Test Bank for Excellence in Business Communication CDN 6th Thill

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Excellence in Business Communication, Cdn., 6e **(Thill)**
Chapter 2 Communicating in Teams and Mastering Listening and Nonverbal Communication

1) In participative management _____
A) employees are involved in the company's decision making.
B) all top-level managers participate in profit sharing.
C) teams are overlooked in favour of individual achievement.
D) a top down management model is used.
Answer: A
Type: MC Page Ref: 35

2) Groupthink refers to _____
A) the willingness of individual group members to set aside their personal opinions and go along with everyone else.
B) the four-step decision-making process in groups.
C) software programs that help groups make decisions.
D) the basic rules that underlie a group's behaviour.
Answer: A
Type: MC Page Ref: 36

3) Which of the following is NOT a characteristic of effective teams?
A) a clear sense of purpose
B) open and honest communication
C) decision making is done by the team leaders
D) encouragement of original thinking
Answer: C
Type: MC Page Ref: 36

4) _____ is an advantage of a successful team.
A) Increased diversity of views
B) Groupthink
C) Cost savings
D) A hidden agenda
Answer: A
Type: MC Page Ref: 36

5) A hidden agenda refers to _____
A) a meeting agenda that is not revealed to others outside the meeting group.
B) individuals' private motives that affect a group's interaction.
C) an agenda that members must look for before they can attend a meeting.
D) an approach to group dynamics that helps facilitate group functioning.
Answer: B
Type: MC Page Ref: 37

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6) High performing teams _____
A) encourage members to work individually.
B) communicate less in order to complete tasks faster.
C) provide training for members.
D) allow members to set their own goals.
Answer: C
Type: MC Page Ref: 37

7) Unwritten rules that govern the behaviour of group members are referred to as _____
A) group maintenance roles.
B) parliamentary procedure.
C) group norms.
D) committees.
Answer: C
Type: MC Page Ref: 38

8) Group members who are motivated mainly to fulfill personal needs play a _____
A) team-maintenance role.
B) task-facilitating role.
C) self-oriented role.
D) coordinating role.
Answer: C
Type: MC Page Ref: 38

9) Group members who try to help people work well together are able to fill a _____
A) team-maintenance role.
B) task-facilitating role.
C) self-oriented role.
D) coordinating role.
Answer: A
Type: MC Page Ref: 38

10) During the reinforcement phase of group development, members _____
A) socialize and establish roles.
B) air all options and discuss their pros and cons.
C) reach a decision.
D) are given their assignments for carrying out the group's decisions.
Answer: D
Type: MC Page Ref: 39

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11) The stage of group development in which team members express different opinions and perspectives is _____
A) conflict.
B) brainstorming.
C) reinforcement.
D) orientation.
Answer: A
Type: MC Page Ref: 39

12) When it comes to resolving conflict in groups, it is a good idea to _____
A) be flexible.
B) hold off dealing with problems until the conflict becomes major.
C) avoid all conflict in the first place.
D) encourage participants to repress their emotions about the situation and get the work done.
Answer: A
Type: MC Page Ref: 40

13) The best way to handle an emotional reaction in a business setting is to _____
A) focus on your argument and ignore the emotional elements.
B) express understanding.
C) repeat yourself in hopes that this will help diffuse emotions.
D) agree with the other person's emotional reaction.
Answer: B
Type: MC Page Ref: 40

14) Successful collaboration in communication requires a number of steps, from selecting the right partners and agreeing on project goals to _____
A) establishing clear processes and avoiding writing as a group.
B) setting timelines and meeting at the same location.
C) making sure all members speak more than one language.
D) creating agendas and controlling creativity.
Answer: A
Type: MC Page Ref: 42

15) In collaborative writing, it is a good idea to _____
A) begin by letting all members "do their own thing" and then seeing what they all produce.
B) let all members use their own preferred software.
C) make the team as big as possible so that every possible area of expertise will be covered.
D) make sure tools and techniques are ready and compatible across the team.
Answer: D
Type: MC Page Ref: 42

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16) One of the biggest mistakes in holding meetings is _____
A) not having a specific goal.
B) not inviting enough participants.
C) circulating the agenda too far in advance.
D) sticking too closely to the agenda.
Answer: A
Type: MC Page Ref: 44

17) In an informational meeting, _____
A) the participants share information and coordinate actions.
B) the group rarely arrives at any kind of decision.
C) brainstorming sessions are avoided.
D) participants dress casually.
Answer: A
Type: MC Page Ref: 44

