Test Bank for Business Communication Essentials 7th Bovee

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Business Communication Essentials, 7e **(Bovee/Thill)**
Chapter 2 Collaboration, Interpersonal Communication, and Business Etiquette

1) Which of the following is not an aspect of interpersonal communication?
A) Productive meetings
B) Active listening
C) Clearly identifiable agendas
D) Nonverbal communication
E) Business etiquette
Answer: C
Explanation: C) Communication skills needed in order to work well in team settings and on important interpersonal communication skills that will help you on the job: productive meetings, active listening, nonverbal communication, and business etiquette.
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Easy
Classification: Concept
AACSB: Written and oral communication

2) Collaboration is best described as what?
A) Active listening
B) Groupthink
C) Clearly agreed upon agendas
D) Working together on complex challenges
E) Dependent on strong nonverbal communication skills
Answer: D
Explanation: D) Collaboration—working together to meet complex challenges—has become a core job responsibility for roughly half the U.S. workforce.
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Easy
Classification: Concept
AACSB: Interpersonal Relations and teamwork

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3) Approximately what percentage of the U.S. workforce has positions that require collaboration as a core job responsibility?
A) 20 percent
B) 30 percent
C) 40 percent
D) 50 percent
E) 60 percent
Answer: D
Explanation: D) Collaboration—working together to meet complex challenges—has become a core job responsibility for roughly half the U.S. workforce.
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.
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4) Participative management allows employees at any level of the organization to do what?
A) Solve long-term problems
B) Allow long-term problem solving teams to flourish
C) Allow effective virtual teams
D) Increase effectiveness of new member orientation
E) Create job security
Answer: E
Explanation: E) When teams are successful, they can improve productivity, creativity, employee involvement, and even job security. Teams are often at the core of participative management, the effort to involve employees in the company's decision making.
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.
Learning Outcome: Describe best practices in team and interpersonal communication
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5) Which of the following is a benefit of a successful team?
A) Diversity of views
B) Groupthink
C) Multiple agendas
D) Low cost
E) Limited peer pressure
Answer: A
Explanation: A) Bringing a variety of perspectives can improve decision making—as long as these diverse viewpoints are guided by a shared goal.
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Application
AACSB: Interpersonal Relations and teamwork

6) Which of the following is a disadvantage of working in a team?
A) Limited knowledge
B) Diversity of views
C) Limited acceptance of a solution
D) Lower performance levels
E) Cost
Answer: E
Explanation: E) Aligning schedules, arranging meetings, and coordinating individual parts of a project can eat up a lot of time and money.
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.
Learning Outcome: Describe best practices in team and interpersonal communication
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7) To maintain harmony in a group, some team members may withhold unpopular opinions. This is known as what?
A) Collaboration
B) Non performance
C) Groupthink
D) Hidden agendas
E) Participative management
Answer: C
Explanation: C) Groupthink occurs when peer pressures cause individual team members to withhold contrary or unpopular opinions and to go along with decisions they don't really believe in. The result can be decisions that are worse than the choices the team members might have made individually.
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Application
AACSB: Interpersonal Relations and teamwork

8) When faced with potentially unpopular choices, having a team develop potential solutions and implementation methods can result in what?
A) Increased information
B) Increased acceptance
C) Higher performance levels
D) Lower costs
E) Hidden agendas
Answer: B
Explanation: B) Those who participate in making a decision are more likely to support it and encourage others to accept it.
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Synthesis
AACSB: Interpersonal Relations and teamwork

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9) Activities that support incompatible goals to those of the group are referred to as what?
A) Groupthink
B) Participative management
C) Multitasking
D) Hidden agendas
E) Increased diversity of views
Answer: D
Explanation: D) Some team members may have a hidden agenda—private, counterproductive motives, such as a desire to take control of the group, to undermine someone else on the team, or to pursue an incompatible goal.
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Synthesis
AACSB: Interpersonal Relations and teamwork

10) Which of the following is generally true when referring to groups?
A) Group meetings are costly in terms of time and coordination
B) Team members will work harder to support the goals of a group than individual projects
C) Group members are more accepting of contrary opinions
D) Groups are often ineffective
E) Groups have limited access to research data and other essential information
Answer: A
Explanation: A) Aligning schedules, arranging meetings, and coordinating individual parts of a project can eat up a lot of time and money.
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.
Learning Outcome: Discuss the challenges and importance of business communications
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11) Which of the following is considered the most important factor in determining how well a team will perform?
A) A shared sense of purpose
B) The right mix of creative talent
C) Full engagement of team members
D) Strong communication skills
E) Clear objectives
Answer: D
Explanation: D) Effective teams share a number of traits, including a clear objective, a shared sense of purpose, full engagement from all team members, procedures for reaching decisions by consensus, and the right mix of creative and technical talents for the tasks at hand. While all these traits contribute to team success, the single most important factor is how well the team members communicate.
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Synthesis
AACSB: Interpersonal Relations and teamwork

12) The two most common reasons cited for unsuccessful teamwork are a lack of trust and what?
A) Groupthink
B) Hidden agendas
C) Incompatible technology
D) Poor communication
E) Time
Answer: D
Explanation: D) Two of the most common reasons cited for unsuccessful teamwork are a lack of trust and poor communication. A lack of trust can result from team members being suspicious of one another's motives or ability to contribute. Poor communication can also result from basic differences in conversational styles. For example, some people expect conversation to follow an orderly pattern in which team members wait their turn to speak, whereas others might view conversation as more spontaneous and are comfortable with an overlapping, interactive style.
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.
Learning Outcome: Describe best practices in team and interpersonal communication
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13) Interpersonal communication skills will impact all areas except which?
A) Productive meetings
B) Active listening
C) Writing skills
D) Nonverbal communication
E) Business etiquette
Answer: C
Explanation: C) Focusing on the communication skills you need in order to work well in team settings and on important interpersonal communication skills that will help you on the job will impact areas including the ability to hold productive meetings, active listening, nonverbal communication, and business etiquette. Writing skills can be less impacted by interpersonal communication, unless writing as a group.
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Application
AACSB: Interpersonal Relations and teamwork

14) Whether the interaction takes place online or in person, creating and fostering positive relationships with colleagues, customers, and others can make or break your career.
Answer: TRUE
Explanation: Eliza Browning's observation about Facebook and LinkedIn reflects the importance of interpersonal communication in today's business environment. Whether the interaction takes place online or in person, creating and fostering positive relationships with colleagues, customers, and others can make or break your career.
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.
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Difficulty: Moderate
Classification: Concept
AACSB: Interpersonal Relations and teamwork

15) A team is a group of two or more people with a shared mission and responsibility for a goal.
Answer: TRUE
Explanation: A team is a unit of two or more people who share a mission and the responsibility for working to achieve their goal. Businesses use a wide variety of teams, from short-term problem-solving teams to permanent committees that sometimes become formal parts of the organization structure.
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.
Learning Outcome: Describe best practices in team and interpersonal communication
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16) When a collaborator is located off site, the most productive way of working with that person would be to require attendance at regularly scheduled meetings with the rest of the team.
Answer: FALSE
Explanation: Some teams meet and work together in person, whereas others are virtual teams, whose members work in different locations and interact through one or more electronic channels. Communication skills are particularly important with virtual teams, because the physical separation can complicate everything from helping new members get oriented to capturing the knowledge a team accumulates over time.
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Application
AACSB: Interpersonal Relations and teamwork

