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Business Communication Today, 14e **(Bovee/Thill)**
Chapter 2 Collaboration, Interpersonal Communication, and Business Etiquette

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

2) Which of the following requires working together to meet complex challenges and is a key skill in a wide variety of professions?
A) Collaboration
B) Committees
C) Participative management
D) Groupthink
E) Agendas
Answer: A
Explanation: A) Collaboration is working together to meet complex challenges and is a prime skill expected in a wide range of professions. It's a virtual guarantee that you will need to collaborate in at least some of your work activities.
Diff: 2
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
Skill: Critical Thinking
AACSB: Reflective thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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

4) Which of the following is one of the advantages of using cross-functional teams for problem solving?
A) They have a long life span and can become part of the organization
B) The diversity of opinions and experiences can lead to better decisions
C) They can lead to increased participative management
D) There can be increased harmony as decisions are over-simplified
E) There will be clearly developed norms and standards of conduct
Answer: B
Explanation: B) Problem-solving teams and task forces assemble to resolve specific issues and then disband when their goals have been accomplished. Such teams are often cross-functional, pulling together people from a variety of departments who have different areas of expertise and responsibility. The diversity of opinions and experiences can lead to better decisions, but competing interests can lead to tensions that highlight the need for effective communication.
Diff: 2
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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

6) Which of the following is one of the disadvantages of teams?
A) Protected information and knowledge
B) Diversity of views
C) Hidden agendas
D) Decreased acceptance of a solution
E) Lower performance levels
Answer: C
Explanation: C) Some team members may have a hidden agenda—a private, counterproductive motive, such as a desire to take control of the group, to undermine someone else on the team, or to pursue a business goal that runs counter to the team's mission.
Diff: 2
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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

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8) Which of the following is an informal standard of conduct shared between group members, guiding member behavior?
A) Groupthink
B) Agendas
C) Orientation
D) Norms
E) Alliance
Answer: D
Explanation: D) Productive teams tend to develop clear norms, informal standards of conduct that members share and that guide member behavior.
Diff: 2
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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

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10) Which type of team member role is most likely to work to help a team reach its goals?
A) Team maintenance
B) Performing
C) Self-oriented
D) Diverting
E) Task-oriented
Answer: E
Explanation: E) Most likely to contribute to team goals are members who assume team-maintenance roles to help everyone work well together and those who assume task-oriented roles to help the team reach its goals.
Diff: 1
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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

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12) In a functional team-maintenance role, what do members use to offer verbal and nonverbal support to seek input from other team members?
A) Encouragement
B) Compromise
C) Procedure setting
D) Control
E) Harmonizing
Answer: A
Explanation: A) Functional team members who work in team-maintenance roles use encouragement to draw out other members by showing verbal and nonverbal support, praise, or agreement.
Diff: 2
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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

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14) During what phase of team evolution do team members discuss their opinions on a topic and become assertive in establishing their roles?
A) Orientation
B) Conflict
C) Brainstorming
D) Emergence
E) Reinforcement
Answer: B
Explanation: B) Team members begin to discuss their positions and become more assertive in establishing their roles. Disagreements and uncertainties are natural in this phase.
Diff: 2
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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

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16) Which of the following approaches to conflict will allow all sides to satisfy at least part of their goals, and minimize losses for everyone?
A) Brainstorming
B) Groupthink
C) Win-win
D) Win-lose
E) Lose-lose
Answer: C
Explanation: C) Destructive conflict can lead to win-lose or lose-lose outcomes, in which one or both sides lose to the detriment of the entire team. If you approach conflict with the idea that both sides can satisfy their goals to at least some extent (a win-win strategy), you can minimize losses for everyone.
Diff: 2
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

17) Which of the following best describes proactive behavior as a way to successfully resolve conflict?
A) Have those involved in the conflict discuss issues on a regular basis
B) Encourage members to get feelings out in the open
C) Identify factual reasons for the source of the conflict
D) Deal with minor conflicts before they become major issues
E) Insist on fair outcomes instead of following the rules
Answer: D
Explanation: D) Proactive behavior requires members to deal with minor conflict before it becomes major conflict. In team settings, conflict between two people can spread if it isn't addressed early.
Diff: 2
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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

19) If group members seem resistant to change, which of the following will encourage them to share their concerns?
A) Brainstorm
B) Use constructive criticism
C) Encourage flexibility
D) Form an alliance
E) Listen
Answer: E
Explanation: E) Rather than pushing even harder, stop talking and start listening. Let people express their reservations about the change, using the active listening skills.
Diff: 1
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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

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

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

23) The term _____ refers to the interactions and processes that take place among the members of a team.
A) group dynamics
B) process reconciliations
C) interpersonal rotations
D) cross-functional interlocutions
Answer: A
Explanation: A) Group dynamics comprise the interactions and processes that take place among the members of a team.
Diff: 2
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
Skill: Concept
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Learning Outcome: Describe best practices in team and interpersonal communication

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24) _____ are informal standards of conduct that members share and that guide member behavior.
A) Norms
B) Expectations
C) Dynamics
D) Responsibilities
Answer: A
Explanation: A) Productive teams tend to develop clear norms, which are informal standards of conduct that members share and that guide the behavior of the team's members.
Diff: 2
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
Skill: Concept
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

25) Conflict between persons or groups in an organization is always destructive and must be avoided at all costs.
Answer: FALSE
Explanation: Conflict can be constructive or destructive. If conflict serves to bring critical team issues and concerns to light, it is considered constructive. If for any reason conflict diverts the team from its objectives, it is termed destructive.
Diff: 2
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
Skill: Concept
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

26) Conflict can be a constructive part of teamwork.
Answer: TRUE
Explanation: Although the term conflict sounds negative, 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.
Diff: 2
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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27) Briefly explain why the ability to work effectively in teams is so important in business.
Answer: Companies look for employees who work well in teams for a number of reasons, but primarily because successful teams improve productivity, creativity, employee involvement, and even job security. Teams also involve employees in company decision making through participative management.
Diff: 3
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
Skill: Concept
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

