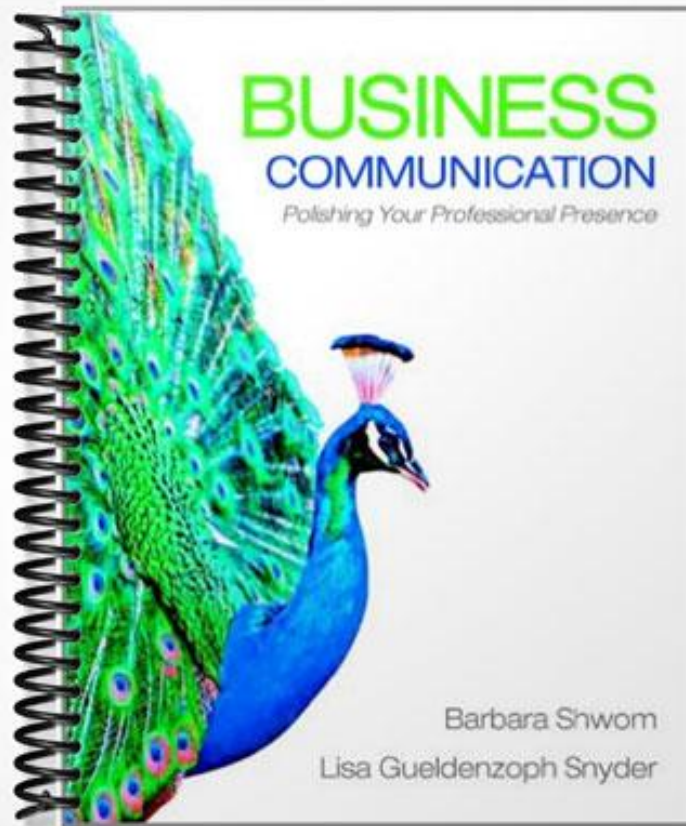


**TEST BANK**



**BUSINESS  
COMMUNICATION**

*Polishing Your Professional Presence*

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***Business Communication (Shwom/Gueldenzoph Snyder)***

**Chapter 2 Working with Others: Interpersonal, Intercultural, and Team Communication**

1) Passive listening means \_\_\_\_\_.

- A) the process of focusing attentively on what a speaker says
- B) hearing information without actively paying attention to ensure understanding
- C) actively working to understand the information a speaker is providing
- D) trying to interpret the information presented by a speaker
- E) responding to a speaker to acknowledge understanding

Answer: B

Explanation: B) In business this kind of passive listening can lead to costly mistakes.

Diff: 2 Page Ref: 32

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

2) Decades of research show that people typically listen at \_\_\_\_\_ efficiency.

- A) barely 5 percent
- B) less than 10 percent
- C) only 25 percent
- D) almost 75 percent
- E) nearly perfect

Answer: C

Explanation: C) Although most people assume they are good listeners because they have so much listening experience, research shows that most people listen at 25 percent efficiency.

Diff: 2 Page Ref: 32

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

3) Which of the following best exemplifies a costly mistake that can be attributed to passive listening?

- A) forgetting to reorder supplies and having work come to a standstill while you send an employee out to restock
- B) taking an order so large that your factory has to run costly overtime shifts to meet the production deadline
- C) failing to proof your report before making copies of it, and having to reprint them all after you realize this and correct the typos
- D) scheduling two appointments for the same time and having to cancel on one of your clients at the last minute
- E) mailing out a coupon giving customers 50% off their orders because you misheard when your boss asked you to create a coupon for 15% off

Answer: E

Explanation: E) Not listening carefully or taking the time to confirm the information with your boss led to the costly mistake of giving customers a coupon for more than three times the discount your boss intended.

Diff: 2 Page Ref: 32

Classification: Application

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

4) Which of the following is NOT one of the categories of active listening skills?

- A) hearing
- B) interpreting
- C) implying
- D) evaluating
- E) responding

Answer: C

Explanation: C) Active listening is a process of focusing attentively on what a speaker says, actively working to understand and interpret the information, and then responding to acknowledge understanding. Implying is something done by the sender of the message, not the receiver or listener.

Diff: 2 Page Ref: 32

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

5) The active listening skills used when you listen to the spoken word are \_\_\_\_\_ when you "listen" to what people say in their writing.

- A) inapplicable
- B) equally useful
- C) much more powerful
- D) far less effective
- E) rarely used

Answer: B

Explanation: B) Understanding the meaning of an email message can be as difficult as understanding the meaning of a conversation.

Diff: 2 Page Ref: 32

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

6) Which of the following is an environmental hearing distraction?

- A) a car alarm being set off
- B) a ringing sound in one's ears after attending a loud concert
- C) blocked ears due to a head cold
- D) inability to focus due to a migraine
- E) tinnitus after hearing an explosion

Answer: A

Explanation: A) Physiological barriers arise from a listener's physical state. An alarm going off is an external distraction in the environment, while all the other choices are physiological.

Diff: 1 Page Ref: 33

Classification: Application

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

7) Which of the following is a physiological barrier to hearing?

- A) car horns and idling engines at an intersection
- B) conversation in a crowded restaurant
- C) loud music at an outdoor street fair
- D) clogged ears after going swimming
- E) jackhammering on the pavement

Answer: D

Explanation: D) Physiological barriers arise from a listener's physical state, so this choice is correct. The other choices are all external distractions.

Diff: 2 Page Ref: 33

Classification: Application

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

8) The key to hearing accurately is focus. All of the following are recommendations for how to better focus EXCEPT

- A) looking at the speaker
- B) multitasking while listening to what is being said
- C) concentrating on what the speaker is saying
- D) making a comment about what is being said
- E) asking a question about what is being said

Answer: B

Explanation: B) If you choose to multitask while listening, your brain becomes engaged in a different task, and you won't accurately hear what the speaker says.

Diff: 1 Page Ref: 33

Classification: Application

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

9) Which of the following is an example of a difficulty in listening comprehension?

- A) not hearing what the ER doctor says because an ambulance outside is blaring its siren
- B) not understanding what the ER doctor means when he says you are suffering from hypertension
- C) not hearing what the ER doctor says over the conversation and cries of pain in the waiting area
- D) not listening to what the ER doctor says because you're distracted by the new patient who's just been wheeled into the room
- E) not understanding what the ER doctor says because you have a head cold and your ears are clogged

Answer: B

Explanation: B) One barrier to listening comprehension is not understanding vocabulary or jargon that is unfamiliar to you.

Diff: 2 Page Ref: 33

Classification: Application

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

10) Which of the following is NOT a barrier to listening comprehension?

- A) language differences
- B) speaking accents
- C) unfamiliar vocabulary
- D) ringing telephones
- E) jargon

Answer: D

Explanation: D) Ringing telephones are an environmental sound that distract you from hearing well. The other choices are barriers to listening comprehension, or how well you understand what you hear.

Diff: 1 Page Ref: 33

Classification: Application

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

11) \_\_\_\_\_ involves analyzing the meaning of what you hear, read, or see to determine its intention.

- A) Passive listening
- B) Active listening
- C) Listening comprehension
- D) Interpretation
- E) Nonverbal communication

Answer: D

Explanation: D) Interpretation is different from comprehension. It involves analyzing the meaning of what you hear, read, or see to determine its intention.