17) Describe how conflict within a team can improve the performance of the team.
Answer: Many teams experience conflict in the course of their work, but conflict isn't necessarily bad. Conflict can be constructive if it forces important issues into the open, increases the involvement of team members, and generates creative ideas for solving a problem. Even teams that have some friction can excel if they have effective leadership and members who are committed to positive outcomes. Conflict can stem from many areas including missed deadlines, hidden agendas, and groupthink. To counter potential areas of conflict, each team member must be allowed to develop their ideas without criticism, and have an opportunity to present those ideas. Technology can increase participation by using virtual meetings or collaborative writing sites. Teams must use the principles of participative management and all team members are held accountable for their actions, or inactions. The key to successful groups lies in strong communication skills by all members of the group.
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Challenging
Classification: Synthesis
AACSB: Interpersonal Relations and teamwork

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18) Discuss the advantages of working in teams, and identify and discuss tools to improve communication with team members.
Answer: When teams are successful, they can improve productivity, creativity, employee involvement, and even job security. Teams are often at the core of participative management, the effort to involve employees in the company's decision making. One advantage of successful teamwork is increased information and knowledge. By pooling the experience of several individuals, a team has access to more information in the decision-making process. Another advantage of successful teamwork is an increased diversity of views. Bringing a variety of perspectives can improve decision making–as long as these diverse viewpoints are guided by a shared goal. Teams also have an increased acceptance of a solution. Those who participate in making a decision are more likely to support it and encourage others to accept it. Effective teams have higher performance levels and can be better than top-performing individuals at solving complex problems. To improve team interaction, trust and communication skills are essential. A lack of trust can result from team members being suspicious of one another's motives or ability to contribute. Poor communication can also result from basic differences in conversational styles. For example, some people expect conversation to follow an orderly pattern in which team members wait their turn to speak, whereas others might view conversation as more spontaneous and are comfortable with an overlapping, interactive style. Conflict can be constructive if it forces important issues into the open, increases the involvement of team members, and generates creative ideas for solving a problem. Even teams that have some friction can excel if they have effective leadership and members who are committed to positive outcomes.
Learning Obj.: LO 2.1: List the advantages and disadvantages of working in teams and describe the characteristics of effective teams.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Challenging
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AACSB: Interpersonal Relations and teamwork

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19) Which of the following is an advantage of collaborative writing?
A) Each member has to accomplish fewer tasks.
B) Each member has different expertise to contribute.
C) Each member can focus on accuracy and detail so no errors are missed.
D) Each member can rely on another member if their schedule gets busy.
E) Each member can change another members work to ensure unified ideas.
Answer: B
Explanation: B) In any collaborative effort, team members coming from different backgrounds may have different work habits or priorities: A technical expert may focus on accuracy and scientific standards; an editor may be more concerned about organization and coherence; and a manager may focus on schedules, cost, and corporate goals. To collaborate effectively, everyone involved must be flexible and open to other opinions, focusing on team objectives rather than on individual priorities.
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Concept
AACSB: Interpersonal Relations and teamwork

20) When writing collaboratively, what should each team member focus on supporting?
A) Individual areas of expertise
B) Individual priorities
C) Team objectives
D) Organization and coherence
E) Writing styles and work habits
Answer: C
Explanation: C) To collaborate effectively, everyone involved must be flexible and open to other opinions, focusing on team objectives rather than on individual priorities. Most ideas can be expressed in many ways, so avoid the "my way is best" attitude when working with others.
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Concept
AACSB: Interpersonal Relations and teamwork

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21) In order to save time and frustration, what should be agreed upon before beginning a collaborative process?
A) Skill sets
B) Project goals
C) Leadership roles
D) Writing style
E) Due dates
Answer: B
Explanation: B) Project goals should be discussed and agreed on before you start. Starting without a clear idea of what the team hopes to accomplish inevitably leads to frustration and wasted time.
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Concept
AACSB: Interpersonal Relations and teamwork

22) When one or more writer can change the document text of a group member, what type of software tool is more likely being used?
A) Adobe Acrobat
B) PDF file
C) Spell check
D) Change tracking
E) Commenting
Answer: D
Explanation: D) The simplest tools are software features such as commenting (which lets colleagues write comments in a document without modifying the document text) and change tracking (which lets one or more writers propose changes to the text while keeping everyone's edits separate and reversible). The widely used Adobe Acrobat electronic document system (PDF files) also has group review and commenting features, including the option for live collaboration.
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Application
AACSB: Application of knowledge

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23) Which of the following is the generic name for software that helps organize and control website content for groups?
A) Enterprise systems
B) Workflow systems
C) Cloud management systems
D) Content management systems
E) Intranet systems
Answer: D
Explanation: D) Collaborating on website content often involves the use of a content management system, which organizes and controls website content and can include features that help team members work together on webpages and other documents. These systems range from simple blogging systems on up to enterprise systems that manage web content across an entire corporation.
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Application
AACSB: Application of knowledge

24) Which of the following is least helpful to effective collaborative writing?
A) Selecting collaborators carefully
B) Establishing clear processes
C) Agreeing on project goals before you start
D) Taking time to bond before starting the collaboration
E) Writing as a group
Answer: D
Explanation: D) The actual composition is the only part of developing team messages that does not usually benefit from group participation. Brainstorming the wording of short pieces of text, particularly headlines, slogans, and other high-visibility elements, can be an effective way to stimulate creative word choices. However, for longer projects, it is usually more efficient to plan, research, and outline together but 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.
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Concept
AACSB: Written and oral communication

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25) Technologies that allow people to share files, review message threads, and work on documents simultaneously are known as what?
A) Virtual offices
B) Shared workspace
C) Cloud computing
D) Social intranets
E) Collaboration platforms
Answer: E
Explanation: E) Teams and other work groups can also take advantage of a set of broader technologies often referred to as groupware or collaboration platforms. These technologies let people communicate, share files, review previous message threads, work on documents simultaneously, and connect using social networking tools. These systems help companies capture and share knowledge from multiple experts, bringing greater insights to bear on tough challenges.
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Concept
AACSB: Information Technology

26) Websites that are accessible only to employees are what type of systems?
A) Clouds
B) Extranets
C) Intranets
D) Wikis
E) On demand
Answer: C
Explanation: C) Shared workspaces are online "virtual offices" that give everyone on a team access to the same set of resources and information. You may see some of these workspaces referred to as intranets (restricted-access websites that are open to employees only) or extranets (restricted sites that are available to employees and to outside parties by invitation only). Many intranets have now evolved into social networking systems that include a variety of communication and collaboration tools, from microblogging to video clip libraries.
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Concept
AACSB: Information Technology

