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Business Communication Today, 13e **(Bovee)**
Chapter 2 Conflict, Interpersonal Communication, and Business Etiquette

1) As an approach to resolving conflict during team activities, a _____ proposes that both sides can satisfy their goals (at least to some extent) and seeks to minimize losses for everyone involved.
A) lose-win strategy
B) lose-lose strategy
C) win-win strategy
D) break-even strategy
Answer: C
Explanation: C) If you approach conflict with the idea that both sides can satisfy their goals to at least some extent (a win-win strategy), you can minimize losses for everyone.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

2) In participative management
A) employees are involved in the company's decision making.
B) all top-level managers participate in profit sharing.
C) teams are discouraged in favor of individual achievement.
D) an authoritarian management model is used.
Answer: A
Explanation: A) Participative management's aim is to improve decision making and efficiency by including employees in the decision-making process.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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3) All of the following except _____ are elements of the group development process.
A) anticipation
B) emergence
C) brainstorming
D) reinforcement
Answer: A
Explanation: A) According to the textbook, teams evolve through the following five stages: orientation, conflict, brainstorming, emergence, and reinforcement.
Diff: 2
Skill: Synthesis
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

4) A _____ usually has a long life span and typically deals with regularly recurring tasks.
A) task force
B) work group
C) committee
D) problem-solving team
Answer: C
Explanation: C) Committees are formal teams that usually have a long life span and can become a permanent part of the organizational structure.
Diff: 2
Skill: Application
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

5) Which one of the following is NOT a dysfunctional team role?
A) Controlling
B) Diverting
C) Initiating
D) Withdrawing
Answer: C
Explanation: C) Controlling, withdrawing, attention seeking, and diverting are dysfunctional, self-oriented roles that mainly fulfill individual rather than team needs.
Diff: 2
Skill: Application
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

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6) Which of the following is NOT a way that teams help organizations to succeed?
A) Increase information and knowledge
B) Increase groupthink among members
C) Increase performance levels
D) Increase diversity of views
Answer: B
Explanation: B) Groupthink is the harmful tendency within groups that pressures members to conform to the majority or a few influential leaders. Increasing groupthink would decrease the likelihood of success for a team.
Diff: 1
Skill: Critical Thinking
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

7) Groupthink refers to
A) the willingness of individual group members to withhold contrary or unpopular opinions, even when those objections are legitimate, and to favor majority opinion.
B) the four-step decision-making process in groups.
C) software programs that help groups make decisions.
D) the basic rules that underlie a group's behavior and guide the group to make its decisions.
Answer: A
Explanation: A) When groupthink occurs, all group members tend to agree with the consensus. Groupthink arises when group members see little to gain and a lot to risk in expressing opinions that are not congruent with the prevailing views of the group.
Diff: 1
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

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8) A hidden agenda refers to
A) a meeting agenda that is not revealed to others outside the meeting group.
B) individuals harboring motives, which they conceal from the rest of the group.
C) an agenda that members must look for before they can attend a meeting.
D) an approach to group dynamics that helps facilitate group functioning.
Answer: B
Explanation: B) A hidden agenda is an unexpressed plan that is harbored by one member of the group but unknown to the rest of the group. An example of a hidden agenda would be a team member who conceals his plans to depose the group leader and take over leadership of the group.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Discuss the challenges and importance of business communication

9) You and several coworkers serve on a task force charged with updating the company's personnel-policy manual. To proceed effectively, you should concentrate on
A) pointing out as many typos, misspellings, and grammatical errors as possible.
B) ensuring that all members have a clear and shared sense of purpose.
C) making other team members feel good.
D) doing all of the above.
Answer: B
Explanation: B) Successful groups have a common sense of purpose and an open and honest way of making decisions. When people fail to understand the purpose of the group, the group can have a hard time achieving its objectives.
Diff: 2
Skill: Synthesis
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

10) Group members who are motivated mainly to fulfill personal needs play a
A) team-maintenance role.
B) task-facilitating role.
C) self-oriented role.
D) coordinating role.
Answer: C
Explanation: C) Self-oriented group members who aren't motivated by group goals tend to be unproductive and can often drag a group into being dysfunctional.
Diff: 1
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

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11) One member of a task force on which you serve is particularly good at helping other members get along and work through their differences. This individual plays a
A) team-maintenance role.
B) task-oriented role.
C) self-oriented role.
D) coordinating role.
Answer: A
Explanation: A) Group members who fulfill a team maintenance role make sure that everyone in the group is focused on group tasks. These members spend time and energy to avoid conflicts and to make sure that group members don't feel resentful or bitter about group activities.
Diff: 2
Skill: Application
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

12) During the _____ of the group-development process, the members of a problem-solving team would begin to discuss their positions and become more assertive in establishing their roles.
A) conflict phase
B) reinforcement phase
C) orientation phase
D) brainstorming phase
Answer: A
Explanation: A) In the conflict phase of the group-development process, different opinions and perspectives begin to emerge. During orientation, team members get to know one another. Roles are established during orientation, and group members begin developing group norms and goals.
Diff: 1
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

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13) Only one sales representative can go to the conference in Hawaii, but both Susan and Sean want to go. After much discussion and arguing, they draw straws and Susan gets the trip. This is an example of
A) a win-lose situation.
B) the five-step decision-making process.
C) the best way to deal with a conflict.
D) all of the above.
Answer: A
Explanation: A) A win-lose situation is a zero-sum way of resolving a conflict: one party benefits from the outcome, but the other party is harmed. If possible, win-lose conflict resolution should be avoided because it can breed resentment and other problems.
Diff: 2
Skill: Critical Thinking
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Reflective thinking
Learning Outcome: Describe best practices in team and interpersonal communication