18) A meeting agenda _____
A) is a formality that most groups skip these days.
B) should be circulated in advance of the meeting to give participants time to prepare.
C) should be general rather than specific so participants can add to topics to it during the meeting.
D) is only a guideline, and deviations are common and expected.
Answer: B
Type: MC Page Ref: 45

19) Use of parliamentary procedure _____
A) tends to slow meetings down.
B) contributes to dissension among participants.
C) aids in planning and running effective meetings.
D) is only useful for highly formalized, important meetings with more than a dozen participants.
Answer: C
Type: MC Page Ref: 46

20) When conducting a meeting, _____
A) if some people are too quiet, leave them alone; they probably have nothing to contribute.
B) if some people dominate the conversation, let them do so, since they are probably the most knowledgeable attendees.
C) try to simply act as an observer, and let the meeting "run itself."
D) be sure to follow the agenda.
Answer: D
Type: MC Page Ref: 49

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21) Instant messaging and teleconferencing are _____
A) the most complex forms of virtual meetings.
B) are not classified as virtual meetings.
C) the simplest forms of virtual meetings.
D) are not used in business correspondence.
Answer: C
Type: MC Page Ref: 49

22) When questioned about material they have just listened to, most people are likely to _____
A) remember nearly all of the content correctly.
B) get the facts mixed up.
C) remember almost nothing.
D) fake an answer.
Answer: B
Type: MC Page Ref: 50

23) The first step in the listening process is _____
A) physically receiving the message.
B) interpreting the message.
C) evaluating the message.
D) encoding the message.
Answer: A
Type: MC Page Ref: 50

24) If you are listening mainly to understand and retain information imparted by a speaker, you are engaging in _____
A) content listening.
B) critical listening.
C) empathic listening.
D) active listening.
Answer: A
Type: MC Page Ref: 51

25) If you are engaging in critical listening, your goal is to _____
A) understand and retain information.
B) understand the speaker's feelings, needs, and wants.
C) evaluate the logic and validity of the message.
D) appreciate the speaker's point of view.
Answer: C
Type: MC Page Ref: 51

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26) If you are listening mainly to understand the speaker's needs and wants, you are engaging in _____
A) content listening.
B) critical listening.
C) empathic listening.
D) sustained listening.
Answer: C
Type: MC Page Ref: 52

27) Poor listeners may create a barrier to listening by _____
A) relating what they hear to their own experience.
B) thinking of related questions.
C) reacting to emotional words.
D) judging the content not the delivery.
Answer: C
Type: MC Page Ref: 52

28) "Selective listening" refers to _____
A) a highly focused form of listening.
B) tuning out until something relevant is said.
C) a form of defensive listening.
D) listening only long enough to get a word in edgewise.
Answer: B
Type: MC Page Ref: 52

29) Nonverbal communication differs from verbal communication in that it _____
A) rarely occurs spontaneously.
B) lacks intent.
C) often reveals information unintentionally.
D) doesn't provide a message.
Answer: C
Type: MC Page Ref: 53

30) Touching behaviour _____
A) is the least important form of nonverbal communication.
B) is the great equalizer, putting people of different status on the same footing.
C) should be completely avoided in all business situations.
D) is governed by often by cultural customs that establish who can touch whom and when.
Answer: D
Type: MC Page Ref: 54

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31) Which of the following is NOT a signal of nonverbal communication?
A) wearing jeans to work
B) choosing the venue and time of meetings
C) appearance and organization of business documents
D) standing close to another person when discussing work
Answer: B
Type: MC Page Ref: 56-57

32) Teams are an important part of participative management.
Answer: TRUE
Type: TF Page Ref: 35

33) A team is a group of people who share responsibility for achieving their common goal.
Answer: TRUE
Type: TF Page Ref: 35

34) Committees are short-lived groups formed to solve a short-term problem.
Answer: FALSE
Type: TF Page Ref: 35

35) Cross-functional teams tend to be less innovative because team members come from different departments and do not share the same work experiences.
Answer: FALSE
Type: TF Page Ref: 35

36) Successful teams can improve creativity and job security.
Answer: TRUE
Type: TF Page Ref: 36

37) Social loafers are group members who don't contribute their fair share to the team's activities.
Answer: TRUE
Type: TF Page Ref: 37-38

38) One of the characteristics of high performing teams is that one leader tends to take charge and make all the major decisions.
Answer: FALSE
Type: TF Page Ref: 37

39) Group members who play task-facilitating roles are motivated to fulfill personal needs so they tend to be less productive than other members.
Answer: FALSE
Type: TF Page Ref: 38

40) Group members who play team-maintenance roles help everyone to work better together.
Answer: TRUE
Type: TF Page Ref: 38