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27) Websites that are accessible only to employees and select parties external to the organization are known as what?
A) Clouds
B) Extranets
C) Intranets
D) Wikis
E) On demand
Answer: B
Explanation: B) Shared workspaces are online "virtual offices" that give everyone on a team access to the same set of resources and information. You may see some of these workspaces referred to as intranets (restricted-access websites that are open to employees only) or extranets (restricted sites that are available to employees and to outside parties by invitation only). Many intranets have now evolved into social networking systems that include a variety of communication and collaboration tools, from microblogging to video clip libraries.
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Concept
AACSB: Information Technology

28) Which of the following improve response times and collaboration efforts when using mobile collaboration?
A) Clouds
B) Intranets
C) Fixed-web collaboration systems
D) Social intranets
E) Unified communication
Answer: E
Explanation: E) An important aspect of mobile collaboration and mobile communication in general is unified communication, which integrates such capabilities voice and video calling, voice and video 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 promises to improve response times, productivity, and collaboration efforts.
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Easy
Classification: Concept
AACSB: Information Technology

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29) When providing feedback, focusing comments on the message, not the person who created it, is an example of what?
A) Verifying understanding
B) Keeping feedback impersonal
C) Being specific
D) Focusing on controllable behavior
E) Discussing improvements rather than flaws
Answer: B
Explanation: B) Constructive feedback, sometimes called constructive criticism, focuses on the process and outcomes of communication, not on the people involved. Feedback should be focused on the message, and be impersonal in nature.
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Application
AACSB: Reflective thinking

30) The goal when giving feedback should focus on the outcomes of the communication. This type of feedback is often called what?
A) Constructive feedback
B) Destructive feedback
C) Criticism
D) Collaboration
E) Unified communication
Answer: A
Explanation: A) Constructive feedback, sometimes called constructive criticism, focuses on the process and outcomes of communication, not on the people involved. In contrast, destructive feedback delivers criticism with no effort to stimulate improvement.
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Easy
Classification: Concept
AACSB: Written and oral communication

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31) Groupware allows users to work on documents simultaneously and connect using social networking tools.
Answer: TRUE
Explanation: Mobile devices add another layer of options for collaborative writing and other communication projects, particularly when used with cloud computing. 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.
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Easy
Classification: Concept
AACSB: Information Technology

32) When writing collaboratively, it is often more effective to writing as a group, ensuring all collaborators are following the same format.
Answer: FALSE
Explanation: The actual composition is the only part of developing team messages that does not usually benefit from group participation. Brainstorming the wording of short pieces of text, particularly headlines, slogans, and other high-visibility elements, can be an effective way to stimulate creative word choices. However, for longer projects, it is usually more efficient to plan, research, and outline together but assign the task of writing to one person or divide larger projects among multiple writers.
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Concept
AACSB: Interpersonal Relations and teamwork

33) Today's mobile systems can do virtually everything fixed-web collaboration systems can do.
Answer: TRUE
Explanation: Mobile devices add another layer of options for collaborative writing and other communication projects, particularly when used with cloud computing. 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.
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Easy
Classification: Concept
AACSB: Information Technology

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34) Identify eight ways to ensure successful collaboration.
Answer: To ensure successful collaboration, collaborators should be selected carefully. Whenever possible, choose a combination of people who together have the experience, information, and talent needed for each project. There should be agreed upon goals before starting to ensure a clear idea of what the team hopes to accomplish. The team should be allowed time to bond and get to know each other before starting, and individual responsibilities should be clarified, so each member be in agreement. There should be a process established so everyone knows how the work will be managed from start to finish. Collaborators should avoid writing as a group. The actual composition is the only part of developing team messages that does not usually benefit from group participation. Brainstorming the wording of short pieces of text, particularly headlines, slogans, and other high-visibility elements, can be an effective way to stimulate creative word choices. However, for longer projects, it is usually more efficient to plan, research, and outline together but 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. Tools and equipment must be compatible across the team, and there should be regularly scheduled meetings to ensure each member is accomplishing what they are supposed to be.
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Application
AACSB: Interpersonal Relations and teamwork

35) Describe how a content management system could be used effectively for groups who work in different locations.
Answer: Collaborating on website content often involves the use of a content management system, which organizes and controls website content and can include features that help team members' work together on webpages and other documents. These systems range from simple blogging systems on up to enterprise systems that manage web content across an entire corporation. Many systems include workflow features that control how pages or documents can be created, edited, and published. Teams and other work groups can also take advantage of a set of broader technologies often referred to as groupware or collaboration platforms. These technologies let people communicate, share files, review previous message threads, work on documents simultaneously, and connect using social networking tools. Mobile devices add another layer of options for collaborative writing and other communication projects, particularly when used with cloud computing. 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. Mobility lets workers participate in online brainstorming sessions, seminars, and other formal or informal events from whatever location they happen to be in at the time.
Learning Obj.: LO 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Challenging
Classification: Synthesis
AACSB: Application of knowledge

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36) Which of the following is the least beneficial aspect of holding meetings?
A) Social interaction
B) Team building
C) Low cost
D) Problem solving
E) Idea development
Answer: C
Explanation: C) To a large degree, your ability to contribute to the company—and to be recognized for your contributions—will depend on your meeting skills. Well-run meetings can help companies solve problems, develop ideas, and identify opportunities. Meetings can also be a great way to promote team building through the experience of social interaction.
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings and identify the most common meeting technologies.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Application
AACSB: Interpersonal Relations and teamwork

37) When planning a meeting, the leader should do which of the following?
A) Set and share the agenda
B) Keep the meeting on track
C) Follow agreed upon rules
D) Encourage participation
E) Close effectively
Answer: A
Explanation: A) When planning a meeting, the leader should set and share the agenda. During the course of the meeting, the leader keeps the meeting on track, follows rules, encourages participation and closes effectively.
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings and identify the most common meeting technologies.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Synthesis
AACSB: Interpersonal Relations and teamwork

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38) To ensure all members actively participate in a meeting, what should a leader do?
A) Tweet questions about the topic
B) Ask for opinions from nonparticipants
C) Follow Robert's Rules of Order
D) Explain areas of knowledge to the group
E) Distribute an agenda ahead of time
Answer: B
Explanation: B) When planning a meeting, the leader should set and share the agenda. During the course of the meeting, the leader keeps the meeting on track, follows rules, encourages participation and closes effectively.
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings and identify the most common meeting technologies.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Synthesis
AACSB: Interpersonal Relations and teamwork

39) When recording meeting minutes, which of the following would be most helpful for attendees?
A) A list of those who were invited but didn't attend
B) A list of comments from each participant
C) All major decisions reached
D) Discussion points
E) A list of those who attended
Answer: C
Explanation: C) Typical elements include a list of those present and a list of those who were invited but didn't attend, followed by the times the meeting started and ended, all major decisions reached at the meeting, all assignments of tasks to meeting participants, and all subjects that were deferred to a later meeting. In addition, the minutes objectively summarize important discussions, noting the names of those who contributed major points. Major decisions reached and assignments of tasks will be most helpful for attendees after the meeting.
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings and identify the most common meeting technologies.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Challenging
Classification: Synthesis
AACSB: Analytical Thinking