Diff: 2 Page Ref: 33

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

12) On your first day at a new job you receive an email asking you to submit your SBDs by Friday, so they can be vetted for inclusion in the new module. You need to ask for clarification as you don't know what is being asked of you. This is most likely due to barriers to \_\_\_\_\_.

- A) passive listening
- B) active listening
- C) listening comprehension
- D) interpretation
- E) nonverbal communication

Answer: C

Explanation: C) Listening comprehension refers to how well you understand what you read or hear. Barriers to listening comprehension include language differences, including accents, as well as unfamiliar jargon and vocabulary. The terms SBDs, vetted, and module are particular to the new workplace, and failing to understand what they mean leads to a breakdown in comprehension.

Diff: 2 Page Ref: 33

Classification: Critical Thinking

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

As you're packing up to leave the office on a Friday afternoon, your boss tells you that she'd like a status report from you as soon as possible. You head out for the weekend, and complete the status report first thing Monday morning. When your boss receives it, she complains that she needed it sooner.

13) What is the most likely cause of this breakdown in communication?

- A) passive listening
- B) failure to listen actively
- C) barriers to listening comprehension
- D) difference of interpretation
- E) physiological barrier to hearing

Answer: D

Explanation: D) The problem is most likely a difference in the interpretation of "as soon as possible." The boss seems to have intended the report to be completed before leaving Friday or sometime over the weekend. The employee interpreted it to mean as soon as she was back at work again.

Diff: 3 Page Ref: 33

Classification: Critical Thinking

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

Carol approaches a coworker, shaking her head as she does so. With a frown on her face, she angrily asks, "Did you finish the report yet?"

14) All of the following are forms of nonverbal communication EXCEPT

- A) shaking her head
- B) frowning
- C) using those specific words
- D) using an angry tone of voice
- E) emphasizing the word "yet"

Answer: C

Explanation: C) Nonverbal communication refers to messages that are conveyed through something other than words, like tone of voice, emphasis of words, facial expressions, gestures, etc. The question "Did you finish the report yet?" is direct and non-threatening if asked in a calm tone of voice with an indifferent expression on your face. When asked in an angry tone, with a frown, emphasizing the word "yet," while shaking your head, it becomes much more inflammatory.

Diff: 2 Page Ref: 33-34

Classification: Application

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

- 15) Body language, posture, and gestures \_\_\_\_\_.
- A) reveal little about the attitude of the speaker
  - B) can help you interpret attitude without listening to any words
  - C) only express attitudes of shame or uncertainty
  - D) should be interpreted without regard to facial expressions
  - E) must be interpreted independent of cultural context

Answer: B

Explanation: B) You can often interpret attitude from body language without listening to any words. Body language and gesture may be ambiguous, and should be interpreted in the context of facial expressions and culture.

Diff: 2 Page Ref: 34-35

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

- 16) Research suggests that focusing on the entire face, including both eyes and the mouth, when reading facial expressions is done by people from \_\_\_\_\_.

- A) China
- B) Japan
- C) Korea
- D) Germany
- E) all over the world, regardless of culture or geography

Answer: D

Explanation: D) People from East Asian cultures like China, Japan, and Korea tend to focus mainly on the eyes when they are reading facial expressions. People from the West tend to focus on the entire face.

Diff: 2 Page Ref: 35

Classification: Application

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?



17) Ella receives an email from her coworker Maduca in Japan. Maduca tells Ella that she will not be able to visit her in the U.S. offices as she had hoped to, and includes an emoticon to express her sadness. Which of the following emoticons did Maduca most likely use in her email?

- A) (;\_;
- B) :-(
- C) o.o
- D) :-0
- E) \*o\*

Answer: A

Explanation: A) The East Asian focus on the eyes in reading facial expressions is also reflected in their emoticons, the series of characters used to represent or express facial expressions in emails. In East Asian emoticons, the face is right side up, and the differences in emotion are expressed by the eyes. This emoticon expressing sadness shows a face that appears to be crying.

Diff: 2 Page Ref: 35

Classification: Application

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

18) Paraphrasing to ensure understanding \_\_\_\_\_.

- A) is too difficult to attempt
- B) means asking straightforward questions about what was said
- C) involves repeating exactly what you heard, to make sure you didn't mishear any of the words
- D) is less complicated than asking questions
- E) can help you understand the emotional content behind a statement

Answer: E

Explanation: E) Because meaning has multiple levels you can paraphrase to ensure you understand literal content, the ultimate intention, and the emotional content or feeling behind the speaker's statement.

Diff: 2 Page Ref: 35-36

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

A coworker states, "Please be sure to submit all status reports two days before the monthly departmental meeting."

19) Which of the following paraphrases for literal content?

A) Are you concerned that people are turning in their reports late?

B) You sound frustrated that people seem to be waiting until the last minute to submit their status reports.

C) You are saying that you'd like us to have our status reports in a couple of days before the date of the monthly meeting.

D) So you don't want us to hand in our reports earlier than that?

E) Are you concerned that there won't be time for the supervisor to review the reports before the meeting?

Answer: C

Explanation: C) Paraphrasing for content means ensuring that you understand literally what was said. You restate the message in different words to be sure you understand it.

Diff: 2 Page Ref: 35-36

Classification: Application

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

20) Which of the following paraphrases for emotional content?

A) Are you concerned that people are turning in their reports late?

B) You sound frustrated that people seem to be waiting until the last minute to submit their status reports.

C) You are saying that you'd like us to have our status reports in a couple of days before the date of the monthly meeting.

D) So you don't want us to hand in our reports earlier than that?

E) Are you concerned that there won't be time for the supervisor to review the reports before the meeting?

Answer: B

Explanation: B) Paraphrasing for the emotional content means ensuring that you understand the feeling behind the speaker's statement. You confirm your understanding of the speaker's emotions.

Diff: 2 Page Ref: 35-36

Classification: Application

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

21) After Monica shares an idea at a meeting, Rachel immediately responds, "That would never work!" This response stops Monica's participation in the rest of the discussion. Which of the following statements would best have kept the discussion moving forward?

- A) I think that's a terrible idea, but that's just my opinion.
- B) That's a different way to look at it - how would it work?
- C) I know you wouldn't have come up with such an outlandish idea if you knew all the facts.
- D) Why do you think that could ever work?
- E) That's not how I would do it, but I guess it's not completely ridiculous.

Answer: B

Explanation: B) This statement is much more tactful than the original, and any of the other choices. It also elicits more information from the speaker, so that she will be pulled into further discussion.

Diff: 2 Page Ref: 36

Classification: Application

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

A colleague stops by your desk and asks if you have some time to help her right now. You reply, "Sure."

22) Which of the following nonverbal signals would most likely undermine your affirmative verbal response and give the impression that you would prefer NOT to help her?

- A) making eye contact
- B) sighing
- C) smiling
- D) pulling out a chair for her
- E) gesturing for her to take a seat

Answer: B

Explanation: B) On some occasions the nonverbal messages communicate more fully than the verbal ones. Cues like sighing, continuing to stare at your desk, or tensing up your body would all undermine your affirmative verbal response, and give the impression that you would rather not help her. The other cues all indicate a friendly willingness to help.