14) When you encounter someone who is resistant to change
A) confront the person aggressively.
B) overcome resistance with logic.
C) empathize with the person's concerns.
D) tell that person to quit whining and get back to work.
Answer: C
Explanation: C) When a person in a group resists change, express understanding and bring the issue out into the open, where it can be dealt with directly. Encourage the person to express his or her objections to the change. Then, resolve the issue firmly and fairly.
Diff: 3
Skill: Critical Thinking
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

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15) _____ refers to working together to meet complex challenges.
A) Collation
B) Collaboration
C) Gathering
D) Meeting up
Answer: B
Explanation: B) Collaboration (working together to solve complex problems) is an essential skill for knowledge workers in every profession.
Diff: 1
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

16) Group loyalty can lead members into _____, a willingness to set aside personal opinions and go along with everyone else, even if everyone else is wrong.
A) renegotiation
B) collaboration
C) groupthink
D) teamwork
Answer: C
Explanation: C) Groupthink occurs when group members for some reason (intimidation, risk aversion, or over-dominant group leadership, for example) are unwilling to provide meaningful input into the group. Groupthink usually results in the group making decisions that do not take the views of all group members into account. Frequently, this failure to see all sides of the issue yields poor decisions and poor outcomes.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
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Learning Outcome: Describe best practices in team and interpersonal communication

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17) Sometimes, a group member may have a hidden agenda: a private, counterproductive motive that will affect the group's interaction. All of the following except the desire to _____ are examples of possible hidden agendas.
A) take control of the group
B) reconcile schedule conflicts for group meetings
C) undermine someone else on the team
D) pursue a business goal that runs counter to the group's mission
Answer: B
Explanation: B) Some team members may have a hidden agenda: a private, counterproductive motive, such as a desire to take control of the group, to undermine someone else on the team, or to pursue a business goal that runs counter to the team's mission.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

18) The term _____ refers to the interactions and processes that take place among the members of a team.
A) group dynamics
B) process reconciliations
C) interpersonal rotations
D) cross-functional interlocutions
Answer: A
Explanation: A) Group dynamics comprise the interactions and processes that take place among the members of a team.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
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19) _____ are informal standards of conduct that members share and that guide member behavior.
A) Norms
B) Expectations
C) Dynamics
D) Responsibilities
Answer: A
Explanation: A) Productive teams tend to develop clear norms, which are informal standards of conduct that members share and that guide the behavior of the team's members.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

20) In the _____ phase of team evolution, team members reach a decision and find a solution that is acceptable enough for all members to support (even if they have reservations).
A) orientation
B) reinforcement
C) emergence
D) brainstorming
Answer: C
Explanation: C) The emergence stage is the stage in which the group comes together and finds a solution to the problem it is attempting to solve that all find acceptable. Note that the solution may not be ideal in the minds of all group members, but it at least meets the minimum requirements of their approval.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

21) A team consists of two or more people who share a mission and the responsibility for working to achieve their goals.
Answer: TRUE
Explanation: A team can consist of as few as two people. What makes the association a team is that the people collaboratively work together to achieve some common goal.
Diff: 1
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
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22) Cross-functional teams perform several roles, even though they contain employees from the same department or division.
Answer: FALSE
Explanation: The reverse is true. A cross-functional team assembles employees from different departments with different skills for the expressed purpose of solving a single problem or addressing a single issue.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

23) In an effective team, one leader takes charge and makes all decisions with little to no input from other team members.
Answer: FALSE
Explanation: Teams that are dominated by a single individual tend to be less successful than teams that reach decisions by a more democratic means. Overly dominant team members tend to erode trust within the team, and trust between team members is usually the most important element for overall team success.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
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Learning Outcome: Describe best practices in team and interpersonal communication

24) In the phenomenon of groupthink, the team may arrive at poor-quality decisions and even act unethically.
Answer: TRUE
Explanation: Groupthink can lead a team into making disastrous decisions. The essence of groupthink usually lies in two dynamics: one person or a few people dominating the agenda, and others in the group who are afraid to speak up or drowned out when they do speak up. The result is a false consensus in which the group seems to have debated all of the important issues and arrived at an optimum outcome, when in reality the group saw only a small part of the entire picture and came to somewhat arbitrary, rather than informed, conclusions.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
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25) Group members who play team-maintenance roles help everyone to work better together.
Answer: TRUE
Explanation: Every team needs at least one person to perform maintenance roles to make sure that team members are happy in their roles and that team organization and planning runs as smoothly as possible.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

26) Group members who play task-facilitating roles are motivated to fulfill personal needs, so they tend to be less productive than other members.
Answer: FALSE
Explanation: Task-facilitating roles focus on clarifying issues and focusing the team on goals rather than fulfilling personal needs.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

27) Conflict between persons or groups in an organization is always destructive and must be avoided at all costs.
Answer: FALSE
Explanation: Conflict can be constructive or destructive. If conflict serves to bring critical team issues and concerns to light, it is considered constructive. If for any reason conflict diverts the team from its objectives, it is termed destructive.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
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28) To resolve conflicts successfully, it is helpful to get opponents to fight together against an "outside force" (such as increased competition) instead of against each other.
Answer: TRUE
Explanation: When conflicting parties see common ground in combatting a common problem or foe, they are often able to view one another in a more positive light and gain mutual trust. Once mutual trust is established, the conflict is often either resolved or reduced to a level that is much easier to address.
Diff: 2
Skill: Application
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

29) Describe the primary difference between a committee and a task force.
Answer: Whereas a committee is normally a long-standing team (and can even become part of the organizational structure), a task force is a temporary team formed to deal with a temporary problem or issue.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