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40) One advantage of virtual meetings is what?
A) Less time spent in actual meetings
B) Opportunity for hardware and software upgrades
C) The ability to multitask during the meeting
D) Increased access to a wider pool of expertise
E) Ability to limit those who are in attendance
Answer: D
Explanation: D) Replacing in-person meetings with virtual meetings can dramatically reduce costs and resource usage, reduce wear and tear on employees, and give teams access to a wider pool of expertise.
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings and identify the most common meeting technologies.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Challenging
Classification: Synthesis
AACSB: Information Technology

41) Realistic conferences in which participants thousands of miles apart almost seem to be in the same room is an example of what?
A) Instant messaging
B) Webinars
C) Virtual whiteboards
D) Idea campaigns
E) Telepresence
Answer: E
Explanation: E) Telepresence enables realistic conferences in which participants thousands of miles apart almost seem to be in the same room. The ability to convey nonverbal subtleties such as facial expressions and hand gestures makes these systems particularly good for negotiations, collaborative problem solving, and other complex discussions.
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings and identify the most common meeting technologies.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Concept
AACSB: Information Technology

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42) If a firm wanted to conduct a training session for employees at multiple facilities simultaneously, what type of meeting tool should be used?
A) Conference calls
B) Virtual whiteboards
C) Webinars
D) Idea campaigns
E) Telepresence
Answer: E
Explanation: E) The most sophisticated web-based meeting systems combine the best of real-time communication, shared workspaces, and videoconferencing with other tools, such as virtual whiteboards, that let teams collaborate in real time. Such systems are used for everything from spontaneous discussions among small groups to carefully planned formal events such as press conferences, training sessions, sales presentations, and webinars (web-based seminars).
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings and identify the most common meeting technologies.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Application
AACSB: Information Technology

43) Which of the following is an advantage of virtual meetings?
A) There is more opportunity for visual data.
B) Nonverbal communication skills are easier to read.
C) Participants are more engaged in the topic.
D) Participants can collaborate in real time.
E) Less planning is needed.
Answer: D
Explanation: D) The most sophisticated web-based meeting systems combine the best of real-time communication, shared workspaces, and videoconferencing with other tools, such as virtual whiteboards, that let teams collaborate in real time.
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings and identify the most common meeting technologies.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Concept
AACSB: Information Technology

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44) When setting up a meeting, anyone who might have insight on the issue should be invited to the meeting.
Answer: FALSE
Explanation: Invite everyone who really needs to be involved, and don't invite anyone who doesn't. For decision-making meetings, for example, invite only those people who are in a direct position to help the meeting reach its objective.
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings and identify the most common meeting technologies.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Easy
Classification: Concept
AACSB: Information Technology

45) Formal meetings often use parliamentary procedures to maintain order in the decision making process.
Answer: TRUE
Explanation: The larger the meeting, the more formal you'll need to be to maintain order. Formal meetings often use parliamentary procedure, a time-tested method for planning and running effective meetings. The best-known guide to this procedure is Robert's Rules of Order.
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings and identify the most common meeting technologies.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Concept
AACSB: Reflective thinking

46) At the end of a meeting, decisions and actions to be taken should be summarized and participants should understand and agree on the outcomes.
Answer: TRUE
Explanation: At the conclusion of a meeting, verify that the objectives have been met. If they have not, arrange for follow-up work as needed. Either summarize the decisions reached or list the actions to be taken. Make sure all participants understand and agree on the outcome.
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings and identify the most common meeting technologies.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Application
AACSB: Application of knowledge

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47) Telepresence is one of the simplest forms of virtual meeting.
Answer: FALSE
Explanation: Instant messaging (IM) and teleconferencing are the simplest forms of virtual meetings. Videoconferencing lets participants see and hear each other, demonstrate products, and transmit other visual information. Telepresence enables realistic conferences in which participants thousands of miles apart almost seem to be in the same room.
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings and identify the most common meeting technologies.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Concept
AACSB: Information Technology

48) Discuss the steps in setting up a team meeting.
Answer: The first step in preparing for a meeting is to make sure the meeting is really necessary. If a meeting is truly necessary, clarify your purpose. Most meetings are one of two types: Informational meetings involve sharing information and perhaps coordinating action. Decision-making meetings involve analysis, problem solving, and in many cases, persuasive communication. Whatever your purpose, make sure it is clear and specific—and clearly communicated to all participants. Participants should be carefully selected. Invite everyone who really needs to be involved, and don't invite anyone who doesn't. For decision-making meetings, for example, invite only those people who are in a direct position to help the meeting reach its objective. Choose the time and place. Online meetings are often the best way (and sometimes the only way) to connect people in multiple locations or to reach large audiences. For on-site meetings, review the facility and the seating arrangements. Finally, set and share the agenda. People who will be presenting information need to know what is expected of them, non-presenters need to know what will be presented so they can prepare questions, and everyone needs to know how long the meeting will last. In addition, the agenda is an important tool for guiding the progress of the meeting.
Learning Obj.: LO 2.3: List the key steps needed to ensure productive team meetings and identify the most common meeting technologies.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Synthesis
AACSB: Interpersonal Relations and teamwork

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49) What percentage of top executives say that listening is the most important skill in getting things done in the workplace?
A) 40 percent
B) 50 percent
C) 60 percent
D) 70 percent
E) 80 percent
Answer: E
Explanation: E) Your long-term career prospects are closely tied to your ability to listen effectively. In fact, some 80 percent of top executives say that listening is the most important skill needed to get things done in the workplace. Plus, today's younger employees place a high premium on being heard, so listening is becoming even more vital for managers.
Learning Obj.: LO 2.4: Describe the listening process and explain how good listeners overcome barriers at each stage of the process.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Easy
Classification: Concept
AACSB: Reflective thinking

50) The primary goal of content listening is to what?
A) To understand and retain information
B) To understand the logic of the argument
C) To determine the speakers intentions and motives
D) To understand the speakers feeling
E) To verify key points and look for a summary of a message
Answer: E
Explanation: E) The primary goal of content listening is to understand and retain the information in the speaker's message. With this type of listening, you ask questions to clarify the material but don't argue or judge. Try to overlook the speaker's style and any limitations in the presentation; just focus on the information.
Learning Obj.: LO 2.4: Describe the listening process and explain how good listeners overcome barriers at each stage of the process.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Easy
Classification: Concept
AACSB: Application of knowledge

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51) When listening for the strength of the evidence, what type of listening is being engaged in?
A) Content
B) Critical
C) Active
D) Empathic
E) Effective
Answer: B
Explanation: B) 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 for you and your organization, the speaker's intentions and motives, and the omission of any important or relevant points.
Learning Obj.: LO 2.4: Describe the listening process and explain how good listeners overcome barriers at each stage of the process.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Concept
AACSB: Application of knowledge

