Test Bank for Excellence in Business Communication 13th Thill

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Excellence in Business Communication, 13e **(Thill/Bovee)**
Chapter 2 Interpersonal Communication Skills

1) 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) vocalized listening
E) selective listening
Answer: A
Explanation: 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.
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

2) An effective listener tries to practice _____ in an effort to eliminate his or her own biases and really hear and understand what the other party is saying.
A) emphatic listening
B) critical listening
C) active listening
D) content listening
E) selective listening
Answer: C
Explanation: 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.
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Synthesis
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3) _____ occurs when people tune out anything that doesn't conform to their beliefs or their self-images.
A) Empathetic listening
B) Constricted listening
C) Egocentric listening
D) Active listening
E) Defensive listening
Answer: E
Explanation: Some people use defensive listening to protect their egos by tuning out anything that doesn't confirm their beliefs or their view of themselves.
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
AACSB: Written and oral communication
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4) If you are engaging in critical listening, your goal is to
A) understand and retain information.
B) understand the speaker's feelings, needs, and wants.
C) evaluate the logic and validity of the message.
D) appreciate the speaker's point of view.
E) find flaws in the speaker's ideas as quickly as possible.
Answer: C
Explanation: In critical listening, the listener is trying to make a critical judgment about the position that the speaker is presenting. Seeking answers to questions such as the following enables critical listening: Does the speaker's position make sense? Are the points that the speaker brings up valid and appropriate? Overall, does the case that the speaker presents stand up to scrutiny?
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
AACSB: Written and oral communication
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5) A reliable employee you supervise has come to speak with you about a leave of absence related to personal issues. To understand her feelings and needs, you should engage in
A) content listening.
B) empathic listening.
C) critical listening.
D) sustained listening.
E) defensive listening.
Answer: B
Explanation: When the issue involves emotions and feelings, empathic listening should be employed. Rather than immediately telling the speaker what to do, it is important simply to let the speaker have his or her say and to listen intently to show that you understand and that you sympathize. Once the speaker feels that the issue has been truly "heard," you can move on to more practical issues, like how to schedule the leave of absence.
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Application
Learning Outcome: Describe best practices in team and interpersonal communication

6) The act of repeating key ideas to yourself silently and analyzing their meaning to increase your focus is referred to as _____.
A) internal filtering
B) thoughtful notetaking
C) vocalized listening
D) nonverbal reinforcement
E) compartmentalizing
Answer: C
Explanation: The technique of vocalized listening can help you stay focused. While someone else is talking, repeat the key ideas to yourself silently, analyze their meaning, and summarize related points of information.
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
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7) In part, ineffective listening occurs because listeners
A) can think faster than speakers can speak.
B) concentrate on each word the speaker says, rather than the overall point.
C) are unable to think originally.
D) cannot process words and phrases as quickly as speakers can say them.
E) do all of the above.
Answer: A
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. Consequently, your brain has a lot of free time whenever you are listening, and if left unsupervised, it will find a thousand other things to think about. Make the effort to focus on the speaker and use the extra time to analyze and paraphrase what you hear or to take relevant notes. Listeners do not concentrate on each individual word said and can process information much faster than is spoken.
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

8) One way a listener can overcome barriers to effective listening is to
A) use selective listening.
B) rely on prejudgment.
C) limit the use of categorization.
D) interrupt often to ask questions.
E) use visualization.
Answer: E
Explanation: One can overcome barriers to effective listening by improving long term memory of content. Improve your long-term memory by using association, categorization, visualization, and mnemonics.
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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9) Active listening involves
A) thinking of what you will say next, while others are speaking.
B) playing "devil's advocate" and thinking of ways to disagree, even before the other person has finished speaking.
C) making a conscious effort to truly hear and understand what the other party is saying.
D) allowing your mind to multitask while others are speaking.
E) working to overhear coworkers' conversations, even if they are unaware that you are listening.
Answer: C
Explanation: Active listening occurs when a person makes a conscious effort to turn off their own filters and biases to truly hear and understand what the other party is saying. They ask questions to verify key points and encourage the speaker through positive body language.
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