28) What can be done to show team members you are listening when they are resistant to ideas or change?
Answer: Whenever you encounter resistance, your first instinct might be to argue even more forcefully for the proposed change. However, this approach is often counterproductive because it doesn't get at the roots of the resistance, and the other party is likely to dig in even deeper. Rather than pushing even harder, stop talking and start listening. Let people express their reservations about the change, using the active listening skills. Make sure the other party knows you are listening by choosing your nonverbal gestures carefully and expressing interest in and sympathy for their concerns. Listening encourages others to open up about their concerns which can help you address them and can unveil legitimate issues that you have failed to consider.
When a line of communication opens, recognize that your primary goal is not to win the argument but rather to build a relationship that can lead to solving the dilemma at hand. Even if you have the authority to force the change, you'll create resentment and probably fail to get the level of emotional agreement needed for true success if you rely on force alone. As you establish a comfortable working relationship, continue to listen for elements of resistance that remain unspoken. Ask questions to make sure you understand the resistance and to confirm your understanding of it, then acknowledge the other party's concerns.
Diff: 3
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
Skill: Synthesis
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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29) Identify the seven steps that can help minimize conflict in team settings.
Answer: • Proactive behavior. Deal with minor conflict before it becomes major conflict. In team settings, conflict between two people can spread if it isn't addressed early.
• Communication. Get those directly involved in a conflict to participate in resolving it. These participants should choose their words and nonverbal gestures carefully in order to maintain focus on the problem at hand and to avoid further inflaming an already uncomfortable situation.
• Openness. Get feelings out in the open before dealing with the main issues.
• Research. Seek factual reasons for a problem before seeking solutions.
• Flexibility. Don't let anyone lock into a position before considering other solutions.
• Fair play. Insist on fair outcomes and don't let anyone avoid a fair solution by hiding behind the rules.
• Alliance. Get opponents to fight together against an "outside force" instead of against each other.
Diff: 3
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

30) During collaboration, what should be the main focus of the team?
A) Team objectives
B) Individual priorities
C) Hidden agendas
D) Technology
E) Group dynamics
Answer: A
Explanation: A) To collaborate effectively, everyone must be flexible and open to other opinions, focusing on team objectives rather than on individual priorities.
Diff: 2
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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31) Which of the following is one of the ways used to encourage collaboration among new team members?
A) Assume things are going well if there is no negative feedback
B) Allow members bonding time
C) Invite all interested parties to collaborate
D) Encourage each team member to work in a style best suited to their personality
E) Compose written information as a group
Answer: B
Explanation: B) Give your team time to bond before diving in. If people haven't had the opportunity to work together before, make sure they can get to know each other before being asked to collaborate.
Diff: 2
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

32) Which of the following can be used to improve the collaborative writing process when working on conventional websites?
A) PDF files
B) Wikis
C) Content management system
D) Virtual communities
E) Communities of shared practices
Answer: C
Explanation: C) Writing for websites 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.
Diff: 2
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Skill: Application
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

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33) Which of the following is one of the benefits of using a wiki when writing collaboratively?
A) Accuracy of material
B) Workflow features for page design
C) Knowledge from multiple experts can be captured
D) Freedom to post and revise material
E) Files can only be changed with permission
Answer: D
Explanation: D) A key benefit of wikis is the freedom to post new or revised material without prior approval.
Diff: 2
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Skill: Critical Thinking
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

34) Which of the following is a type of collaborative technology that can help people work on documents simultaneously, share files, and share the knowledge of multiple experts?
A) Shared workspaces
B) Virtual communities
C) Communities of practice
D) Unified communication
E) Groupware
Answer: E
Explanation: E) Teams and other work groups can 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.
Diff: 2
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Skill: Critical Thinking
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

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35) Which of the following allows all group members to have access to the same resources and information through the use of intranets or extranets?
A) Virtual offices
B) Wikis
C) Clouds
D) Communities of practice
E) Unified communications
Answer: A
Explanation: A) 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).
Diff: 2
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Skill: Critical Thinking
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

36) When an organization links employees with a supplier or customer that shares their interest, what type of network has been developed?
A) Knowledge organization
B) Community of practice
C) Intranet
D) Multimedia
E) Unified
Answer: B
Explanation: B) Some companies use social networks to form virtual communities or communities of practice that link employees with similar professional interests throughout the company and sometimes with customers and suppliers as well.
Diff: 3
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Skill: Critical Thinking
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

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37) What is the integration of multiple communication channels and capabilities in a single system called?
A) Fixed web collaboration
B) Cloud computing
C) Unified communication
D) Online brainstorming
E) Social networking
Answer: C
Explanation: C) An important aspect of mobile collaboration and mobile communication in general is unified communication, which integrates such capabilities as voice and video calling, voice and video conferencing, instant messaging, and real-time collaboration software into a single system.
Diff: 2
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Skill: Critical Thinking
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

38) Which of the following is a type of feedback designed to focus on the process and outcome of the communication rather than the people involved?
A) Unified
B) Destructive
C) Parliamentary
D) Constructive
E) Content
Answer: D
Explanation: D) Constructive feedback, sometimes called constructive criticism, focuses on the process and outcomes of communication, not on the people involved.
Diff: 1
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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39) Which of the following should be the focus of constructive feedback?
A) Suggested changes
B) Flaws in the writer's arguments
C) Providing personal feedback
D) General behaviors
E) Controllable variables
Answer: E
Explanation: E) The writer may not have control over every variable that affected the quality of the message, so focus on those aspects the writer can control.
Diff: 2
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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

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

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

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

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

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

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

47) When receiving constructive feedback, you should always defend your work to maintain your professional credibility.
Answer: FALSE
Explanation: When you receive constructive feedback, resist the understandable urge to defend your work or deny the validity of the feedback. Good feedback provides a valuable opportunity to learn and to improve the quality of your work.
Diff: 2
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

48) All feedback should deliver criticism and allow the receiver to determine how to improve the process.
Answer: FALSE
Explanation: 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 guidance to stimulate improvement.
Diff: 2
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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

