**Strategic Management Communication for Leaders 4e**

**Chapter 9 – Communicating with Employees**

1. According to a study in the area of organizational communication, the best supervisors tend to be sensitive to the feelings of others.

❏ True

❏ False

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

HAS VARIABLES: False LO: 9-4

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

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

TOPICS: Motivating Employees

KEYWORDS: Bloom’s: Comprehension

1. Interpersonal communication involves mutual influence, usually for the purpose of managing relationships.

❏ True

❏ False

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

HAS VARIABLES: False LO: 9-1

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

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

TOPICS: Interpersonal Style

KEYWORDS: Bloom’s: Comprehension

1. Most decision makers rely heavily on verbal information from people they trust.

❏ True

❏ False

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

HAS VARIABLES: False LO: 9-1

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

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

TOPICS: Interpersonal Style

KEYWORDS: Bloom’s: Knowledge

1. Nonverbal cues provide 93 percent of the meaning exchanged in face-to-face communication situations, including oral presentations and meetings.

❏ True

❏ False

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

HAS VARIABLES: False LO: 9-2

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

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

TOPICS: Nonverbal Communication

KEYWORDS: Bloom’s: Knowledge

1. According to Mehrabian, high status is communicated nonverbally in the United States by bigger gestures, relaxed posture, and greater eye contact.

❏ True

❏ False

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

HAS VARIABLES: False LO: 9-2

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

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

TOPICS: Nonverbal Communication

KEYWORDS: Bloom’s: Comprehension

1. Physical attractiveness generally leads to more social success in adulthood; attractive people receive higher initial credibility ratings than do those who are viewed as unattractive.

❏ True

❏ False

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

HAS VARIABLES: False LO: 9-2

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

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

TOPICS: Nonverbal Communication

KEYWORDS: Bloom’s: Comprehension

1. According to most studies, the average person on the job spends more time speaking than listening.

❏ True

❏ False

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

HAS VARIABLES: False LO: 9-3

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

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

TOPICS: Effective Listening

KEYWORDS: Bloom’s: Knowledge

1. Active listening is used to evaluate the accuracy, meaningfulness, and usefulness of a message.

❏ True

❏ False

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

HAS VARIABLES: False LO: 9-3

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

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

TOPICS: Effective Listening

KEYWORDS: Bloom’s: Knowledge

1. Central connectors keep the different subgroups in an informal network together.

❏ True

❏ False

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

HAS VARIABLES: False LO: 9-4

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

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

TOPICS: Motivating Employees

KEYWORDS: Bloom’s: Knowledge

1. A **\_\_\_\_\_\_\_\_\_** is the state of an individual associated with the need, such as hunger or thirst.

a. need

b. drive

c. motive

d. goal

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

HAS VARIABLES: False LO: 9-4

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

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

TOPICS: Motivating Employees

KEYWORDS: Bloom’s: Knowledge

1. Leadership practices for creating organizational change include all of the following delivery tactics, EXCEPT:

a. Be open and honest.

b. Withhold information that does not support the change.

c. Adapt the message to the audience and situation.

d. “Cut to the chase” or be prompt, clear, and consistent.

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

HAS VARIABLES: False LO: 9-5

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

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

TOPICS: Communicating Change

KEYWORDS: Bloom’s: Comprehension

1. Within an organization, symptoms of low motivation among employees may include all of the following, EXCEPT:

a. High waste costs

b. High training costs

c. High health insurance costs

d. High salaries

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

HAS VARIABLES: False LO: 9-4

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

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

TOPICS: Motivating Employees

KEYWORDS: Bloom’s: Knowledge

1. Trust includes all of the following components, EXCEPT:

a. Openness

b. Competence

c. Consistency

d. Attractiveness

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

HAS VARIABLES: False LO: 9-1

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

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

TOPICS: Interpersonal Style

KEYWORDS: Bloom’s: Knowledge

1. \_\_\_\_\_\_\_\_\_ is defined as self-enhancing, expressive communication that takes into account both the communicator’s and others’ needs.

