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**Chapter 02**

**Interpersonal Communication and Emotional Intelligence**

True / False Questions

1. Each person involved in interpersonal communication is both encoding and decoding meaning. True False
2. Decoding is the process of converting meaning into messages composed of words and nonverbal signals.

True False

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

True False

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

True False

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

True False

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

True False

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

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

9. People who have low self-management should avoid doing self-talk because it makes them too self-centered.

True False

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

True False

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

True False

12. In a conversation with a co-worker, Chin makes sure he completely understands the other person's point and then explains why he disagrees with it. Chin has failed to practice the skill of holding judgment.

True False

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

True False

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

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

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

True False

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

True False

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

True False

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

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

True False

### Multiple Choice Questions

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

- A. active listening process
- B. verbal communication process
- C. interpersonal communication process
- D. decoding process
- E. encoding process

22. Cindy intends to say something to her employee to explain why he is being transferred to a new project. The thought that Cindy 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. Ayesha says, "You're so generous!" in a sarcastic tone. Mario decides that Ayesha thinks he is cheap. What process has Mario just completed?

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

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

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

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

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

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

- A. Benito's coworker does not understand what he tells her because nearby colleagues are speaking too loud.

- B. Benito's coworker does not understand his meaning when he uses technical accounting terms.
- C. Benito's coworker does not understand what he tells her because she has a pounding headache.
- D. Benito's coworker dismisses his product suggestions because she thinks he is too inexperienced.
- E.  
Benito'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. Emotional \_\_\_\_\_ refers to a situation in which emotions control our behavior, causing us to react without thinking.

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

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

- A. self-management
- B. empathy

- C. relationship management
- D. shared meaning
- E. self-awareness

31. Events that cause strong emotional reactions are called

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

32. Elena knows that she is especially vulnerable to work stress today because she had a fight with her husband last night. Therefore, Elena 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. What quality does Elena's behavior demonstrate?

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

33. Which of the following 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

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

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

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

- A. One speaks out constructively about differences of opinion.
- B. One seeks to de-escalate interpersonal tensions and resolve issues at hand.
- C. One provides indirect and vague feedback and ideas to others.
- D. One frequently vents frustrations without a constructive work purpose.
- E. One is unaware of his or her own emotional state and its related impact on communication.

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

- A. One controls emotional impulses that are not aligned with work and relationship goals.
- B. One attempts to understand the feelings, perspectives, and needs of others.
- C. One engages in a me-first approach to work with colleagues.
- D. One reacts defensively and with a me-first attitude when threats are perceived.
- E. One fails to listen carefully to others.

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

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

38. While working on team projects, Luisa 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

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

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

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

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

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

- A. They direct conversations to topics that are important to themselves.
- B. They frequently use meeting time to complain about issues unrelated to the current task.
- C. They go out of their way to explain company procedures to new co-workers.
- D. They listen carefully to what others say and then ask questions to clarify what they heard.
- E. They often repress their emotions and then respond inappropriately to situations.

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

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

43. When Kwame listens to a customer, he paraphrases the customer's request or complaint to make sure he understands it. Which active listening skill is he using?

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

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

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

45. During his annual performance review, Blake 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 has Blake used?

- A. identifying
- B. paying attention
- C. reflecting
- D. summarizing
- E. sharing

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

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

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

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

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

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

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

A. rapport-building

B. funnel

C. probing

D. closed

E. solution-oriented

50.

In a weekly project update meeting, Liza 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

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

A. solution-oriented

B. rapport-building

C. probing

- D. closed
- E. funnel

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

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

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

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

54. What does research consistently demonstrate about nonverbal communication?

- A. People are not good at masking their feelings, and most people are highly skilled in their ability to decode nonverbal signals.

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

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

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

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

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

57. As Cho 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

58. 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

59. 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."

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

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

61. Chelsea and Miguel disagree about which new healthcare insurance to adopt for their company. Chelsea wants to choose a cost-effective policy as soon as possible, while Miguel wants to ensure that employees do not see a reduction in benefits because of the change. What can you deduce about Chelsea and Miguel from this information?

- A. Chelsea has a green MVS; Miguel has a blue MVS.
- B. Chelsea has a red MVS; Miguel is a hub.
- C. Chelsea has a red MVS; Miguel has a blue MVS.
- D. Chelsea has a hub; Miguel has a red MVS.
- E. Chelsea has a blue MVS; Miguel has a green MVS.

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

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

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

- A. thoughtful

- B. charismatic
- C. spontaneous
- D. lively
- E. collaborative

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

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

65. Elliot needs to assign his team members the following tasks. One of the team members, Grace, is an extrovert. Which task is most appropriate for Grace?

- 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
- 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

66. 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.

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

A. treating others without courtesy

B. ignoring others

C. disrespecting the dignity and worth of others

D. disrespecting the efforts of others

E. disrespecting the privacy of others

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

A. claiming credit for a co-worker's creative idea

B. 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

69. Which of the following 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.

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

A. Emotional hijacking

B. Semantic noise

C. Pessimism

D. Incivility

E. Visual cutoff

### Essay Questions

71. Define the interpersonal communication process.

72. Explain semantic noise with examples.

73. How does emotional hijacking hinder effective interpersonal communication?

74. Why is self-awareness particularly important in stressful and uncomfortable situations?

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

76. What is empathy? What does it include?

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

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

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

## Chapter 02 Interpersonal Communication and Emotional Intelligence

### Answer Key

#### True / False Questions

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

TRUE

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

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

FALSE

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

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

TRUE

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

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

FALSE

Physiological noise refers to disruption due to physiological factors. Examples include hearing problems, illness, memory loss, and so on. Loud music, nearby conversations, and the sound of traffic are examples of physical noise, which is external noise that makes a message difficult to hear or otherwise receive.

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

FALSE

Psychological noise refers to interference due to attitudes, ideas, and emotions experienced during an interpersonal interaction. Semantic noise occurs when communicators apply different meanings to the same words or phrases.