10) Which of the following can help a listener store information in long-term memory?
A) Make a mental list.
B) Watch for nonverbal signals.
C) Record key points and summary reactions on paper.
D) Create mnemonics such as acronyms or rhymes.
E) Ask questions.
Answer: D
Explanation: Mnemonics is one technique to help store information in long-term memory. You can create mnemonics such as acronyms or rhymes.
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
AACSB: Written and oral communication
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11) Which of the following is one of the unique challenges of listening, not dependent on individual choices and behaviors?
A) Invisibility of spoken language
B) Poor self-management skills
C) Flawed recall
D) Listening style
E) Emotions
Answer: A
Explanation: There are several unique challenges of listening including real-time experience, invisibility of the spoken language, and sound-to-language conversion. These are less likely to be under your control than individual choices and behaviors that affect listening such as poor self-management, idle brain power, ineffective listening styles, and flawed recall.
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

12) Which of the following unique challenges of listening might take place when the speaker has a strong accent or mumbles, or when there is distracting ambient noise?
A) Idle brain power
B) Sound-to-language conversion
C) Ineffective listening style
D) Flawed recall
E) Invisibility
Answer: B
Explanation: Incoming sounds must be converted to language before your mind can begin to process what is being said. Mumbling, strong accents, and ambient noise can complicate this process.
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
AACSB: Written and oral communication
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13) Which of the following is the basis for the success of a communication effort?
A) The sender's ability to form complete sentences
B) The nature of the conversation
C) The receiver's performance as a listener
D) The interest level of both parties in the subject matter
E) The absence of barriers to communication
Answer: C
Explanation: When you are engaged in a conversation, the success of the communication effort hinges on your performance as a listener.
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

14) Which of the following is an outcome of a failure to transfer ideas from short-term memory to long-term memory?
A) Lack of physical reception
B) Invisibility
C) Poor self-management
D) Flawed recall
E) Idle brain power
Answer: D
Explanation: Incoming information needs to be transferred from short-term memory to long-term memory, or it will be lost. Remembering information during a conversation is challenging because you need to store information you have just received while continuing to process new incoming information.
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
AACSB: Written and oral communication
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15) Which of the following is an external barrier to effective listening?
A) Thoughts
B) Emotions
C) Multitasking
D) Attention
E) Noise
Answer: E
Explanation: External barriers are anything in the environment or communication channel that make it difficult to hear the other party or focus on what is being said. If your work environment is noisy or prone to interruptions from people or pets, for instance, try to minimize these distractions during important conversations or arrange to speak in a quiet location.
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

16) Which of the following is an internal barrier to listening?
A) Emotions
B) Music
C) Strong accents
D) Interruptions
E) Noise
Answer: A
Explanation: Internal barriers are listener behaviors, thoughts, and emotions that hinder one's ability to understand, interpret, or accept what someone else is saying. They may not be as obvious as external barriers, but they can be much more disruptive.
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
AACSB: Written and oral communication
Difficulty: Moderate
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17) Effective listeners
A) take careful notes when needed.
B) avoid eye contact.
C) listen using the same style each time.
D) assume they already know what is important.
E) interrupt whenever they don't understand.
Answer: A
Explanation: Effective listeners take careful notes when applicable. Ineffective listeners do not take notes or take ineffective notes, failing to paraphrase, and not understanding main points from details.
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

18) Vocalized listening requires setting aside thoughts and emotions unrelated to the topic until there is time to attend to them.
Answer: FALSE
Explanation: The technique of vocalized listening can help you stay focused. While someone else is talking, repeat the key ideas to yourself silently, analyze their meaning, and summarize related points of information
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
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Learning Outcome: Describe best practices in team and interpersonal communication

19) Nonverbal signals can be used to strengthen, weaken, or replace the spoken word.
Answer: TRUE
Explanation: One of the advantages of oral communication over written formats is the ability to see what isn't being said in the form of nonverbal signals. The information in the signals can strengthen, weaken, or even replace spoken language.
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
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20) Discuss the importance of thoughtful notetaking in active listening.
Answer: It is easy to forget key details when listening. Taking notes on information that is important means you will not need to rely on memory, and notetaking will help in the process of moving information from short-term memory to long-term memory, aiding the recall process.
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