a. Interpersonal communication

b. Avoiding

c. Assertiveness

d. Trust

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

HAS VARIABLES: False LO: 9-1

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

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

TOPICS: Interpersonal Style

KEYWORDS: Bloom’s: Comprehension

1. Individual symptoms of low motivation include all of the following, EXCEPT:

a. Lack of concentration

b. Resistance to change

c. Increased conflict

d. Errors

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

HAS VARIABLES: False LO: 9-4

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

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

TOPICS: Motivating Employees

KEYWORDS: Bloom’s: Knowledge

1. Which of the following is NOT a characteristic of an excellent listener?

a. Focuses only on the words being spoken

b. Is involved in conversations

c. Takes the other person's interests into consideration

d. Stays focused on the speaker

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

HAS VARIABLES: False LO: 9-3

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

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

TOPICS: Effective Listening

KEYWORDS: Bloom’s: Comprehension

1. \_\_\_\_\_\_\_\_\_ ranges from 18 inches to 4 feet and is the distance used by those in the United States for conversation and non-intimate exchanges.

a. Intimate distance

b. Personal distance

c. Social distance

d. Public distance

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

HAS VARIABLES: False LO: 9-2

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

STATE STANDARDS: U.S. – CA – DISC: Cultural Imperatives

TOPICS: Nonverbal Communication

KEYWORDS: Bloom’s: Knowledge

1. The study of posture, body movement, gestures, and facial expression is called:

a. Haptics

b. Kinesics

c. Proxemics

d. Chronemics

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

HAS VARIABLES: False LO: 9-2

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

STATE STANDARDS: U.S. – CA – DISC: Rhetorical Considerations

TOPICS: Nonverbal Communication

KEYWORDS: Bloom’s: Knowledge

1. Identify the steps in the strategic process for implementing change within an organization.

ANS: The steps in the strategic process for implementing change within an organization are to:

1. Perform an analysis of the context and the audience
2. Design a communication strategy
3. Develop tactics for strategy implementation

 PTS: 1 DIFF: Moderate QT: Subjective Short Answer

HAS VARIABLES: False LO: 9-5

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

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

TOPICS: Communicating Change

KEYWORDS: Bloom’s: Knowledge

1. To increase the likelihood of having a successful electronic meeting, you should:

a. Train participants in the use of the technology and test it for proper performance before the meeting.

b. Have all participants introduce themselves at the beginning of the meeting.

c. Reduce outside noise and distractions (e.g., pagers, cell phones).

d. All of the above

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

HAS VARIABLES: False LO: 9-4

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

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

TOPICS: Meeting Management

KEYWORDS: Bloom’s: Comprehension

1. Identify four common reasons that people resist change in organizations.

ANS: There are several common reasons why people resist change in organizations:

* **Disruption of social relationships.** Changes that disrupt social relationships can create discomfort and cause anxiety.
* **Threat to roles.** Changes in organizational structure and individual roles may threaten a person’s position, recognition, power, and sense of self-worth. If individuals perceive the change will result in a loss of esteem or recognition, they will resist. Even increased responsibilities may result in resistance if individuals lack confidence in their ability to perform the new duties.
* **Economic loss.** Employees may resist organizational or departmental changes that may be read as a signal for lower pay, less opportunity for advancement, or job loss.

 PTS: 1 DIFF: Moderate QT: Subjective Short Answer

HAS VARIABLES: False LO: 9-5

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

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

TOPICS: Communicating Change

KEYWORDS: Bloom’s: Knowledge

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

ANS: There are three interpersonal styles: assertiveness, avoidance, and aggressiveness. **Avoidance** is defined as a conscious attempt to avoid engaging with people in the dominant. At the other extreme, **aggressive** individuals sabotage their ability to meet their needs and to establish supportive relationships by creating defensiveness and alienating others. Aggressive behaviors include those perceived as hurtfully expressive, self-promoting, and assuming control over the choices of others. **Assertiveness** is defined as 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: 9-1

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

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

TOPICS: Interpersonal Style

KEYWORDS: Bloom’s: Comprehension

1. Identify a person that you know who is from a culture other than your own. How does his or her nonverbal communication differ from yours? How do you interpret his or her nonverbal communication? How might he or she interpret yours? Given these possible interpretations, how might you adapt your nonverbal communication when you are interacting with this person?

ANS: Student responses could include a discussion of differences in vocal delivery, kinesics, haptics, chronemics, proxemics, and clothing and other artifacts.

 PTS: 1 DIFF: Challenging QT: Essay

HAS VARIABLES: False LO: 9-2

NATIONAL STANDARDS: U.S. – BUSPROG: Diversity

STATE STANDARDS: U.S. – CA – DISC: Cultural Imperatives

TOPICS: Nonverbal Communication

KEYWORDS: Bloom’s: Synthesis