50) What is the advantage of building a unified communication system into a mobile collaboration process?
Answer: An important aspect of mobile collaboration and mobile communication in general is unified communication, which integrates such capabilities as voice and video calling, voice and video conferencing, instant messaging, and real-time collaboration software into 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.
Diff: 2
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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51) How do mobile devices enhance the collaborative writing and project process?
Answer: 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 wherever they happen to be at the time. This flexibility can be particularly helpful during the review and production stages of major projects, when deadlines are looming and decisions and revisions need to be made quickly.
Diff: 3
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

52) Discuss the difference between constructive and destructive feedback and include suggestions for making feedback more meaningful.
Answer: Good feedback provides a valuable opportunity to learn and to improve the quality of your work. 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 guidance to stimulate improvement. For example, "This proposal is a confusing mess, and you failed to convince me of anything" is destructive feedback. The goal is to be more constructive: "Your proposal could be more effective with a clearer description of the manufacturing process and a well-organized explanation of why the positives outweigh the negatives." When giving feedback, avoid personal attacks and give the person clear guidelines for improvement.
Diff: 2
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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53) Which of the following should be defined before shaping the direction and content of the meeting?
A) Purpose
B) Participants
C) Venue
D) Time
E) Agenda
Answer: A
Explanation: A) Meetings can focus on exchanging information, reaching decisions, or collaborating to solve problems or identify opportunities. Whatever your purpose, define the best possible result of the meeting. Use this hoped-for result to shape the direction and content of the meeting.
Diff: 2
LO: 2.3: List the key steps needed to ensure productive team meetings.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

54) Which of the following is one of the three key questions to ask in order to create a productive agenda?
A) Who should be prepared to supply information?
B) What are the goals of the meeting?
C) How long will the meeting take?
D) What will be considered a successful meeting?
E) Who should attend the meeting?
Answer: B
Explanation: B) A productive agenda answers three key questions: (1) What do we need to do in this meeting to accomplish our goals? (2) What issues will be of greatest importance to all participants? (3) What information must be available in order to discuss these issues?
Diff: 1
LO: 2.3: List the key steps needed to ensure productive team meetings.
Skill: Critical Thinking
AACSB: Reflective thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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55) Which of the following is one of the key responsibilities of a meeting leader?
A) Explaining their knowledge of the subject before allowing others to participate
B) Reciting the agenda
C) Keeping the discussion on track
D) Limiting participation of members
E) Taking minutes of the meeting
Answer: C
Explanation: C) A good meeting draws out the best ideas and information the group has to offer. Good leaders occasionally need to guide, mediate, probe, stimulate, summarize, and redirect discussions that have gotten off track.
Diff: 2
LO: 2.3: List the key steps needed to ensure productive team meetings.
Skill: Critical Thinking
AACSB: Reflective thinking
Learning Outcome: Describe best practices in team and interpersonal communication

56) Which of the following procedures can be used to run and maintain order in a formal meeting?
A) Clouding
B) Constructive
C) Unified
D) Parliamentary
E) Fixed-web
Answer: D
Explanation: D) The larger the meeting, the more formal you need to be to maintain order. Formal meetings use parliamentary procedure, a time-tested method for planning and running effective meetings.
Diff: 2
LO: 2.3: List the key steps needed to ensure productive team meetings.
Skill: Application
AACSB: Reflective thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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57) When acting as a leader of a meeting, how can you best contribute to the progress of the meeting?
A) Insist on using parliamentary procedures
B) Have an opinion prepared on every agenda item
C) Ask questions often
D) Demonstrate your knowledge of the subject
E) Pay attention to interpersonal dynamics of the group
Answer: E
Explanation: E) Use your listening skills and powers of observation to size up the interpersonal dynamics of the group, then adapt your behavior to help the group achieve its goals.
Diff: 3
LO: 2.3: List the key steps needed to ensure productive team meetings.
Skill: Application
AACSB: Reflective thinking
Learning Outcome: Describe best practices in team and interpersonal communication

58) Which of the following is the most important to cover in the close of a meeting?
A) Remind participants what follow-up work is needed
B) Use a mobile device to send minute notes
C) Close out work on unrelated tasks
D) Ask for input from those who have not participated in the meeting yet
E) Set the date for the next meeting
Answer: A
Explanation: A) At the conclusion of the meeting, verify that the objectives have been met or arrange for follow-up work, if needed. Summarize the general conclusion of the discussion and any actions that need to be taken. Make sure all participants have a chance to clear up any misunderstandings.
Diff: 2
LO: 2.3: List the key steps needed to ensure productive team meetings.
Skill: Application
AACSB: Reflective thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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59) Which of the following can be used by participants to verify impressions and other information after the close of a meeting?
A) Robert's Rules of Order
B) Meeting minutes
C) An agenda
D) Telepresence
E) Instant messaging
Answer: B
Explanation: B) The conventional method of recording meetings is through written minutes, a summary of the important information presented and the decisions made.
Diff: 1
LO: 2.3: List the key steps needed to ensure productive team meetings.
Skill: Critical Thinking
AACSB: Reflective thinking
Learning Outcome: Describe best practices in team and interpersonal communication

60) Which of the following is a priority when recording meeting minutes?
A) A list of agenda items
B) Those who voiced opinions
C) Key information and assigned responsibilities
D) Identification of those who did not contribute
E) Use of Robert's Rules of Order
Answer: C
Explanation: C) The specific format of the minutes is less important than making sure you record all the key information, particularly regarding responsibilities that were assigned during the meeting.
Diff: 2
LO: 2.3: List the key steps needed to ensure productive team meetings.
Skill: Application
AACSB: Reflective thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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61) Which of the following is one of the steps to take when preparing for a meeting to help improve meeting productivity?
A) Encourage participation
B) Put the results to effective use
C) Distribute meeting minutes to participants and other interested parties
D) Make sure the meeting is necessary
E) Lead effectively and participate fully
Answer: D
Explanation: D) To improve meeting productivity, the leader should prepare carefully be making sure the meeting is necessary, deciding on the purpose, selecting participants carefully, and establishing and distributing a clear agenda.
Diff: 1
LO: 2.3: List the key steps needed to ensure productive team meetings.
Skill: Concept
AACSB: Reflective thinking
Learning Outcome: Describe best practices in team and interpersonal communication

