**Strategic Management Communication for Leaders 4e**

**Chapter 3 – Step One: Identify the Purposes of Communication**

1. Entertainment is highly emphasized in communication for business purposes.

❏ True

❏ False

ANS: False PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 3-1

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Purpose

TOPICS: Four Purposes of Communication

KEYWORDS: Bloom’s: Knowledge

1. In the business world, almost all communication is persuasive.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 3-1

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Purpose

TOPICS: Communicating to Inform

KEYWORDS: Bloom’s: Knowledge

1. According to Conger, people with high credibility have demonstrated over time that they can be trusted to listen and to work in the best interest of others.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic  
U.S. – Ethics

STATE STANDARDS: U.S. – CA – DISC: Audience  
U.S. – CA – Receiver Reaction

TOPICS: Communicating to Persuade and to Influence

KEYWORDS: Bloom’s: Comprehension

1. According to Conger, in our culture, we believe that people make decisions based upon reason; therefore, it is unnecessary to consider emotional needs when attempting to persuade.

❏ True

❏ False

ANS: False PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic  
U.S. – Ethics

STATE STANDARDS: U.S. – CA – DISC: Audience  
U.S. – CA – Receiver Reaction

TOPICS: Communicating to Persuade and to Influence

KEYWORDS: Bloom’s: Comprehension

1. People do not respond well to negative, threatening, or punishing strategies to gain compliance.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Audience  
U.S. – CA – Receiver Reaction

TOPICS: Communicating to Persuade and to Influence

KEYWORDS: Bloom’s: Knowledge

1. People who are more sensitive to others and who are more adaptive are more likely to engage in further attempts to influence when resistance is met.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Audience  
U.S. – CA – Receiver Reaction

TOPICS: Communicating to Persuade and to Influence

KEYWORDS: Bloom’s: Knowledge

1. Tactics, such as arguing without support, using persistence and repetition, threatening, and manipulation, were found to be effective when used by subordinates who were attempting to influence their supervisors.

❏ True

❏ False

ANS: False PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Audience  
U.S. – CA – Receiver Reaction

TOPICS: Communicating to Persuade and to Influence

KEYWORDS: Bloom’s: Knowledge

1. Assertive communication behaviors include those perceived as hurtfully expressive, self-promoting, and assuming control over the choices of others.

❏ True

❏ False

ANS: False PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Audience  
U.S. – CA – Receiver Reaction

TOPICS: Communicating to Convey Goodwill

KEYWORDS: Bloom’s: Knowledge

1. Factors that help to build credibility include expertise and competence, personal ethics and integrity, control of emotions, and the development and maintenance of a professional image.

❏ True

❏ False

ANS: True PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Audience  
U.S. – CA – Receiver Reaction

TOPICS: Communicating to Establish Credibility

KEYWORDS: Bloom’s: Comprehension

1. Trust is the ability to adhere to a strong set of moral or ethical principles regardless of the situation or the pressures that come to bear.

❏ True

❏ False

ANS: False PTS: 1 DIFF: Easy QT: True/False

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Ethics

STATE STANDARDS: U.S. – CA – DISC: Global Ethics

TOPICS: Communicating to Convey Goodwill

KEYWORDS: Bloom’s: Knowledge

1. The four purposes of business communication are

a. To inform, to persuade, to entertain, and to establish credibility

b. To inform, to entertain, to persuade, and to convey goodwill through establishing relationships with others

c. To inform, to persuade, to convey goodwill, and to establish credibility

d. To inform, to entertain, to sell, and to deliberate

ANS: c PTS: 1 DIFF: Easy QT: Multiple Choice

HAS VARIABLES: False LO: 3-1

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Purpose

TOPICS: Four Purposes of Communication

KEYWORDS: Bloom’s: Knowledge

1. In the examples below, all are cases in which an individual is primarily communicating to inform, EXCEPT:

a. You tell an employee how to operate the copy machine.

b. You write a letter of application to accompany your resume.

c. You tell a customer how to fill out a form.

d. You describe a customer call to your supervisor to learn what to do next.