30) Briefly explain why the ability to work effectively in teams is so important in business.
Answer: Companies look for employees who work well in teams for a number of reasons, but primarily because successful teams improve productivity, creativity, employee involvement, and even job security. Teams also involve employees in company decision making through participative management.
Diff: 3
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
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31) What are three potential disadvantages of working in teams?
Answer: While teams yield numerous benefits, it is important to recognize the possible drawbacks of working in teams. Groupthink occurs when team members value team harmony more than effective decision making. Some team members may have hidden agendas that can impede the team's progress. Finally, the cost of coordinating group activities can be unreasonably high.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

32) Writing for websites often involves the use of _____, which organize and control content and support teamwork.
A) wikis
B) shared workspaces
C) word processing software
D) content management systems
Answer: D
Explanation: D) Content management systems organize and control website content and include features that help team members work together on webpages and other documents.
Diff: 2
Skill: Application
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback
AACSB: Information technology
Learning Outcome: Plan and prepare business messages

33) When composing collaborative messages, the best strategy is to
A) assign the writing task to one person or divide larger projects among multiple writers.
B) begin by letting all members "do their own thing" and then seeing what they all produce.
C) let all members use their own preferred software.
D) make the team as large as possible so that every possible area of expertise will be covered.
Answer: A
Explanation: A) The actual composition is the only part of developing team messages that does not usually benefit from group participation. For longer projects, it's efficient to plan, research, and outline together; however, assign the task of writing to one person or divide larger projects among multiple writers. If you divide the writing, try to have one person do a final revision pass to ensure a consistent style.
Diff: 3
Skill: Critical Thinking
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback
AACSB: Interpersonal relations and teamwork
Learning Outcome: Plan and prepare business messages

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34) "Virtual offices" that give everyone on a team access to the same set of resources and information are called
A) instant messaging software.
B) videoconferencing systems.
C) shared workspaces.
D) none of the above.
Answer: C
Explanation: C) A shared workspace allows everyone working on the team to access the same source materials, including databases, schedules, source materials, team-created documents, and other items. In some shared workspaces, team members create or edit documents collaboratively, with all team members able to view the document on their screen as changes are made.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

35) Social networking technologies can help a company create *virtual communities of practice* that
A) allow employees to develop new workplace skills.
B) encourage disgruntled employees t their frustrations.
C) discourage socializing so that individual employees can get their work done.
D) link employees to others with similar professional interests throughout the organization.
Answer: D
Explanation: D) Some companies use social networking technologies to create *virtual communities of practice* that link employees with similar professional interests throughout a company; they sometimes link employees with customers and suppliers, as well. Sites such as LinkedIn and Xing link people together in a particular business community. For example, professional orchestra musicians may keep in touch with one another and the trends and opportunities in their vocation through LinkedIn, monitoring such things as job opportunities, concert schedules, and gossip on their virtual community.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

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36) _____ focuses on the process and outcomes of communication, whereas _____ delivers criticism with no guidance to stimulate improvement.
A) Intuitive feedback; rational feedback
B) Circular feedback; linear feedback
C) Open feedback; closed feedback
D) Constructive feedback; destructive feedback
Answer: D
Explanation: D) Constructive feedback focuses on the process and outcomes of communication. In contrast, destructive feedback delivers criticism without any information about what went wrong or how to improve.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

37) An important aspect of mobile communication in the workplace is _____, which integrates voice, video, instant messaging, and real-time collaboration into a single system.
A) business communication
B) unified communication
C) peripatetic communication
D) digital communication
Answer: B
Explanation: B) Unified communication, which integrates voice and video calling/conferencing, instant messaging, and real-time collaboration software in a single system, can improve response times, productivity, and collaboration efforts.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

38) The outcome of collaborative writing is usually inferior to what a single individual can produce.
Answer: FALSE
Explanation: The collective energy and expertise of the various team members can produce results that transcend what each individual could do alone.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback
AACSB: Interpersonal relations and teamwork
Learning Outcome: Plan and prepare business messages

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39) Cloud computing offers little that can affect how teams conduct virtual meetings.
Answer: FALSE
Explanation: Cloud computing allows files to be stored in common sites with remote access so that, for example, everyone participating in a virtual meeting can have easy access to all relevant sources and materials.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

40) Because mobile devices aren't particularly useful for collaborative writing and other workplace communication projects.
Answer: FALSE
Explanation: Mobile devices add another layer of options for collaborative writing and other communication projects, particularly when used with cloud computing.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

41) Discuss the concept of *unified communication* as it applies to mobile communication and collaboration.
Answer: Today's mobile systems can do virtually everything that fixed-web collaboration systems can do, from writing on virtual whiteboards to sharing photos, videos, and other multimedia files. Therefore, they add another layer of options for collaborative writing and other communication projects, particularly when used with cloud computing. Given the flexibility of mobile devices, however, an important aspect of mobile collaboration and communication in general is *unified communication*, which integrates such capabilities as voice and video calling/conferencing, instant messaging, and real-time collaboration software in a single system. By minimizing or eliminating the need to manage multiple communication systems and devices, *unified communication* can improve response times, productivity, and collaboration.
Diff: 3
Skill: Critical Thinking
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

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42) Much of your workplace communication will occur during in-person or online meetings. If you're leading a meeting, you can help to make sure it's productive by
A) preparing carefully.
B) conducting the meeting efficiently.
C) using meeting technologies wisely.
D) all of the above.
Answer: D
Explanation: D) Meetings can be a waste of time if they aren't planned and managed well. You can help ensure productive meetings by preparing carefully, conducting meetings efficiently, and using meeting technologies wisely. Before the meeting begins, carefully select participants, identify the purpose of the meeting, and set the meeting's location and agenda. In some situations, when attempting to identify the purpose for a meeting or setting its agenda, you may decide that the purpose or agenda are unclear or inappropriate. In that case, cancel the meeting to avoid wasting people's time.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

