

Student name: _____

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

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

- ☐ true
- ☐ false

2) Loud music, nearby conversations, and the sound of traffic are examples of physiological noise in the communication process.

- ☐ true
- ☐ false

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

- ☐ true
- ☐ false

4) Veronica has great relationships with her direct reports. She plans birthday celebrations for them and listens when they need to talk about personal problems, empathizing

with them. Veronica has high emotional intelligence.

- ☐ true
- ☐ false

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

- ☐ true
- ☐ false

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

- ☐ true
- ☐ false

7) People with high self-management tend to have a knee-jerk reaction when threats are perceived.

- ☐ true
- ☐ false

8) Pracha missed his sales goal, but isn't worried because he is sure he'll make it next time because he understands his

customers better now. Pracha is a pessimist.

- ☐ true
- ☐ false

9) Corporate recruiters rank listening skills among the most important communication skills.

- ☐ true
- ☐ false

10) In a conversation with a co-worker, Char makes sure she completely understands the other person's point and then explains why she disagrees with it. Char has failed to practice

the skill of holding judgment.

- ☐ true
- ☐ false

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

☐ true

☐ false

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

☐ true

☐ false

13) Probing questions are intended to create bonds between people.

☐ true

☐ false

14) After the marketing team gave a presentation, their manager, Mauris, asked in frustration, "What were you thinking?" In this context, Mauris's question shows a learner mind-set.

☐ true

☐ false

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

☐ true

☐ false

16) Most people are far better at resolving differences when making eye contact during face-to-face conversations.

☐ true

☐ false

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

- ☐ true
- ☐ false

18) According to the motivational value system (MVS), 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.

- ☐ true
- ☐ false

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

- ☐ true
- ☐ false

20) When a person is treated poorly, ignoring them usually de-escalates a difficult situation and shows that

person's character and caring.

- ☐ true
- ☐ false

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

21) Which term 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) decoding

process

22) Rebekah intends to say something to her employee to explain why he is being transferred to a new project. The thought that Rebekah intends to communicate is known as

- A) meaning.
- B) message.

- C) semantics.
- D) encoding.
- E) empathy.

23) _____ is the process of interpreting messages from others into meaning.

- A) Decoding
- B) Encoding
- C) Translating

- D) Filtering
- E) Communicating

24) Ayanna says, "You're so generous!" in a sarcastic tone. Marvin decides that Ayanna thinks he is cheap. What

- A) filtering
- B) hijacking

process has Marvin just completed?

- C) encoding
- D) synchronizing
- E) decoding

25) Karla was trying to study but she had trouble concentrating because her neighbors were having a loud argument. This is an example 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

27) Which statement is an example of psychological noise?

A) Pranav's coworker does not understand what he tells her because nearby colleagues are speaking too loudly.

B) Pranav's coworker does not understand his meaning when he uses technical accounting terms.

C) Pranav's coworker does not understand what he tells her because she has a pounding headache.

D) Pranav's coworker dismisses his product suggestions because she thinks he is too inexperienced.

E) Pranav's coworker does not remember what he tells her about his schedule because she is rushing to get to a meeting.

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) When Dana found out her proposal was rejected, she stormed into her boss's office and yelled at him. Dana was experiencing emotional

- A) filtering.
- B) hijacking.

- C) blackmail.
- D) noise.
- E) intelligence.

30) Which of these is a domain of emotional intelligence?

- A) shared meaning
- B) sympathy
- C) self-management

- D) semantics
- E) self-esteem

31) What is the process of understanding your own emotions as they occur and how they affect your behaviors and thoughts?

- A) self-management
- B) empathy
- C) relationship management

- D) shared meaning
- E) self-awareness

32) Martha was once mugged on the subway, so now every time she enters the subway she starts to shake and feel

- A) trigger.
- B) dysfunction.

afraid. For Martha, the subway is a

- C) noise.
- D) distracter.
- E) filter.

33) Elera knows that she is especially vulnerable to work stress today because she had a fight with her husband last night. Therefore, Elera does ten minutes of meditation on her lunch break, and later when she feels herself getting frustrated during a meeting, she counts to ten before making a comment.

- A) empathy
- B) self-management
- C) emotional hijacking

What quality does Elera's behavior demonstrate?

- D) self-awareness
- E) psychological noise

34) Which term

involves having the discipline to hold off on current urges in order to meet long-term intentions?

- A) empathy
- B) self-awareness
- C) self-management

- D) relationship management
- E) sight-reading

35) Which dimension 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) sight-reading

36) Which person demonstrates low self-management during interpersonal communication?