62) Which of the following is one of the ways to effectively lead and improve meeting productivity?
A) Distribute minutes
B) Incorporate technology
C) Select participants carefully
D) Choose the venue and time
E) Encourage participation
Answer: E
Explanation: E) To lead effectively and participate fully in a meeting, keep the meeting on track, follow agreed-on rules, encourage participation, participate actively, and close effectively.
Diff: 2
LO: 2.3: List the key steps needed to ensure productive team meetings.
Skill: Critical Thinking
AACSB: Reflective thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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63) Which of the following is one way to put the results of a meeting to effective use?
A) Make sure the task assignments are clearly communicated
B) Set an agenda
C) Keep the meeting on track
D) Decide the purpose
E) Encourage participation
Answer: A
Explanation: A) To put the results of a meeting to effective use, task assignments should be clearly communicated and meeting minutes should be distributed to participants and other interested parties.
Diff: 2
LO: 2.3: List the key steps needed to ensure productive team meetings.
Skill: Application
AACSB: Reflective thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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

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

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

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

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

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

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

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

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

73) Meeting minutes are a summary of important information shared during a meeting and a record of decisions made.
Answer: TRUE
Explanation: The specific format of the minutes is less important than making sure you record all the key information, particularly regarding responsibilities that were assigned during the meeting.
Diff: 1
LO: 2.3: List the key steps needed to ensure productive team meetings.
Skill: Concept
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

74) Destructive feedback offers criticism but does not stimulate improvement.
Answer: TRUE
Explanation: Destructive feedback delivers criticism with no guidance to stimulate improvement.
Diff: 1
LO: 2.3: List the key steps needed to ensure productive team meetings.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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75) Discuss four planning tasks when preparing for meetings.
Answer: First, define your purpose. Meetings can focus on exchanging information, reaching decisions, or collaborating to solve problems or identify opportunities. Whatever your purpose, define the best possible result of the meeting (such as "we carefully evaluated all three product ideas and decided which one to invest in"). Use this hoped-for result to shape the direction and content of the meeting.
Second, select participants for the meeting. The rule here is simple: 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. The more people you have, the longer it will take to reach consensus. Meetings with more than 10 or 12 people can become unmanageable if everyone is expected to participate in the discussion and decision making.
Third, choose the venue and the time. Online meetings are often the best way and sometimes the only way to connect people in multiple locations or to reach large audiences. For in-person meetings, review the facility and the seating arrangements. Is theater-style seating suitable, or do you need a conference table or some other layout? Pay attention to room temperature, lighting, ventilation, acoustics, and refreshments; these details can make or break a meeting. If you have control over the timing, morning meetings are often more productive because people are generally more alert and not yet engaged with the work of the day.
Fourth, set the agenda. The success of a meeting depends on the preparation of the participants. Distribute a carefully written agenda to participants, giving them enough time to prepare as needed (see Figure 2.4 in the text). A productive agenda answers three key questions: (1) What do we need to do in this meeting to accomplish our goals? (2) What issues will be of greatest importance to all participants? (3) What information must be available in order to discuss these issues?
Diff: 3
LO: 2.3: List the key steps needed to ensure productive team meetings.
Skill: Synthesis
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

76) Which of the following is an advantage of holding virtual meetings?
A) Whiteboards can be accessed
B) Reduced cost
C) Agendas are easier to set and follow
D) There is greater opportunity for participation
E) The venue and time have less of an impact on the success of the meeting
Answer: B
Explanation: B) Holding 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.
Diff: 2
LO: 2.4: Identify the major technologies used to enhance or replace in-person meetings.
Skill: Critical Thinking
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

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77) Which of the following is an advantage of a virtual meeting for teams?
A) Multiple purposes can be accomplished in one meeting
B) The agenda can become more flexible
C) There is access to a wider pool of expertise
D) The close of the meeting is stronger and more effective
E) There is a greater chance of content listening
Answer: C
Explanation: C) Holding 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.
Diff: 2
LO: 2.4: Identify the major technologies used to enhance or replace in-person meetings.
Skill: Critical Thinking
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

78) Which of the following is one of the advantages of virtual meetings for employees who participate in them?
A) Members can take advantage of selective listening techniques
B) Prejudgment is eliminated
C) Nonverbal communications are more effective
D) There is reduced wear and tear on employees
E) Members have greater interest in interaction
Answer: D
Explanation: D) Holding 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.
Diff: 2
LO: 2.4: Identify the major technologies used to enhance or replace in-person meetings.
Skill: Critical Thinking
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

79) Which of the following is/are the simplest form(s) of virtual meetings?
A) Videoconferencing
B) Telepresence
C) Virtual whiteboards
D) Online brainstorming
E) Instant messaging and teleconferencing
Answer: E
Explanation: E) Instant messaging (IM) and teleconferencing are the simplest forms of virtual meetings.
Diff: 1
LO: 2.4: Identify the major technologies used to enhance or replace in-person meetings.
Skill: Critical Thinking
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

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80) Which of the following is an advantage of using telepresence for virtual meetings?
A) The ability to convey nonverbal signals
B) The low cost
C) The number of participants that can attend and interact
D) The ability to incorporate a shared workspace
E) Improved active listening
Answer: A
Explanation: A) 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.
Diff: 3
LO: 2.4: Identify the major technologies used to enhance or replace in-person meetings.
Skill: Application
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

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

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

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83) Virtual meetings offer more visual contact than traditional, face-to-face meetings.
Answer: FALSE
Explanation: Because virtual meetings offer less visual contact and nonverbal communication than in-person meetings, leaders need to make sure everyone stays engaged and has the opportunity to contribute.
Diff: 2
LO: 2.4: Identify the major technologies used to enhance or replace in-person meetings.
Skill: Critical Thinking
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