Diff: 2 Page Ref: 37

Classification: Application

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

23) Which of the following nonverbal signals would most likely indicate your happy willingness to assist her?

- A) sighing
- B) tensing up your body
- C) muttering under your breath
- D) pulling out a chair for her
- E) rolling your eyes

Answer: D

Explanation: D) On some occasions the nonverbal messages communicate more fully than the verbal ones. Pulling out a chair for your colleague and offering her a seat is a welcoming gesture that emphasizes your willingness to help. The other cues all undermine your affirmative verbal response.

Diff: 2 Page Ref: 37

Classification: Application

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

24) Which of the following is NOT a question that is recommended to ask when analyzing your audience?

- A) Why will they be interested in what you are saying?
- B) What barriers will prevent them from listening carefully?
- C) What questions or objections may they have?
- D) How do you feel most comfortable communicating?
- E) What is the best way to connect with them?

Answer: D

Explanation: D) Many speakers fail to connect with the audience's interests or knowledge about a topic. This question focuses on the speaker, not the audience. The other questions will help you analyze your audience and better connect with them.

Diff: 2 Page Ref: 38

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

You need help on a project, so you approach a colleague who is busily doing his own work.

25) When you approach this audience, \_\_\_\_\_.

- A) begin by describing your project in great detail, so your coworker will know exactly what he is getting into
- B) you should expect that he is already prepared to listen
- C) briefly describe what you want, so he will know why you are communicating
- D) do not address any possible objections that might make your coworker say no to your request
- E) you should preface your remarks by saying, "You probably don't want to help me but I'll ask anyway."

Answer: C

Explanation: C) If you begin by describing your project in great detail, he will probably tune you out. Instead, briefly describe what you want so he will understand why you are communicating. You might then anticipate that he feels too busy to help by letting him know that it shouldn't take much of his time.

Diff: 2 Page Ref: 38

Classification: Application

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

26) A good interpersonal communicator \_\_\_\_\_.

- A) resists attempts of other people to share the conversation
- B) engages in lengthy monologues
- C) fights off interruptions from the audience to hold onto "the floor"
- D) invites the audience to respond after concisely making his or her point
- E) avoids asking questions that are designed to move the conversation along

Answer: D

Explanation: D) A good interpersonal communicator will avoid monologues and instead share the conversation with others.

Diff: 2 Page Ref: 38

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

27) Miranda is speaking to a group about their company's new "green" initiative, designed to increase environmental responsibility and reduce waste. After she finishes her remarks, which of the following would be the best choice to keep the conversation moving forward?

- A) So that's all I have to say about the new initiative.
- B) See, I told you this wouldn't take much time!
- C) Does anyone have any questions about how this program will work?
- D) Why don't we break for a while and consider all that has been said?
- E) I'm sure you all agree that this is a great program!

Answer: C

Explanation: C) This question will encourage to think about what has been said, and elicit any questions or concerns they might have. Addressing these will move the conversation forward, discussing ideas in further detail or bringing up new points. The other remarks do not propel the discussion forward, and in some cases actively try to stop it.

Diff: 2 Page Ref: 38

Classification: Critical Thinking

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

28) Unambiguous language \_\_\_\_\_.

- A) has only one meaning
- B) means different things to different people
- C) is likely to lead to errors
- D) can confuse the listener
- E) should be avoided for the sake of clarity

Answer: A

Explanation: A) Effective communication stems from using clear, concrete, unambiguous language.

Diff: 2 Page Ref: 38

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

29) We need to wait for Kelly to meet with Amanda in accounting. Once she gives us the answer we will get the report out within four hours.

Which of the following would do the most to clarify the meaning of the statements above?

- A) the speaker substituting "her" for "she"
- B) the listener asking, "Who is Kelly's supervisor?"
- C) the speaker substituting "one of the accountants" for "Amanda"
- D) the listener asking, "Will Kelly or Amanda be providing us with the answer?"
- E) the speaker substituting "ASAP" for "within four hours"

Answer: D

Explanation: D) The use of "she" in the second statement is vague, as it is unclear whether it refers to Kelly or Amanda. An active listener will know to ask this question to be sure of what the speaker means. Some of the other choices are irrelevant or grammatically incorrect, and some actually make the statement more vague.

Diff: 3 Page Ref: 32-33, 38

Classification: Synthesis

AASCB: Communication Abilities

Objective: Multiple Objectives

30) Using a strong and positive tone of voice \_\_\_\_\_.

- A) will undermine your persuasiveness
- B) will come across as arrogant, and is not recommended
- C) will make your audience receptive to your ideas
- D) will cause you to sound hesitant
- E) will lead the audience to believe that you doubt what you are saying

Answer: C

Explanation: C) Speaking in an energetic, enthusiastic tone of voice will make your audience receptive to your ideas.

Diff: 1 Page Ref: 39

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

31) When nonverbal signals reinforce your words \_\_\_\_\_.

- A) listeners remember what you say better
- B) your audience will not have confidence in your words
- C) your nonverbal communication carries less weight than your words
- D) you undermine your persuasiveness
- E) your cues conflict with your message

Answer: A

Explanation: A) When gestures and facial expressions complement your message, listeners remember what you say better.

Diff: 2 Page Ref: 38-39

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

32) Your audience will be more likely to remember what you say in which of the following situations?

- A) smiling as you reveal the declining sales figures
- B) frowning while you explain that this is a serious matter
- C) pacing as you ensure your audience that there is no cause for alarm
- D) sounding hesitant as you describe the reorganization plan
- E) continuing to stare at your computer while you agree to help a coworker

Answer: B

Explanation: B) Listeners remember what you say better when your nonverbal signals reinforce your words. A frown complements the discussion of serious matters, while in all the other choices the gesture conflicts with the verbal message.

Diff: 3 Page Ref: 38-39

Classification: Critical Thinking

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

33) At a job interview, Dara speaks confidently and enthusiastically about her prior experience. With a smile on her face, she leans forward in her chair while speaking, as does her interviewer. Dara's nonverbal communication \_\_\_\_\_.

- A) conflicts with her message
- B) will make her audience perceive her as arrogant and aggressive
- C) increases her chances of getting a positive response
- D) undermines her persuasiveness
- E) will make it more likely that her audience will forget what she said

Answer: C

Explanation: C) Dara's nonverbal communication projects confidence and enthusiasm. Research has shown that this, coupled with mirroring the interviewer's gestures, make it more likely that she will get a positive response.

Diff: 2 Page Ref: 39

Classification: Critical Thinking

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?



34) Use of which of the following specific types of language is recommended as a strategy for productive communication?

- A) unambiguous language
- B) biased language
- C) accusatory language
- D) trigger words
- E) provocative questions

Answer: A

Explanation: A) The other choices represent the four specific types of language that can cause communication problems and negative feelings. The use of unambiguous language is recommended, as it leads to clear communication.

Diff: 2 Page Ref: 38-39

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

35) Miranda, you spend so much time cleaning up the messes that your department makes, so maybe you can help us figure out how to fix our problem.

Which of the following best revises the statement above in unbiased language?

