Human Relations: Interpersonal Job-Oriented Skills, 12e (DuBrin)
Chapter 1  A Framework for Interpersonal Skill Development

1.1 Multiple Choice Questions

1) Interpersonal skills are quite important because they enable you to
A) cover up for deficiencies in technical skills.
B) become successful in business without working so hard.
C) connect with other people leading to business success.
D) trick people into believing that you are competent.
Answer:  C
LO:  1
AACSB: Interpersonal relations and teamwork

2) A competency related to soft skills is
A) developing software for measuring employee attitudes.
B) statistically analyzing employee turnover.
C) being able to accurately interpret other people's emotions.
D) conducting an inventory of employee theft.
Answer:  C
LO:  1
AACSB: Interpersonal relations and teamwork

3) Which one of the following is not a specific competency related to soft skills?
A) examining a person's Internet history to look for credit problems
B) being able to accurately interpret other people's emotions
C) avoiding negative gossip
D) being able to cooperate with others to meet objectives (teamwork)
Answer:  A
LO:  1
AACSB: Reflective thinking

4) The difference between soft skills and hard skills refers to the distinction between
A) intellectual and mechanical skills.
B) personal and job-related skills.
C) irrelevant and relevant skills.
D) interpersonal and technical skills.
Answer:  D
LO:  1
AACSB: Interpersonal relations and teamwork
5) Conrad has a specific goal related to his job as a police detective, so he is likely to
A) forget the purpose of being a police detective.
B) question why he became a police detective.
C) decrease his performance.
D) improve his performance.
Answer: D
LO: 2
AACSB: Application of knowledge

6) Sara sets the stretch goal of increasing her productivity on evaluating claims forms by 20 percent, meaning that
A) it will be quite easy for her to attain the 20 percent improvement.
B) she will have to improve her motivation to even try to attain the 20 percent.
C) with some concentrated effort she can reach the 20 percent.
D) her chances of increasing productivity by 20 percent are quite small.
Answer: C
LO: 2
AACSB: Reflective thinking

7) Troy establishes the following goal: "I am going to be a great success in my job next year."
The biggest flaw in his goal is that it
A) is not specific enough.
B) will not stretch him.
C) is too negative.
D) is set for different time periods.
Answer: A
LO: 2
AACSB: Application of knowledge

8) Ashley, a customer service supervisor, has high self-efficacy. She is therefore more likely to think that her goal of becoming a CEO is
A) ridiculous.
B) realistic.
C) too mercenary.
D) too people-oriented.
Answer: B
LO: 2
AACSB: Application of knowledge
9) Charlie is applying the model for improving interpersonal skills to become a better listener. He assesses reality by
A) conducting an Internet search of the feasibility of improving listening skills.
B) observing how well interviewers on television listen to their guests.
C) asking a few people how good his listening skills are right now.
D) doing research on how well listening contributes to career success.
Answer: C
LO: 2
AACSB: Application of knowledge

10) An example of an action plan to help Jack become more patient would be for him to
A) set a goal of becoming more patient.
B) receive counseling about his impatience.
C) ask friends if he is really impatient.
D) figure out how far he is from his goal of being more patient.
Answer: B
LO: 2
AACSB: Application of knowledge

11) In the learning model, self-discipline is an especially important contributor to
A) waiting to get started.
B) changing a goal.
C) creating an action plan.
D) implementing the action plan.
Answer: D
LO: 2
AACSB: Reflective thinking

12) Most people who know Samantha well perceive her to be quite rude. Samantha is most likely to work on becoming less rude when she
A) feels that her rudeness is hurting her relationships with people.
B) meets a few rude people herself.
C) receives some rude comments from a few Facebook friends.
D) reads an article about the problems associated with being rude.
Answer: A
LO: 3
AACSB: Application of knowledge

13) To improve our interpersonal skills, we must first be aware of
A) the difference between interpersonal and technical skills.
B) our level of intelligence.
C) the ideal we are striving to attain.
D) how we are perceived by people who interact with us.
Answer: D
LO: 3
AACSB: Interpersonal relations and teamwork
14) The first step toward change is
A) identification of the problem.
B) low self-esteem.
C) a desire for perfection.
D) satisfaction with the status quo.
Answer: A
LO: 3
AACSB: Reflective thinking

15) The purpose of the developmental need inventory is to identify needs for development and
A) draw action plans for bringing about needed change.
B) draw a self-portrait.
C) compare past successes with future goals.
D) compare one's own developmental needs with those of others.
Answer: A
LO: 4
AACSB: Application of knowledge