84) The most sophisticated web-based meeting systems incorporate elements of real-time communication, shared workspaces, and videoconferencing.
Answer: TRUE
Explanation: 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.
Diff: 2
LO: 2.4: Identify the major technologies used to enhance or replace in-person meetings.
Skill: Critical Thinking
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

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

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86) Discuss the additional elements of planning that are involved in virtual meetings.
Answer: Conducting successful virtual meetings requires extra planning beforehand and more diligence during the meeting. Recognizing the limitations of the virtual meeting format is a key to using it successfully. Because virtual meetings offer less visual contact and nonverbal communication than in-person meetings, for example, leaders need to make sure everyone stays engaged and has the opportunity to contribute. Participants have a responsibility to pay attention and avoid the temptation to work on other tasks. To keep everyone focused, make sure the meeting time is dedicated to discussion and interaction, rather than getting everyone up to speed on the issues. Distribute background information before the meeting so that participants can join the meeting ready to collaborate.
Diff: 3
LO: 2.4: Identify the major technologies used to enhance or replace in-person meetings.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

87) What are the advantages of using virtual meetings when the workforce is geographically dispersed?
Answer: Today's companies use a number of technologies to enhance or even replace traditional in-person meetings. Holding 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
Diff: 2
LO: 2.4: Identify the major technologies used to enhance or replace in-person meetings.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

88) Which skill do the majority of top executives say is the most important skill needed in the workplace?
A) Writing
B) Listening
C) Organizing
D) Speaking
E) Relationship management
Answer: B
Explanation: B) Some 80 percent of top executives say listening is the most important skill needed to get things done in the workplace.
Diff: 2
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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89) Which of the following is an outcome of effective listening in the workplace?
A) Lost opportunities
B) A premium on communication skills
C) Stronger organizational relationships
D) Less temptation to multitask
E) More opportunity to contribute
Answer: C
Explanation: C) 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.
Diff: 2
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

90) Which of the following is the goal of content listening?
A) To evaluate information
B) To judge speaking style
C) To identify limitations in the communication
D) To understand and retain information
E) To understand the meaning of the message
Answer: D
Explanation: D) The primary goal of content listening is to understand and retain the information in the speaker's message.
Diff: 2
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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91) Which of the following is one of the goals of critical listening?
A) To understand the information
B) To retain the information of the speaker's message
C) To identify organizations for innovation
D) To understand the speaker's feelings and needs.
E) To evaluate the strength of the evidence
Answer: E
Explanation: E) The goal of critical listening is to understand and evaluate the meaning of the speaker's message on several levels: the logic of the argument, the strength of the evidence, the validity of the conclusions, the implications of the message, the speaker's intentions and motives, and the omission of any important or relevant points.
Diff: 2
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

92) What type of listening skills allows a speaker to use a calm, clear-headed approach in speaking?
A) Empathic
B) Content
C) Critical
D) Active
E) Premium
Answer: A
Explanation: A) By listening with empathy, you help the individual vent the emotions that prevent a calm, clear-headed approach to the subject.
Diff: 2
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Critical Thinking
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Learning Outcome: Describe best practices in team and interpersonal communication

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93) Which listening skill is being used when biases are minimized and there is an attempt to understand what the other party is saying?
A) Persuasive
B) Active
C) Content
D) Empathetic
E) Critical
Answer: B
Explanation: B) 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.
Diff: 2
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

94) During which phase of the listening process does the listener acknowledge hearing the message through nonverbal clues?
A) Decoding
B) Remembering
C) Receiving
D) Evaluating
E) Responding
Answer: C
Explanation: C) When receiving a message, you start by physically hearing the message and acknowledge it.
Diff: 2
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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95) Which of the following is the process of assigning meaning to sound, based on your values and beliefs?
A) Decoding
B) Remembering
C) Receiving
D) Evaluating
E) Responding
Answer: A
Explanation: A) Decoding is to assign meaning to sounds, which you do according to your own values, beliefs, ideas, expectations, roles, needs, and personal history.
Diff: 2
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

96) During which phase of the listening process do you store information for future use?
A) Decoding
B) Remembering
C) Receiving
D) Evaluating
E) Responding
Answer: B
Explanation: B) Before you can act on the information, you need to store it for future processing. Incoming messages must first be captured in short-term memory before being transferred to long-term memory for more permanent storage.
Diff: 2
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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97) Which type of listening skill requires applying critical thinking skills and evaluating the quality of evidence?
A) Decoding
B) Remembering
C) Receiving
D) Evaluating
E) Responding
Answer: D
Explanation: D) When evaluating the message, applying critical thinking skills to separate fact from opinion and evaluate the quality of the evidence is necessary to correctly understanding the message sent.
Diff: 2
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

98) Which of the following is the stage of the listening process where the listener reacts to the message?
A) Decoding
B) Remembering
C) Receiving
D) Evaluating
E) Responding
Answer: E
Explanation: E) After evaluating the speaker's message, you react. If you're communicating one-on-one or in a small group, the initial response generally takes the form of verbal feedback.
Diff: 2
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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99) Which of the following is an outcome of selective listening?
A) Passive listening
B) Extensive questions
C) Remembering what you think the speaker probably said
D) More focus on the speaker
E) More meaningful nonverbal feedback
Answer: C
Explanation: C) Selective listening is one of the most common barriers to effective listening. Selective listening takes place when you're unable to recall what the speaker actually said; instead, you remember what you think the speaker probably said.
Diff: 1
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

100) Which of the following is a tool used by effective listeners to increase focus on the speaker?
A) Passive listening
B) Taking as few notes as possible
C) Using the same style in all situations
D) Staying focused on the speaker and content
E) Identifying stylistic differences
Answer: D
Explanation: D) Effective listeners stay focused on the speaker and the content instead of letting their minds wander and becoming easily distracted or working on unrelated tasks.
Diff: 1
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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101) Which of the following can be used to improve listening skills?
A) Assume you already know everything that is important on the subject
B) Make little or no eye contact
C) Multitask
D) Don't give nonverbal feedback
E) Overlook stylistic differences and focus on the message
Answer: E
Explanation: E) An effective listener ignores stylistic differences and focuses on the speaker's message. They do not get distracted by or unduly influenced by stylistic differences and avoid being judgmental.
Diff: 2
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