- A) Miranda, please tell us what you'd do if your department was responsible for this mess.
- B) Miranda has the most experience with these issues, since her department makes the most mistakes. Miranda, how would you handle this?
- C) Miranda, you're an old hand at cleaning up other people's messes, so maybe you'll share the wisdom of your experience with us.
- D) Miranda, you have a lot of experience with damage control, so maybe you can tell us how you'd handle our situation.
- E) Miranda, can you give us a crash course in how to fix this disaster?

Answer: D

Explanation: D) The other choices, like the original, are disrespectful. They use language like "mess," "mistake," and even "disaster," unlike the more tactful "damage control," in the correct choice.

Diff: 2 Page Ref: 39

Classification: Application

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

36) Your assessment of this data is just plain wrong.

Which of the following best rephrases the statement above, avoiding language that will trigger a negative response?

- A) You didn't do such a good job analyzing this data.
- B) I interpreted this data differently.
- C) I think you are way off base here.
- D) I'm afraid that your assessment of this data leaves much to be desired.
- E) I respectfully state that you missed the point.

Answer: B

Explanation: B) The original statement uses accusatory language, focusing negative attention on the person rather than on the issue. This choice focuses on how you respond to or feel about the other person's behavior, and focuses on your perception rather than assigning blame. While some of the other choices use "I," they continue to focus blame on the other person.

Diff: 2 Page Ref: 39-40

Classification: Application

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

37) Which of the following statements regarding "I" language is true?

- A) "I" language focuses on how you respond to or feel about the other person's behavior.
- B) "I" language is accusatory and assigns blame.
- C) "I" language is egotistical, and discourages dialogue with the other person.
- D) You shouldn't start a sentence with "I," as this will make your audience think that you are egotistical.
- E) A sentence that starts with "you" cannot be complimentary.

Answer: A

Explanation: A) "I" language focuses on how you feel about the other person's behavior instead of assigning blame, and encourages dialogue with the other person. "I" isn't always good though, and "you" isn't always negative. Overuse of "I" can come across as egotistical.

Diff: 2 Page Ref: 40

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

38) Which of the following is LEAST likely to trigger an emotional response?

- A) No one around here ever listens to me.
- B) I never feel that you hear what I am saying.
- C) You always have to get the last word in.
- D) I don't feel as though my concerns are being heard.
- E) Why don't you ever let me speak?

Answer: D

Explanation: D) Emotional responses can be triggered by certain words or phrases that people dislike. Common triggers are absolutes like always, never, ever, no one, etc. Only this choice avoids an absolute. It also focuses on the speaker's feeling about the other person's behavior, instead of assigning blame.

Diff: 2 Page Ref: 40

Classification: Application

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

39) According to the advice of the Chairman, CEO, and president of Yum Brands, which of the following does the best job of phrasing a negative comment positively?

- A) You don't have an eye for detail, but you really do have a great sense of the big picture.
- B) You do a good job at visualizing the big picture, and you'd be even more effective if you improved your attention to detail.
- C) I don't know anyone better than you at seeing the big picture, but you could really stand to improve your attention to detail.
- D) You need to improve your attention to detail, but you're already wonderful at seeing the big picture.
- E) Please don't take this the wrong way, but you'd be more effective if you paid more attention to detail.

Answer: B

Explanation: B) David C. Novak's advice is to start out positively and avoid the word "but." If you start out by giving people credit for what they do well, that makes them very receptive for feedback. According to Novak, if you then preface the constructive criticism with "but" instead of "and," it throws all the appreciation out the window.

Diff: 3 Page Ref: 40

Classification: Application

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

40) Gender specific communication styles \_\_\_\_\_.

- A) may lead listeners to draw incorrect judgments about a speaker based on his or her style
- B) use different labels for each gender, i.e., calling a woman a "chairperson" and a man a "chairman"
- C) involve the use of sexist language like "manpower," "businessman," and "salesman"
- D) cause problems in business communication that are unforeseeable and therefore unavoidable
- E) include male speakers' frequent use of hedges, hesitations, and tag questions

Answer: A

Explanation: A) Men and women are often socialized to behave differently from each other, and thus may develop different gender-related styles of communication. Communication can break down if people are intolerant of other speaking styles or draw incorrect judgments about a speaker based on his or her style.

Diff: 2 Page Ref: 41

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

41) Which of the following statements includes a hedge?

- A) Um, well, we could, ah, merge the departments.
- B) I may be wrong, but I think that merging the departments might be a good idea.
- C) Merging the departments is definitely the way to go.
- D) Pardon me for interrupting, but we should merge the departments.
- E) We can merge the departments, can't we?

Answer: B

Explanation: B) Women tend to minimize the assertiveness of what they say by using hedges, hesitations, and tag questions. A hedge uses qualifiers like "may," "perhaps," and "might" to weaken the assertiveness of the statement.

Diff: 2 Page Ref: 41

Classification: Application

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

42) A study of exit interviews from people who voluntarily left their jobs found that \_\_\_\_\_ percent of all departures resulted from unresolved interpersonal conflict.

- A) almost 5
- B) nearly 15
- C) close to 25
- D) more than 50
- E) just shy of 75

Answer: D

Explanation: D) Conflict is one of the most significant and costly problems in a workplace. In Great Britain alone, researchers found that business conflict costs almost \$50 billion per year.

Diff: 2 Page Ref: 41

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

43) Which of the following is an example of an affective conflict?

- A) two employees having different ideas about how to reach a sales goal
- B) two coworkers disagreeing about the best way to market a new product
- C) two colleagues becoming personally annoyed at each other after a contentious meeting
- D) two managers with conflicting opinions on how best to trim the company's budget
- E) two interns with differing ideas on how to complete a task

Answer: C

Explanation: C) An affective conflict results from differences in personalities and relationships. This emotional conflict can damage the working relationship. The other choices are cognitive conflicts, or disagreements about a project, that result from differences in understanding content or tasks.

Diff: 1 Page Ref: 41-42

Classification: Application

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

44) Although people often use the term conflict \_\_\_\_\_ to discuss handling conflict, conflict \_\_\_\_\_ is a more helpful term.

- A) eradication; resolution
- B) resolution; management
- C) management; eradication
- D) resolution; eradication
- E) management; resolution

Answer: B

Explanation: B) While conflict resolution implies that the conflict will go away, conflict management recognizes that some conflicts cannot be resolved.

Diff: 2 Page Ref: 42

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

45) People who collaborate \_\_\_\_\_.

- A) cannot function unless they have different goals
- B) are always motivated by the same goals
- C) need to recognize that they may be motivated by different goals
- D) need to find solutions that address only one goal
- E) rarely have conflicts arise due to working with different goals in mind

Answer: C

Explanation: C) People who collaborate may not always be motivated by the same goals. In fact, for a business to succeed, it must work toward a number of goals that are sometimes in competition with each other. If they recognize that they have different goals, they can determine which has priority or collaborate to find a solution that addresses both goals.

Diff: 2 Page Ref: 42-43

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

Emma and Jessica work together and both want to increase sales at their company. Emma argues this is best achieved by investing in research and development so they can create the best possible products. Jessica believes that increasing their sales force is the way to go.

46) Which of the following most accurately describes this situation?

- A) Emma and Jessica are motivated by the same goal, but have a difference of opinion about how to achieve it.
- B) Emma and Jessica are motivated by the same goal, and have the same opinion about how to achieve it.
- C) Emma and Jessica are motivated by different goals, and have a difference of opinion about how to achieve them.
- D) Emma and Jessica are motivated by different goals, but have the same opinion about how to achieve them.
- E) None of these statements accurately describes the situation involving Emma and Jessica.

