messages are encoded and all incoming messages are decoded through a filter of lifetime experiences.

TRUE

All outgoing messages are encoded and all incoming messages are decoded through a filter of lifetime experiences. This filter is an accumulation of knowledge, values, expectations, and attitudes based on prior personal experiences.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: Understanding the Interpersonal Communication Process

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7. High self-awareness includes the ability to manage events that stir strong responses.

TRUE

Self-awareness involves accurately understanding emotions as they occur. It is particularly important for stressful and unpleasant situations. High self-awareness includes the ability to manage events that stir strong—often fight-or-flight—responses.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03 Explain how self-awareness impacts the communication process.
Topic: Self-Awareness

8. Venting negative feelings is one of the most effective strategies for de-escalating anger.

FALSE

A common misperception of many business professionals is that venting negative feelings helps people cope with anger. Study after study has shown that venting is temporarily satisfying—but it rarely makes anger go away, especially when the venting is intended as retaliation.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Self-Management

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9. People who have low self-management should practice self-talk to improve.

TRUE

Self-management is the "ability to use awareness of your emotions to stay flexible and to direct your behavior positively." To improve self-management, people need to practice self-talk and visualize responding effectively to challenging interpersonal issues.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Self-Management

10. People with high self-management react defensively with a me-first attitude when threats are perceived.

FALSE

People with low self-management react defensively with a me-first attitude when threats are perceived.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Self-Management

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11. Recent business-school graduates rank listening skills among the most important communication skills.

TRUE

In a survey of business-school alumni who graduated between 2000 and 2010, listening skills were ranked as the second most important communication skill.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Explain and evaluate the process of active listening.
Topic: Active Listening

12. In a conversation with a co-worker, Kosuke agrees with everything the other person says. Kosuke is successfully practicing the skill of holding judgment.

FALSE

Holding judgment does not mean that you agree with everything you hear. Rather, it is a commitment to hearing the entire version of other peoples' ideas and experiences.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-05 Explain and evaluate the process of active listening.
Topic: Active Listening

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13. During a conversation with his supervisor, Alec paraphrases something that he heard her say. This is an example of a judger statement.

FALSE

To make sure you really understand others, you should frequently paraphrase what you're hearing. Such paraphrases are known as reflecting statements.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-05 Explain and evaluate the process of active listening.
Topic: Active Listening

14. Sharing your own ideas with your colleagues undermines the active listening process.

FALSE

Active listening also involves expressing your own perspectives and feelings. If you do not share your own ideas completely, your colleagues do not know what you really think.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05 Explain and evaluate the process of active listening.
Topic: Active Listening

15. Probing questions are intended to create bonds between people.

FALSE

Rapport-building questions are intended to create bonds between people. Probing questions are intended to analyze a business problem from every angle to uncover its root causes.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember

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Difficulty: 1 Easy
Learning Objective: 02-06 Describe and demonstrate effective questions for enhancing listening and learning.
Topic: Asking the Right Questions

16. Leading questions are generally open-ended.

FALSE

Generally speaking, most good questions are open-ended and exhibit a learner mindset. In contrast, leading questions are intended to guide people to a predetermined answer, the speaker's way of thinking.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-06 Describe and demonstrate effective questions for enhancing listening and learning.
Topic: Asking the Right Questions

17. Nonverbal messages, such as posture, are most important when they convey a different emotion than the spoken message.

TRUE

Nonverbal messages are most important when they are not congruent, or consistent, with verbal messages.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-07 Explain strategies to sight-read the nonverbal communication of others.
Topic: Sight-Reading Nonverbal Communication and Building Rapport

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18. A person's motivational value system is a blend of the three primary motives of nurturing, dominating, and autonomizing.

FALSE

A person's motivational value system is a blend of the primary motives of nurturing, directing, and autonomizing and refers to the frequency with which these values guide his or her actions.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-08 Identify common communication preferences based on motivational values.
Topic: Adapting Communication to Preferred Styles of Others

19. A manager who wants to hire an effective leader should focus on applicants who are extroverts.

FALSE

In the last ten years, a variety of research has debunked the idea that introverts are less effective at leading. This research has shown that extroverts and introverts each possess many leadership qualities and essential professional traits. For companies to succeed, they must find ways to tap into the strengths of both extroverts and introverts.

AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-09 Explain how extroversion-introversion impacts interpersonal communication.
Topic: Differences in Communication Preferences Based on Extroversion-Introversion

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20. When one is treated poorly, responding aggressively potentially de-escalates a difficult situation and shows one's character and caring.

