1. In the opening profile, Azure Barbeau states, "the most important thing to understand when trying to communicate with customers is their nonverbal communication style."
   True  False
2. A primary advantage of email communication is it allows salespeople to express themselves using their personal style.
   True  False
3. Feedback in sales communication can be either verbal or nonverbal.
   True  False
4. The salesperson notices the customer's face shows a puzzled look and asks what needs clarification. The customer replies, "I'd like to know more about how you calculated the estimated cost to use this machine." The salesperson then provides the details. This scenario illustrates two-way communication.
   True  False
5. When making her sales presentation to an important customer, Sarah is frequently interrupted by announcements coming through the company's speaker system. Sarah is experiencing noise.
   True  False
6. The 80-20 listening differential suggests salespeople should speak 80 percent of the time and listen 20 percent of the time.
   True  False
7. The speaking-listening differential can be used to predict how many moments of silence will likely occur in the sales presentation.
   True  False
8. Customers may become annoyed if the salesperson overuses the active listening suggestion of repeating information.
   True  False
9. Many consumers have an image of salespeople as loud, fast-talking people. These are standard active listening characteristics of salespeople.
   True  False
10. Most sales transactions take place in the personal zone.
    True  False
11. The personal zone is reserved for a salesperson's supervisors.
    True  False
12. If you elect to dress casually, you will need to pay greater attention to your clothes because casual dress is more revealing of your personality and attitude than business attire.
    True  False
13. Social networking focuses on those customers who are also socially important.
    True  False
14. Adapting your communication style to your audience will help you to keep your messages:
   A. from being misinterpreted.
   B. clear, concise, and audience-appropriate.
   C. consistent with corporate ethical guidelines.
   D. from being excessively long-winded.
   E. all of the above.

15. In two-way communication, encoding and decoding refer to _____ and _____ thoughts and interpretations.
   A. announcing and denouncing
   B. preferring and referring
   C. translating and interpreting
   D. deciphering and depicting
   E. evaluating and influencing

16. According to the communication process, when a salesperson develops a sales presentation, he or she is actively involved in:
   A. encoding.
   B. affective stimulation.
   C. perceptualizing.
   D. decoding.
   E. selling.

17. Robert smiles a lot when he makes presentations to prospective buyers of his product. He says he uses the smile to communicate the idea he is a friendly, helpful salesperson. In terms of the communication process, translating this idea into a smile is his way of:
   A. decoding.
   B. deceiving.
   C. encoding.
   D. encroaching.
   E. deciding.

18. Virginia just saw Carl, with whom she attended high school 15 years ago, driving near her in rush hour traffic so she honks her horn and waves to say "hello." Carl, who does not recognize Virginia, thinks this stranger is giving him a hard time about a lane change he just made. Obviously, there is a problem in the way Carl is _____ the message.
   A. controlling
   B. nonverbalizing
   C. sending
   D. decoding
   E. verbalizing

19. The salesperson says, "For the money, you will find no better water reclamation system anywhere!" The customer thinks the salesperson has just told him that his product is cheaply made and only fairly successful at cleaning the water so it can be reused. Part of the miscommunication was caused by the customer's secretary who came in during the presentation and asked the customer to sign a letter. In terms of the communication process, the salesperson was _____, the customer was _____, and the secretary created _____.
   A. decoding; encoding; feedback
   B. decoding; creating feedback; noise
   C. encoding; decoding; feedback
   D. encoding; decoding; noise
   E. decoding; encoding; noise
20. What should a salesperson do if a prospect asks him to conduct the sales presentation near a large, noisy piece of assembly line equipment while the prospect watches the line for any malfunctions?
   A. Do as the prospect requested and give his or her sales presentation.
   B. Ask the prospect if it is possible to reschedule the meeting to a time when the prospect is less distracted.
   C. Plan on relying on nonverbal communication to determine the success of the presentation.
   D. Assume the prospect will pay closer attention to the presentation because he must listen while he watches.
   E. Give up on the prospect; he or she is obviously not interested.