Answer: A

Explanation: A) Emma and Jessica are both motivated by the same goal - increasing sales. However, their opinions about how to best achieve that goal are different.

Diff: 2 Page Ref: 43

Classification: Application

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

Ethan's supervisor reminds him that the monthly staff meeting is in a few days, and asks him to arrange for the usual beverages and refreshments. Ethan decides to do something different for a change, and orders from a new caterer. Just before the meeting begins Ethan's supervisor notices this, and angrily yells at Ethan in front of everyone. Their usual supplier guarantees that food items are created in a nut-free environment, a big concern for the company as one of the department's employees is severely allergic to peanuts. Ethan is embarrassed and frustrated, as no one ever told him that this was an issue.

47) This conflict arises from \_\_\_\_\_.

- A) competing goals
- B) lack of information
- C) differences of opinion
- D) ego issues
- E) relational differences

Answer: B

Explanation: B) People often draw conclusions or make decisions based on faulty assumptions. They do not have all the information they need, and they may not even know they are missing information. This lack of information leads to significant workplace conflict.

Diff: 2 Page Ref: 43

Classification: Application

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

48) Conflicts that arise from people just not getting along, and not working very hard to overcome their differences, are said to be caused by \_\_\_\_\_.

- A) competing goals
- B) lack of information
- C) differences of opinion
- D) ego issues
- E) relational differences

Answer: E

Explanation: E) These types of conflicts can stand in the way of productive discussions about content and substance.

Diff: 2 Page Ref: 44

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

49) In the workplace context, the adage, "We like those most who are most like us," means that most of us prefer to \_\_\_\_\_.

- A) work with people whose styles resemble our own
- B) work with people whose approaches contrast with our own
- C) avoid working with people who are similar to us
- D) avoid working with people whose styles are within our comfort zones
- E) work with people whose strengths differ from but balance with our own

Answer: A

Explanation: A) For example, if you are detail-oriented, you most likely feel comfortable working with other detail-oriented people. Styles that differ from our own often create tension, and we may place a negative label on that behavior.

Diff: 2 Page Ref: 44

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

50) Relational conflicts \_\_\_\_\_.

- A) will simply go away if you ignore them
- B) may be a nuisance, but have no real business costs
- C) have caused employees to reduce their commitment to the job
- D) can only be solved by focusing on the personality differences of those involved
- E) cannot be helped by mediation or intervention from supervisors

Answer: C

Explanation: C) Personality conflicts can be very costly to a business. They have been responsible for workers' losing time at work due to worry over confrontations, reducing their commitment to the job, and putting less effort into their work.

Diff: 2 Page Ref: 44

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

51) \_\_\_\_\_ threaten someone's sense of personal identity or self-image.

- A) Competing goals
- B) Lack of information
- C) Differences of opinion
- D) Ego issues
- E) Relational differences

Answer: D

Explanation: D) When someone accuses you of something negative or challenges your sense of identity, you may find it difficult to work productively with that person.

Diff: 1 Page Ref: 44

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?



52) If you are involved in an affective conflict you \_\_\_\_\_.

- A) should choose to avoid a confrontation and deny the problem exists
- B) need to address the emotional issues before productively discussing the content of your work
- C) will achieve an acceptable outcome by graciously accommodating
- D) should compete to win as a means of managing the conflict
- E) would do best to use the time-consuming but productive approach of collaborating to find the best solution

Answer: B

Explanation: B) If you are engaged in a cognitive conflict you can use one of five different strategies to work toward an acceptable outcome. If, however, you are involved in an affective conflict you must address the emotional issues before you can productively discuss the content of your work.

Diff: 2 Page Ref: 45-46

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

53) Avoiding a conflict instead of addressing it \_\_\_\_\_.

- A) is never a good choice
- B) is a poor choice if you think you have no chance of resolving the conflict to your satisfaction
- C) should not be done if it interferes with productivity
- D) usually results in a win-win situation
- E) tends to lead to the conflict improving on its own

Answer: C

Explanation: C) Avoidance is occasionally a good strategy, especially when you believe you have no chance resolving the conflict to your satisfaction, and it doesn't interfere with productivity. More often, however, everyone loses when you avoid a conflict. If problems are not addressed, they tend to get worse.

Diff: 2 Page Ref: 45

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

54) As a conflict management technique, accommodating \_\_\_\_\_.

- A) is a poor choice if you decide that your position was wrong
- B) is usually the best choice when you care deeply about the result
- C) should never be used as a negotiation strategy
- D) makes sense when the relationship is more important than the outcome of the issue
- E) involves denying the problem exists, screening phone calls, or even avoiding the person completely

Answer: D

Explanation: D) Accommodating can be a good choice if maintaining a harmonious relationship with the other person is more important than the outcome of the issue.

Diff: 2 Page Ref: 45

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

55) Which of the following is NOT a potential result of the accommodating conflict management technique?

- A) groupthink can set in
- B) people can lose their self-esteem
- C) people can sacrifice their principles
- D) a good relationship can be maintained with the other person
- E) all parties get something and give something up

Answer: E

Explanation: E) The technique of compromise involves both parties getting something they want and sacrificing something. Accommodation means one person gives in and allows the other person to have his or her own way. While it is a good choice when the matter is trivial or you don't care deeply about the outcome, it does pose the dangers listed in some of the choices.

Diff: 2 Page Ref: 45

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

Emma and Jessica work together and both want to increase sales at their company. Emma argues this is best achieved by investing in research and development so they can create the best possible products. Jessica believes that increasing their sales force is the way to go.

56) If Emma and Jessica decide to allocate part of the budget for R&D and part of it for hiring additional salespeople, this is an example of the conflict management technique \_\_\_\_\_.

- A) avoid confrontation
- B) accommodate or give in
- C) compete to win
- D) compromise
- E) collaborate to find the best solution

Answer: D

Explanation: D) In a compromise, all the parties involved get something they want or can accept, but everyone also needs to sacrifice something. In this case neither Emma or Jessica get the full investment in the area each supports, but both get part of it.

Diff: 2 Page Ref: 45-46

Classification: Application

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

57) If Emma and Jessica decide to go to their supervisor, each making a case for why her idea is preferable and leaving it to the supervisor to determine which is best, this is an example of the conflict management technique \_\_\_\_\_.

- A) avoid confrontation
- B) accommodate or give in
- C) compete to win
- D) compromise
- E) collaborate to find the best solution

Answer: C

Explanation: C) Sometimes a conflict becomes a contest, with participants competing to win, even at another person's expense. If Emma and Jessica bring in a third party like their supervisor to decide which one of them "wins," this is an example of compete to win.

Diff: 2 Page Ref: 45-46

Classification: Application

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

58) What potential danger is involved in Emma and Jessica using a compete to win technique to resolve their conflict?

- A) While this may result in a quick solution, it is also likely to lead to a relational conflict.
- B) By not addressing their conflict it will most likely get worse, and result in a situation where everyone loses.
- C) In choosing to give in, one of them may experience a loss of self-esteem.
- D) This technique usually leads to groupthink and ineffective solutions.
- E) It trivializes their conflict and shows that they don't care deeply about the result.