FALSE

Even when treated poorly, responding civilly potentially de-escalates a difficult situation and shows one's character and caring.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-10 Explain the role of civility in effective interpersonal communication and the common types of incivility in the workplace.
Topic: Maintaining Civility

Multiple Choice Questions

21. Which of the following terms best describes the process of sending and receiving verbal and nonverbal messages between two or more people?

A. active listening process
B. verbal communication process
C. interpersonal communication process
D. thought process
E. review process

The interpersonal communication process is the process of sending and receiving verbal and nonverbal messages between two or more people.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy

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Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: Understanding the Interpersonal Communication Process

22. Melissa intends to say something to the new employee that will make him feel welcome as a member of the team. The thought that Melissa intends to communicate is known as _____.

A. meaning
B. message
C. semantics
D. encoding
E. empathy

Each person involved in interpersonal communication is both encoding and decoding meaning. Meaning refers to the thoughts and feelings that people intend to communicate to one another.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: Understanding the Interpersonal Communication Process

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23. _____ is the process of converting meaning into messages composed of words and nonverbal signals.

A. Decoding
B. Encoding
C. Translating
D. Filtering
E. Communicating

Meaning refers to the thoughts and feelings that people intend to communicate to one another. Encoding is the process of converting meaning into messages composed of words and nonverbal signals.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: Understanding the Interpersonal Communication Process

24. Ayesha says, "You're so generous!" in a sarcastic tone. Mario decides that Ayesha thinks he is cheap. What process has Mario just done?

A. filtering
B. hijacking
C. encoding
D. synchronizing
E. decoding

Encoding is the process of converting meaning into messages composed of words and nonverbal signals. Decoding is the process of interpreting messages from others into meaning. Mario has just decoded Ayesha words and tone.

AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply

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Difficulty: 2 Medium
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: Understanding the Interpersonal Communication Process

25. Loud music coming from the next room or distorted formatting in an email message are examples of _____ noise.

A. physical
B. psychological
C. semantic
D. physiological
E. cognitive

Physical noise is external noise that makes a message difficult to hear or otherwise receive. Loud music and distorted formatting of a message are examples of physical noise.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: Understanding the Interpersonal Communication Process

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26. _____ noise occurs when communicators apply different meanings to the same words or phrases.

A. Psychological
B. Physical
C. Semantic
D. Cognitive
E. Physiological

Semantic noise occurs when communicators apply different meanings to the same words or phrases. For example, two people may have different ideas about what an acceptable profit margin means.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: Understanding the Interpersonal Communication Process

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27. Which of the following is an example of psychological noise?

A. Jenna's boss does not understand what she tells him because his hearing aid battery dies.
B. Jenna's boss does not understand that when she says a product is "bad," she means she likes it.
C. Jenna's boss does not take her complaint seriously because construction noise prevented him from hearing it.
D. Jenna's boss does not take her complaint seriously because he thinks teenagers always exaggerate.
E. Jenna's boss does not remember what she tells him because he has another meeting right after their conversation.

Psychological noise refers to interference due to attitudes, ideas, and emotions experienced during an interpersonal interaction.

AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: Understanding the Interpersonal Communication Process

28. All outgoing messages are encoded and all incoming messages are decoded through

A. a filter of lifetime experiences.
B. psychological noise.
C. mitigating information.
D. a motivational value system.
E. sight-reading.

All outgoing messages are encoded and all incoming messages are decoded through a filter of lifetime experiences. This filter is an accumulation of knowledge, values, expectations, and attitudes based on prior personal experiences.

AACSB: Communication
Accessibility: Keyboard Navigation

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Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: Understanding the Interpersonal Communication Process

29. Emotional _____ refers to a situation in which emotions control our behavior causing us to react without thinking.

A. filtering
B. hijacking
C. blackmail
D. noise
E. intelligence

Emotional hijacking is a situation in which emotions control our behavior, causing us to react without thinking. It prevents people from engaging in effective interpersonal communication.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 Explain how emotional hijacking can hinder effective interpersonal communication.
Topic: Emotional Hijacking

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30. Which of the following is the process of accurately understanding one's own emotions as they occur and how they affect one's behavior and thought?

