

Chapter 2—Focusing on Interpersonal Communication

TRUE/FALSE

1. In the Japanese culture, business people may consider direct eye contact disrespectful or aggressive.

ANS: T PTS: 1 DIF: Factual REF: p. 31
OBJ: 2-4 NAT: AACSB Communication

2. People constantly send meaning through kinesic communication which is expressed by nonverbal behavior.

ANS: T PTS: 1 DIF: Factual REF: p. 31
OBJ: 2-4 NAT: AACSB Communication

3. Lilly is told by her supervisor that she is doing a good job while his body language suggests he is distracted and in a hurry; she will tend to believe the verbal message more than the nonverbal.

ANS: F PTS: 1 DIF: Application REF: p. 30
OBJ: 2-4 NAT: AACSB Communication

4. The comment “I have never seen you look so lovely” may be perceived by listeners as containing a negative metacommunication.

ANS: T PTS: 1 DIF: Application REF: p. 29
OBJ: 2-4 NAT: AACSB Communication: Purpose

5. A manager who constantly emphasizes punctuality to subordinates arrives late to meetings. The nonverbal message will be more strongly believed by the subordinates.

ANS: T PTS: 1 DIF: Application REF: p. 30
OBJ: 2-4 NAT: AACSB Communication

6. Performance appraisal interviews between supervisors and employees frequently combine listening intensively and empathetic listening.

ANS: T PTS: 1 DIF: Application REF: p. 33-34
OBJ: 2-5 NAT: AACSB Communication

7. A student who is listening to instructions for a homework assignment should be using casual listening skills.

ANS: F PTS: 1 DIF: Application REF: p. 33-34
OBJ: 2-5 NAT: AACSB Communication

8. Listening commonly consumes more of a business employee's time than reading, writing, and speaking combined.

ANS: T PTS: 1 DIF: Factual REF: p. 33
OBJ: 2-5 NAT: AACSB Communication

9. Effective listening involves nonverbal communication as well as possible verbal activity.

ANS: T PTS: 1 DIF: Factual REF: p. 36
OBJ: 2-5 NAT: AACSB Communication

10. The typical adversarial male communication style engenders rapport while the typical collaborative female communication style demands respect.

ANS: F PTS: 1 DIF: Factual REF: p. 32
OBJ: 2-4 NAT: AACSB Communication

11. A recent survey of North American executives showed that a large majority viewed skill in listening to be one of the most important skills needed in the corporate environment.

ANS: T PTS: 1 DIF: Factual REF: p. 33
OBJ: 2-5 NAT: AACSB Communication

MULTIPLE CHOICE

1. Janet tells Juan, "Don't be late for work." Janet's probable metacommunication is
- "I'm in charge here."
 - "You are frequently late for work and this is a warning."
 - "This is America, not Mexico."
 - No metacommunication appears in the statement.

ANS: B PTS: 1 DIF: Application REF: p. 30
OBJ: 2-4 NAT: AACSB Communication: Purpose

2. All of the following statements about nonverbal messages are true EXCEPT
- Nonverbal messages cannot be avoided.
 - Nonverbal messages may be beneficial or harmful.
 - Nonverbal messages may be intentional or unintentional.
 - Nonverbal messages are consistent across cultures.

ANS: D PTS: 1 DIF: Application REF: p. 30-31
OBJ: 2-4 NAT: AACSB Communication

3. Which of the following is NOT true of nonverbal communication?
- Nonverbal messages may be intentional or unintentional.
 - Nonverbal messages may have different meanings for different people.
 - Nonverbal messages can contradict the accompanying verbal message.
 - Nonverbal messages, though powerful, are less powerful than verbal messages.

ANS: D PTS: 1 DIF: Application REF: p. 30-31
OBJ: 2-4 NAT: AACSB Communication

4. Robin, task force chair, tells team member Aaron "your proposed solution to *this* problem is great." Robin's probable metacommunication to Aaron is
- "You are the most intelligent member of this task force."
 - "Your idea is really not that good."
 - "You have previously expressed weak ideas."
 - "You have expressed consistently good ideas."