Answer: A

Explanation: A) Competing results in an "I win, you lose" outcome. Competitive tactics can include finding fault with others, rejecting the other party's point of view, and minimizing one's own responsibility for a mistake. Competitive approaches to resolving conflicts may result in quick solutions, but they often lead to relational conflicts.

Diff: 3 Page Ref: 45-46

Classification: Critical Thinking

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

59) Collaboration \_\_\_\_\_.

- A) usually leads to relational conflicts
- B) ensures buy-in from all parties
- C) is a good way to achieve workable solutions under time pressure
- D) results in an "I win, you lose" outcome
- E) usually results in a lose-lose situation

Answer: B

Explanation: B) Although collaboration is a time-consuming approach, it is often the best approach for managing complex conflicts. In collaboration, all parties work together to determine the best possible solution. It has the benefit not only of providing a solution but also ensuring buy-in from all parties and strengthening relationships between people.

Diff: 2 Page Ref: 46

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

60) \_\_\_\_\_ is an oversimplified image or generalization of a group.

- A) Culture
- B) Ethnocentrism
- C) A cultural stereotype
- D) Context
- E) Power distance

Answer: C

Explanation: C) Cultural stereotypes are oversimplified images or generalizations of a group. While stereotypes may describe a generally observed cultural norm, if you assume everyone from that culture follows the norm, you ignore the fact that individuals are in fact individuals, and are influenced by many things in their lives other than their culture. Assuming that all French people are rude or that all Americans are loud are cultural stereotypes.

Diff: 2 Page Ref: 47

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.4 How can I improve my communication with people from different cultures?

61) In today's business world, learning about other cultures is \_\_\_\_\_.

- A) optional
- B) necessary
- C) not required
- D) ill-advised
- E) interesting, but of no real business concern

Answer: B

Explanation: B) Because workplaces are increasingly global, learning about other cultures is required, not optional. It will help you avoid misinterpreting verbal and nonverbal communication of colleagues and customers who do not share your culture.

Diff: 1 Page Ref: 47

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.4 How can I improve my communication with people from different cultures?

- 62) In a high-context culture \_\_\_\_\_.
- A) direct conversation is the norm
  - B) people tend to get right to the point
  - C) people use unambiguous language to communicate
  - D) people rely on subtle cues
  - E) people avoid implicit communication

Answer: D

Explanation: D) High-context cultures derive meaning not just from words but from everything surrounding the words: how something is said, nonverbal behavior, the history of the relationship, even silences in the conversation.

Diff: 2 Page Ref: 47-48

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.4 How can I improve my communication with people from different cultures?

63) A company sends one of its junior executives to meet with the CEO of another company. The CEO is insulted that someone of equal rank was not sent. Which of the following is most likely true?

- A) At the junior executive's company, people are granted respect based on their position alone.
- B) The junior executive's company is very formal and hierarchical.
- C) The CEO's company believes in social equality.
- D) The CEO's company has a relaxed attitude about title and status.
- E) The CEO's company has a clear separation between superiors and subordinates.

Answer: E

Explanation: E) In high power distance cultures people typically expect to conduct business with others of equal rank. To send a junior executive to meet with a CEO would be an insult. In a high power distance culture, organizations are very formal and hierarchical with a clear separation between superiors and subordinates.

Diff: 2 Page Ref: 48-49

Classification: Critical Thinking

AASCB: Communication Abilities

Objective: 2.4 How can I improve my communication with people from different cultures?

64) Michelle is being transferred from the U.S. to one of her company's overseas offices, in a country that is considered polychronic. Which of the following is a difference to which Michelle will need to adapt?

- A) meetings will begin on time
- B) efficiency will be highly valued
- C) people are expected to adhere closely to schedules
- D) the order of items on a meeting agenda can be easily changed
- E) the importance of schedules will be put before people and relationships

Answer: D

Explanation: D) Polychronic cultures are more relaxed about time and punctuality, and tend to put people and relationships before schedules.

Diff: 2 Page Ref: 49

Classification: Application

AASCB: Communication Abilities

Objective: 2.4 How can I improve my communication with people from different cultures?

65) Martin is adjusting to the nonverbal communication conventions and behaviors of his newly adopted home. The concept of personal space seems different to him, and he is still feeling uncomfortable with people standing just a foot away during routine conversations. Which of the following is most likely Martin's new home?

- A) America
- B) Northern Europe
- C) Latin America
- D) Southern Europe
- E) the Middle East

Answer: E

Explanation: E) While in the U.S. comfortable conversational distance ranges from four feet to seven feet, in the Middle East the distance may be as close as one foot.

Diff: 2 Page Ref: 50

Classification: Application

AASCB: Communication Abilities

Objective: 2.4 How can I improve my communication with people from different cultures?

66) Teams \_\_\_\_\_.

- A) are nothing more than groups of people working together
- B) must involve at least 3 people
- C) benefit the group as a whole but not the individual members
- D) are not as important today as they were 20 years ago
- E) collaborate in their efforts to achieve a specific common goal

Answer: E

Explanation: E) An effective team involves two or more people who recognize and share a commitment to a specific common goal and who collaborate in their efforts to achieve that goal. Individuals benefit from teamwork by learning new skills from others, improving interpersonal skills, and expanding their personal networks.

Diff: 1 Page Ref: 51

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.5 How can I work effectively as part of a team?

67) You are assembling a team for a new project and need to select four more members. You have it narrowed down to five candidates, and write down each of their names and the reason you want to include them on your team. Which of the following members is the LEAST compelling choice for your team?

- A) Marjorie: she is very interested and motivated to work on this project
- B) Alberto: he has the technical expertise I lack
- C) Coleman: he has experience on this kind of project
- D) Gavin: he and I have worked together effectively in the past
- E) Rita: she's my friend and I'd like to spend more time with her

Answer: E

Explanation: E) Friends are not always the best choices for teammates. It is more important to select members who have the skills required, skills you may be lacking, the time and resources to contribute, are very interested and motivated, and who are easy to work with.

Diff: 1 Page Ref: 51

Classification: Application

AASCB: Communication Abilities

Objective: 2.5 How can I work effectively as part of a team?

68) According to the model first proposed by Tuckman, which of the following occurs during the storming stage of team development?

- A) discuss and resolve problems
- B) work collaboratively
- C) achieve high level of productivity
- D) experience conflict and tension
- E) learn about each other

Answer: D

Explanation: D) Storming is the stage of team development in which teams experience conflict and begin to confront differences.

Diff: 2 Page Ref: 52-53

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.5 How can I work effectively as part of a team?

69) Which of the following statements is true?

- A) The person with the most creative ideas on the team must be its leader.
- B) It is crucial for a team to have one single leader.
- C) The leader is in charge of the team.
- D) Leadership can rotate during different phases of a project.
- E) A good leader encourages groupthink.

Answer: D

Explanation: D) A team can establish leadership in a number of ways. It is not crucial for the team to have one single leader, but it is crucial for the team to have capable leadership that keeps the good of the team in mind.

Diff: 2 Page Ref: 53-54

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.5 How can I work effectively as part of a team?