A. self-management
B. empathy
C. relationship management
D. shared meaning
E. self-awareness

Self-awareness is the foundation for emotional intelligence. It involves accurately understanding your emotions as they occur and how they affect you.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03 Explain how self-awareness impacts the communication process.
Topic: Self-Awareness

31. Events that cause strong emotional reactions are called _____.

A. triggers
B. stressors
C. noise
D. distracters
E. filters

High self-awareness includes the ability to manage events that stir strong—often fight-or-flight—responses. Events that cause strong emotional reactions are called triggers.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03 Explain how self-awareness impacts the communication process.
Topic: Self-Awareness

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32. Jeanne pays close attention to her emotions at work and takes a quick break whenever she thinks her frustration level might cause her to lash out at a co-worker. What quality does this behavior demonstrate?

A. empathy
B. self-management
C. emotional hijacking
D. sight-reading
E. psychological noise

Self-management is the "ability to use awareness of your emotions to stay flexible and to direct your behavior positively." It involves the discipline to hold off on current urges to meet long-term intentions.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Self-Management

33. Which of the following involves the discipline to hold off on current urges to meet long-term intentions?

A. empathy
B. self-awareness
C. self-management
D. relationship management
E. sight-reading

Self-management is the "ability to use awareness of your emotions to stay flexible and to direct your behavior positively." It involves the discipline to hold off on current urges to meet long-term intentions.

AACSB: Communication
Accessibility: Keyboard Navigation

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Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Self-Management

34. Which of the following domains of emotional intelligence is the "ability to accurately pick up on emotions in other people and understand what is really going on with them"?

A. empathy
B. relationship management
C. self-management
D. self-awareness
E. pessimism

Empathy is the "ability to accurately pick up on emotions in other people and understand what is really going on with them."

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Empathy

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35. Which of the following is an impact of low self-management on interpersonal communication?

A. One directs conversations to topics that are important to self.
B. One focuses exclusively on the task at hand without paying attention to rapport-building.
C. One provides indirect and vague feedback and ideas to others.
D. One frequently vents frustrations without a constructive work purpose.
E. One is unaware of his or her own emotional states and its related impacts on communication.

Self-management is the "ability to use awareness of your emotions to stay flexible and to direct your behavior positively." It involves the discipline to hold off on current urges to meet long-term intentions. One impact of low self-management on interpersonal communication is frequently venting frustrations without a constructive work purpose.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Self-Management

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36. Which of the following is an impact of high self-management on interpersonal communication?

A. One controls emotional impulses that are not aligned with work and relationship goals.
B. One attempts to understand the feelings, perspectives, and needs of others.
C. One engages in a me-first approach to work with colleagues.
D. One accepts and even welcomes feedback and constructive criticism.
E. One is aware of triggers and related tendencies to say the wrong thing.

Self-management is the "ability to use awareness of your emotions to stay flexible and to direct your behavior positively." It involves the discipline to hold off on current urges to meet long-term intentions. An impact of high self-management on interpersonal communication is discussing frustrations in the context of solving problems and improving relationships.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Self-Management

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37. Which of the following is an impact of high empathy on interpersonal communication?

A. One controls emotional impulses that are not aligned with work and relationship goals.
B. One directs conversations to topics that focus on the needs of others and self.
C. One is aware of triggers and related tendencies to say the wrong thing.
D. One spends a higher percentage of work conversations on work-related topics with a focus on solutions.
E. One frequently vents frustrations without a constructive work purpose.

Empathy is the "ability to accurately pick up on emotions in other people and understand what is really going on with them." Empathy also includes the desire to help others develop in their work responsibilities and career objectives. An impact of high empathy on interpersonal communication is directing conversations to topics that focus on the needs of others and self.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Empathy

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38. Juan tries to build rapport with the people on his project by checking in with them each day to see if they have any questions or concerns. What aspect of emotional intelligence does this behavior demonstrate?

A. high empathy
B. high self-awareness
C. high relationship management
D. low self-management
E. low empathy

Relationship management is the "ability to use your awareness of emotions and those of others to manage interactions successfully." An impact of high relationship management on interpersonal communication is building rapport with others to focus on collaboration.

AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Relationship Management

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39. Which of the following is a strategy to improve relationship management?

A. Engage in relaxation techniques to clear your mind.
B. Practice self-talk and visualize yourself responding effectively to challenging interpersonal issues.
C. Constantly evaluate your feelings and moods; attempt to understand your feelings as they occur.
D. Build up the courage to have a difficult conversation.
E. Reflect on personal strengths, weaknesses, and values.

Relationship management is the "ability to use your awareness of emotions and those of others to manage interactions successfully." One of the strategies to improve relationship management is to build up the courage to have a difficult conversation. Refer to table 2.4.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Relationship Management

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40. Which of the following is a strategy to improve self-management?