102) Which of the following takes place when the listener makes up their mind about a message before fully hearing the message?
A) Defensive listening
B) Misinterpreting
C) Paraphrasing
D) Categorizing
E) Visual listening
Answer: A
Explanation: A) Listeners sometimes make up their minds before fully hearing the speaker's message, or they engage in defensive listening to protect their egos by tuning out anything that doesn't confirm their beliefs or their view of themselves.
Diff: 2
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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103) Which of the following can help when trying to store information in long-term memory?
A) Use passive listening techniques
B) Categorize new information into logical groups
C) Overlook stylistic differences
D) Make distinctions between main points and supporting details
E) Look for opportunities to learn
Answer: B
Explanation: B) To store information in long-term memory, associate new information with something closely related and categorize the new information into logical groups (such as alphabetizing a list of names).
Diff: 2
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

104) Which of the following can improve your understanding of a message when you and the speaker don't share enough of the same language?
A) Create acronyms and rhymes for key ideas
B) Visualize words and ideas as pictures
C) Paraphrase the idea and have the speaker confirm what you think you heard
D) Give the speaker nonverbal cues
E) Save questions until an appropriate time
Answer: C
Explanation: C) When listening to a speaker whose native language or life experience is different from yours, try to paraphrase that person's ideas. Give the speaker a chance to confirm what you think you heard or to correct any misinterpretation.
Diff: 2
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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

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

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

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

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

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

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

112) One reason listening is often difficult is because people speak faster than the listener can think.
Answer: FALSE
Explanation: One reason listeners' minds tend to wander is that people think faster than they speak. Most people speak at about 120 to 150 words per minute, but listeners can process audio information at up to 500 words per minute or more.
Diff: 1
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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

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

115) Discuss ways to retain information when the information is important and might be used later.
Answer: If the information you hear will be important to use later, write it down or otherwise record it. Don't rely on your memory. If you do need to memorize, you can hold information in short-term memory by repeating it silently or organizing a long list of items into several shorter lists. To store information in long-term memory, four techniques can help: (1) associate new information with something closely related (such as the restaurant in which you met a new client), (2) categorize the new information into logical groups (such as alphabetizing a list of names), (3) visualize words and ideas as pictures, and (4) create mnemonics such as acronyms or rhymes.
Diff: 2
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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116) Identify five ways to become a more effective listener.
Answer: There are 11 ways to improve your listening skills identified in Table 2.3 in the text. Those include:
Listen actively.
Take careful and complete notes, when applicable.
Make frequent eye contact with the speaker (depends on culture to some extent).
Stay focused on the speaker and the content.
Mentally paraphrase key points to maintain attention level and ensure comprehension. Adjust listening style to the situation.
Give the speaker nonverbal cues (such as nodding to show agreement or raising eyebrows to show surprise or skepticism).
Save questions or points of disagreement until an appropriate time.
Overlook stylistic differences and focus on the speaker's message.
Make distinctions between main points and supporting details.
Look for opportunities to learn.
Diff: 3
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

117) Identify and explain the five steps in the listening process.
Answer:
1. Receiving. You start by physically hearing the message and acknowledging it. Physical reception can be blocked by noise, impaired hearing, or inattention. Some experts also include nonverbal messages as part of this stage because these factors influence the listening process as well.
2. Decoding. Your next step is to assign meaning to sounds, which you do according to your own values, beliefs, ideas, expectations, roles, needs, and personal history.
3. Remembering. Before you can act on the information, you need to store it for future processing. Incoming messages must first be captured in short-term memory before being transferred to long-term memory for more permanent storage.
4. Evaluating. The next step is to evaluate the message by applying critical thinking skills to separate fact from opinion and evaluate the quality of the evidence.
5. Responding. After you've evaluated the speaker's message, you react. If you're communicating one-on-one or in a small group, the initial response generally takes the form of verbal feedback. If you're one of many in an audience, your initial response may take the form of applause, laughter, or silence. Later on, you may act on what you have heard.
Diff: 2
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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118) Which of the following is defined as the process of sending and receiving information without using written or spoken language?
A) Listening
B) Etiquette
C) Focus
D) Nonverbal communication
E) Virtual communication
Answer: D
Explanation: D) Nonverbal communication is the interpersonal process of sending and receiving information, both intentionally and unintentionally, without using written or spoken language.
Diff: 1
LO: 2.6: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Skill: Concept
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

119) Which nonverbal signal indicates the intensity of feelings and conveys emotions?
A) Time and space
B) Slouching
C) Personal appearance
D) Touch
E) Facial expression
Answer: E
Explanation: E) Your face is the primary vehicle for expressing your emotions; it reveals both the type and the intensity of your feelings. Your eyes are especially effective for indicating attention and interest, influencing others, regulating interaction, and establishing dominance.
Diff: 2
LO: 2.6: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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120) How can a communicator intentionally influence messages using vocal characteristics?
A) By controlling pitch, pace, and stress
B) By adopting their style to match those whom they wish to impress
C) By supporting the message with touch that conveys warmth and reassurance
D) By asserting authority and implying intimacy
E) By demonstrating their own importance or disregard for others
Answer: A
Explanation: A) Voice carries both intentional and unintentional messages. A speaker can intentionally control pitch, pace, and stress to convey a specific message.
Diff: 2
LO: 2.6: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

121) Which of the following nonverbal communication cues can be altered in order to adopt the style of the people you want to impress?
A) Listening
B) Empathy
C) Personal appearance
D) Technology
E) Etiquette
Answer: C
Explanation: C) People respond to others on the basis of their physical appearance, sometimes fairly and other times unfairly. To make a good impression, adopt the style of the people you want to impress.
Diff: 1
LO: 2.6: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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122) Which of these nonverbal cues helps to reveal the intensity of a speaker's feelings?
A) Listening
B) Etiquette
C) Time management
D) Eye contact
E) Use of technology
Answer: D
Explanation: D) Facial expressions (especially eye contact) reveal the type and intensity of a speaker's feelings.
Diff: 2
LO: 2.6: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