21. Which of the following is NOT part of a salesman's voice characteristics?
   A. his hand gestures
   B. the speed with which he speaks
   C. how loudly he speaks
   D. how he articulates his words
   E. his use of inflections at the end of his sentences

22. Salespeople should vary the loudness of their speech:
   A. to produce recognizable images.
   B. according to the gatekeeper's instructions.
   C. to determine your constant inflection point.
   D. to avoid monotony.
   E. is accurately described by all of the above

23. To make the point that communications need to be appropriate to the audience receiving them, Kathy showed a group of reading teachers the molecular formula for compounds produced by PKC Pharmaceutical companies. Even though the information was in English, the teachers did not have a clue what it was about. Kathy was using:
   A. an analogy.
   B. an 80-20 rule diagram.
   C. public zone, and personal zone differentials.
   D. nonverbal communication.
   E. high-inflection culture content.

24. When asking questions the salesperson should:
   A. encourage the customer to provide a full response.
   B. let the prospect know the salesperson's time is valuable.
   C. ask questions that interest him or her.
   D. ask questions that can only have one answer.
   E. do all of the above

25. One way to define the speaking-listening differential is to say:
   A. active listening makes better speakers.
   B. customers can listen to words at a rate more than five times as fast as the rate at which the salesperson can speak.
   C. loose lips sink ships.
   D. speaking divided by listening equals communication.
   E. articulation equals listening divided by speech rate.

26. Instead of describing the product, the salesperson was nodding her head and using expressions like, "Really?" "Uh-huh," and "That's interesting." The salesperson is:
   A. trying to find the appropriate time to close the sale.
   B. dealing with customer objections.
   C. engaging in active listening.
   D. watching for nonverbal communication to see if the customer really meant what he was saying.
   E. encouraging active speaking.
27. In the vignette "Open Lines of Communication, Please" the author asks salespeople to tell him about:
   A. the latest technological advances competitors are developing.
   B. internal company politics that might affect corporate/government relations.
   C. situational effectiveness of communications vehicles.
   D. bad news, good news, and changes.
   E. none of the above

28. One way to define the _____ is to say Ned can listen to words at a rate more than five times as fast as the rate at which Louise can speak.
   A. active listening
   B. speaking-listening differential
   C. lazy tongue syndrome
   D. the need for indirect questioning
   E. the need for open-ended questions

29. Which of the following statements describes a problem the speaking-listening differential may cause?
   A. The quality of the salesperson's handshake becomes more important.
   B. Centralized buying may take the customer firm's buying function out of the salesperson's territory.
   C. The buying center will have multiple gatekeepers.
   D. The salesperson may not know what the prospect wants even after the prospect has told him or her.
   E. Salespeople will have trouble making appointments with prospects.

30. Tyler is paying careful attention to what Jack (her prospect) says and sorting out relevant facts from all the statements. With eye contact and nods of her head, she tells Jack she's interested in what Jack is saying. Tyler is engaged in:
   A. focused learning.
   B. presentation protocol.
   C. active listening.
   D. dynamic hearing.
   E. all of the above

31. Which of the following is a suggestion for active listening?
   A. Echo what the prospect has said.
   B. Summarize the conversation.
   C. Be quiet while the prospect thinks.
   D. Concentrate on ideas rather than just words.
   E. Do any of the above to encourage active listening.

32. Which of the following is a suggestion for active listening?
   A. Avoid repeating the same information.
   B. Never summarize information already provided.
   C. Do not embarrass the customer by rephrasing his or her comments.
   D. Do not allow any moments of silence during the sales pitch.
   E. None of the above is a suggestion for active listening.

33. Which of the following statements about active listening is FALSE?
   A. Paraphrasing what a prospect says is fine, but never repeat things word for word.
   B. The salesperson should listen to the customer's words from the customer's point of view.
   C. Additional questions can give the salesperson a more complete understanding of what the prospect is trying to communicate.
   D. Tolerating silence gives the customer time to think.
   E. Summarizing provides both the salesperson and the customer with an overview of what has been said.
34. Jennifer walks in to her customer's office and immediately the customer begins talking about his problems both at work and at home. Jennifer had a sales presentation prepared for the customer but, instead quietly listens, asking questions where appropriate and offering support when appropriate. Jennifer is practicing:
   A. the paraphrasing what a prospect says mirroring technique.
   B. active listening.
   C. the body language agreement method.
   D. the tolerating silence presentation format.
   E. the low-context, high-context differential.