A. Encourage others who rarely speak up to voice their thoughts and feelings.
B. Think about group dynamics and the related impacts on each team member.
C. Examine strategies for overcoming impulses that compete with achieving your long-range goals.
D. Think about your last reactions to the following experiences: joy, anger, self-doubt, frustration.
E. Attend work-related social outings.

Self-management is the "ability to use awareness of your emotions to stay flexible and to direct your behavior positively." One of the strategies to improve self-management is to examine strategies for overcoming impulses that compete with achieving your long-range goals. Refer to table 2.4.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Self-Management

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41. Which of the following is most likely to be true of those people who have low empathy?

A. They often repress their emotions and then respond inappropriately to situations.
B. They seize any opportunity to talk about their own past accomplishments.
C. They frequently use meeting time to complain about issues unrelated to the current task.
D. They go out of their way to explain company procedures to new co-workers.
E. They listen carefully to what others say and then ask questions to clarify what they heard.

Empathy is the "ability to accurately pick up on emotions in other people and understand what is really going on with them." Empathy also includes the desire to help others develop in their work responsibilities and career objectives. Focusing only on self is not characteristic of empathy. Refer to table 2.4.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Empathy

42. Which of the following is a domain of emotional intelligence?

A. shared meaning
B. sympathy
C. self-management
D. semantics
E. synchronizing

The most-used EQ test for business professionals shows that emotional intelligence can be divided into four domains: self-awareness, self-management, empathy, and relationship management.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy

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Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Self-Management

43. When Jamie listens to a customer, she maintains eye contact, nods when appropriate, and ignores her phone when it gives an incoming message alert. Which active listening skill is she using?

A. reflecting
B. holding judgment
C. summarizing
D. clarifying
E. paying attention

Paying attention involves devoting your whole attention to others and allowing them enough comfort and time to express themselves completely. It requires active nonverbal communication to show that you are eager to understand the other person and the avoidance of any distractions.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05 Explain and evaluate the process of active listening.
Topic: Active Listening

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44. Which of the following is an example of the active listening skill of clarifying?

A. Trung leans slightly forward as he listens to others.
B. Trung asks questions that demonstrate his desire to understand other points of view.
C. Trung asks the other person to explain a point more completely.
D. Trung expresses his own perspective after he has heard the other person.
E. Trung pauses to think about what he has heard and then paraphrases it.

Clarifying involves making sure that you have a clear understanding of what others mean. It includes double-checking that you understand the perspectives of others and asking them to elaborate and qualify their thoughts.

AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-05 Explain and evaluate the process of active listening.
Topic: Active Listening

45. In a meeting with a supplier, Janice listens to his sales pitch and then says, "So the two main advantages of this product are that it will save us money and it is better for the environment. Is that correct?" What active listening skill has Janice used?

A. clarifying
B. paying attention
C. reflecting
D. summarizing
E. sharing

The goal of summarizing is to restate major themes so that you can make sense of the big issues from the perspective of the other person. Ideally, you can show that you understand the major direction of the conversation. Janice does this by identifying the two main advantages the sales person mentioned.

AACSB: Communication
Accessibility: Keyboard Navigation

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Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05 Explain and evaluate the process of active listening.
Topic: Active Listening

46. Which active listening skill involves demonstrating a learner mindset rather than a judger mindset?

A. holding judgment
B. paying attention
C. reflecting
D. summarizing
E. sharing

Holding judgment is a way to make people feel safe so they will share their ideas and feelings with you. One of the best ways to make others feel comfortable expressing themselves fully is to demonstrate a learner mindset rather than a judger mindset.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Explain and evaluate the process of active listening.
Topic: Active Listening

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47. Which of the following statements is a judger statement rather than a learner statement?

A. Aren't you interested in trying new techniques?
B. How long do you think it will take to implement this new program?
C. What do the studies indicate the environmental impact will be?
D. How much do you estimate this will cost?
E. What other companies have tried this type of sales campaign?

Learner statements demonstrate a commitment to hearing people out and explicitly state a desire to hear different opinions. Judger statements show that the speaker is closed off to hearing people out, so they shut down honest conversation. A question that implies someone isn't interested in new techniques is a judger statement.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-05 Explain and evaluate the process of active listening.
Topic: Active Listening

48. Which barrier to effective listening involves neglecting listening because of pressing deadlines?

A. lack of time
B. lack of patience and attention span
C. image of leadership
D. communication technology
E. fear of bad news or other uncomfortable information

Pressing deadlines give most managers the sense that they do not have time for listening.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-05 Explain and evaluate the process of active listening.
Topic: Active Listening

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49. A series of questions that attempt to deconstruct a business issue by moving from general to specific are known as _____ questions.