21) Differentiate among the three primary types of listening.
Answer: Content listening focuses on understanding and retaining what the speaker is saying. Critical listening, in contrast, is often more useful when the speaker is presenting an argument. In this type of listening, the listener's goal is to evaluate the message on various levels. Finally, empathic listening is most useful when a speaker is primarily interested in sharing feelings. In this case, the listener's goal is to appreciate the speaker's point of view (whether or not the listener agrees with it).
LO: 2.1: Explain why listening is such a complex communication process, and describe three steps to becoming a better listener.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

22) 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."
E) Nonverbal communication can supplement spoken communication.
Answer: D
Explanation: Nonverbal signals are powerful, but they aren't infallible, particularly if you don't know a person's normal behavior patterns.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Moderate
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23) The nonverbal communication signal of touch
A) is the least important form of nonverbal communication.
B) is the great equalizer, putting people of different status on the same footing.
C) should be completely avoided in all business situations.
D) is governed by cultural customs that establish who can touch whom and when.
E) is the primary vehicle for expressing emotion.
Answer: D
Explanation: Each culture has its own informal rules for touch. In dealing with people from other cultures, it is best to be flexible and adaptable when it comes to touch.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

24) When the nonverbal signals match the spoken words, nonverbal signals can _____ a verbal message.
A) strengthen
B) weaken
C) replace
D) eliminate the need for
E) minimize
Answer: A
Explanation: Nonverbal signals play a vital role in communication because they can strengthen a verbal message, weaken a verbal message, or replace words entirely.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Moderate
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25) Especially effective in establishing dominance, _____ can also regulate interaction and indicate attention or interest.
A) gestures
B) posture
C) appearance
D) pace and pitch
E) eyes
Answer: E
Explanation: Your eyes are especially effective for indicating attention and interest, influencing others, regulating interaction, and establishing dominance.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

26) Which of the following indicates a specific and intentional meaning when using gestures and posture as a form of nonverbal communication?
A) Slouching
B) Waving
C) Fidgeting
D) Nodding
E) Pacing
Answer: B
Explanation: Many gestures—a wave of the hand, for example—have specific and intentional meanings. Other types of body movement can express meanings that may be unintended.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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27) The primary vehicle for expressing emotions is
A) facial expression.
B) gesture and posture.
C) vocal characteristic.
D) personal appearance.
E) touch.
Answer: A
Explanation: Your face is the primary vehicle for expressing your emotions; it reveals both the type and the intensity of your feelings.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

28) In addition to conveying warmth and comfort, _____ can be used to convey control.
A) time and space
B) personal appearance
C) gesture and posture
D) touch
E) facial expression
Answer: D
Explanation: 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.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Moderate
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29) To be a better speaker and a better listener, pay attention to
A) making clear and specific statements.
B) eliminating superficial distractions.
C) time of day.
D) using words that are highly technical.
E) nonverbal cues that reinforce the message.
Answer: E
Explanation: 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.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Synthesis
Learning Outcome: Describe best practices in team and interpersonal communication

30) One way to show respect for others is to arrive promptly to a meeting. This is an example of _____ as a nonverbal cue.
A) influence
B) time and space
C) gesture
D) dominance
E) pitch, pace, and stress
Answer: B
Explanation: 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.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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31) Which of the following best describes the process of sending and receiving information, both intentionally and unintentionally, without using language?
A) Engagement
B) Recording
C) Passive listening
D) Nonverbal communication
E) Decoding
Answer: D
Explanation: Nonverbal communication is the process of sending and receiving information, both intentionally and unintentionally, without using language.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Easy
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

32) Which of the following best describes the advantage of paying attention to the nonverbal signals of a speaker?
A) You can better understand the information and emotions of the speaker.
B) There will be no need to take notes during the conversation.
C) There is less likelihood of misinterpretation.
D) Messages will be shorter and more direct.
E) You can mimic words and phrases when asking questions.
Answer: A
Explanation: Nonverbal signals are a factor in virtually every instance of communication, and they can convey a significant portion of the information and emotions shared in interpersonal communication.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