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41) Until roles and status have stabilized on a team, it may have trouble accomplishing its goals.
Answer: TRUE
Type: TF Page Ref: 39-40

42) When making a decision, groups usually go through five phases: orientation, conflict, brainstorm, emergence, and reinforcement.
Answer: FALSE
Type: TF Page Ref: 39-40

43) Conflict in groups is always destructive.
Answer: FALSE
Type: TF Page Ref: 40

44) Personal differences in values, attitudes and personalities may lead to team conflict.
Answer: TRUE
Type: TF Page Ref: 40

45) Teams that experience some internal friction can excel with effective leadership.
Answer: TRUE
Type: TF Page Ref: 40

46) Active listening leads to better understanding of the speaker's ideas and helps bring out issues that may be otherwise hidden.
Answer: TRUE
Type: TF Page Ref: 41

47) To resolve conflict successfully, it helps to get feelings out in the open before dealing with the main issues.
Answer: TRUE
Type: TF Page Ref: 41

48) To resolve conflicts successfully, you seek reasons for the problems before seeking solutions.
Answer: TRUE
Type: TF Page Ref: 41

49) If you encounter irrational resistance, avoid calling the person's attention to it.
Answer: FALSE
Type: TF Page Ref: 41

50) Convincing someone of your viewpoint depends as much on the other person's frame of mind as it does on your arguments.
Answer: TRUE
Type: TF Page Ref: 41

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51) Collaborative writing involves many people and the usual outcome is a document that is inferior to one that would have been produced by a single individual.
Answer: FALSE
Type: TF Page Ref: 41

52) One benefit of Wikis is that writers don't need to know any of the techniques normally required to create web content.
Answer: TRUE
Type: TF Page Ref: 42

53) Social networks are becoming vital communication tools for companies today.
Answer: TRUE
Type: TF Page Ref: 43

54) The first step in preparing for a meeting is to set the time and the place.
Answer: FALSE
Type: TF Page Ref: 44

55) Agenda should indicate what information participants should gather or read before the meeting.
Answer: TRUE
Type: TF Page Ref: 45

56) The more members you have at a meeting the better for making good decisions quickly.
Answer: FALSE
Type: TF Page Ref: 45

57) A meeting agenda is just a guideline and doesn't really need to be adhered to.
Answer: FALSE
Type: TF Page Ref: 45-46

58) The first task when preparing for a meeting is to clarify your purpose.
Answer: TRUE
Type: TF Page Ref: 45

59) Effective closing of a meeting is to thank everyone for participating.
Answer: FALSE
Type: TF Page Ref: 47

60) Virtual meetings let team members in different locations interact without the disruption, risk, and cost of travel.
Answer: TRUE
Type: TF Page Ref: 48

61) Many companies today use intranets and blog postings to distribute meeting minutes.
Answer: TRUE
Type: TF Page Ref: 48

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62) Good listeners understand and follow the listening process.
Answer: TRUE
Type: TF Page Ref: 50

63) The goal of empathic listening is to solve the speaker's problem.
Answer: FALSE
Type: TF Page Ref: 51

64) Active listening involves seeking to understand and interpret the real meaning behind someone's message.
Answer: TRUE
Type: TF Page Ref: 51

65) Selective listening focuses on everything that the speaker expresses.
Answer: FALSE
Type: TF Page Ref: 52

66) Making eye contact with someone over the speaker's shoulder can interrupt a speaker and hinder listening for everyone.
Answer: TRUE
Type: TF Page Ref: 52

67) Nonverbal communication supplements spoken language.
Answer: TRUE
Type: TF Page Ref: 53

68) Your vocal characteristics reveal many things that you are unaware of but that have meaning for your audience.
Answer: TRUE
Type: TF Page Ref: 54

69) The one aspect of nonverbal communication that you have little or no control over is your personal appearance.
Answer: FALSE
Type: TF Page Ref: 54

70) A manager might be comfortable using hugs to express support or congratulations, but his or her subordinates might interpret those hugs as either a show of dominance or sexual interest.
Answer: TRUE
Type: TF Page Ref: 54

71) Nonverbal signals and cues should match the tone of the situation.
Answer: TRUE
Type: TF Page Ref: 56

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72) Group loyalty can lead members into _____, a willingness to set aside personal opinions and to go along with everyone else, even if everyone else is wrong.
Answer: groupthink
Type: SA Page Ref: 36

73) The most common reasons for underperforming teams are _____ and _____.
Answer: lack of trust; poor communication
Type: SA Page Ref: 37

74) _____ hold members accountable and manage conflict to their advantage.
Answer: High performing teams
Type: SA Page Ref: 37