ANS: b PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 3-1

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Purpose

TOPICS: Communicating to Inform

KEYWORDS: Bloom’s: Application

1. Conger's model of persuasion includes all of the following steps, EXCEPT:

a. Establish credibility

b. Frame for common ground

c. Inform the other of your needs

d. Connect emotionally

ANS: c PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic  
U.S. – Ethics

STATE STANDARDS: U.S. – CA – DISC: Audience

TOPICS: Communicating to Persuade and to Influence

KEYWORDS: Bloom’s: Comprehension

1. Conger attempts to re-conceptualize our understanding of persuasion from simply the act of convincing and selling to one of persuasion as

a. Learning and negotiating

b. Valuing and nurturing relationships

c. Becoming an expert in your field

d. Strategy

ANS: a PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic  
U.S. – Ethics

STATE STANDARDS: U.S. – CA – DISC: Audience  
U.S. – CA – Receiver Reaction

TOPICS: Communicating to Persuade and to Influence

KEYWORDS: Bloom’s: Comprehension

1. \_\_\_\_\_\_\_\_\_ is the power that a person has to affect other people's thinking or actions.

a. Persuasion

b. Self-assurance

c. Poise

d. Influence

ANS: d PTS: 1 DIFF: Easy QT: Multiple Choice

HAS VARIABLES: False LO: 3-1

NATIONAL STANDARDS: U.S. – BUSPROG: Ethics

STATE STANDARDS: U.S. – CA – DISC: Purpose

TOPICS: Communicating to Persuade and to Influence

KEYWORDS: Bloom’s: Knowledge

1. The four dimensions of interpersonal dominance include all of the following, EXCEPT:

a. Persuasiveness and poise

b. Conversational control and panache

c. Social focus

d. Self-assurance

ANS: c PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic  
U.S. – Ethics

STATE STANDARDS: U.S. – CA – DISC: Teamwork

TOPICS: Communicating to Persuade and to Influence

KEYWORDS: Bloom’s: Comprehension

1. Advocacy, or the process of championing ideas, proposals, actions, or people to those above you in an organization, involves all of the following steps, EXCEPT:

a. Clearly stating your needs and preferences

b. Determining why your boss should care

c. Tailoring your argument to your boss's style and characteristics

d. Building coalitions

ANS: a PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic  
U.S. – Reflective Thinking – Group Dynamics

STATE STANDARDS: U.S. – CA – DISC: Stakeholder

TOPICS: Communicating to Persuade and to Influence

KEYWORDS: Bloom’s: Application

1. According to Conger, people with high credibility on the relationship side have demonstrated that they have all of the following characteristics, EXCEPT:

a. Can be trusted to listen and to work in the best interests of others

b. Have consistently shown strong emotional character and integrity

c. Exhibit mood extremes or inconsistent performance

d. Are known to be honest, steady, and reliable

ANS: c PTS: 1 DIFF: Moderate QT: Multiple Choice

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic  
U.S. – Ethics

STATE STANDARDS: U.S. – CA – DISC: Audience  
U.S. – CA – Receiver Reaction

TOPICS: Communicating to Persuade and to Influence

KEYWORDS: Bloom’s: Comprehension

1. An employee criticizes the boss’s “pet” development program in a meeting and is fired on the spot for her remarks. This is an example of \_\_\_\_\_\_\_\_\_ communication.

a. coercive

b. destructive

c. deceptive

d. intrusive

ANS: a PTS: 1 DIFF: Easy QT: Multiple Choice

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Receiver Reaction

TOPICS: Communicating to Establish Credibility

KEYWORDS: Bloom’s: Knowledge

1. \_\_\_\_\_\_\_\_\_ is the ability to understand other people: what motivates them, how they work, how to work cooperatively with them.

a. High self-monitoring

b. Intrapersonal communication

c. Intrapersonal intelligence

d. Interpersonal intelligence

ANS: d PTS: 1 DIFF: Easy QT: Multiple Choice

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic  
U.S. – Diversity

STATE STANDARDS: U.S. – CA – DISC: Consequences

TOPICS: Communicating to Establish Credibility

KEYWORDS: Bloom’s: Knowledge

1. List the three types of interpersonal communication styles and briefly explain each.

ANS: 1) Avoiding is the strategy of knowingly avoiding the members of the dominant group; 2) Aggression includes behaviors that are perceived as hurtfully expressive, self-promoting, and assuming control over the choices of others; and 3) Assertiveness is self-enhancing, expressive communication that takes into account both the communicator's and others’ needs.