35. The 80-20 ____________ suggests salespeople should listen 80 percent of the time and talk no more than 20 percent of the time.
   A. listening model
   B. personal-interpersonal differential
   C. body language agreement model
   D. speaking-listening differential
   E. word picture-loudness zone

36. Ursula is in the middle of a serious negotiation with her customer. She is not sure what the customer meant by his last statement. Ursula should _________________ in order to verify her customer's intent.
   A. start her presentation over from the beginning
   B. quickly move to a trial close
   C. restate the customer's comment
   D. call her sales manager
   E. all of the above

37. During the sales presentation, why would the salesperson repeat the negative comment the customer made about his product's service contract word for word?
   A. to buy time, so he could determine how to deal with a customer objection
   B. to provide feedback to the customer
   C. to avoid having any lulls in the conversation
   D. to verify that he decoded the customer's message correctly
   E. to summarize the customer's concerns

38. Andrea is a technical assistant for a computer company. After listening to the customer, she asks, "What is it the software will not do?" Andrea is practicing the active listening skill of:
   A. paraphrasing what a prospect says.
   B. listening to the customer's words from the customer's point of view.
   C. asking questions to gain a more complete understanding of what the customer is trying to communicate.
   D. tolerating silence gives the customer time to think.
   E. summarizing provides both the salesperson and the customer with an overview of what has been said.

39. Sabrina needs to "bite her tongue" after asking the prospect a difficult question. Tolerating silence is often important to allow the customer:
   A. time to think.
   B. an opportunity to end the meeting.
   C. to shift from the intimate to the social zone.
   D. inflection.
   E. alternative body language word pictures.
40. Which of the following statements about body language is true?
   A. Only one's voice characteristics carry more of the communication exchange than body language.
   B. Customers may look away from the salesperson while they actively consider information in the sales presentation.
   C. Hand gestures have the same meanings in all cultures.
   D. A person rocking from side-to-side is conveying a positive outlook.
   E. Broad, vigorous arm gestures indicate a lack of interest in the verbal portion of the communication process.

41. In the vignette "Communication is Key in my Business" the medical supply salesman suggests it is important for him to maintain careful and constant communication with:
   A. customers and his sales manager.
   B. the American Medical Association.
   C. the general public.
   D. providers of alternative medicine services.
   E. past patients.

42. Which of the following is NOT one of the forms of nonverbal communication?
   A. body language
   B. appearance
   C. inflection
   D.空间
   E. all of the above

43. As Betty progresses through her sales presentation, she notices the customer begins to blink his/her eyes rapidly, almost once per second. Betty:
   A. becomes excited since that is a sign of interest by the customer.
   B. becomes concerned because that is a sign the customer is stressed.
   C. becomes excited because it indicates the customer is ready to close the deal.
   D. becomes concerned because it indicates the customer is bored.
   E. all of the above

44. The face is one source of nonverbal communication. Which of the following statements about reading the messages communicated by someone's face is true?
   A. The lips are the most important area of the face to watch to determine if the person is really listening.
   B. When someone stares at you, it indicates a strong desire to please.
   C. Cultural differences exist concerning eye contact between individuals.
   D. The tightening of the facial muscles indicates a strong interest in what is being said.
   E. Eyes cast down indicate that the listener is bored.

45. Michael is __________ when he notices his prospect begins moving back and forth near the end of his sales presentation.
   A. distraught
   B. encouraged
   C. bored
   D. doubtful
   E. None of the above. Body language does not indicate a customer's feelings.