70) Julie has been asked to keep the minutes at the next weekly meeting. She hasn't done this before and isn't sure what to include. Julie should include all of the following EXCEPT

- A) what the team decided to do
- B) who agreed to do what
- C) a description of everything that was said
- D) deadlines
- E) what actions will follow

Answer: C

Explanation: C) Minutes focus on what the team decided to do and do not repeat everything that was said. The minutes also include the assignments and deadlines.

Diff: 2 Page Ref: 54

Classification: Application

AASCB: Communication Abilities

Objective: 2.5 How can I work effectively as part of a team?



71) Research shows that for new employees in the workplace, listening is the most frequently used communication skill.

Answer: TRUE

Explanation: Listening is an important communication skill, in and out of the workplace.

Diff: 1 Page Ref: 32

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

72) If Melanie doesn't listen closely to her supervisor's instructions and ends up sending a shipment to the wrong address, this costly mistake can be attributed to passive listening.

Answer: TRUE

Explanation: Hearing information without actively paying attention to ensure understanding leads to costly mistakes like this one.

Diff: 1 Page Ref: 32

Classification: Application

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

73) Understanding the meaning of an email message uses totally different skills than understanding the meaning of a conversation.

Answer: FALSE

Explanation: Most of the same skills, especially interpreting and evaluating, are equally useful when you listen to the spoken word and the written word.

Diff: 1 Page Ref: 32

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

74) Listening comprehension refers to how well you hear what is being said.

Answer: FALSE

Explanation: Listening comprehension actually refers to how well you can understand what you hear. You might very clearly hear someone speaking in Dutch, but if you don't comprehend that language you won't understand what is being said.

Diff: 1 Page Ref: 33

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

75) Interpretation involves analyzing the meaning of what you hear, read, or see.

Answer: TRUE

Explanation: Interpretation involves analyzing the meaning of what you hear, read, or see to determine its intention.

Diff: 1 Page Ref: 33

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

76) An empathetic listener focuses on the literal content of the communication, not the emotional content.

Answer: FALSE

Explanation: An empathetic listener is actually skilled at focusing in on the emotional content of the communication.

Diff: 1 Page Ref: 33

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

77) Tone of voice is not considered a form of nonverbal communication.

Answer: FALSE

Explanation: Emphasis and tone of voice are considered a form of nonverbal communication. The same words can mean very different things when spoken in different tones of voice, or emphasizing different words.

Diff: 2 Page Ref: 33-34

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

78) Facial expressions are not universal among all cultures.

Answer: TRUE

Explanation: Not all cultures around the world interpret facial expressions in the same way.

Diff: 2 Page Ref: 34-35

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

79) Many speakers fail to connect with the audience's interests or knowledge about a topic.

Answer: TRUE

Explanation: Taking some time to analyze your audience in advance can result in a more effective communication.

Diff: 1 Page Ref: 38

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

80) Asking "What do you think?" at the end of a presentation is not recommended, as it is too simple a question to move the discussion forward.

Answer: FALSE

Explanation: After making your points, invite the audience to respond or add to the conversation. While you can ask situational-specific questions, even a simple question like "What do you think?" can help move the conversation forward.

Diff: 2 Page Ref: 38

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

81) Recent research has shown that job candidates who mirror the interviewer's body language are perceived as offensive.

Answer: FALSE

Explanation: Research shows that candidates who demonstrate confidence and mirror the interviewer's body language are more likely to get a positive response.

Diff: 2 Page Ref: 39

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

82) Biased language can shut down a conversation, but in some situations it is unavoidable.

Answer: FALSE

Explanation: Biased language suggests prejudice, prejudgment, or disrespect and should be avoided in communication.

Diff: 1 Page Ref: 39

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

83) Hiring and training a new employee costs 1.5 times that employee's salary.

Answer: TRUE

Explanation: Conflict is one of the most significant and costly problems in the workplace.

Diff: 1 Page Ref: 41

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

84) A cognitive conflict is one that arises from differences in personalities and relationships.

Answer: FALSE

Explanation: This is an affective conflict. A cognitive conflict results from differences in understanding content or tasks.

Diff: 1 Page Ref: 41

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

85) Analyzing the cause of a conflict serves no useful purpose.

Answer: FALSE

Explanation: It is useful to analyze the cause of a conflict because different causes call for different conflict management strategies.

Diff: 2 Page Ref: 42

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

86) Groupthink is a phenomenon in which a group reaches a decision by eliminating all critical thinking that threatens consensus.

Answer: TRUE

Explanation: A groupthink approach to eliminating conflict can lead a group to ignore differing opinions that may be valuable, settle on a solution that may be wrong, and sacrifice creativity and innovation.

Diff: 1 Page Ref: 45

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

87) It is universally accepted in the business world that you should get right down to business at a meeting for the sake of efficiency.

Answer: FALSE

Explanation: In a Latin American culture, you would be rude to jump right to business at the beginning of a meeting, especially a first meeting. Latin American cultures value getting to know the other person and developing a relationship of trust.

Diff: 1 Page Ref: 47

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.4 How can I improve my communication with people from different cultures?

88) Someone in a low-context culture would most likely say "no" directly.

Answer: TRUE

Explanation: Low-context cultures rely on explicit language to communicate. Communicators rely less on context and more on explicit language to communicate a message as clearly and unambiguously as possible.

Diff: 1 Page Ref: 47

Classification: Application

AASCB: Communication Abilities

Objective: 2.4 How can I improve my communication with people from different cultures?

89) Teams of three or five people are convenient when it comes to voting.

Answer: TRUE

Explanation: Teams of three to five people are usually more productive than larger ones, and having an odd number of members precludes the possibility of a tie, should the team need to vote.

Diff: 1 Page Ref: 51

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.5 How can I work effectively as part of a team?

90) Good teams are results-oriented, meaning the team's success is measured by results, not effort.

Answer: TRUE

Explanation: Team members' roles should be clear and they should be held accountable for their contributions.

Diff: 1 Page Ref: 52

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.5 How can I work effectively as part of a team?

91) Describe a business situation in which passive listening could lead to a costly mistake.

Answer: Answers will vary; examples follow. Failing to listen actively can result in mishearing, misinterpreting, misunderstanding, and misremembering. For example, in discussing some products your boss asks you to order and your boss could say that he would like to have the items the next day, but the expedited shipping is just too costly. If you're not paying close attention, you could just focus in on your boss saying he would like to have them the next day and accrue expensive shipping charges he specifically didn't want. Another situation could be a meeting of three people in which various project tasks are discussed. If you're not listening closely, or bothering to verify who is supposed to do what, multiple people might do the same tasks leading to wasted effort and possibly expense, and other tasks might get left undone.

Diff: 3 Page Ref: 32

Classification: Application

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

As you're packing up to leave the office on a Friday afternoon, your boss tells you that she'd like a status report from you as soon as possible. You head out for the weekend, and complete the status report first thing Monday morning. When your boss receives it, she complains that she needed it sooner.

92) How could this breakdown in communication been avoided?

Answer: The problem is most likely a difference in the interpretation of "as soon as possible." The boss seems to have intended the report to be completed before the employee left Friday or at some point over the weekend. The employee interpreted the statement to mean as soon as she was back in the office again. There are two ways that this could have been avoided. The employee could have been an active listener, and responded to acknowledge understanding of what was said. If the employee had asked, "OK, so you want this report from me first thing Monday morning?" the boss would have corrected this misinterpretation and said when she actually needed it. The other way to avoid this issue would have been for the boss to refrain from using an ambiguous term like "as soon as possible," that is so open to interpretation. If she had specified that she needed it that afternoon or by Sunday morning, etc., this problem would also have been avoided.