52) When allowing a speaker to release emotions that result in a calm and clear approach to the subject, what type of listening is being engaged in?
A) Content
B) Critical
C) Empathic
D) Active
E) Effective
Answer: C
Explanation: C) The goal of empathic listening is to understand the speaker's feelings, needs, and wants so that you can appreciate his or her point of view, regardless of whether you share that perspective. By listening in an empathic way, you help the individual release emotions that can prevent a calm, clear-headed approach to the subject.
Learning Obj.: LO 2.4: Describe the listening process and explain how good listeners overcome barriers at each stage of the process.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Concept
AACSB: Application of knowledge

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53) When eliminating filters and biases to understand what a speaker is saying requires what type of listening skill?
A) Content
B) Critical
C) Empathic
D) Active
E) Effective
Answer: D
Explanation: D) No matter what mode they are using at any given time, effective listeners try to engage in active listening, making a conscious effort to turn off their own filters and biases to truly hear and understand what the other party is saying. They ask questions or summarize the speaker's message to verify key points and encourage the speaker through positive body language and supportive feedback.
Learning Obj.: LO 2.4: Describe the listening process and explain how good listeners overcome barriers at each stage of the process.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Concept
AACSB: Application of knowledge

54) People typically listen at no better than what efficiency rate?
A) 10 percent
B) 25 percent
C) 48 percent
D) 50 percent
E) 68 percent
Answer: B
Explanation: B) Listening is a far more complex process than most people think–and most of us aren't very good at it. People typically listen at no better than a 25 percent efficiency rate, remember only about half of what's said during a 10-minute conversation, and forget half of that within 48 hours. Furthermore, when questioned about material they've just heard, they are likely to get the facts mixed up.
Learning Obj.: LO 2.4: Describe the listening process and explain how good listeners overcome barriers at each stage of the process.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Concept
AACSB: Reflective thinking

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55) During which stage of the listening process does the listener analyze the quality of the information?
A) Receiving
B) Decoding
C) Remembering
D) Evaluating
E) Responding
Answer: D
Explanation: D) During the evaluation phase, listeners analyze the quality of the information. After evaluation, the listener will react based on the situation and the nature of the information.
Learning Obj.: LO 2.4: Describe the listening process and explain how good listeners overcome barriers at each stage of the process.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Easy
Classification: Concept
AACSB: Reflective thinking

56) During which phase of the listening process will the listener's culture pose the biggest challenge?
A) Receiving
B) Decoding
C) Remembering
D) Evaluating
E) Responding
Answer: B
Explanation: B) Decoding involves assigning meaning to sounds, according to your own values, beliefs, ideas, expectations, roles, needs, and personal history.
Learning Obj.: LO 2.4: Describe the listening process and explain how good listeners overcome barriers at each stage of the process.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Challenging
Classification: Concept
AACSB: Reflective thinking

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57) When minimizing potential barriers to successful listening, which of the following factors is least often in the control of the listener?
A) Interruptions
B) Multitasking
C) Phone reception
D) Distractions
E) Checking mobile devices
Answer: C
Explanation: C) Good listeners look for ways to overcome the many potential barriers to successful listening. Some factors you may not be able to control, such as conference room acoustics or poor phone reception. However, you can control other factors, such as not interrupting speakers, not multitasking when someone is talking to you, and not creating distractions that make it difficult for others to pay attention. And don't think that you're not interrupting just because you're not talking. Such actions as sighing or checking your watch can interrupt a speaker and lead to communication breakdowns.
Learning Obj.: LO 2.4: Describe the listening process and explain how good listeners overcome barriers at each stage of the process.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Challenging
Classification: Application
AACSB: Application of knowledge

58) When a listener molds a message to their own ideas, they are using what type of skill?
A) Selective listening
B) Defensive listening
C) Selective perception
D) Passive listening
E) Multitasking
Answer: C
Explanation: C) Selective perception leads listeners to mold messages to fit their own conceptual frameworks. Listeners sometimes make up their minds before fully hearing the speaker's message, or they engage in defensive listening–protecting their egos by tuning out anything that doesn't confirm their beliefs or their view of themselves.
Learning Obj.: LO 2.4: Describe the listening process and explain how good listeners overcome barriers at each stage of the process.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Concept
AACSB: Reflective thinking

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59) Tuning out information that does not support one's core belief system is an example of what?
A) Misinterpretation
B) Passive listening
C) Selective perception
D) Defensive listening
E) Selective listening
Answer: D
Explanation: D) Selective perception leads listeners to mold messages to fit their own conceptual frameworks. Listeners sometimes make up their minds before fully hearing the speaker's message, or they engage in defensive listening—protecting their egos by tuning out anything that doesn't confirm their beliefs or their view of themselves.
Learning Obj.: LO 2.4: Describe the listening process and explain how good listeners overcome barriers at each stage of the process.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Concept
AACSB: Reflective thinking

60) Which of the following is considered one of the most common barriers to effective listening?
A) Misinterpretation
B) Passive listening
C) Selective perception
D) Defensive listening
E) Selective listening
Answer: E
Explanation: E) Selective listening is one of the most common barriers to effective listening. If your mind wanders, you may stay tuned out until you hear a word or phrase that gets your attention once more. But by that time, you'll be unable to recall what the speaker actually said; instead, you'll remember what you think the speaker probably said.
Learning Obj.: LO 2.4: Describe the listening process and explain how good listeners overcome barriers at each stage of the process.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Concept
AACSB: Application of knowledge

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61) To improve listening skills, one should _____.
A) Limit nonverbal feedback to the speaker
B) Listen with the same style regardless of the situation
C) Listen passively
D) Limit note taking so as not to be distracted
E) Mentally paraphrase key points
Answer: E
Explanation: E) To be an effective listener, one should mentally paraphrase key points to maintain attention level and ensure comprehension. Note taking, passive listening, limited nonverbal feedback and listening with the same style regardless of the situation are hallmarks of ineffective listening.
Learning Obj.: LO 2.4: Describe the listening process and explain how good listeners overcome barriers at each stage of the process.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Application
AACSB: Application of knowledge

62) Effective listening increases the level of trust between organizations and between individuals.
Answer: TRUE
Explanation: Effective listening strengthens organizational relationships, alerts the organization to opportunities for innovation, and allows the organization to manage growing diversity both in the workforce and in the customers it serves. Effective listening is also vital to the process of building trust between organizations and between individuals.
Learning Obj.: LO 2.4: Describe the listening process and explain how good listeners overcome barriers at each stage of the process.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Synthesis
AACSB: Reflective thinking

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63) When focusing on information and not speaking style, the listener is engaging in critical listening.
Answer: FALSE
Explanation: Effective listeners adapt their listening approaches to different situations. The primary goal of content listening is to understand and retain the information in the speaker's message. With this type of listening, you ask questions to clarify the material but don't argue or judge. Try to overlook the speaker's style and any limitations in the presentation; just focus on the information.
Learning Obj.: LO 2.4: Describe the listening process and explain how good listeners overcome barriers at each stage of the process.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Concept
AACSB: Application of knowledge

64) The act of assigning a meaning to sounds based on your own values and beliefs is called decoding.
Answer: TRUE
Explanation: Decoding is the act of assigning meaning to sounds, according to your own values, beliefs, ideas, expectations, roles, needs, and personal history.
Learning Obj.: LO 2.4: Describe the listening process and explain how good listeners overcome barriers at each stage of the process.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Concept
AACSB: Application of knowledge