43) For a formal meeting, appoint one person to record a _____ to summarize the important highlights of the meeting.
A) detailed meeting agenda
B) set of meeting minutes
C) pro-forma meeting matrix
D) list of personal impressions
Answer: B
Explanation: B) For a formal meeting, it's good practice to appoint one person to record the minutes, which are a summary of the important information and decisions from the meeting.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

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44) The best time to distribute an agenda for a meeting is
A) before the meeting.
B) at the start of the meeting.
C) during the meeting.
D) after the meeting.
Answer: A
Explanation: A) The success of a meeting depends on the preparation of the participants. Therefore, distribute the agenda before the meeting begins, being sure to allow participants sufficient time to prepare for the meeting. Allow participants to review the meeting agenda before the meeting begins. That way, they can have the option of doing some preparing of their own for the meeting, which may include researching, compiling data, or preparing documents.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

45) Use of parliamentary procedure
A) tends to slow meetings down.
B) contributes to dissent among participants.
C) helps meetings run more smoothly.
D) is only useful for meetings with more than a dozen participants.
Answer: C
Explanation: C) Parliamentary procedure is a tried-and-true method of running a meeting. Using parliamentary procedure often eliminates conflicts and minimizes resentment and misunderstandings. The advantage of parliamentary procedure is that it is a set of rules that everyone understand to be fair so there are no debates about how to resolve issues.
Diff: 3
Skill: Concept
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

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46) At the last staff meeting, someone suggested that using parliamentary procedure would help make the meetings more efficient. To learn more about parliamentary procedure, which of the following should you consult?
A) SEC Standards of Ethics
B) Robert's Rules of Order
C) Generally Accepted Accounting Principles
D) Fundamental Meeting Management
Answer: B
Explanation: B) Robert's Rules of Order is the standard reference for implementing parliamentary procedure.
Diff: 1
Skill: Application
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

47) If you're the designated leader of a meeting,
A) don't interfere if the discussion departs from the goals of the meeting.
B) allow introverted participants to disengage from the meeting.
C) try to simply act as an observer, and let the meeting "run itself."
D) do none of the above.
Answer: D
Explanation: D) Effective meeting leaders keep the discussion on track, follow agreed-upon rules, encourage participation, participate actively, and close effectively. In meetings, it is natural for some people to be more involved and for some people to dominate the discourse. However, when extremes of these trends occur, the person running the meeting must take action. A participant may be fairly quiet during the meeting, for example, but it is not acceptable for that person to be completely disengaged. Similarly, a dominant participant who lets no one else get a word in edgewise must be managed, or the meeting will produce no meaningful results.
Diff: 2
Skill: Critical Thinking
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

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48) When planning a meeting, the group leader prepares a(n) _____ of items to discuss, topics to present, or decisions to make.
A) agenda
B) shortlist
C) roster
D) proforma
Answer: A
Explanation: A) The agenda outlines what will actually take place during the meeting and the order in which topics will be covered. A well-written agenda adds structure to a meeting that greatly increases the chance of achieving group goals.
Diff: 1
Skill: Concept
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

49) Formal meetings are conducted according to _____, a time-tested method for planning and running meetings effectively.
A) business etiquette
B) parochial protocols
C) Emily Post's Rules of Order
D) parliamentary procedure
Answer: D
Explanation: D) Formal meetings are conducted according parliamentary procedure, a time-tested method for planning and running meetings effectively.
Diff: 1
Skill: Concept
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

50) Which of the following would not be a positive, productive way of using a mobile device during an important meeting, convention, or conference in the workplace?
A) Jotting down some follow-up questions
B) Taking notes about essential ideas
C) Checking your Facebook or working on unrelated tasks
D) Tweeting key points from a convention speech
Answer: C
Explanation: C) Tweeting key points from a convention speech or using your phone or tablet to jot down essential ideas and follow-up questions can be productive and respectful ways to use a device during a meeting. Checking personal social media sites or working on unrelated tasks will neither increase productivity nor show respect.
Diff: 1
Skill: Concept
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings
AACSB: Information technology
Learning Outcome: Describe the challenges and importance of business communications

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51) Unproductive meetings are rare in today's business environment.
Answer: FALSE
Explanation: As useful as meetings can be, they can be unproductive if they aren't planned and managed well. You can help ensure productive meetings by preparing carefully, conducting meetings efficiently, and using meeting technologies wisely.
Diff: 1
Skill: Concept
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings
AACSB: Interpersonal relations and teamwork
Learning Outcome: Discuss the challenges and importance of business communication

52) If you want to use a mobile device to take notes during a meeting, it's a good idea to let the meeting's leader know ahead of time.
Answer: TRUE
Explanation: If you intend to use your device to take notes during a meeting, consider letting the meeting leader know that's what you will be doing.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

53) The main role of the meeting leader is to be passive and let others speak without interference.
Answer: FALSE
Explanation: Being passive is a mistake for a meeting leader. The leader should focus on keeping the agenda of the meeting on track and making sure that all parties and all views get a fair hearing.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

54) Once you have decided that a meeting is necessary, what four strategies can help you plan it effectively?
Answer: The first task is to decide whether the meeting will serve mostly informational or decision-making purposes, or whether it will be geared toward both. Next, meeting participants should be chosen carefully, limiting selections to those whose presence is essential. Then the venue and time must be selected and reserved. Finally, the meeting planner should develop a suitable agenda and distribute it among the participants several days before the meeting.
Diff: 3
Skill: Concept
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings
AACSB: Interpersonal relations and teamwork
Learning Outcome: Discuss the challenges and importance of business communication