A. rapport-building
B. funnel
C. probing
D. closed
E. solution-oriented

Funnel questions move from general to specific. They are intended to increasingly deconstruct a business issue so that a team can tackle or approach it in pieces.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Describe and demonstrate effective questions for enhancing listening and learning.
Topic: Asking the Right Questions

50. Sylvie starts her weekly department meetings by asking questions such as, "How was your vacation?" "Did anyone see the football game last night?" and "Who wants to go to lunch after we finish here?" What type of questions are these?

A. closed
B. rapport-building
C. solution-oriented
D. probing
E. funnel

Rapport-building questions are intended to create bonds between people. They can break the ice and gradually ease people into conversations about shared business interests. They tend to be casual and social and steer clear of divisive or offensive topics.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand

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Difficulty: 2 Medium
Learning Objective: 02-06 Describe and demonstrate effective questions for enhancing listening and learning.
Topic: Asking the Right Questions

51. Customers have been complaining about the products produced by Derek's department. His team has checked all the equipment, but they cannot find the cause of the poor quality. What kind of questions would most help them with this issue?

A. solution-oriented
B. rapport-building
C. probing
D. closed
E. funnel

Probing questions are intended to analyze a business problem from every angle to uncover its root causes. Such questions can ensure that no explanation is overlooked, thus leading to a reliable understanding.

AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-06 Describe and demonstrate effective questions for enhancing listening and learning.
Topic: Asking the Right Questions

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52. What is the main difference between probing questions and solution-oriented questions?

A. Probing questions move from general to specific, while solution-oriented questions move from specific to general.
B. Probing questions tend to be analytical and focused, while solution-oriented questions tend to be casual and social.
C. Probing questions tend to be closed, while solution-oriented questions tend to be open-ended.
D. Probing questions seek to uncover root causes, while solution-oriented questions focus on what should be done.
E. Probing questions tend to have a judger mindset, while solution-oriented questions tend to have a learner mindset.

Probing questions seek to uncover root causes, while solution-oriented questions focus on what should be done.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-06 Describe and demonstrate effective questions for enhancing listening and learning.
Topic: Asking the Right Questions

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53. The act of anticipating intentions and moods through the perceptive examination of nonverbal cues is known as _____.

A. sight-reading
B. emotional intelligence
C. shared meaning
D. relationship management
E. self-management

David Givens defines sight-reading as "intelligent observation of [nonverbal communications]… the act of anticipating intentions and moods through the perceptive examination of non-verbal cues."

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Explain strategies to sight-read the nonverbal communication of others.
Topic: Sight-Reading Nonverbal Communication and Building Rapport

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54. What does research consistently demonstrate about nonverbal communication?

A. People are not good at masking their feelings, and most people are highly skilled in their ability to decode nonverbal signals.
B. People are not good at masking their feelings, but most people are incapable of decoding nonverbal signals.
C. People are good at masking their feelings, but most people still manage to decode nonverbal signals.
D. People are good at masking their feelings, so most people are incapable of decoding nonverbal signals.
E. People are not good at masking their feelings, but most people are inconsistent in their ability to decode nonverbal signals.

Nearly all people reveal their real emotions through nonverbal behavior, but research shows that most people are not consistently effective at decoding the nonverbal signals of others.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-07 Explain strategies to sight-read the nonverbal communication of others.
Topic: Sight-Reading Nonverbal Communication and Building Rapport

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55. During a budget meeting, Eva concludes her part of the talk and points to her presentation partner. What does this gesture most likely mean in context?

A. She is indicating that it is his turn to speak.
B. She is accusing him of interrupting her.
C. She is blaming him for the poor budget numbers.
D. She is giving him permission to ask a question.
E. She is trying to get him to be quiet.

Use the situation at hand to help understand nonverbal signals. Pointing fingers during an argument likely indicates blaming, whereas pointing fingers at others during a sales presentation more than likely indicates a desire to get input from others. Because Eva has concluded her part of the talk and points at her presentation partner, the gesture most likely means it is her partner's turn to speak.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-07 Explain strategies to sight-read the nonverbal communication of others.
Topic: Sight-Reading Nonverbal Communication and Building Rapport

56. When Leo had to tell Tania that her project had lost its funding, he found himself adopting a slumped posture that was similar to hers. What was Leo doing?