65) Identify and discuss strategies for effective listening.
Answer: Effective listeners are active listeners. To improve listening skills, the listener can take notes when applicable, and make eye contact with the speaker, when appropriate. Staying focused on the speaker and content will also improve listening skills. The listener should mentally paraphrase key points and give nonverbal cues in response to the topic. The listening style should be adjusted for the situation. Questions or points of disagreement should be saved until an appropriate time. The listener should overlook stylistic difference and focus on the message. Distinctions should be made between main points and supporting details. Finally the listener should look for opportunities to learn during the listening process.
Learning Obj.: LO 2.4: Describe the listening process and explain how good listeners overcome barriers at each stage of the process.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Concept
AACSB: Application of knowledge

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66) Where is the listening process most likely to fail?
Answer: To listen effectively, you need to successfully complete five steps: Receiving, which is physically hearing the message and recognizing it as incoming information; decoding, or assigning meaning to sounds, according to your own values, beliefs, ideas, expectations, roles, needs, and personal history; remembering, or storing the information for future processing; evaluating, which is analyzing the quality of the information; and responding which includes reacting based on the situation and the nature of the information. If any one of these steps breaks down, the listening process becomes less effective or even fails entirely. As both a sender and a receiver, you can reduce the failure rate by recognizing and overcoming a variety of physical and mental barriers to effective listening.
Learning Obj.: LO 2.4: Describe the listening process and explain how good listeners overcome barriers at each stage of the process.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Challenging
Classification: Synthesis
AACSB: Application of knowledge

67) The process of sending and receiving information without the use of written or spoken language is called what?
A) Listening
B) Selective perception
C) Nonverbal communication
D) Selective participation
E) Process communication
Answer: C
Explanation: C) Nonverbal communication is the process of sending and receiving information, both intentionally and unintentionally, without using written or spoken language.
Learning Obj.: LO 2.5: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Easy
Classification: Application
AACSB: Application of knowledge

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68) When nonverbal signals do not match the spoken word, what happens to the validity of the communication?
A) The communication is weakened.
B) The communication becomes irrelevant.
C) The communication becomes strengthened.
D) The communication takes on a whole new meaning.
E) The communication fails.
Answer: A
Explanation: A) Nonverbal communication is the process of sending and receiving information, both intentionally and unintentionally, without using written or spoken language. Nonverbal signals play a vital role in communication because they can strengthen a verbal message (when the nonverbal signals match the spoken words), weaken a verbal message (when nonverbal signals don't match the words), or replace words entirely.
Learning Obj.: LO 2.5: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Concept
AACSB: Application of knowledge

69) When a coworker from Japan makes little to no eye contact with you during a conversation, what can you infer?
A) The Japanese coworker is untrustworthy.
B) The Japanese coworker is being polite.
C) The Japanese coworker does not like you.
D) The Japanese coworker is rude.
E) The Japanese coworker is bored or disinterested.
Answer: B
Explanation: B) As with other areas of nonverbal expressions, facial signals can vary widely from culture to culture. For instance, maintaining eye contact is usually viewed as a sign of sincerity and openness in the United States, but it can be viewed as rude in Japan.
Learning Obj.: LO 2.5: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Synthesis
AACSB: Application of knowledge

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70) During a small group meeting, where will coworkers find most of the meaning of the message?
A) Most of the meaning will come from the words spoken.
B) Most of the meaning will come from the accuracy of the handouts.
C) Most of the meaning will come from nonverbal cues.
D) Most of the meaning will come from the list of those invited to the meeting.
E) Most of the meaning will come from the visual aids such as PowerPoints.
Answer: C
Explanation: C) Nonverbal signals play a vital role in communication because they can strengthen a verbal message (when the nonverbal signals match the spoken words), weaken a verbal message (when nonverbal signals don't match the words), or replace words entirely. For example, you might tell a client that a project is coming along nicely, but your forced smile and nervous glances will send an entirely different message.
Learning Obj.: LO 2.5: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Synthesis
AACSB: Application of knowledge

71) Placing a hand on a coworkers shoulder while discussing a project could be understood as a nonverbal signal for what?
A) Confusion
B) Empathy
C) Teamwork
D) Control
E) Friendliness
Answer: D
Explanation: D) Touch can be used to assert authority, imply intimacy, and send other nonverbal messages. Touch is an important way to convey warmth, comfort, and reassurance–as well as control. Touch is so powerful, in fact, that it is governed by cultural customs that establish who can touch whom and how in various circumstances.
Learning Obj.: LO 2.5: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Synthesis
AACSB: Application of knowledge

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72) When conducting a presentation, it is important to control the pace and pitch of your speaking voice to prevent what type of appearance?
A) The appearance of being unprepared
B) The appearance of being unconcerned
C) The appearance of being unfamiliar with materials
D) The appearance of being superior
E) The appearance of being nervous or fearful
Answer: E
Explanation: E) Voice carries both intentional and unintentional messages. A speaker can intentionally control pitch, pace, and stress to convey a specific message. Unintentional vocal characteristics can convey happiness, surprise, fear, and other emotions. For example, fear often increases the pitch and the pace of your speaking voice.
Learning Obj.: LO 2.5: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Synthesis
AACSB: Application of knowledge

73) Touch is a nonverbal communication method that varies from culture to culture. When working in the U.S., what might the best practice be regarding touching others in the workplace?
A) Only use touch to convey warmth.
B) Only use touch to offer congratulatory wishes.
C) Only use touch with same-sex coworkers.
D) Only use touch with those of the same cultural background.
E) When in doubt, don't touch.
Answer: E
Explanation: E) A manager might be comfortable using hugs to express support or congratulations, but his or her subordinates could interpret those hugs as a show of dominance or sexual interest. Touch is a complex subject. The best advice: When in doubt, don't touch.
Learning Obj.: LO 2.5: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Application
AACSB: Application of knowledge

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74) Being late for a meeting sends what type of nonverbal message to the group?
A) The message will vary based on the beliefs of the group.
B) The message will be that your time is more important than theirs.
C) The message will be that you are overworked and have too much to do.
D) There will not be any nonverbal message attached to being late for a meeting.
E) The message will be that the subject matter of the meeting is not important.
Answer: A
Explanation: A) Like touch, time and space can be used to assert authority, imply intimacy, and send other nonverbal messages. For instance, some people try to demonstrate their own importance or disregard for others by making other people wait; others show respect by being on time. Expectations and interpretation regarding time vary by culture, or whoever is in the group meeting.
Learning Obj.: LO 2.5: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Application
AACSB: Reflective thinking

75) All nonverbal signals mean the same thing, regardless of cultural background.
Answer: FALSE
Explanation: Paying special attention to nonverbal signals in the workplace will enhance your ability to communicate successfully. Moreover, as you work with a diverse range of people in the global marketplace, you'll also need to grasp the different meanings of common gestures, expressions, and other signals in various cultures.
Learning Obj.: LO 2.5: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Concept
AACSB: Application of knowledge