75) Group _____ are informal standards of conduct that members share and that guide member behaviour.
Answer: norms
Type: SA Page Ref: 38

76) Team members express all options and discuss the pros and cons of the team task in the _____ phase of group development.
Answer: brainstorming
Type: SA Page Ref: 39

77) In _____ writing, a team of writers works together to produce a single document.
Answer: collaborative
Type: SA Page Ref: 42

78) In the _____ stage of listening, you apply critical thinking skills and separate fact from opinion.
Answer: evaluation
Type: SA Page Ref: 50

79) The goal of _____ listening is to evaluate the message on several levels.
Answer: critical
Type: SA Page Ref: 51

80) The goal of _____ listening is to understand the speaker's feelings.
Answer: empathic
Type: SA Page Ref: 51

81) You are engaging in _____ when you tune out a speaker until you hear a word or phrase that gets your attention once more.
Answer: selective listening
Type: SA Page Ref: 53

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82) Nonverbal signals play a vital role in communication because they can _____ the verbal message.
Answer: strengthen
Type: SA Page Ref: 53

83) When it comes to nonverbal communication, the _____ are especially effective for indicating attention and interest, regulating interaction, and establishing dominance.
Answer: eyes
Type: SA Page Ref: 54

84) Describe the characteristics of a cross-functional team.
Answer: Cross functional teams bring together people from different departments of the organization to create a new team with a specific task. Members are selected for their specializations. With various experiences and skill sets of the members, cross-functional teams tend to be more innovative, and may make more informed decisions. Sometimes cross functional teams are also self-managing teams.
Type: ES Page Ref: 35

85) Briefly explain why the ability to work effectively in teams is so important in business.
Answer: Companies look for employees who work well in teams for a number of reasons, but primarily because successful teams improve productivity, creativity, employee involvement, and even job security. Teams also involve employees in company decision making through participative management.
Type: ES Page Ref: 35

86) Describe at least three common types of teams companies often create.
Answer: Teams can be formal or informal, depending on whether they are part of the organization's structure. (1) Cross-functional teams bring together people from different areas of the organization to combine their talents on some project. (2) Quality assurance teams ensure products and services meet prescribed practices. (3) Task forces are informal teams that assemble to resolve specific issues and disband once their goal has been accomplished. (4) Committees are formal teams that usually have a long lifespan and can become a part of the permanent part of the organizational structure.
Type: ES Page Ref: 36-37

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87) In a short essay, describe in detail with examples the *advantages* and *disadvantages* of using teams in an organization.
Answer: Teams can play a vital role in helping an organization reach its goals, but they are not appropriate in every situation.
Advantages of a successful team:
• Increased information and knowledge
• Increased diversity of views
• Increased acceptance of a solution
• Higher performance levels
Disadvantages which make teams unproductive
• Groupthink
• Hidden agendas
• Social loafing
• Cost
Type: ES Page Ref: 36-37

88) Describe three functional team roles and discuss how these roles aid in achieving project goals.
Answer: Functional roles: (1) Encouraging (drawing out other members by showing verbal and non-verbal support, praise, or agreement); (2) Harmonizing (reconciling differences among team members through mediation or by using humour to relieve tension); (3) Compromising (offering to yield on a point in the interest of reaching a mutually acceptable decision.
Type: ES Page Ref: 38

89) Describe three dysfunctional team roles and how these roles do NOT aid the team in achieving project goals.
Answer: Dysfunctional roles: (1) Controlling (dominating others by exhibiting superiority or authority); (2) Withdrawing (Retiring from the team either by becoming silent or by refusing to deal with a particular aspect of the team's work); (3) Attention seeking (calling attention to oneself and demanding recognition from others). Possible alternate answer: Diverting (focusing the team's discussion on topics of interest to the individual rather than on those relevant to the task.
Type: ES Page Ref: 38

90) Give a brief description of the five phases of group development.
Answer: Teams evolve through a number of phases before becoming productive. The model here is parallel to the model some students may be familiar with.
Description must include:
• Orientation (forming)
• Conflict (storming)
• Brainstorming (norming)
• Emergence (norming)
• Reinforcement (performing)
Type: ES Page Ref: 39

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91) In a short essay explain why organizations today use and rely on social networks and virtual communities in their communications. Give advantages of using such technologies and examples of how they might be used.
Answer: Should include some of the following: Examples can come from the textbook, external news sources or from students' own experiences.
Social networking technologies are redefining teamwork and team communication by helping erase the constraints of geographic and organization boundaries.
Emerging and improved technologies:
• Cloud computing
• Wikis
• Social networks
• Facebook, LinkedIn etc.
• Virtual communities of professionals
Advantages:
• Identify the best people to collaborate
• Accumulating organizational knowledge
• Employee connections
• Customer connections
Type: ES Page Ref: 43-44