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55) Which of the following meeting technologies would be most effective for negotiations, collaborative problem solving, and other complex discussions?
A) Instant messaging
B) Teleconference
C) Telepresence
D) None of the above
Answer: C
Explanation: C) Complex interactions can be helped by employing all forms of communication, including voice, tone, facial gesture, and body language. Telepresence is the only medium that includes all of these features (other than an actual live meeting).
Diff: 2
Skill: Critical Thinking
Learning Obj.: LO 2.4: Identify the major technologies used to enhance or replace in-person meetings
AACSB: Information technology
Learning Outcome: Discuss the challenges and importance of business communication

56) Conducting successful virtual meetings requires _____ before the meeting and _____ during the meeting.
A) less planning; less diligence
B) more planning; more diligence
C) less planning; more diligence
D) more planning; less diligence
Answer: B
Explanation: B) Conducting successful virtual meetings requires extra planning before the meeting and more diligence during the meeting.
Diff: 2
Skill: Critical Thinking
Learning Obj.: LO 2.4: Identify the major technologies used to enhance or replace in-person meetings
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

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57) The ability to convey nonverbal subtleties such as facial expressions and hand gestures makes _____ particularly good for negotiations, collaborative problem solving, and other complex discussions.
A) conference calls
B) telepresence
C) instant messages
D) video blogs
Answer: B
Explanation: B) Telepresence enables realistic conferences in which participants thousands of miles apart almost seem to be in the same room.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.4: Identify the major technologies used to enhance or replace in-person meetings
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

58) Briefly describe at least three meeting technologies that make it easy for virtual teams to interact.
Answer: One of the newest virtual tools is online brainstorming, in which companies conduct "idea campaigns" to generate ideas from people across the organization. Another example is groupware, an umbrella term for systems that let people communicate, share files, present materials, and work on documents simultaneously. Shared workspaces are "virtual offices" that give everyone on a team access to a variety of materials. Videoconferencing combines audio communication with live video, enabling team members to see each other, demonstrate products, and transmit other visual information. Web-based meeting systems allow teams to collaborate in real time simply by logging on from any computer or smartphone from almost anywhere in the world.
Diff: 3
Skill: Synthesis
Learning Obj.: LO 2.4: Identify the major technologies used to enhance or replace in-person meetings
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

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59) If you are listening mainly to understand the speaker's message, you are engaging in
A) content listening.
B) critical listening.
C) empathic listening.
D) active listening.
Answer: A
Explanation: A) With content listening, the listener's primary focus is simply in comprehending what the speaker is saying. Content listening should be the default listening mode for most situations. Once the listener has a strong grasp of the speaker's basic message, he or she can move on to higher forms of listening, such as critical listening or empathic listening.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

60) An effective listener tries to practice _____ in an effort to hear and understand what the other party is saying.
A) emphatic listening
B) critical listening
C) active listening
D) content listening
Answer: C
Explanation: C) Effective listeners practice active listening by making a conscious effort to turn off their own filters and biases to truly hear and understand what another party is saying.
Diff: 2
Skill: Synthesis
Learning Obj.: LO 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

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61) Some people use _____ to tune out anything that doesn't conform to their beliefs or their self-images.
A) empathetic listening
B) constricted listening
C) egocentric listening
D) defensive listening
Answer: D
Explanation: D) Some people use defensive listening to protect their egos by tuning out anything that doesn't confirm their beliefs or their view of themselves.
Diff: 2
Skill: Concept/Application
Learning Obj.: LO 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

62) If you are engaging in critical listening, your goal is to
A) understand and retain information.
B) understand the speaker's feelings, needs, and wants.
C) evaluate the logic and validity of the message.
D) appreciate the speaker's point of view.
Answer: C
Explanation: C) In critical listening, the listener is trying to make a critical judgment about the position that the speaker is presenting. Seeking answers to questions such as the following enables critical listening: Does the speaker's position make sense? Are the points that the speaker brings up valid and appropriate? Overall, does the case that the speaker presents stand up to scrutiny?
Diff: 2
Skill: Concept
Learning Obj.: LO 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

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63) A reliable employee you supervise has come to speak with you about a leave of absence related to personal issues. To understand her feelings and needs, you should engage in
A) content listening.
B) empathic listening.
C) critical listening.
D) sustained listening.
Answer: B
Explanation: B) When the issue involves emotions and feelings, empathic listening should be employed. Rather than immediately telling the speaker what to do, it is important simply to let the speaker have his or her say and to listen intently to show that you understand and that you sympathize. Once the speaker feels that the issue has been truly "heard," you can move on to more practical issues, like how to schedule the leave of absence.
Diff: 3
Skill: Application
Learning Obj.: LO 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

64) Within 48 hours, people tend to forget approximately _____ percent of what was said in a 10-minute conversation.
A) 1
B) 10
C) 50
D) 90
Answer: C
Explanation: C) Since people tend to forget half of what they hear, it is important to focus on clarity when you are speaking. It is also important to recognize that you are likely to forget a substantial portion of what you hear, so the important points that a speaker makes should be reviewed and made clear.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening
AACSB: Written and oral communication
Learning Outcome: Discuss the challenges and importance of business communication

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65) The first step in the basic listening process is
A) physically receiving the message.
B) interpreting the message.
C) evaluating the message.
D) encoding the message.
Answer: A
Explanation: A) Interference with the physical reception of a message includes noise, distraction, poor hearing, or failing to focus or pay attention.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening
AACSB: Interpersonal relations and teamwork
Learning Outcome: Plan and prepare business messages