Diff: 3 Page Ref: 32-33, 38

Classification: Synthesis

AASCB: Communication Abilities

Objective: Multiple Objectives

Carol approaches a coworker, shaking her head as she does so. With a frown on her face, she angrily asks, "Did you finish the report yet?"

93) Describe the nonverbal communication in this situation, and how it impacts the meaning of Carol's words.

Answer: Nonverbal communication refers to messages that are conveyed through something other than words, like tone of voice, emphasis of words, facial expressions, gestures, body language, or other behavior. The question "Did you finish the report yet?" is direct but non-threatening, if asked in a calm tone of voice with an indifferent expression on your face. When asked in an angry tone, with a frown, emphasizing the word "yet," while shaking your head, it becomes much more inflammatory. The nonverbal cues suggest a tone of judgment that the report should have already been completed, as well as scorn and anger that this hasn't yet happened.

Diff: 3 Page Ref: 33-34

Classification: Critical Thinking

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

94) The supervisor told employees, "I would like to receive gentle, daily feedback on how our department is running." Paraphrase this statement to ensure that you understand the content, intent, and feeling behind the message.

Answer: Content: So you're saying you would like us to report to you each day about how things are going?

Intent: Are you concerned that people are not sharing their feelings about how things are going?

Are you concerned that people only speak up when they want to complain?

Feeling: You sound frustrated that people are not sharing their feelings on how things are running until they are unhappy, and then vent these feelings in a harsh or unconstructive way.

Diff: 3 Page Ref: 36

Classification: Critical Thinking

AASCB: Communication Abilities

Objective: 2.1 What listening skills will help me communicate better with others?

You need help on a project, so you approach a colleague who is busily doing his own work.

95) Describe how to best approach your audience so he will listen to your request.

Answer: Your audience is focusing on something else, which will likely prevent him from listening carefully. If you begin by describing your project in great detail, he will probably tune you out. Instead, briefly describe what you want so he will understand why you are communicating. You might then anticipate that he feels too busy to help by letting him know that it shouldn't take much of his time. Offering to return the favor by helping him on his current project or at some future point could also help overcome this resistance. At this point, your audience will be ready to listen.

Diff: 3 Page Ref: 38

Classification: Application

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

96) Marjorie, you're supposed to be the technology whiz around here. We're looking at hours of manual data entry, since it took you guys forever to fix the database. Why couldn't you geniuses figure it out sooner? Care to explain why you guys can never fix anything quickly?

Rewrite the statements above, taking care to avoid language that triggers a negative response.

Answer: Answers will vary; one example is below. Answers should avoid biased language like the sarcastic and disrespectful use of "geniuses" and "technology whiz." Absolute language like "never" and "anything" should be removed. Provocative questions should be replaced by authentic questions. Accusatory language should be avoided.

Marjorie, you're the most knowledgeable about IT issues here. Since the database was down for an extended period, several hours of manual data entry will be necessary. What was the problem? Can you help us figure out some ways to avoid problems like this in the future, and minimize the amount of time that the database is down?

Diff: 3 Page Ref: 39-40

Classification: Application

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?

97) Your employee Jeremy is very creative and has offered some very insightful analysis this past year. At this annual review, though, you will need to share some constructive criticism with him. He is prone to missing deadlines and often turns in work with typos and grammatical errors. Frame these negative comments positively.

Answer: What I really appreciate about you, Jeremy, is your creativity and highly insightful analysis. And you'd be even more effective if you spent additional time proofing your work and made turning it in on time a priority.

Diff: 3 Page Ref: 40

Classification: Application

AASCB: Communication Abilities

Objective: 2.2 What speaking strategies will encourage others to listen to me and understand what I am saying?



Ethan's supervisor reminds him that the monthly staff meeting is in a few days, and asks him to arrange for the usual beverages and refreshments. Ethan decides to do something different for a change, and orders from a new caterer. Just before the meeting begins Ethan's supervisor notices this, and angrily yells at Ethan in front of everyone. Their usual supplier guarantees that food items are created in a nut-free environment, a big concern for the company as one of the department's employees is severely allergic to peanuts. Ethan is embarrassed and frustrated, as no one ever told him that this was an issue.

98) Describe how this conflict could have been avoided.

Answer: People often draw conclusions or make decisions based on faulty assumptions. They do not have all the information they need, and they may not even know they are missing information. This lack of information leads to significant workplace conflict. This particular conflict could have been avoided if Ethan and his supervisor had shared more information with each other. If Ethan's supervisor had told him about the allergy issue, Ethan would have been sure to order food from a safe caterer. And Ethan could have checked with his boss to get approval before hiring a new caterer.

Diff: 3 Page Ref: 43

Classification: Application

AASCB: Communication Abilities

Objective: 2.3 How can I manage interpersonal conflict?

99) Discuss some of the ways in which one can deal with relational differences in the workplace.

Answer: Relational differences will not simply go away if you ignore them, so avoidance is not a recommended option. If you are involved in an affective conflict - one that focuses on relationships or ego - you will need to address the emotional issues before you can productively discuss the content of your work. When you do have a personality conflict with someone, explore the ways that you can resolve it. Pick your battles, and argue only about things that make a real difference. Ask if you can meet to discuss the cause of the conflict, being sure to listen actively by focusing on content rather than personality issues. Paraphrasing may be helpful here, since by restating what you think the person is saying, you may get clarification on what he really means. The other person may also see how that what he intended by his words is not how they were perceived by the listener. Use neutral rather than accusatory language, so as not to put the other person on the defensive, or shut down the discussion altogether. Framing some of your comments in "I" language, will focus on how you feel about the other person's behavior. This can open the other person's eyes to things he wasn't aware of, and may help improve the situation.

Diff: 3 Page Ref: 35, 39-41, 44

Classification: Synthesis

AASCB: Communication Abilities

Objective: Multiple Objectives

100) Discuss whether you think it is right for American companies like Nike to do business with partners in countries whose ethical practices differ from those in the U.S.

Answer: Answers will vary. Some points to consider follow:

If a company chooses to conduct business with a partner that engages in practices considered ethical in the U.S., does that mean the the company is condoning these practices? Is it the American company's responsibility to correct the conditions so that they follow the ethical conventions of the U.S.? If the conditions cannot be changed, should the American company cease doing business there? When Nike partnered with a manufacturer in Indonesia, reports emerged that the factories employed child labor (since it is legal for children as young as 14 to work in factories there), had unsafe working conditions (since they do not have the same safety regulations as the U.S.), and that workers had suffered sexual and verbal abuse. Nike vowed to investigate and take action against managers guilty of these practices, but critics accused Nike of taking advantage of different ethical practices to increase profits. Nike has ceased doing business with the questionable manufacturers, and has improved safety standards, and increased the minimum age of workers and minimum wages.

Diff: 3 Page Ref: 50

Classification: Critical Thinking

AASCB: Communication Abilities

Objective: 2.4 How can I improve my communication with people from different cultures?