92) In a short essay, explain in detail how to lead and participate in an effective meeting. What are the things that should be done in preparation and how to keep a meeting going for greatest efficiency.
Answer: Should include description/discussion of the following items:
Preparing for meetings:
• Clarify purpose
• Select participants
• Choose venue and time
• Set agenda
During the meeting:
• Keep discussion on track
• Follow agreed upon rules
• Encourage participation
• Participate actively
• Close effectively.
Type: ES Page Ref: 44-47

93) As the leader of a new task force, you notice that one of your team members remains silent during meetings. What should you do?
Answer: The team won't function to its potential if even one member doesn't contribute, and this individual may be tuning out without really knowing why. It would be important to encourage him or her to participate by asking questions such as, "You seem cool to this idea. Have I made some faulty assumptions?" or "You've done a lot of work in this area. What do you think?"
Type: ES Page Ref: 46

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94) Discuss two advantages as well as two disadvantages of online meetings compared to face-to-face meetings.
Answer:
• Advantages of online meetings: reach global participants quickly thus saving travel expenses; speed up teamwork due to not having to have everyone in one place at the same time (no travel, no waiting for a manager to return from a trip); more personal and may be viewed as more sincere; participants can work from home or office or other location; group software tools enable quick edits and easy file sharing.
• Disadvantages of online meetings: participants may not be tech-savvy and may have trouble installing or running software; participants may not be willing to be video-taped, recorded, or have their written words archived; without video in an online meeting participants lose body language cues; time zones may affect meeting times, participants may not have access to technology; cultural norms may prefer face-to-face meetings with handshakes or such.
Type: ES Page Ref: 49-50

95) List at least three benefits of effective listening in business.
Answer: Effective listening (1) strengthens organizational relationships; (2) enhances product delivery; (3) alerts the organization to opportunities for innovation; and (4) allows the organization to manage growing diversity both in the workforce and in the customers it serves.
Type: ES Page Ref: 50-52

96) In a short essay, describe in detail, with examples, the listening process. In addition give a brief description of how to overcome possible barriers to effective listening.
Answer: Listening is a complex process and in order to be a good listener, it is important to understand the stages of the process and how each stage impacts listening.
• Listening process: receiving, decoding, remembering, evaluating, and responding. Define each phase.
• Potential barriers: physical and environmental noise; other distractions; selective listening; defensive listening.
• Overcoming barriers: control physical and environmental barriers as much as possible. Remove other distractions (turn off cellphones); do not interrupt; focus on speaker; engage in relevant thinking; remove prejudices; find common ground.
Table 2-3 examples can be used.
Type: ES Page Ref: 50-53

97) Describe briefly the three types of listening; include one "do" and one "don't" for each.
Answer: (1) Critical listening is used to understand and evaluate the meaning of the speaker's message on several levels: the logic of the argument, the strength of the evidence, and the validity of the conclusions. You also want to analyze 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. (2) Content listening is used to emphasize information and understanding. (3) Empathic listening is used to pay attention to feelings, needs, and wants–not just the spoken word.
Use Table 2-2.
Type: ES Page Ref: 51

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98) Differentiate among the three primary types of listening.
Answer: (1) *Content* listening focuses on understanding and retaining what the speaker is saying. (2) *Critical* listening, in contrast, is often more useful when the speaker is presenting an argument. In this type of listening, the listener's goal is to evaluate the message on various levels. (3) *Empathic* listening is most useful when a speaker is primarily interested in sharing feelings. In this case, the listener's goal is to appreciate the speaker's point of view (whether or not the listener agrees with it).
Type: ES Page Ref: 51-52

99) List at least three strategies for keeping one's mind from wandering while listening to a speaker.
Answer: Although we can think faster than we (and others) can speak, there are several techniques that can help. They include (1) focusing on the speaker; (2) analyzing the message; and (3) formulating questions we need to ask.
Use Table 2-2.
Type: ES Page Ref: 52

100) In a short essay, explain in detail, with examples, the importance of nonverbal communication. Describe the six general categories of nonverbal signals and how they might impact communication at any one time.
Answer: Nonverbal communication is the interpersonal process of sending and receiving information, both intentionally and unintentionally, without using written or spoken language. These signals play a vital role in communication because they can either strengthen or weaken a verbal message.
Six categories (explain in detail with examples):
• Facial expression and eye contact
• Gesture and posture
• Vocal characteristics
• Personal appearance
• Touch
• Time and space.
Type: ES Page Ref: 53-54

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