46. Teresa notices her customer shifting position in his chair. Teresa concludes her customer:
   A. is ready to end the interview.
   B. wants to place an order.
   C. strongly agrees with what she has said.
   D. strongly disagrees with what she has said.
   E. any of the above
47. Hand gestures can convey significant information to salespeople. When selling in an international environment, salespeople should remember hand gestures mean:
   A. the prospect is ready to end the interview.
   B. the prospect wants to place an order.
   C. the prospect strongly agrees with what she has said.
   D. different things in different cultures.
   E. the prospect strongly disagrees with what has been said.

48. It is late in the day when Reginald calls on his favorite customer. The customer is tired but invites him in and sits back with his hands and legs open. Reginald interprets this body language as:
   A. exhaustion.
   B. positive.
   C. boredom.
   D. indifference.
   E. None of the above. Body language does not indicate a customer's feelings.

49. Which of the following statements about body language is true?
   A. Self-touching gestures typically indicate the listener is very comfortable with what he or she is hearing.
   B. Individuals use increased arm movement when they are expressing an opinion.
   C. Open and relaxed hands are a good indicator of boredom.
   D. The meaning of hand gestures is consistent from one culture to another.
   E. Individuals sitting with their legs crossed are sending a message of cooperation and confidence.

50. In the United States, which of the following nonverbal communications indicates the listener is bored and disinterested with what is being said?
   A. leaning backwards
   B. lack of eye contact
   C. furrowed brow and pursed lips
   D. playing with items on the table or desk
   E. all of the above

51. Which of the following body language signals is most positive?
   A. Prospect has arms and legs uncrossed.
   B. Prospect is leaning away from the salesperson.
   C. Prospect’s left hand is clenched in a fist.
   D. Prospect is looking directly in to the salesperson’s eyes for 15 to 20 seconds each time they make eye contact.
   E. Prospect is fidgeting.

52. In the United States, which of the following nonverbal communications is positive and indicates the listener is interested in the message being communicated?
   A. contemplative posture
   B. avoidance of eye contact
   C. playing with items on the desk
   D. shaking head
   E. pursed lips and furrowed brow

53. During a 30-minute sales call approximately _________ nonverbal signals are exchanged.
   A. 80
   B. 800
   C. 4500
   D. 8,000
   E. 80,000
54. Which of the following statements is good advice for salespeople concerned about using proper facial expressions as nonverbal communicators?
   A. Nothing creates rapport like a smile.
   B. Refrain from blushing during the presentation.
   C. Facial expressions should be natural not rehearsed.
   D. Facial reactions are typically easy to manage.
   E. All of the above statements are good advice for salespeople.

55. Which of the following statements is good advice for salespeople concerned about properly using hand gestures?
   A. Pointing a finger at the prospect should be avoided.
   B. Do not expose your palm to your prospect because that gesture sends negative or "stop" signals.
   C. When making a presentation before a group, keep hand gestures to a minimum so you'll appear confident about your topic.
   D. Using the hand in a slicing motion signals the other person to cut their comments short.
   E. Each of the above statements is good advice for salespeople who want to use proper hand gestures.

56. Shaking hands should:
   A. be the prospect's choice.
   B. be the first thing a salesperson does.
   C. only happen the first time a salesperson meets a prospect.
   D. always take place with the prospect seated.
   E. all of the above

57. The physical space between two people who are interacting can be divided into four zones. The zone closest to a person (two feet or less) is called the _____ zone.
   A. social
   B. personal
   C. public
   D. receptive
   E. intimate

58. You are a salesperson making your first call on a buyer at a new business. In what zone should you expect the buyer to offer you a seat when you go into the buyer's office?
   A. social
   B. personal
   C. public
   D. business
   E. intimate

59. When we consider the distance involved, it is correct to say most students in a classroom are seated in the professor's _____ zone.
   A. progressive
   B. personal
   C. public
   D. outreach
   E. intimate

60. People can be said to fall into two categories when it comes to touching--contact and noncontact. Noncontact people tend to view contact people as:
   A. cold.
   B. intrusive.
   C. impersonal.
   D. glacial.
   E. unfriendly.
61. Which of the following statements about appearance as a nonverbal communicator is true?
   A. A salesperson should always wear professional attire.
   B. It is much better to under dress than to overdress.
   C. Salespeople should attempt to match their style of dress to that of their customers.
   D. In today’s business world, ties are an unnecessary bother and do nothing to add to a salesperson’s potential for success.
   E. Successful salespeople wear high-fashion clothing.