ANS: C PTS: 1 DIF: Application REF: p. 30
OBJ: 2-4 NAT: AACSB Communication: Purpose

5. A job applicant submits a résumé containing numerous spelling and grammatical errors. What nonverbal message is she most likely sending to the recruiter?
- She didn't care to do her very best.
 - She will be better in an interview.
 - She is a busy person.
 - None of the above.

ANS: A PTS: 1 DIF: Application REF: p. 30-31
OBJ: 2-4 NAT: AACSB Communication

6. You are a U.S. businessperson who has just completed a successful agreement with two Japanese clients. As a gesture of friendship, you pat the shoulders of your Japanese counterparts. How are they likely to react?
- Move in closer and "invade" your personal space.
 - Stiffen their bodies, as they consider such touching improper.
 - Smile, looking directly into your eyes.
 - Take both your hands in a warm handshake.

ANS: B PTS: 1 DIF: Application REF: p. 31-32
OBJ: 2-4 NAT: AACSB Communication

7. Which of the following is NOT a bad listening habit?
- Faking attention
 - Thinking ahead
 - Overlistening
 - All are bad listening habits

ANS: B PTS: 1 DIF: Factual REF: p. 35
OBJ: 2-5 NAT: AACSB Communication

8. Which of the following is appropriate etiquette when listening?
- Restate in your own words what you think the speaker has said.
 - Interrupt the speaker when a misstatement is made.
 - Frequently break eye contact with the speaker.
 - None of the above are appropriate listening etiquette.

ANS: A PTS: 1 DIF: Application REF: p. 36
OBJ: 2-5 NAT: AACSB Communication

9. Preeti is having a business lunch with Jose to discuss the downsizing of the manufacturing plant in South America. Preeti is expecting an important call on her cell phone during the lunch and answers her phone several times. Preeti is not listening attentively to Jose because of which of the following listening problems:
- Faking attention
 - Allowing disruptions
 - Overlistening
 - Stereotyping

ANS: B PTS: 1 DIF: Application REF: p. 35
OBJ: 2-5 NAT: AACSB Communication

10. Shanté is a new sales representative with Sensations, Inc. She attends a regional sales meeting, followed by a reception. She converses with three new sales people and an hour later she forgets their names. This is an example of which of the following bad listening habits?
- Faking attention: she pretends to listen but misses the message.
 - Empathetic listening: she is unable to be objective because her emotions are in the way.
 - Dismissing subjects as uninteresting: she is not interested in talking to the other new sales reps.
 - Failing to observe nonverbal aids: she does not take note of the body language of the sales reps.

ANS: A PTS: 1 DIF: Application REF: p. 35
OBJ: 2-5 NAT: AACSB Communication

11. An ultimate requirement of listening for information is that the listener
- is judgmental.
 - takes copious notes.
 - avoids focusing on nonverbal cues.
 - is able to separate fact from fiction and truth from untruth.

ANS: D PTS: 1 DIF: Factual REF: p. 36
OBJ: 2-5 NAT: AACSB Communication

12. As a student, you are concerned with making a good grade in your marketing class. However, instead of taking copious notes, you outline the major points and try to listen as much as possible. What type of listening are you engaged in?
- Casual listening
 - Listening for information
 - Intensive listening
 - Empathetic listening

ANS: B PTS: 1 DIF: Application REF: p. 33-34
OBJ: 2-5 NAT: AACSB Communication

13. You are the supervisor of an employee who is very upset about the promotion of his arch rival. You call him into your office and ask him to enlighten you on the reasons he is upset. What type of listening are you engaged in?
- a. Casual listening
 - b. Listening for information
 - c. Intensive listening
 - d. Empathetic listening

ANS: D PTS: 1 DIF: Application REF: p. 33-34
OBJ: 2-5 NAT: AACSB Communication

14. Which of the following facts makes listening difficult?
- a. The human ear is unable to keep up with the speech rate of most speakers.
 - b. Our minds process much faster than a speaker can talk.
 - c. The listener often thinks ahead to anticipate future points and evaluate the ideas heard.
 - d. Making written notes short circuits the listening activity.