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33) When conveying a message, the pitch, pace, and stress used are examples of _____.
A) facial expressions
B) vocal characteristics
C) gesture and posture
D) touch
E) time and space
Answer: B
Explanation: Aspects of voice carry both intentional and unintentional messages. A speaker can intentionally control pitch, pace, and stress to convey a specific message. Unintentional vocal characteristics can convey happiness, surprise, fear, and other emotions (for example, fear often increases the pitch and pace of your speaking voice).
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

34) Which of the following will help to improve listening skills?
A) Focusing on specific word choices
B) Writing down everything that is said
C) Focusing on nonverbal cues
D) Avoiding those who will not make eye contact
E) Trusting only the most professional looking speakers
Answer: C
Explanation: When you listen, pay attention to the speaker's nonverbal cues. Do they amplify, obscure, or contradict the spoken words? Compare the verbal messages you receive with the nonverbal signals that accompany them.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
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35) Nonverbal signals should _____ a message.
A) distort
B) change
C) complement
D) eliminate
E) amplify
Answer: C
Explanation: Understand the roles nonverbal signals play in communication—complementing verbal language by strengthening, weakening, or replacing words.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

36) How should you use personal appearance to make a good impression in the workplace?
A) Adapt your style to the style of the people you want to impress.
B) Always strive for an individual, nonconformist look.
C) Wear the most expensive clothes you can afford.
D) Wear comfortable clothes to signal that it's the work that really matters.
E) Incorporate a bright, attention-getting scarf or tie to increase the chance you will be noticed.
Answer: A
Explanation: To make a good impression, adopt the style of the people you want to impress. Employers differ widely in their expectations of personal appearance, so make sure you are aware of your company's dress code, if it has one.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Application of knowledge
Difficulty: Moderate
Classification: Application
Learning Outcome: Describe best practices in team and interpersonal communication

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37) Which of the following is one reason why nonverbal cues are often difficult to accurately interpret?
A) Smart employees have learned to manage their nonverbal cues.
B) Nonverbal behaviors are often discouraged in the workplace.
C) Employees seldom consider nonverbal behaviors beyond the aspect of physical appearance.
D) Nonverbal behaviors are minimized by strong word choices.
E) Nonverbal behaviors are often influenced by culture.
Answer: E
Explanation: Nonverbal and other behaviors may be influenced by culture (in some cultures, sustained eye contact can be interpreted as a sign of disrespect) or might just be ways of coping with stressful situations.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Application of knowledge
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

38) Subtleties in intonation can completely change the meaning of a spoken message.
Answer: TRUE
Explanation: Nonverbal signals include facial expressions, gestures, posture, vocal characteristics, personal appearance, touch, and the use of time and space. Subtleties in vocal characteristics such as intonation or emphasis can completely alter the meaning of a spoken message.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Easy
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

39) Unlike with verbal language, the meanings of nonverbal signals are consistent across cultures.
Answer: FALSE
Explanation: In many instances, nonverbal signals are very different between different cultures. The concept of personal space, for example, is understood differently in different cultures. Some cultures regularly practice what North Americans might condemn as an "invasion of personal space," by standing too closely or touching too frequently.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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40) When it comes to personal appearance in the workplace, adopt the style of the people you want to impress if you want to make a good impression.
Answer: TRUE
Explanation: To make a good impression, adopt the style of the people you want to impress. Employers differ widely in their expectations of personal appearance, so make sure you are aware of your company's dress code, if it has one.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

41) 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.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

42) If you are new to a company, what is the best way to decide what type of attire 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. Employers differ widely in their expectations of personal appearance, so make sure you are aware of your company's dress code, if it has one.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Application of knowledge
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

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43) List and briefly explain the three roles nonverbal communication plays in successful 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.
LO: 2.2: Explain the importance of nonverbal communication, and identify six major categories of nonverbal expression.
AACSB: Analytical thinking
Difficulty: Moderate
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