76) Listening is a type of nonverbal communication.
Answer: FALSE
Explanation: Broad categories of nonverbal communication include facial expression, gestures and postures, vocal characteristics, personal appearance, touch, and time and space.
Learning Obj.: LO 2.5: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Concept
AACSB: Application of knowledge

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77) Physical appearance is a nonverbal signal that can be controlled by the communicator.
Answer: TRUE
Explanation: People respond to others on the basis of their physical appearance, sometimes fairly and other times unfairly. Although an individual's body type and facial features impose limitations, most people are able to control their appearance to some degree. Grooming, clothing, accessories, piercings, tattoos, hairstyle–you can control all of these.
Learning Obj.: LO 2.5: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Easy
Classification: Concept
AACSB: Application of knowledge

78) As a junior member of an organization, how could you shape the nonverbal signals you send during a presentation to avoid the appearance of being "entry level" or "inexperienced"?
Answer: A junior member of an organization should be especially aware of the nonverbal signals being sent, and should plan and prepare to control them. Being aware of facial expressions from the audience can allow for a modification of a presentation if the audience appears to be bored or loosing focus. Additionally, eye contact might convey sincerity and warmth on the part of the speaker. Gestures and postures should be strong and meaningful. Handshakes, posture, fidgeting or checking a watch or phone will send a negative signal. Presentations should be well-practiced to improve vocal characteristics. Work to control tone, pitch, pace and other fluctuations that might convey inexperience or nervousness. In order to be viewed as professional, a junior member of the organization should look like a professional. Grooming, clothing, accessories, piercings, tattoos and hairstyle can all be controlled and should be adjusted to the cultural beliefs of the audience. Touch can convey warmth, such as a firm handshake, but other touching would not be appropriate during the meeting. Being aware of time and space is an important part of professionalism. Meetings should start on time and personal space should be respected.
Learning Obj.: LO 2.5: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Application
AACSB: Interpersonal Relations and teamwork

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79) In terms of phone use, good etiquette suggests which of the following as being most important?
A) Speaking softly so others in the work space are not disturbed
B) Don't waste time identifying yourself—it is no longer necessary with caller I.D.
C) Allow calls to go to voicemail whenever possible to keep a record of calls
D) Identify yourself when answering the phone before asking how you can be of help
E) Using voice mail instead of other means for messaging
Answer: D
Explanation: D) Answer promptly and with a smile so that you sound welcoming. Identify yourself and your company (some companies have specific instructions for what to say when you answer). Establish the needs of your caller by asking, "How may I help you?"
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Concept
AACSB: Application of knowledge

80) When leaving a voice mail, what information is least important for the recipient of the voice mail?
A) Reason for calling
B) Your name
C) Your phone number
D) Your email address
E) Best time to reach you
Answer: D
Explanation: D) If you do leave a voicemail message, make it as brief as possible. Leave your name, number (don't assume the recipient has caller ID), reason for calling, and times you can be reached. State your name and telephone number slowly so the other person can easily write them down; repeat both if the other person doesn't know you. If the message could have been emailed, there would be no need for the phone call.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Concept
AACSB: Application of knowledge

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81) When conducting a business meeting over a meal, when is the best time to begin the meeting?
A) When waiting for drinks
B) Before ordering food
C) When waiting for food
D) During the course of the meal
E) After the entrée plates have been removed
Answer: E
Explanation: E) Leave business documents under your chair until entrée plates have been removed; the business aspect of the meal doesn't usually begin until then. Remember that business meals are a forum for business, period. Don't discuss politics, religion, or any other topic that's likely to stir up emotions. Don't complain about work, don't ask deeply personal questions, avoid profanity, and be careful with humor—a joke that entertains some people could easily offend others.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Concept
AACSB: Application of knowledge

82) When conducting a meeting over a meal, which of the following would be the most appropriate topics of conversation?
A) Politics
B) Wine knowledge
C) Family
D) Religion
E) Use of technology
Answer: E
Explanation: E) Remember that business meals are a forum for business, period. Don't discuss politics, religion, or any other topic that's likely to stir up emotions. Don't complain about work, don't ask deeply personal questions, avoid profanity, and be careful with humor–a joke that entertains some people could easily offend others. Topics should be neutral and not emotionally or personally based.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Application
AACSB: Application of knowledge

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83) When upset with someone or something at the workplace, the best place to vent your frustrations is where?
A) In an anonymous email
B) On your Twitter feed
C) On the corporate blog
D) At home
E) At after work social setting
Answer: D
Explanation: D) The anonymous and instantaneous nature of online communication can cause even level-headed people to lose their tempers and go after others. However, most electronic devices have systems that allow others to see who is posting messages. Vent frustrations at home or with others not tied to the company, until a calm and professional plan of action can be developed.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Application
AACSB: Application of knowledge

84) When communicating with someone using electronic media, and you wish to ask a nonrelated question or introduce a nonrelated issue, what is the best way to introduce the topic?
A) Through a new message
B) In a new paragraph in the original message
C) By highlighting the new topic in color
D) By changing the subject line of the email
E) By using a clear opening line to indicate change
Answer: A
Explanation: A) If you want to change the subject of an online conversation, start with a new message or thread. Placing the new topic in the current conversation will minimize the importance of the topic, and it may be overlooked.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Application
AACSB: Written and oral communication

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85) Because of the prevalence of instant messaging and emails, which of the following should be considered when writing a text or email for work?
A) Coworkers will understand jargon and acronyms.
B) Emoticons will enhance the meaning of your message.
C) Messages must be answered immediately.
D) Spelling, punctuation and capitalization are important for professionalism.
E) Spelling, punctuation and capitalization rules have changed and do not affect how others view your level of professionalism.
Answer: D
Explanation: D) Follow basic expectations of spelling, punctuation, and capitalization. Sending careless, acronym-filled messages that look like you're texting your high school buddies makes you look like an amateur.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Easy
Classification: Application
AACSB: Written and oral communication

86) Which of the following indicates poor etiquette on the part of the sender?
A) Multitasking while using IM or other tools
B) Clearly indicating opinion so it doesn't appear as fact
C) Asking if this is a good time for an IM chat
D) Starting a new message for a new topic
E) Not using "reply all" when responding to communications
Answer: A
Explanation: A) Avoid multitasking while using IM or other tools. You might think you're saving time by doing a dozen things at once, but you're probably making the other person wait while you bounce back and forth between IM and your other tasks.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Concept
AACSB: Information Technology

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87) Which of the following is the most respectful use of mobile technology while at work?
A) Making personal calls during work hours on your personal cell phone
B) Remembering that your phone habits may not be acceptable to others in the workplace
C) Texting a response to a phone message during a meeting
D) Leaving a meeting to take a call
E) When with others, texting a caller to indicate you are not available to talk
Answer: B
Explanation: B) In general, older employees, managers, and customers are less tolerant of mobile device use than are younger people, so don't assume that your habits will be universally acceptable.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Synthesis
AACSB: Information Technology