16) A universal training need refers to
A) the most comprehensive type of need for change.
B) an area for skill improvement shared by most people.
C) a training need of most career failures.
D) an urgent need for development.
Answer: B
LO: 4
AACSB: Interpersonal relations and teamwork

17) An individual's developmental need
A) must be chosen from universal training needs.
B) becomes converted into a universal training need.
C) can never be a universal training need.
D) might also be a universal training need.
Answer: D
LO: 4
AACSB: Reflective thinking

18) The need for leadership skills has increased in the modern organization because
A) many more permanent leadership positions have been created.
B) more people are required to exercise leadership at least part of the time.
C) many entry-level workers now have "leader" in their title.
D) companies have de-emphasized the importance of groups and teams.
Answer: B
LO: 4
AACSB: Reflective thinking
19) A current trend in helping employees grow and develop is that
A) employees are instructed to "sink or swim."
B) managers expect schools to take care of all growth and development.
C) workers are expected to help coworkers.
D) employees are given three months to grow and develop.
Answer: C
LO: 4
AACSB: Interpersonal relations and teamwork

20) A good example of informal learning would be
A) taking a course in golf or tennis.
B) attending a seminar with friends.
C) studying a text or manual as part of a course.
D) acquiring a skill by observing a more experienced worker.
Answer: D
LO: 4
AACSB: Application of knowledge

21) A good opportunity for Addison to engage in informal learning at her company would be to
A) get tuition assistance so she can take a relevant course.
B) enroll with a few friends in a company-sponsored course.
C) receive coaching from a more experienced worker.
D) take a course given on the Internet.
Answer: C
LO: 4
AACSB: Reflective thinking

22) A trend in business with respect to learning is to
A) use formal classroom learning just for hard skills.
B) integrate formal classroom learning with informal learning.
C) use informal learning to replace formal classroom learning.
D) assign workers to either formal classroom learning or informal learning.
Answer: B
LO: 4
AACSB: Interpersonal relations and teamwork

23) Which one of the following has been identified as a powerful on-the-job learning experience?
A) influencing others when you have considerable authority
B) dealing with problem employees
C) dealing with familiar responsibilities on a regular basis
D) having a boss who agrees with you in almost all areas
Answer: B
LO: 4
AACSB: Reflective thinking
24) Which one of the following experiences is likely to do you the most good in terms of developing job skills?
A) being assigned familiar responsibilities
B) dealing with routine assignments
C) having a boss with serious shortcomings
D) being paid more than your peers
Answer: C
LO: 4
AACSB: Application of knowledge

25) Which one of the following represents the best opportunity for practicing influence skills?
A) attempting to influence people over whom we have no formal control
B) attempting to influence people who report to us
C) attempting to influence family members
D) attempting to influence ourselves
Answer: A
LO: 4
AACSB: Application of knowledge

Job Scenario, Multiple-Choice

Barney, a 25-year-old locksmith is pleased with how busy he is on the job. He notes that people locking themselves out of their cars and homes make up about 25 percent of his business, and the demand for these types of rescues seems recession proof. Barney is also quite active in other aspects of locksmith work such as installing locks in offices and homes. Barney's employer is doing quite well, and he aspires to become a manager in the firm. Barney notes, however, "My boss said he won't promote me until I get along better with people. He says that too many customers complain about how I deal with them. I get the job done, but some of them say I'm kind of a jerk. Or they might say that I'm a little rude. My boss even told me that two different customers said they were pleased with the work I did, but they do not want me back again."

26) A good starting point for Barney in improving his interpersonal skills would be to
A) simply avoid talking to customers as much as possible.
B) explain to his boss that some of the statements he is making are defamatory.
C) get as much specific feedback as possible about his alleged interactions with customers.
D) make up a statement of universal training needs for himself.
Answer: C
LO: 3
AACSB: Analytical thinking
27) A realistic goal for Barney right now related to interpersonal skill development might be, A) "Increase by 25% my number of positive interactions with customers this year." B) "Get my boss off my back within one month." C) "Become a locksmith widely known for his interpersonal skills." D) "Stop acting like a jerk with customers." Answer: A

LO: 2
AACSMB: Application of knowledge

1.2 True/False Questions

1) An analysis of employment ads found that being a person who is rewarding to deal with is a key indicator of employability.
Answer: TRUE
LO: 1
AACSMB: Interpersonal relations and teamwork