66) Selective listening refers to
A) a highly focused form of listening.
B) letting one's mind wander until something personally relevant is said.
C) a form of defensive listening.
D) listening only long enough to get a word in edgewise.
Answer: B
Explanation: B) Selective listening occurs when the listener tends to tune in and tune out rather than listen consistently. In almost every case, the listener is at fault in engaging in selective listening for failing to focus. However, in some instances, the speaker can also share some of the responsibility for the confusion by speaking in a rambling or incoherent manner that makes it difficult for the listener to follow.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening
AACSB: Interpersonal relations and teamwork
Learning Outcome: Discuss the challenges and importance of business communication

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67) The goal of _____ is to understand and evaluate a speaker's message based on elements such as logic, evidence, and validity, as well as the speaker's intentions and motives.
A) cerebral listening
B) content listening
C) critical listening
D) covert listening
Answer: C
Explanation: C) The goal of critical listening is to understand and evaluate the meaning of the speaker's message on several levels: the logic of the argument, the strength of the evidence, the validity of the conclusions, the implications of the message, the speaker's intentions and motives, and the omission of any important or relevant points.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

68) Now that technology is so vital in the workplace, few executives view listening as an important skill.
Answer: FALSE
Explanation: In fact, 80 percent of top executives name listening as the most important skill an employee can have.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

69) The primary goal of empathic listening is to solve the speaker's problem.
Answer: FALSE
Explanation: The primary goal for empathic listening is to let the speaker know that his or her concerns are being heard and appreciated.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

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70) Your ability to listen effectively will have little effect on your long-term career prospects.
Answer: FALSE
Explanation: Your long-term career prospects are closely tied to your ability to listen effectively. In fact, about 80 percent of top executives say that listening is the most important skill needed to get things done in the workplace.
Diff: 1
Skill: Concept
Learning Obj.: LO 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

71) Selective listening is an important skill for professionals, since it helps them filter out information that is not relevant to their jobs.
Answer: FALSE
Explanation: Selective listening is not something that good listeners engage in. Selective listening is the act of tuning people out and catching only small parts of what they are saying.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

72) List at least three benefits of effective listening in business.
Answer: Effective listening strengthens organizational relationships, alerts an organization to opportunities for innovation, and allows the organization to manage growing diversity both in the workforce and in the customers it serves.
Diff: 3
Skill: Concept
Learning Obj.: LO 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening
AACSB: Interpersonal relations and teamwork
Learning Outcome: Discuss the challenges and importance of business communication

73) List at least three strategies to keep your mind from wandering while listening to a speaker.
Answer: Although people can think faster than they (and others) can speak, several techniques can help. They include lowering barriers to physical reception, focusing on the speaker, analyzing what you hear, and keeping an open mind.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening
AACSB: Interpersonal relations and teamwork
Learning Outcome: Discuss the challenges and importance of business communication

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74) Differentiate among the three primary types of listening.
Answer: Content listening focuses on understanding and retaining what the speaker is saying. Critical listening, in contrast, is often more useful when the speaker is presenting an argument. In this type of listening, the listener's goal is to evaluate the message on various levels. Finally, empathic listening is most useful when a speaker is primarily interested in sharing feelings. In this case, the listener's goal is to appreciate the speaker's point of view (whether or not the listener agrees with it).
Diff: 3
Skill: Critical Thinking
Learning Obj.: LO 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening
AACSB: Interpersonal relations and teamwork
Learning Outcome: Discuss the challenges and importance of business communication

75) Which of the following statements about nonverbal communication is false?
A) Facial expressions are a primary means of conveying emotions.
B) A person's voice carries both intended and unintended nonverbal cues.
C) Nonverbal signals can be used to assert both authority and intimacy.
D) Mastering nonverbal signals will allow you to "read someone like a book."
Answer: D
Explanation: D) Nonverbal signals are powerful, but they aren't infallible, particularly if you don't know a person's normal behavior patterns.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.6: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression
AACSB: Interpersonal relations and teamwork
Learning Outcome: Discuss the challenges and importance of business communication

76) According to the theory of nonverbal communication, touch
A) is the least important form of nonverbal communication.
B) is the great equalizer, putting people of different status on the same footing.
C) should be completely avoided in all business situations.
D) is governed by cultural customs that establish who can touch whom and when.
Answer: D
Explanation: D) Each culture has its own informal rules for touch. In dealing with people from other cultures, it is best to be flexible and adaptable when it comes to touch. This requires, for example, not being alarmed by an unexpected hug from a person from another culture, or feeling miffed when your audience fails to return your handshake vigorously.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.6: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression
AACSB: Diverse and multicultural work environments
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

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77) Nonverbal signals can _____ a verbal message.
A) strengthen
B) weaken
C) replace
D) all of the above
Answer: D
Explanation: D) Nonverbal signals play a vital role in communication because they can strengthen a verbal message, weaken a verbal message, or replace words entirely.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.6: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression
AACSB: Diverse and multicultural work environments
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

78) Unlike with verbal language, the meanings of nonverbal signals are consistent across cultures.
Answer: FALSE
Explanation: In many instances, nonverbal signals are very different between different cultures. The concept of personal space, for example, is understood differently in different cultures. Some cultures regularly practice what North Americans might condemn as an "invasion of personal space," by standing too closely or touching too frequently.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.6: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression
AACSB: Diverse and multicultural work environments
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

79) The use of time and space can send powerful nonverbal signals.
Answer: TRUE
Explanation: A typical "power play" that people employ is to disrespect the time of others by making them wait. The person causing the wait feels "superior" to the waiters because he or she has controlled their time. The people who wait feel resentment toward the person who delayed them.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.6: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression
AACSB: Diverse and multicultural work environments
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