62. Which of the following would be the WORST bit of advice for a new salesperson for an office machine manufacturer to follow?
   A. Take note of how top executives in your firm dress.
   B. Adjust to the geographic region in which you work.
   C. Attempt to match the clothing choices of your typical customers.
   D. If you look well dressed, you’ll feel more confident.
   E. Be a leader and wear the latest fashions.

63. Which of the following statements about the effectiveness of the various methods of communications is true?
   A. E-mail has a high level of response time.
   B. Telephone and face-to-face communications have the same level of response time.
   C. Response time does not determine the effectiveness of communications.
   D. A hand-written letter has a greater level of response time than a telephone conversation.
   E. Response time is unaffected by nonverbal communications.

64. Which of the following statements about response time is true?
   A. Response time is the time between when the salesperson sends a message and the prospect responds to it.
   B. E-mail messages have a greater degree of interactivity and thus greater effectiveness than telephone conversations.
   C. Due to response time, a salesperson should use e-mail rather than telephone communications when given a choice.
   D. Because of nonverbal communications, face-to-face communications have the lowest response time of all communications methods.
   E. Response time is the time when the prospect is most receptive of the sales message due to the absence of noise.

65. When salespeople communicate in a high-technology environment, they should:
   A. never deliver bad news via e-mail.
   B. avoid "techno-overkill".
   C. make sure the communication is meaningful.
   D. customize their messages.
   E. do all of the above

66. When salespeople communicate in a high-technology environment, they should:
   A. always deliver bad news via e-mail.
   B. send daily e-mails to each customer.
   C. use their own style and not try to mimic the style of their customers.
   D. use e-mail to send duplicate messages to all customers.
   E. not do any of the above

67. ______________ is the use of a variety of Web sites to enhance and maintain contact among users with similar interests.
   A. Electronic speaking-listening differential
   B. Decoding
   C. Word picturing
   D. Social networking
   E. International communication
68. Negotiations in international sales often take place in English because it is the only language known both by the seller and the prospect. For a native English speaker, when talking with a prospect for whom English is a second language which of the following is good advice?
   A. Use precise words like "cease" and "pizzazz".
   B. Use words with alternative meanings like "right".
   C. Use descriptive expressions like "to put all the eggs in one basket".
   D. Use action-specific verbs like "press that button".
   E. Any of the above would be good advice for dealing with someone for whom English is a second language.

69. Describe the two-way flow of information. How can communication break down?

70. Why is it essential for a salesperson to use two-way communication to tailor his or her presentation?

71. What voice characteristics would affect the selling ability of a salesperson?

72. Respond to the following statement: "Effective listening is a passive activity."

73. What is active listening? What techniques do active listeners use?
74. What are the three forms of nonverbal expression? What do experts say about the importance of nonverbal behavior?

75. As a professional salesperson should you dress to please yourself? Explain your answer.

76. What is social networking? What are the implications of this form of communication for salespeople?

77. In terms of the communication process, what is the salesperson doing as he selects the components of his sales presentation including the demonstration and the testimonial?

78. What is a customer doing when he or she interprets the meaning of the salesperson's presentation?

79. Gerald walks into a customer's office and hears a birthday party going on in the next room. What type of problem could this create for Gerald?
80. Carla does not have a demonstration model to show her customer. She will have to describe it. What will Carla create?

81. When making a sales presentation for her firm's production control software, Garrett often compares the difficulty of doing his income taxes without a software program to the difficulty of keeping track of inventory without an effective software system. What is Garrett using in his sales presentation?

82. What voice characteristics can be used to reduce monotony in a sales presentation?

83. What voice characteristic refers to the production of recognizable sounds?

84. What is the 80-20 listening rule?

85. What is the speaking-listening differential?
86. How do salespeople engage in active listening?

87. How should a salesperson respond when the customer says, "The items I purchased from your company are not being delivered according to the schedule we had agreed to."?