A. synchronizing body language to mock her
B. synchronizing body language to show empathy
C. faking a mood to change her emotions
D. using visual cutoff to encourage sharing
E. using visual cutoff to make the conversation end

Synchronizing body is adopting some of your counterpart's body language to make the conversation more natural for him or her and to show empathy to him or her.

AACSB: Communication
Accessibility: Keyboard Navigation

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Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-07 Explain strategies to sight-read the nonverbal communication of others.
Topic: Sight-Reading Nonverbal Communication and Building Rapport

57. Kim is a salesperson who has learned to gauge her customers' interest from their eyes. Which of the following is most likely to indicate that her customer is carefully considering her product?

A. small, constricted pupils in the eyes
B. an abrupt look away by the eyes
C. a rapid sideways movement of the eyes
D. a lengthy sideways movement of the eyes
E. fast blinking of the eyes

CLEM (conjugate lateral eye movement) is a rapid sideward shift of the eye that shows a person is giving your ideas careful consideration and is thus generally positive.

AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-07 Explain strategies to sight-read the nonverbal communication of others.
Topic: Sight-Reading Nonverbal Communication and Building Rapport

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58. Which motivational value system is most often guided by concerns that business activities have been thought out carefully and the right processes are put into place to accomplish things?

A. red MVS
B. yellow MVS
C. blue MVS
D. green MVS
E. hub

Professionals with a green MVS are most often concerned about making sure that business activities have been thought out carefully and the right processes are put into place to accomplish things. Professionals with a blue MVS are most often guided by motives to protect others, help others grow, and act in the best interests of others. Professionals with a red MVS are most often guided by concerns about organizing people, time, money, and other resources to accomplish results. Hubs are guided equally by all three.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-08 Identify common communication preferences based on motivational values.
Topic: Adapting Communication to Preferred Styles of Others

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59. Which of the following statements best expresses a typical concern of someone with a blue MVS?

A. "Let's make sure everyone feels included in the decision-making."
B. "Let's be sure that we have thought out the long-term results of this."
C. "Let's consider the most efficient way to implement this decision."
D. "Let's look at how this relates to the overall welfare of the company."
E. "Let's act in a way that provides clear leadership to others."

Professionals with a blue MVS are most often guided by motives to protect others, help others grow, and act in the best interests of others. They are nurturing rather than directing and autonomizing. Making sure everyone is included in decision-making would be one of their concerns.

AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-08 Identify common communication preferences based on motivational values.
Topic: Adapting Communication to Preferred Styles of Others

60. Focusing on _____ is most likely to help you communicate with a red MVS in a way that he or she prefers.

A. feelings
B. results
C. teamwork
D. flexibility
E. caution

Professionals with a red MVS are most often guided by concerns about organizing people, time, money, and other resources to accomplish results.

AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply

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Difficulty: 2 Medium
Learning Objective: 02-08 Identify common communication preferences based on motivational values.
Topic: Adapting Communication to Preferred Styles of Others

61. Claire and Raul disagree about a proposal for the company to adopt flexible work schedules. Claire wants to make sure that they have thoroughly investigated other companies that have such schedules, while Raul wants to make the change happen before summer. What can you deduce about Claire and Raul?

A. Claire is a green MVS; Raul is a blue MVS.
B. Claire is a red MVS; Raul is a hub.
C. Claire is a green MVS; Raul is a red MVS.
D. Claire is a hub; Raul is a red MVS.
E. Claire is a blue MVS; Raul is a green MVS.

Claire is a green MVS, which tend to use phrases like "Take our time" and "Get it right." Raul is a red MVS, which tend to use phrases like "Make it happen" and "Go for it."

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-08 Identify common communication preferences based on motivational values.
Topic: Adapting Communication to Preferred Styles of Others

62. Which of the following qualities is characteristic of people who are hubs?

A. nurturing
B. decisive
C. analytical
D. flexible
E. competitive

Hubs are friendly, flexible, social, and fun. They encourage interaction and consensus building.

AACSB: Communication

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Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-08 Identify common communication preferences based on motivational values.
Topic: Adapting Communication to Preferred Styles of Others

63. Which of the following qualities is more characteristic of introverts?

A. thoughtful
B. charismatic
C. spontaneous
D. lively
E. collaborative

Introverts tend to be quiet, reserved, thoughtful, and solitary. Extroverts tend to be outspoken, charismatic, spontaneous, and group oriented.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-09 Explain how extroversion-introversion impacts interpersonal communication.
Topic: Differences in Communication Preferences Based on Extroversion-Introversion

64. Which of the following situations would an extrovert prefer?

A. a quiet meeting with two friends
B. a loud party with a large group
C. time alone with a book
D. a work space in a library
E. a long conversation with one person

Extroverts typically prefer conversations in larger groups and social events. They often want to think out loud, using speech as a way of refining their ideas.