- A) Mary speaks out constructively about differences of opinion.
- B) Frank seeks to de-escalate interpersonal tensions and resolve issues at hand.
- C) Kamili provides indirect and vague feedback and ideas to others.
- D) Seong frequently vents frustrations without a

constructive work purpose.

- E) Duri is unaware of her own emotional state and its related impact on communication.

37) Which person demonstrates high self-management during interpersonal communication?

- A) Haruki controls emotional impulses that are not aligned with work and relationship goals.
- B) Seda attempts to understand the feelings, perspectives, and needs of others.
- C) Doreen engages in a me-first approach to work with colleagues.

- D) Dick reacts defensively and with a me-first attitude when threats are perceived.
- E) Mimi fails to listen carefully to others.

38) Which person demonstrates high empathy during interpersonal communication?

- A) Maida controls emotional impulses that are not aligned with work and relationship goals.
- B) Iman directs conversations to topics that focus on the needs of others.
- C) Belinda is aware of triggers and related tendencies to say the wrong thing.
- D) Macy spends a higher percentage of work

conversations on work-related topics with a focus on solutions.

E) Sven frequently vents frustrations without a constructive work purpose.

39) What 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.

40) When Kian listens to a customer, he paraphrases the customer's request or complaint to make sure he understands

- A) reflecting
- B) holding judgment
- C) summarizing

it. Which active listening skill is he using?

- D) clarifying
- E) paying attention

41) Which person demonstrates the active listening skill of clarifying?

A) Trevor leans slightly forward as he listens to others.

B) Sandra asks questions that demonstrate her desire to understand

other points of view.

C) William asks the other person to explain a point more completely.

D) Abel expresses his own perspective after he has heard the other person.

E) Bart pauses to think about what he has heard and then paraphrases it.

42) During his annual performance review, Bill says to his supervisor, "So the two main ways that you want me to improve are to double-check my work for accuracy and to be more of a team player. Is that correct?" What active listening skill is Bill using?

A) identifying

B) paying attention

C) reflecting

D) summarizing

E) sharing

43) 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

44) Which statement 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?

- 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

46) 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

47) In a weekly project update meeting, Lisa asks the following questions of one of her employees: "Why were you late meeting your last deadline? Were there external factors that delayed your work? Did other coworkers get their part of

the assignment to you on time? Do you need more help from me?" What type of questions are these?

- A) closed
- B) rapport-building
- C) solution-oriented

D) probing
E) funnel

48) Carolyn's team is having a difficult time developing a team identity. She thinks the problem might be that the team members come from different departments and have not worked together before. What kind of questions can Carolyn use to help with this issue?

- A) solution-oriented
- B) rapport-building

C) probing
D) closed
E) funnel

49) What is the main difference between probing questions and solution-

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.

50) 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.

51) 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.

52) During a budget meeting, Fanny concludes her part of the talk and points to her presentation partner. What does this

- 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.

gesture most likely mean in context?

- E) She is trying to get him to be quiet.

53) When Leonard had to tell Tanya that her project had lost its funding, he found himself adopting a slumped posture

- A) synchronizing body language to mock her

that was similar to hers. What was Leonard doing?

- 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

54) As Chula explains her dissatisfaction with her current salary, her supervisor abruptly looks away and sighs. What does the supervisor's nonverbal behavior indicate?

- A) strong agreement
- B) confusion
- C) strong displeasure

D) distraction
E) agreement yet helplessness

55) While working on team projects, Louisa welcomes feedback and constructive criticism from her colleagues because she values their opinions and wants to be a better team member. 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

56) Which motivational value system is most often guided by concerns about whether business activities have been thought out carefully and the right processes have been put

into place to accomplish things?

- A) red MVS
- B) yellow MVS

C) blue MVS
D) green MVS
E) hub

57) Which of the following statements best expresses a typical concern of someone with a blue MVS?

A) "Let's make sure we've considered how this will affect everyone's welfare."

B) "Let's be sure that we have thought out the long-term results of this policy."

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."

58) 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

59) Charlotte and Micah disagree about which new healthcare insurance to adopt for their company. Charlotte wants to choose a cost-effective policy as soon as possible, while Micah wants to ensure that employees do not see a reduction in benefits because of the change. What can you

deduce about Charlotte and Micah from this information?

A) Charlotte has a green MVS; Micah has a blue MVS.

B) Charlotte has a red MVS; Micah is a hub.

C) Charlotte has a red MVS; Micah has a blue MVS.