123) Which of the following is one way to improve your understanding of nonverbal communication?
A) Separate nonverbal signals from the communication process
B) Avoid replacing words with cues
C) Avoid physical touch if warmth and understanding needs to be displayed
D) Communicate at a time that works best for you
E) Watch for cues from gestures and posture
Answer: E
Explanation: E) Cues from gestures and posture help to indicate underlying thoughts and feelings.
Diff: 2
LO: 2.6: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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124) Which of the following nonverbal cues is being sent when a group member arrives promptly to a meeting as a show of respect?
A) Time and space
B) Personal appearance
C) Vocal characteristics
D) Gestures and postures
E) Facial expression
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.
Diff: 2
LO: 2.6: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

125) Body movement can send an unintentional message based of which nonverbal cue?
A) Facial expression
B) Gesture and posture
C) Vocal characteristics
D) Personal appearance
E) Time and space
Answer: B
Explanation: B) Some types of body movement are unintentional and express more general messages. Slouching, leaning forward, fidgeting, and walking briskly are all unconscious signals that can reveal whether you feel confident or nervous, friendly or hostile, assertive or passive, powerful or powerless.
Diff: 2
LO: 2.6: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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

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

128) People are often judged based on the way they dress.
Answer: TRUE
Explanation: Whether or not you think it is fair to be judged on superficial matters, the truth is that people are judged on appearances. Don't let careless choices or disrespectful habits undermine all the great work you're doing on the job.
Diff: 1
LO: 2.6: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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

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

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

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132) Discuss how nonverbal communications skills can affect your speaking and listening skills.
Answer: Paying attention to nonverbal cues will make you a better speaker and a better listener. When you're talking, be more conscious of the nonverbal cues you could be sending. Also consider the nonverbal signals you send when you're not talking—the clothes you wear, the way you sit, the way you walk. Whether or not you think it is fair to be judged on superficial matters, the truth is that you are judged this way. Don't let careless choices or disrespectful habits undermine all the great work you're doing on the job. When you listen, be sure to pay attention to the speaker's nonverbal cues.
Diff: 2
LO: 2.6: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

133) Identify and discuss the 6 types of nonverbal communication signals.
Answer:
1. Facial expression. Your face is the primary vehicle for expressing your emotions; it reveals both the type and the intensity of your feelings.
2. Gesture and posture. The way you position and move your body expresses both specific and general messages, some voluntary and some involuntary.
3. Vocal characteristics. Voice carries both intentional and unintentional messages. A speaker can intentionally control pitch, pace, and stress to convey a specific message.
4. Personal appearance. People respond to others on the basis of their physical appearance, sometimes fairly and other times unfairly.
5. Touch. 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.
6. Time and space. Like touch, time and space can be used to assert authority, imply intimacy, and send other nonverbal messages.
Diff: 3
LO: 2.6: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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134) What are the variety of behaviors, manners, and habits used in the workplace referred to as?
A) Grooming
B) Professionalism
C) Nonverbal skills
D) Etiquette
E) Cues
Answer: D
Explanation: D) Workplace etiquette includes a variety of behaviors, habits, and aspects of nonverbal communication.
Diff: 2
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Concept
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

135) Because phone calls lack the visual richness of face-to-face conversations, which of the following can be used to convey professionalism?
A) Etiquette
B) Gestures and posture
C) Listening skills
D) Facial expression
E) Attitude and tone of voice
Answer: E
Explanation: E) Because phone calls lack the visual richness of face-to-face conversations, you have to rely on your attitude and tone of voice to convey confidence and professionalism.
Diff: 2
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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136) Which of the following is needed when practicing business etiquette when in teams and in meetings?
A) Mutual respect and consideration among participants
B) Integration of mobile communication and social media
C) Participative management
D) Creativity
E) Formal rules of behavior
Answer: A
Explanation: A) Successful teamwork, productive meetings, effective listening, and nonverbal communication: All these activities 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.
Diff: 2
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

137) Which of these is an example of courteous phone behavior?
A) Vary pitch and inflection
B) Increasing the audience's knowledge level
C) Verify you are calling at a good time
D) Forward all calls you cannot answer directly
E) Use voicemail to screen calls
Answer: C
Explanation: C) Be courteous when you call someone. Identify yourself and your organization, briefly describe why you're calling, and verify that you've called at a good time. Minimize the noise level in your environment as much as possible.
Diff: 2
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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138) Which of the following is a good example of business etiquette in a social situation?
A) Don't look guests from other cultures in the eye
B) Only shake hands when someone else extends their hand first
C) Finishing a text message while introducing yourself to someone
D) Briefly describe your role in the company when you introduce yourself
E) A personal comment that includes mild flattery
Answer: D
Explanation: D) When introducing yourself, include a brief description of your role in the company.
Diff: 2
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

139) Which of the following is an important etiquette guideline when you are representing your company online?
A) Only use personal attacks on blog postings and social media sites
B) Strongly state your opinions so they sound like facts
C) Use texting style whenever possible to keep messages short and to the point
D) Assume corporate networks are private
E) Stay focused on the original topic; if you need to change the subject, start a new message thread
Answer: E
Explanation: E) Stay focused on the original topic. If you want to change the subject of an email exchange, a forum discussion, or a blog comment thread, start a new message.
Diff: 2
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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140) Which of these is an important online etiquette rule?
A) Use commenting mechanisms whenever possible
B) Send messages when it works best for you, knowing the audience will respond when convenient
C) Use "Reply All" whenever possible
D) Assume a message sent to one recipient will remain private
E) Avoid multitasking while using IM
Answer: E
Explanation: E) Avoid multitasking while using IM and 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.
Diff: 2
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