88. As the trainee watched the experienced salesperson make a call on a prospective client, the trainee noticed several instances of silence during the presentation. Why didn't the salesperson continue talking during the entire presentation?

89. The three forms of nonverbal expression salespeople can use to convey messages to their customers.

90. In which of the four distance zones, do most business transactions occur?

91. What do salespeople who use email need to be aware of when writing and sending sales communications?
ch04 Key

1. (p. 99) FALSE
2. (p. 99) FALSE
3. (p. 100) TRUE
4. (p. 100) TRUE
5. (p. 101) TRUE
6. (p. 104) FALSE
7. (p. 104) FALSE
8. (p. 104) TRUE
9. (p. 104) FALSE
10. (p. 113) TRUE
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13. (p. 118) FALSE
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21. (p. 102) A
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25. (p. 104) B
26. (p. 104) C
27. (p. 104) D
28. (p. 104) B
29. (p. 104) D
30. (p. 104) C
31. (p. 104) E
32. (p. 104) E
33. (p. 104) A
34. (p. 104) B
35. (p. 104) D
36. (p. 104) C
69. (p. 100) The communication process includes what the salesperson wants to say, what they say, what the customer hears, what the customer thinks, and what the customer says. The process involves encoding by the sender and decoding by the receiver. The process can break down in many ways, through problems in encoding, translating thoughts into words and decoding interpreting the meaning of the message received.

70. (p. 100) Without two-way communication, salespeople cannot determine what the customer's needs are. In addition, feedback from customers enables the salesperson to make adjustments to determine if messages about products are being received accurately and to correct inaccuracies.

71. (p. 102) Voice characteristics include rate of speech, loudness, pitch, quality, and articulation.
72. (p. 102-104) Effective listening is not a passive activity. More than just hearing what the speaker is saying, good listeners project themselves into the mind of the speaker and attempt to feel the way the speaker feels. Effective listeners also think about the conclusions to which the speaker is building, evaluate the evidence being presented, and sort out the important facts. Effective listeners also use gestures to draw out as much information as possible from the speaker.

73. (p. 104) Active listening is thinking while listening. Active listening involves considering the conclusions toward which the speaker is building, evaluation of the evidence being presented and sorting out important facts from irrelevant ones. Active listening techniques include repeating information, restating or rephrasing information, clarifying information, summarizing the conversation, tolerating silences, and concentrating on the ideas being communicated.

74. (p. 108) The three forms of nonverbal expression are body language, space, and appearance. Experts say we leak our true masked feelings through our body language and movements.

75. (p. 115) The basic rule is to wear what you feel comfortable in—what best reflects your style—while remembering that attire is an important aspect of nonverbal communication. It affects how the customer evaluates the salesperson. You should dress so that the customer notices you in a positive way. Attire appropriate to the customer will also increase the probability that the customer will trust you. Use common sense.

76. (p. 118) Social networking is the use of Web sites to create and maintain communication among users with similar interests. Facebook, LinkedIn, Twitter and others create incredible opportunities to initiate and enhance communication with customers, vendors, and others.

77. (p. 100) encoding

78. (p. 100) decoding

79. (p. 101) noise

80. (p. 103) a word picture

81. (p. 103) an analogy

82. (p. 102) inflection or loudness

83. (p. 102) articulation

84. (p. 104) Salespeople should listen 80 percent of the time and speak 20 percent of the time.

85. (p. 104) People can hear five times as many words as a speaker can say.

86. (p. 104) By repeating, rephrasing or clarifying information. Also, by summarizing the conversation, tolerating silences, and concentrating on the ideas being communicated.

87. (p. 104) The salesperson should restate, rephrase or simply repeat the statement.

88. (p. 105) The salesperson was giving the prospect time to think about what he had just heard.

89. (p. 108) body language, space, and appearance

90. (p. 113) the social zone

91. (p. 119) filters
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