AACSB: Communication
Accessibility: Keyboard Navigation

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Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-09 Explain how extroversion-introversion impacts interpersonal communication.
Topic: Differences in Communication Preferences Based on Extroversion-Introversion

65. Phil needs to assign his team members the following tasks. One of the team members, Mary, is an introvert. Which task is most appropriate for Mary?

A. attending the annual sales meeting to help sales people understand a new product
B. giving a presentation about the new product to senior management
C. checking the proofs of sales brochures for accuracy before they are printed
D. moderating a team meeting to discuss how well the last development cycle went
E. entertaining a group of colleagues visiting from another city

Some of the strengths of introverts include asking thoughtful questions, taking time to reflect carefully, and providing objective analysis. Of the listed tasks, checking the proofs of brochures is best suited to an introvert.

AACSB: Analytical Thinking
Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-09 Explain how extroversion-introversion impacts interpersonal communication.
Topic: Differences in Communication Preferences Based on Extroversion-Introversion

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66. Extroverts can work more effectively with introverts by

A. speaking up more quickly than feels comfortable to them.
B. shortening the length of their emails.
C. offering personal information more often than feels natural.
D. pausing more often and allowing periods of silence that might feel uncomfortable.
E. explaining that they prefer to answer questions after they have time to think.

Extroverts can work more effectively with introverts by pausing more often and allowing longer periods of silence. The techniques of speaking up more quickly, shortening emails, offering more personal information, and expressing their preference to respond to questions later are all ways that introverts can work more effectively with extroverts.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-09 Explain how extroversion-introversion impacts interpersonal communication.
Topic: Differences in Communication Preferences Based on Extroversion-Introversion

67. Tom always drops hand-written reports on his administrative assistant's desk and says, "Type this right away." What type of incivility is Tom committing?

A. treating others without courtesy
B. ignoring others
C. disrespecting the dignity and worth of others
D. disrespecting the efforts of others
E. disrespecting the privacy of others

Not using basic terms of courtesy such as *please* and *thank you* is an example of treating others without courtesy.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium

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Learning Objective: 02-10 Explain the role of civility in effective interpersonal communication and the common types of incivility in the workplace.
Topic: Maintaining Civility

68. Which of the following is an example of disrespecting the dignity and worth of others?

A. claiming credit for a co-worker's creative idea
B. calling female co-workers "honey" or "baby"
C. forwarding a confidential email from the boss
D. arriving at a meeting late
E. leaving a mess in the kitchen area

Insulting or harassing others due to gender, ethnicity, or sexual orientation is disrespecting the dignity and worth of others. Calling female co-workers "honey" or "baby" instead of their names is one example.

AACSB: Knowledge Application
Accessibility: Keyboard Navigation
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-10 Explain the role of civility in effective interpersonal communication and the common types of incivility in the workplace.
Topic: Maintaining Civility

69. Which of the following is a guiding principle on improving civility in society and the workplace?

A. Tell, don't ask.
B. Ignore small things.
C. Disagree graciously.
D. Do not refrain from arguing.
E. Keep a negative attitude.

To improve civility, one should disagree graciously and refrain from arguing.

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember

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Business Communication Developing Leaders for a Networked World 2nd edition Cardon Test Bank

Difficulty: 1 Easy
Learning Objective: 02-10 Explain the role of civility in effective interpersonal communication and the common types of incivility in the workplace.
Topic: Maintaining Civility

70. _____ is "rudeness and disregard for others in a manner that violates norms for respect."

A. Emotional hijacking
B. Semantic noise
C. Pessimism
D. Incivility
E. Visual cutoff

Incivility is "rudeness and disregard for others in a manner that violates norms for respect."

AACSB: Communication
Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-10 Explain the role of civility in effective interpersonal communication and the common types of incivility in the workplace.
Topic: Maintaining Civility

Essay Questions

71. Define interpersonal communication process.

The interpersonal communication process is the process of sending and receiving verbal and nonverbal messages between two or more people. It involves the exchange of simultaneous and mutual messages to share and negotiate meaning between those involved.

AACSB: Communication
Blooms: Remember

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Difficulty: 1 Easy
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: Understanding the Interpersonal Communication Process

72. What do the words meaning, encoding, and decoding refer to in interpersonal communication?

Meaning refers to the thoughts and feelings that people intend to communicate to one another. Encoding is the process of converting meaning into messages composed of words and nonverbal signals. Decoding is the process of interpreting messages from others into meaning.