D) Charlotte has a hub; Micah has a red MVS.

E) Charlotte has a blue MVS; Micah has a green MVS.

60) Which quality is characteristic of people who are hubs?

A) nurturing

B) decisive

C) analytical

D) flexible

E) competitive

61) Which quality is more characteristic of introverts?

- A) thoughtful
- B) charismatic

- C) spontaneous
- D) lively
- E) collaborative

62) Which situation 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 workspace in a library

- E) a long conversation with one person

63) Ethan needs to assign his team members the following tasks. One of the team members, Gail, is an extrovert. Which

- A) independently analyzing the latest market research report
- B) writing an explanation of a new product for senior management
- C) checking the proofs of sales brochures for accuracy before they are printed

task is most appropriate for Gail?

- D) moderating a team meeting to discuss how well the last development cycle went
- E) preparing a list of questions to discuss at the next team meeting

64) Introverts can work more effectively with extroverts by

- A) speaking up more quickly than feels comfortable to them.
- B) allowing conversations to have fewer and more in-depth topics.
- C) giving them more opportunities to be alone and recharge.

- D) pausing more often and allowing periods of silence that might feel uncomfortable.

- E) expressing their preference to discuss things immediately.

65) Vince always drops hand-written reports on his administrative assistant's desk and says, "Type this right away." What common type of incivility is Vince 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

66) Which situation is an example of disrespecting the dignity and worth of others?

- A) claiming credit for a co-worker's creative idea
- B) criticizing a subordinate in front of others
- C) forwarding a confidential email from the boss

- D) arriving at a meeting late
- E) leaving a mess in the kitchen area

67) What is a guiding principle for improving civility in society and the workplace?

- A) Tell, do not ask.
- B) Ignore small things.
- C) Disagree graciously.

- D) Do not refrain from arguing.
- E) Keep a negative attitude.

68) _____ 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

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

69) Define the interpersonal communication process.

70) How does emotional hijacking hinder effective interpersonal communication?

71) Why is self-awareness particularly important in stressful and uncomfortable situations?

72) How can individuals use mitigating information to help with self-management?

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

74) Identify the purpose of each of the following types of questions: rapport-building, funnel, probing, and solution-oriented.

75) Alan 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 Alan after talking to his wife. However, Alan decided that was just a brush off. The man had kept his arms folded across his chest, which Alan has heard is a sign of defensiveness. How well did Alan practice sight-reading? Explain using details from the scenario.

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

Answer Key

Test name: Business Communication ch02

- 1) TRUE
- 2) FALSE
- 3) TRUE
- 4) TRUE
- 5) TRUE
- 6) FALSE
- 7) FALSE
- 8) FALSE
- 9) TRUE
- 10) FALSE
- 11) FALSE
- 12) FALSE
- 13) FALSE
- 14) FALSE
- 15) TRUE
- 16) TRUE
- 17) FALSE
- 18) TRUE
- 19) FALSE

20) FALSE

21) C

22) A

23) A

24) E

25) A

26) C

27) D

28) A

29) B

30) C

31) E

32) A

33) B

34) C

35) A

36) D

37) A

38) B

39) C

40) A

41) C

42) D

43) A

44) A

45) A

46) B

47) D

48) B

49) D

50) A

51) E

52) A

53) B

54) C

55) C

56) D

57) A

58) B

59) C

60) D

61) A

62) B

63) D

64) A

65) A

66) B

67) C

68) D

69) 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

70) 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

71) Self-awareness is particularly important for stressful and unpleasant situations. People high in self-awareness have the ability to be self-reflective when they experience strong or even distressful emotions. Often, this involves

and negotiate meaning between those involved.

would prefer to be heard, fail to listen to others, or disengage from working relationships that are in your best interest.

the ability to explicitly identify feelings as they occur. For example, a person who

becomes angry with a colleague can simultaneously think, "I'm feeling anger right now." Being aware of this can help you avoid

72) Self-management is the "ability to use awareness of your emotions to stay flexible and to direct your behavior positively." It involves having the discipline to hold off on current urges in order 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

73) 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

74) 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

dysfunctional behaviors caused by emotional hijacking.

in certain ways. Accepting such explanations can help reduce the urge to act on negative emotions such as frustration or resentment.

restating major themes of what others say; and (6) sharing, or expressing your own perspectives and feelings.

questions 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.

75) Alan 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,

76) 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

which would have told him that the man was probably crossing his arms from cold, not defensiveness.

graciously and refrain from arguing.6. Get to know people around you.7. Pay attention to small things.8. Ask, don't tell.