141) If you want to change the subject of an ongoing email thread, which of these steps should you take?
A) Start a new message thread
B) Do not use the "Reply All" function
C) Change the text in the subject line
D) Indicate who the new message goes to by inserting their name above the message
E) Invite the intended recipients to a blog site to view the message
Answer: A
Explanation: A) Stay focused on the original topic. If you want to change the subject of an email exchange, a forum discussion, or a blog comment thread, start a new message.
Diff: 1
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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142) When using digital media, how can you be sure you are presenting facts instead of your opinion?
A) Include links to Wikis
B) Include supporting evidence
C) Open a discussion forum
D) Assume others will view the message
E) Avoid text language
Answer: B
Explanation: B) Don't present opinions as facts, and support facts with evidence. This guideline applies to all communication, of course, but online venues in particular seem to tempt people into presenting their beliefs and opinions as unassailable truths.
Diff: 2
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

143) When conducting business over a meal, when does the business aspect of the meal begin?
A) After drinks
B) After small talk about religion or politics
C) After the entrée is finished
D) After getting to know your guest by asking about personal matters
E) After relaxing the group by sharing a few jokes
Answer: C
Explanation: C) Leave business documents under your chair until entrée plates have been removed; the business aspect of the meal doesn't usually begin until then.
Diff: 2
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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144) When working with people from other cultures, which of the following will help ensure proper etiquette in social settings?
A) Don't shake hands unless invited to
B) Introduce yourself with a humorous comment
C) Explain your role in the organization
D) Learn about the customs of the other cultures
E) Invite the group to dinner and cocktails to learn more about each other
Answer: D
Explanation: D) Get to know the customs of other cultures when it comes to meeting new people. For example, in North America, a firm handshake is expected when two people meet, whereas a respectful bow of the head is more appropriate in Japan.
Diff: 2
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

145) When leaving a voicemail message, which of these should you be sure to include?
A) The best time to return your call
B) Detail questions or instruction
C) Who else you are calling
D) A list of all issues that need to be covered
E) A specific date and time when you will try to call again
Answer: A
Explanation: A) 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.
Diff: 1
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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146) Which of the following is an example of a way to increase the clarity of communication and display courtesy when ending a business call?
A) Indicate that the follow up will be complicated
B) Make an appointment to continue the phone call at a later date
C) Close with a personal comment about your working relationship
D) Suggest that a voice mail is as effective as a conversation and saves time
E) Double-check vital information such as meeting times and dates
Answer: E
Explanation: E) End calls with courtesy and clarity. Close in a friendly, positive manner and double-check all vital information such as meeting times and dates.
Diff: 2
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

147) Which of the following steps should be taken when you have an important or complicated message to deliver by phone?
A) Plan what you want to say before calling
B) Establish the needs of the person you are calling
C) Leave a detailed voice message describing when you will call and what the discussion will be about
D) Be courteous
E) Be short and to the point, with more detailed information sent electronically
Answer: A
Explanation: A) For important or complicated conversations, plan what you want to say before calling.
Diff: 2
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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

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

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150) When you're using a mobile device, making any of the following choices EXCEPT _____ will reflect negatively on your professionalism.
A) talking loudly in open offices or public places
B) texting during a meal or while someone is talking to you
C) allowing incoming calls/texts to interrupt meetings or discussions
D) asking for permission before using your device's camera
Answer: D
Explanation: D) Using a mobile device in any of the following ways will reflect negatively upon you: talking loudly in open offices or public places, ignoring privacy concerns by using your phone's camera without permission, or using your device in restrooms and other inappropriate places. Texting during a meal or conversation and allowing incoming calls to interrupt meetings or discussions will also cast doubt on your professionalism.
Diff: 2
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Concept
AACSB: Reflective thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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

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

153) The business aspect of a dinner meeting usually begins after entrée plates have been removed.
Answer: TRUE
Explanation: Leave business documents under your chair until entrée plates have been removed; the business aspect of the meal doesn't usually begin until then.
Diff: 2
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

154) The habits you exhibit while using your mobile device exemplify your attitude toward the people around you.
Answer: TRUE
Explanation: Like every other aspect of communication, your mobile-device habits say a lot about how much respect you have for the people around you.
Diff: 2
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Concept
AACSB: Information technology
Learning Outcome: Describe best practices in team and interpersonal communication

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155) While having lunch with a client, what should you do with the business papers you brought to discuss? Why?
Answer: Since the business part of most meals does not begin until after entrée plates have been removed, you should place the papers under your chair or under the table until then.
Diff: 2
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Application
AACSB: Interpersonal relations and teamwork
Learning Outcome: Describe best practices in team and interpersonal communication

156) Discuss etiquette rules that should always be followed when doing business online.
Answer: Avoid personal attacks and stay focused on the original topic. Don't present opinions as facts and support facts with evidence. Basic expectations of spelling, punctuation, and capitalization should be followed. Virus protection should be used and kept up to date. Additionally, use difficult-to-break passwords on email, Twitter, and other accounts. Ask if this is a good time for an IM chat and avoid multitasking while using IM and other tools. Watch your language and keep your emotions under control. Never assume privacy and don't use "Reply All" in email unless everyone can benefit from your reply. Respect boundaries of time and virtual space. Don't waste others' time with sloppy, confusing, or incomplete messages. Lastly, be careful of online commenting mechanisms.
Diff: 3
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Application
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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

158) How can you prepare to have good etiquette and manners in social settings?
Answer: Make sure your appearance and actions are appropriate to the situation. Get to know the customs of other cultures when it comes to meeting new people. When introducing yourself, include a brief description of your role in the company. When introducing two other people, speak their first and last names clearly and then try to offer some information (perhaps a shared professional interest) to help the two people ease into a conversation. Business is often conducted over meals, and knowing the basics of dining etiquette will make you more effective in these situations. Remember that business meals are a forum for business. Don't discuss politics, religion, or any other topic likely to stir up emotions. Don't complain about work, don't ask deeply personal questions, avoid profanity, and be careful with humor.
Diff: 3
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
Skill: Critical Thinking
AACSB: Written and oral communication
Learning Outcome: Describe best practices in team and interpersonal communication

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