88) Which of the following is true about mobile devices in the workplace?
A) If using a personally owned device, the employer cannot dictate use.
B) If an employer provides a mobile device to an employee, the employee can use it for personal use as well as business use.
C) Employers have the right to dictate mobile device usage policies.
D) Most employers understand that employees can multitask and simultaneously take care of personal as well as professional issues with a mobile device.
E) Most employees understand that taking care of personal issues on a mobile device can be disruptive to the work area, and should practice proper etiquette by stepping into a hallway or other non-work area to conduct personal business.
Answer: C
Explanation: C) From doing simple web searches to dictating entire memos, these systems may be convenient for users, but they can create distractions and annoyances for other people. As with other public behaviors, think about the effect you have on others before using these technologies. Note that expectations and policies regarding mobile device use vary widely from company to company.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Synthesis
AACSB: Information Technology

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89) Voice recognition systems have created new issues for the workplace, including what?
A) The expectation that employees will not be late as they have access to directions
B) The creation of distraction and annoyance for others
C) The expectation that dictated information will be accurate when transferred to text
D) The expectation that receivers will be able to respond immediately to any inquiry
E) The assumption that everyone else has access to the same technology
Answer: B
Explanation: B) Virtual assistants, such as the Siri voice recognition system in Apple iPhones, raise another new etiquette dilemma. From doing simple web searches to dictating entire memos, these systems may be convenient for users, but they can create distractions and annoyances for other people.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Concept
AACSB: Information Technology

90) In which of the following areas is proper etiquette is less essential?
A) Online
B) With mobile devices
C) In social settings
D) In the workplace
E) In after work activities not related to the job
Answer: E
Explanation: E) The four key areas in which good etiquette is essential include when using online technologies, when using mobile devices, in social work related settings such as conferences and meetings held during meals and in the physical workplace. If after work activities are not related to the job, then proper use of mobile devices and other etiquette issues would be less important.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Easy
Classification: Application
AACSB: Application of knowledge

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91) When using the phone, what should be relied on to convey confidence and professionalism?
A) The ability to multitask while on the phone
B) The ability to send links to the audience to support information conveyed while conversing
C) The ability to use tone of voice to convey meaning
D) The ability to block out distractions
E) The ability to keep calls short and to the point
Answer: C
Explanation: C) IM and other text-based tools have taken over many exchanges that used to take place over the phone, but phone skills are still essential. 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.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Easy
Classification: Application
AACSB: Application of knowledge

92) When determining appropriate dress for the workplace, what should the underlying goal of the style of dress be?
A) Earning a reputation for your skills, not for what you wear
B) Appearing casual and approachable
C) Conforming to others
D) Changing the attitude of those who are not as stylish
E) Impressing customers and managers with your awareness of trends in the industry
Answer: A
Explanation: A) Although it isn't always thought of as an element of etiquette, your personal appearance in the workplace sends a strong signal to managers, colleagues, and customers. It's not a question of mindlessly conforming or surrendering your individuality; it's a question of showing respect for an organizational culture that is bigger than you. If you're not sure, dress modestly and simply–earn a reputation for what you do, not for what you wear.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Concept
AACSB: Application of knowledge

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93) Which of the following is not an aspect of workplace etiquette?
A) Behaviors
B) Position
C) Habits
D) Nonverbal communication
E) Technology
Answer: B
Explanation: B) Workplace etiquette includes a variety of behaviors, habits, and aspects of nonverbal communication. Etiquette should be practiced in all areas of behaviors, habits, nonverbal communication skills and technology use. Use of proper business etiquette should not be dictated based on position within the organization.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Synthesis
AACSB: Application of knowledge

94) Which of the following is least dependent of mutual respect and consideration among participants?
A) Teamwork
B) Meetings
C) Listening
D) Productivity
E) Technology
Answer: E
Explanation: E) You may have noticed a common thread running through the topics of successful teamwork, productive meetings, effective listening, and nonverbal communication: They all depend on mutual respect and consideration among all participants. Poor etiquette can drive away customers, investors, and other critical audiences–and it can limit your career potential. Technology is not affected by etiquette, but the use of technology is.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Application
AACSB: Application of knowledge

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95) From a customer's standpoint, product and client knowledge is more important than etiquette.
Answer: FALSE
Explanation: Poor etiquette can drive away customers, investors, and other critical audiences–and it can limit your career potential.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Easy
Classification: Concept
AACSB: Application of knowledge

96) Personal appearance is considered to be an element of professional business etiquette.
Answer: TRUE
Explanation: Although it isn't always thought of as an element of etiquette, your personal appearance in the workplace sends a strong signal to managers, colleagues, and customers. Pay attention to the style of dress where you work and adjust your style to match.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Easy
Classification: Concept
AACSB: Application of knowledge

97) To convey a sense of etiquette during a meeting, it is more polite to text and email than it is to answer a mobile phone.
Answer: FALSE
Explanation: Texting and emailing during a meeting sends a message that the meeting is less important than the text or email being sent. Mobile devices should only be used to support the meeting, in ways such as note taking, etc., or put away. In the event there is a call that must be answered, explain to the presenter ahead of time that you might have to step out to take a call. Make the call short.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Application
AACSB: Information Technology

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98) Because business meetings that are conducted over meals are less formal, and often after regular work hours, it is appropriate to offer personal information over drinks.
Answer: FALSE
Explanation: Remember that business meals are a forum for business, period. Don't discuss politics, religion, or any other topic that's likely to stir up emotions. Don't complain about work, don't ask deeply personal questions, avoid profanity, and be careful with humor–a joke that entertains some people could easily offend others.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Describe best practices in team and interpersonal communication
Difficulty: Moderate
Classification: Concept
AACSB: Reflective thinking

99) Discuss how business etiquette affects the potential for success in teamwork, productive meetings, listening and nonverbal communication.
Answer: You may have noticed a common thread running through the topics of successful teamwork, productive meetings, effective listening, and nonverbal communication: They all depend on mutual respect and consideration among all participants. Nobody wants to work with someone who is rude to colleagues or an embarrassment to the company. Moreover, shabby treatment of others in the workplace can be a huge drain on morale and productivity. Poor etiquette can drive away customers, investors, and other critical audiences–and it can limit your career potential. Workplace etiquette includes a variety of behaviors, habits, and aspects of nonverbal communication.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Application
AACSB: Application of knowledge

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100) Discuss how personal appearance in the workplace conveys a sense of business etiquette.
Answer: Although it isn't always thought of as an element of etiquette, your personal appearance in the workplace sends a strong signal to managers, colleagues, and customers. Pay attention to the style of dress where you work and adjust your style to match. Observe others and don't be afraid to ask for advice. It's not a question of mindlessly conforming or surrendering your individuality; it's a question of showing respect for an organizational culture that is bigger than you. If you're not sure, dress modestly and simply–earn a reputation for what you do, not for what you wear. Grooming is as important as attire. Pay close attention to cleanliness and avoid using products with powerful scents, such as perfumed soaps, colognes, shampoos, and after-shave lotions. Many people are bothered by these products, and some are allergic to them.
Learning Obj.: LO 2.6: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Learning Outcome: Discuss the challenges and importance of business communications
Difficulty: Moderate
Classification: Concept
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