ANS: B PTS: 1 DIF: Application REF: p. 35
OBJ: 2-5 NAT: AACSB Communication

15. A survey of North American executives about the importance of listening skill in the workplace showed
- a. it is one of the most important skills needed in the corporate environment and a strength of most employees.
 - b. it is a lesser necessary skill for employment and a strength of most employees.
 - c. it is minimally important to job success but among the most lacking skills among employees.
 - d. it is one of the most important skills needed in the corporate environment and is lacking in many employees.

ANS: D PTS: 1 DIF: Factual REF: p. 33
OBJ: 2-5 NAT: AACSB Communication

16. Which of the following is important for U.S. business people to remember when conducting international negotiations?
- a. Other cultures tend to place less emphasis on nonverbal behavior than do those from the U.S.
 - b. Those from Central American and Middle Eastern countries view the use of time more rigidly than do those from the U.S.
 - c. Negotiators from the U.S. are typically seen as passive.
 - d. Laws and ethics as well as customs vary considerably among countries.

ANS: D PTS: 1 DIF: Application REF: p. 31
OBJ: 2-4 NAT: AACSB Communication

17. Studies indicate that there are gender differences in computer-mediated communication (CMC). Which of the following is NOT true of these differences?
- Women using CMC with other women develop more disclosure.
 - Men using CMC with other men are more likely to use mild flaming.
 - Men develop more of a sense of community when using CMC.
 - Men are less satisfied with the CMC experience.

ANS: C PTS: 1 DIF: Factual REF: p. 32-33
OBJ: 2-4 NAT: AACSB Communication

SHORT ANSWER

1. In your performance appraisal of a new employee, you note that the employee seems to have difficulty following verbal instructions. As a part of your review, give the employee several suggestions for improving her listening.

ANS:

1. Minimize distractions
2. Get in touch with the speaker
3. Use your knowledge of the speaker to your advantage
4. Let the speaker know you are actively involved
5. Do not interrupt the speaker
6. Ask reflective questions that assess understanding
7. Use probing prompts to direct the speaker
8. Use lag time wisely

PTS: 1 DIF: Factual REF: p. 36 OBJ: 2-5
NAT: AACSB Communication

CASE

1. Negative Metacommunications

In the past few months, Rhamel has frequently called in sick to work. He has received medical treatment for a respiratory infection, but the infection continues to reoccur. He has missed several important deadlines and his sick leave is quickly dwindling. Rhamel's supervisor has been patient and supportive through this illness, but other employees have recently been asked to handle Rhamel's work in addition to their own workload. Some other co-workers have started to feel resentful and this is evident in their nonverbal communication with Rhamel when he is at work. Give two examples of negative metacommunication and three examples of kinesic messages that coworkers may communicate to Rhamel that express their frustration and resentment.

ANS:

Metacommunication examples can include comments such as:

- "Maybe you should go to another doctor who might solve this problem."
- "You need to take better care of yourself so that you are more resistant to sickness."
- "Maybe you could do some of your work at home when you can't come to the office."

These kinds of statements imply criticism of Rhamel's choice of his doctor, overall level of fitness, and other important choices he has made about his work and job.

Kinesic messages from disgruntled co-workers could include the following:

Visual--frowns, avoiding eye contact, ignoring Rhamel, and not engaging in friendly conversation.

Vocal--sarcasm, unfriendly tone, terse verbal exchange of job-related information. No expressed interest in Rhamel's physical condition and prolonged illness.

PTS: 1 DIF: Application REF: p. 30-31 OBJ: 2-4
NAT: AACSB Reflective Thinking: Analysis|AACSB Communication