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80) When it comes to personal appearance in the workplace, it's best to match your style to the expectations of your organization.
Answer: TRUE
Explanation: The values of the organization are recognized by observing a wide variety of people and matching their style. Keep in mind that a high executive within a company might dress in a very different manner than a supervisor or a line worker.
Diff: 1
Skill: Concept
Learning Obj.: LO 2.6: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression
AACSB: Diverse and multicultural work environments
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

81) List at least three general categories of nonverbal communication.
Answer: The general categories of nonverbal communication include (1) facial expression, (2) gesture and posture, (3) vocal characteristics, (4) personal appearance, (5) touch, and (6) use of time and space.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.6: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

82) If you are new to a company, what is the best way to decide what type of dress is appropriate in that organization?
Answer: The best way to learn what type of dress is right for those who work in a particular organization is to pay attention to the style of dress of other employees and adjust your style to match. If you're not sure, dress moderately and simply.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.6: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression
AACSB: Diverse and multicultural work environments
Learning Outcome: Describe best practices in team and interpersonal communication

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83) List and briefly explain the three roles nonverbal communication plays in communication.
Answer: The first role of nonverbal communication is complementing verbal language. Nonverbal signals can strengthen, weaken, or even replace verbal messages. The second role is revealing truth. It is much more difficult to deceive others with nonverbal signals than with verbal ones. Finally, nonverbal communication conveys information efficiently, since nonverbal signals can convey both nuance and rich amounts of information in an instant.
Diff: 3
Skill: Concept
Learning Obj.: LO 2.6: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

84) Successful teamwork, productive meetings, effective listening, and nonverbal communication all depend on _____ among all participants.
A) face-to-face contact
B) mutual respect and consideration
C) common cultural reference points
D) the use of the latest communication technology
Answer: B
Explanation: B) Mutual respect and consideration is the common thread that runs through successful teamwork, productive meetings, effective listening, and nonverbal communication.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.7: Explain the importance of business etiquette, and identify four key areas in which good etiquette is essential
AACSB: Reflective thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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85) Which of the following is NOT an important consideration related to etiquette in the workplace?
A) The clothing you wear to work
B) Your grooming habits
C) Your telephone skills
D) Your height and weight
Answer: D
Explanation: D) Personal appearance is a key part of business etiquette, but only the component of personal appearance that is under your immediate control. Therefore, grooming and wardrobe matter in business etiquette, because they are under your immediate control. Your height and weight, on the other hand, are not under your immediate control, so they are not considered a part of business etiquette.
Diff: 2
Skill: Critical Thinking
Learning Obj.: LO 2.7: Explain the importance of business etiquette, and identify four key areas in which good etiquette is essential
AACSB: Diverse and multicultural work environments
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

86) When receiving business-related phone calls,
A) you should use frequent verbal responses (such as, "I see") to show that you are listening.
B) it is impolite to say things such as, "I understand" while the other person is speaking.
C) it is perfectly acceptable to put the caller on hold without explanation.
D) do none of the above.
Answer: A
Explanation: A) To inform the speaker that you are following what is being said, short responses such as "I see" or brief clarifying questions are not only acceptable in business phone calls, but also highly recommended.
Diff: 3
Skill: Concept
Learning Obj.: LO 2.7: Explain the importance of business etiquette, and identify four key areas in which good etiquette is essential
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

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87) A new coworker from Russia asks you about North American greeting customs. You explain that in most business contexts,
A) women are not expected to shake hands.
B) it is not necessary to stand up before shaking hands if you are already seated.
C) shaking hands is an outdated custom in North America.
D) a firm handshake is expected when two people meet.
Answer: D
Explanation: D) Note that the firm handshake is not universal, but instead particular to North America. When you're expected to shake hands, keep in mind that a passive "dead fish" handshake will create a negative impression.
Diff: 2
Skill: Application
Learning Obj.: LO 2.7: Explain the importance of business etiquette, and identify four key areas in which good etiquette is essential
AACSB: Diverse and multicultural work environments
Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world

88) When introducing yourself to someone in a business context, you should always include a brief description of
A) one of your personal interests or hobbies.
B) your role in the company.
C) your company's history.
D) all of the above.
Answer: B
Explanation: B) In most cases, your name is less important than your function in the organization. People need extra clues to place you into a context. Knowing that you are "Mary Smith" is much less helpful than knowing you are "Mary Smith, the IT specialist who developed the current database that the company uses."
Diff: 2
Skill: Application
Learning Obj.: LO 2.7: Explain the importance of business etiquette, and identify four key areas in which good etiquette is essential
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

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89) Using mobile phones during meetings is
A) routine in today's high-tech workplace.
B) now restricted or prohibited in many organizations.
C) an effective way to show your professionalism.
D) all of the above.
Answer: B
Explanation: B) Phone calls in meetings are disruptive. It is now considered poor etiquette to accept even a "super important" phone call without apologizing for taking the call.
Diff: 2
Skill: Application
Learning Obj.: LO 2.7: Explain the importance of business etiquette, and identify four key areas in which good etiquette is essential
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

90) Whenever you're representing your company online, all of the following except _____ will help you maintain a high standard of business etiquette.
A) differentiating facts from opinions and supporting facts with evidence
B) assuming that people are available to discuss work-related issues around the clock
C) following basic expectations of spelling, punctuation, and capitalization
D) watching your language and keeping your emotions under control
Answer: B
Explanation: B) Respect personal and professional boundaries of time and virtual space when using online communication tools. Electronic communication is now available on a 24-hour basis. However, that does not mean that people's personal boundaries should not be respected. The best policy is to send one-way communications such as emails to people during off hours. Give them the option to respond. You should expect a timely response only during actual business hours.
Diff: 3
Skill: Synthesis
Learning Obj.: LO 2.7: Explain the importance of business etiquette, and identify four key areas in which good etiquette is essential
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91) When you're using a mobile device, making any of the following choices except _____ will reflect negatively on your professionalism.
A) talking loudly in open offices or public places
B) texting during a meal or while someone is talking to you
C) allowing incoming calls/texts to interrupt meetings or discussions
D) asking for permission before using your device's camera
Answer: D
Explanation: D) Using a mobile device in any of the following ways will reflect negatively upon you: talking loudly in open offices or public places, ignoring privacy concerns by using your phone's camera without permission, or using your device in restrooms and other inappropriate places. Texting during a meal or conversation and allowing incoming calls to interrupt meetings or discussions will also cast doubt on your professionalism.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.7: Explain the importance of business etiquette, and identify four key areas in which good etiquette is essential
AACSB: Reflective thinking
Learning Outcome: Describe best practices in team and interpersonal communication