PTS: 1 DIFF: Moderate QT: Subjective Short Answer

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic

STATE STANDARDS: U.S. – CA – DISC: Patterns

TOPICS: Communicating to Convey Goodwill

KEYWORDS: Bloom’s: Comprehension

1. Name three types of unethical messages proposed by Redding and provide an example of each.

ANS: Students might name three of the following types of unethical messages and provide examples similar to the following:

a. Coercive: An employee criticizes the boss's “pet” development program in a meeting and is fired on the spot for her remarks.

b. Destructive: A supervisor makes a sexist joke at the expense of an employee.

c. Deceptive: Federal Aviation Administration employees falsify employee work records to justify the firing of air traffic controllers during their strike.

d. Intrusive: Electronic surveillance of employees is conducted through hidden video cameras.

e. Secretive: Some investment firms suppressed information about the value of commercial mortgage-backed securities.

f. Manipulative/Exploitative: Management threatens union members with a plant closing if they don't ratify a contract.

PTS: 1 DIFF: Moderate QT: Subjective Short Answer

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Ethics  
U.S. – Communication

STATE STANDARDS: U.S. – CA – DISC: Global Ethics

TOPICS: Communicating to Establish Credibility

KEYWORDS: Bloom’s: Application

1. Name the two steps that might be involved in the active participation required of senders and receivers who take responsibility for the quality and ethicality of their communication and briefly explain them.

ANS: The two steps are reasoned skepticism and appropriate feedback. Reasoned skepticism involves actively searching for meaning, analyzing and synthesizing information, and judging its soundness and worth. Appropriate feedback requires that you are honest and reflect your true understanding and judgments. However, such feedback should also be appropriate for the subject, audience, and occasion or context, primary elements of business communication strategy.

PTS: 1 DIFF: Challenging QT: Subjective Short Answer

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic  
U.S. – Ethics

STATE STANDARDS: U.S. – CA – DISC: Codes

TOPICS: Communicating to Establish Credibility

KEYWORDS: Bloom’s: Synthesize

1. List the steps of Conger's persuasive model and explain why his approach is particularly useful in today's business world.

ANS: Student responses should discuss Conger's four steps:

1. Establish credibility. For Conger, credibility has two aspects: expertise and relationships. People are considered to have high levels of expertise if they have a history of sound judgment or have proven themselves knowledgeable and well informed about their proposals (Conger, 1998, p. 88). On the relationship side, people with high credibility have demonstrated over time that they can trusted to listen and to work in the best interest of others (Conger, 1998, p. 88).

2. Frame for common ground. In order to strengthen the appeal of your proposal to others, you must first identify its tangible benefits to the people you are trying to persuade. In order to accomplish this task, you must thoroughly understand your audience and its needs and concerns.

3. Provide evidence. According to Conger (1998), effective persuaders should use a variety of types of evidence—numerical data, examples, stories, metaphors, and analogies—to make their positions come alive (p. 92).

4. Connect emotionally (convey goodwill). In our culture, we may like to believe that people make decisions based upon reason; however, emotions always are at play (Conger, 1998, p. 93). In fact, Conger claims that emotions play a primary role in persuasion. To connect emotionally with an audience, Conger suggests that the communicators show their own emotional commitment to the proposal being made and that they adjust their arguments to their audience's emotional state. However, in showing their own emotional commitment to their proposal, communicators must use some restraint.

In addition, to show why Conger's approach is useful today, students might discuss the three stages of his approach—information, preparation, and dialog—and explain how the focus on dialog supports the relevance of the dialogic model of communication for today's business world.

PTS: 1 DIFF: Challenging QT: Essay

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Analytic – BUSPROG: Analytic  
U.S. – Ethics

STATE STANDARDS: U.S. – CA – DISC: Theory Application

TOPICS: Communicating to Persuade and to Influence

KEYWORDS: Bloom’s: Evaluation

1. List the factors that help build credibility and provide examples of how you might use each to build your own credibility. How can credibility help you to attain your career goals?

ANS: Student responses should discuss each of the four factors that can contribute to credibility—expertise and competence, personal ethics and integrity, control of emotions, and the development and maintenance of a professional image—and provide examples of how they could use each to develop their own credibility. They should also discuss why establishing credibility can help them to achieve their communication goals.

PTS: 1 DIFF: Moderate QT: Essay

HAS VARIABLES: False LO: 3-2

NATIONAL STANDARDS: U.S. – BUSPROG: Ethics  
U.S. – Reflective Thinking – Group Dynamics

STATE STANDARDS: U.S. – CA – DISC: Consequences

TOPICS: Communicating to Establish Credibility

KEYWORDS: Bloom’s: Application