AACSB: Communication
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: Understanding the Interpersonal Communication Process

73. Explain physiological noise with examples.

Physiological noise refers to disruption due to physiological factors. Examples include hearing problems, illness, memory loss, and so on. Conversely, a communicator may have a difficult time sending a message due to physiological constraints such as stuttering, sickness, or other temporary or permanent impairments.

AACSB: Communication
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Describe the interpersonal communication process and barriers to effective communication.
Topic: Understanding the Interpersonal Communication Process

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74. How does emotional hijacking hinder effective interpersonal communication?

Emotional hijacking is a situation in which emotions control our behavior causing us to react without thinking. Emotional hijacking prevents you from engaging in effective interpersonal communication. It can lead to unwanted behaviors: You may misrepresent your ideas, confuse the facts, say things to others that you later regret, display frustration or anger, remain silent when you would prefer to be heard, fail to listen to others, or disengage from working relationships that are in your best interest.

AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-02 Explain how emotional hijacking can hinder effective interpersonal communication.
Topic: Emotional Hijacking

75. How can individuals use mitigating information to help with self-management?

Self-management is the "ability to use awareness of your emotions to stay flexible and to direct your behavior positively." It involves the discipline to hold off on current urges to meet long-term intentions. Excellent self-managers know how to use both positive and negative emotions to meet personal and business goals. One technique self-managers use is to try to understand mitigating information or favorable explanations for why others behaved in certain ways. Accepting such explanations can help reduce the urge to act on negative emotions such as frustration or resentment.

AACSB: Communication
Blooms: Apply
Difficulty: 2 Medium
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Self-Management

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76. What is empathy? What does it include?

Empathy is the "ability to accurately pick up on emotions in other people and understand what is really going on with them." Empathy also includes the desire to help others develop in their work responsibilities and career objectives.

AACSB: Communication
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 Describe how self-management impacts the communication process.
Topic: Empathy

77. What are the six skills that make up active listening? Give a brief definition of each.

The six skills are (1) paying attention, or devoting your whole attention to others, (2) holding judgment, or demonstrating a learner mindset to help others feel safe to express themselves, (3) reflecting, or paraphrasing what you are hearing to make sure you understand it, (4) clarifying, or double-checking that you understand the perspective or others by asking them to elaborate and qualify their thoughts, (5) summarizing, or restating major themes of what others say, and (6) sharing, or expressing your own perspectives and feelings.

AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-05 Explain and evaluate the process of active listening.
Topic: Active Listening

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78. What is the purpose of each of the following types of questions: rapport-building, funnel, probing, and solution-oriented?

Rapport-building questions are intended to create bonds between people. Funnel questions are intended to increasingly deconstruct a business issue so a team can tackle or approach it in pieces. Probing question are intended to analyze a business problem from every angle to uncover its root causes. Solution-oriented questions focus on how to overcome business problems.

AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-06 Describe and demonstrate effective questions for enhancing listening and learning.
Topic: Asking the Right Questions

79. Al met a potential customer outside on a cold December day to discuss plowing the man's driveway all winter. The man nodded several times and sounded enthusiastic when he promised to call Al after talking to his wife. However, Al decided that was just a brush off. The man had kept his arms folded across his chest, which Al has heard is a sign of defensiveness. How well did Al practice sight-reading? Explain using details from the scenario.

Al did not practice sight-reading very well. He should have paid more attention to the cluster of signals—the nodding head, the enthusiastic tone, and the promise to call—than to the single incongruent signal. He should also have read the signals in context, which would have told him that the man was probably crossing his arms from cold, not defensiveness.

AACSB: Analytical Thinking
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-07 Explain strategies to sight-read the nonverbal communication of others.
Topic: Sight-Reading Nonverbal Communication and Building Rapport

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80. What are the eight guiding principles of improving civility in society as discussed by P. M. Forni?

Forni, one of the leading voices on improving civility in society and the workplace, recommended eight guiding principles:

1. Slow down and be present in life.
2. Listen to the voice of empathy.
3. Keep a positive attitude.
4. Respect others and grant them plenty of validation.
5. Disagree graciously and refrain from arguing.
6. Get to know people around you.
7. Pay attention to small things.
8. Ask, don't tell.

AACSB: Communication
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-10 Explain the role of civility in effective interpersonal communication and the common types of incivility in the workplace.
Topic: Maintaining Civility

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