92) Because phone calls lack the visual richness of face-to-face conversations, you'll need to use _____ to convey confidence and professionalism.
A) questions and social media
B) smartphones and apps
C) context and subject matter
D) attitude and tone of voice
Answer: D
Explanation: D) Because phone calls lack the visual richness of face-to-face conversations, you have to rely on your attitude and tone of voice to convey confidence and professionalism.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.7: Explain the importance of business etiquette, and identify four key areas in which good etiquette is essential
AACSB: Written and oral communication
Learning Outcome: Discuss the challenges and importance of business communication

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93) All of the following except _____ are best practices when using phones at work.
A) being positive and professional when you answer the phone
B) varying your vocal pitch and inflections so people know you're interested
C) enabling your voicemail, even if you don't check messages regularly
D) ending your calls with courtesy and clarity
Answer: C
Explanation: C) If you don't check your voice messages regularly or at all, disable your voicemail. Letting messages pile up for days or weeks without answering them is rude.
Diff: 3
Skill: Concept
Learning Obj.: LO 2.7: Explain the importance of business etiquette, and identify four key areas in which good etiquette is essential
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

94) Instant-messaging and texting have replaced many exchanges that used to take place over the phone; therefore, today's employees don't have to worry about using phones in a professional manner.
Answer: FALSE
Explanation: IM and other text-based tools have replaced phone calls for many routine messages, but professional phone skills are still an essential element of workplace communication.
Diff: 1
Skill: Concept
Learning Obj.: LO 2.7: Explain the importance of business etiquette, and identify four key areas in which good etiquette is essential
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

95) The habits you exhibit while using your mobile device exemplify your attitude toward the people around you.
Answer: TRUE
Explanation: Like every other aspect of communication, your mobile-device habits say a lot about how much respect you have for the people around you.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.7: Explain the importance of business etiquette, and identify four key areas in which good etiquette is essential
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96) These days, no one is bothered when employees use mobile phones in meetings.
Answer: FALSE
Explanation: The business community has reacted to the disruption that mobile phone calls create in meetings. Many organizations now ban the use of phones during meetings.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.7: Explain the importance of business etiquette, and identify four key areas in which good etiquette is essential
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

97) When conducting business over a meal, you should wait to bring out business papers until after the entrée plates have been removed.
Answer: TRUE
Explanation: Convention holds that business may be discussed only casually during the major part of the meal. Serious business discussions, including data and documents, should be reserved for after the entrée has been served, and the diners are relaxed and ready to focus.
Diff: 2
Skill: Application
Learning Obj.: LO 2.7: Explain the importance of business etiquette, and identify four key areas in which good etiquette is essential
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

98) During a meeting with coworkers, your mobile phone rings. Should you answer it? Why or why not?
Answer: Generally speaking, it would be best to avoid answering a mobile phone in situations such as this, since doing so can cause disruption and signal disrespect toward your colleagues. Such disruptions have become such a problem that some senior executives have banned the use of mobile phones during meetings.
Diff: 2
Skill: Synthesis
Learning Obj.: LO 2.7: Explain the importance of business etiquette, and identify four key areas in which good etiquette is essential
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

99) While having lunch with a client, what should you do with the business papers you brought to discuss? Why?
Answer: Since the business part of most meals does not begin until after entrée plates have been removed, you should place the papers under your chair or under the table until then.
Diff: 2
Skill: Application
Learning Obj.: LO 2.7: Explain the importance of business etiquette, and identify four key areas in which good etiquette is essential
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100) Identify and discuss five tips that can help you use the phone confidently and professionally.
Answer: When you're using the phone at work, you have to rely on your attitude and tone of voice to convey confidence and professionalism. Here are some tips that can help: **Be conscious of how your voice sounds.** Avoid monotone; vary your pitch and inflections. Slow down when talking with people whose native language isn't the same as yours. **Be courteous when you call someone**. Identify yourself and your organization, briefly explain why you're calling, verify that you've called at a good time, and minimize the noise level in your environment. **Convey a positive, professional attitude when you answer the phone.** Answer promptly (with a smile), and identify yourself and your company. Determine the caller's needs by asking, "How may I help you?" If you can't answer the caller's questions, forward the call to a colleague who can or tell the caller how to get his or her questions resolved. If you plan to forward a call, put the caller on hold and verify that the colleague is available. Close in a positive manner and double-check all vital information. **Use your own voicemail features to help callers.** Record a brief, professional-sounding outgoing message for regular use. When you'll be away from the phone for an extended period, record a temporary greeting that tells callers when you'll respond to messages. If you don't check your messages regularly or at all, disable your voicemail. **Be considerate when leaving voicemail messages.** Unless voicemail is the best or only choice, consider leaving a message through other means, such as text messaging or email. If you leave a voicemail, keep it brief: your name, number, reason for calling, and times you can be reached.
Diff: 2
Skill: Concept
Learning Obj.: LO 2.7: Explain the importance of business etiquette, and identify four key areas in which good etiquette is essential
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