2) The ability to interact effectively with other people is important mostly for jobs of a nontechnical nature.
Answer: FALSE
LO: 1
AACSMB: Interpersonal relations and teamwork

3) Workers are more likely to get fired because of poor attitudes, inappropriate behavior, and problems in interpersonal relationships than poor technical skills.
Answer: TRUE
LO: 1
AACSMB: Interpersonal relations and teamwork

4) An example of a competency related to soft skills is calmly arriving at resolutions to conflicts.
Answer: TRUE
LO: 1
AACSMB: Interpersonal relations and teamwork

5) As the work environment has become more technological, the demand for interpersonal skills has decreased.
Answer: FALSE
LO: 1
AACSMB: Reflective thinking

6) So long as a supervisor is highly intelligent, he or she does not need much in the way of soft skills.
Answer: FALSE
LO: 1
AACSMB: Reflective thinking
7) For purpose of interpersonal skill training, a goal can be considered a desired state of affairs.  
   Answer:  TRUE  
   LO:  2  
   AACSB:  Application of knowledge

8) Expressing your goals in terms of what you want to avoid doing is more effective than positive goal statements because attempting to avoid embarrassment is a powerful motivator.  
   Answer:  FALSE  
   LO:  2  
   AACSB:  Reflective thinking

9) An example of a goal statement expressed positively is "I will reduce negativity in my department this upcoming year by as much as 25 percent."  
   Answer:  TRUE  
   LO:  2  
   AACSB:  Application of knowledge

10) General goals tend to work better than specific goals because the general goals pin you down less in terms of what you want to accomplish.  
    Answer:  FALSE  
    LO:  2  
    AACSB:  Analytical thinking

11) Jenna wants to smile more frequently in her interactions with people. The goal, "smile more frequently in my interactions with people," might therefore be more effective than "get rid of my ugly frown in my interactions with people."  
    Answer:  TRUE  
    LO:  2  
    AACSB:  Application of knowledge

12) Jason has low self-efficacy, so he will tend to regard most of his work goals as being realistic even when the goals are difficult.  
    Answer:  FALSE  
    LO:  2  
    AACSB:  Reflective thinking

13) An effective sequence for making goal-setting effective is to first develop an action plan, then establish a goal.  
    Answer:  FALSE  
    LO:  2  
    AACSB:  Reflective thinking

14) Short-range feedback is usually sufficient to measure the effectiveness of skill development.  
    Answer:  FALSE  
    LO:  2  
    AACSB:  Application of knowledge
15) When an interpersonal skill becomes a habit, it loses its effectiveness.
Answer: FALSE
LO: 2
AACSB: Application of knowledge

16) The learning model proceeds in this sequence: Goal → assessing reality → action plan → feedback on actions → frequent practice.
Answer: TRUE
LO: 2
AACSB: Application of knowledge

17) Michelle is quite content with her ability to relate to people from different cultures, so she is likely to establish the developmental need of enhancing her cross-cultural skills.
Answer: FALSE
LO: 3
AACSB: Interpersonal relations and teamwork

18) An example of a developmental need would be, "I become flustered when I talk to people who hold important positions."
Answer: TRUE
LO: 3
AACSB: Reflective thinking

19) When you think through feedback you have received from others as a guide to selecting a developmental need, the same feedback you have received from several people is likely to be the most accurate.
Answer: TRUE
LO: 3
AACSB: Interpersonal relations and teamwork

20) The results of performance evaluations are a recommended source of feedback for determining developmental needs.
Answer: TRUE
LO: 3
AACSB: Reflective thinking

21) Brad, a sales professional, is a top performer who is well liked by his employer and customers, yet he most likely still has universal developmental needs.
Answer: TRUE
LO: 4
AACSB: Reflective thinking

22) An example of informal learning would be to develop your Internet search skills through chatting about these skills with coworkers during breaks.
Answer: TRUE
LO: 4
AACSB: Application of knowledge
23) You can tell that you are participating in informal learning when beverages and snacks are served during break time at a seminar.
Answer: FALSE
LO: 4
AACSB: Application of knowledge

24) Dealing with unfamiliar responsibilities is known to be helpful in developing interpersonal skills on the job.
Answer: TRUE
LO: 4
AACSB: Interpersonal relations and teamwork

25) One of the biggest inhibitors to developing effective interpersonal skills is to have a boss you cannot get along with.
Answer: FALSE
LO: 4
AACSB: Interpersonal relations and teamwork