44) Good listening skills and an understanding of _____ are the foundation of good conversational skills.
A) nonverbal communication
B) dress codes
C) structured conversations
D) personal branding
E) relationships
Answer: A
Explanation: Good listening skills and an awareness of nonverbal communication are the foundation of good conversational skills—the ability to plan, initiate, maintain, and conclude successful business conversations.
LO: 2.3: Outline an effective process for initiating, sustaining, and concluding workplace conversations.
AACSB: Application of knowledge
Difficulty: Moderate
Classification: Concept
Learning Outcome: Discuss the challenges and importance of business communication

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45) Planning, initiating, maintaining, and concluding successful business conversations are the basic elements of _____.
A) relationships
B) good conversational skills
C) time management
D) potential opportunities
E) personal branding
Answer: B
Explanation: Good listening skills and an awareness of nonverbal communication are the foundation of good conversational skills—the ability to plan, initiate, maintain, and conclude successful business conversations.
LO: 2.3: Outline an effective process for initiating, sustaining, and concluding workplace conversations.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Discuss the challenges and importance of business communication

46) When unexpectedly meeting a new colleague or customer, what is one good way to initiate a conversation that reflects positively on you as a professional?
A) Talk about rumors heard through company grapevine.
B) Point out errors being made by coworkers.
C) Ask about the other person's work.
D) Explain your background and why you are a good fit for a project.
E) Share excitement about events such as your performance reviews or your recent promotion.
Answer: C
Explanation: In most situations, the best way to initiate one of these spontaneous conversations is to ask the other person a question about his or her work (make sure it's nothing intrusive) or some issue that affects the company. This sends a positive message that you are curious about what is going on around you, and it provides some initial energy and focus for the conversation.
LO: 2.3: Outline an effective process for initiating, sustaining, and concluding workplace conversations.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Critical thinking
Learning Outcome: Discuss the challenges and importance of business communication

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47) Which of the following is true when participating in planned conversations?
A) You have more time to network with senior executives and other influential people.
B) You can get to know colleagues on a more personal level.
C) Gossip and complaints are more likely to be acted upon.
D) You have time to prepare questions, information, and responses.
E) Social relationships can be strengthened.
Answer: D
Explanation: Because these are planned exchanges, you have time to prepare the questions you would like to ask, the information you would like to share, and answers to questions you are likely to get. If you requested the conversation, it's usually your responsibility to do enough planning to ensure a productive use of the other person's time.
LO: 2.3: Outline an effective process for initiating, sustaining, and concluding workplace conversations.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Discuss the challenges and importance of business communication

48) Which of the following is the purpose of an agenda in a planned conversation?
A) To encourage the expression of disagreement indirectly
B) To avoid spontaneous conversation during the conversation
C) To allow members of the conversation to appear engaged, even if they are not
D) To help in visualizing a situation from another perspective
E) To define topics of conversation and who will lead the conversation
Answer: E
Explanation: Initiating a planned conversation is usually simple, because the agenda or discussion plan usually defines the first topic of conversation and identifies which person will lead the conversation.
LO: 2.3: Outline an effective process for initiating, sustaining, and concluding workplace conversations.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Discuss the challenges and importance of business communication

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49) How can you promote a positive conversational flow during a planned communication?
A) Use brief pauses to allow others to respond.
B) Interrupt if the speaker is going off track.
C) Express disagreement directly.
D) Avoid nonverbal signals that might be misunderstood.
E) Summarize only at the end of the conversation.
Answer: A
Explanation: Talking nonstop for an extended period is self-centered, it's tiring for the listener, and it prevents the other party from asking questions or letting you know that he or she agrees with you. Even if the purpose of the conversation is for you to present information to the other person, pause briefly between major points to give the other party a chance to respond.
LO: 2.3: Outline an effective process for initiating, sustaining, and concluding workplace conversations.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Discuss the challenges and importance of business communication

50) During a planned conversation, how can an audience member signal his or her engagement in the conversation?
A) By limiting eye contact
B) By expressing thoughts or confirmations after major points in the conversation
C) By avoiding conflicting nonverbal signals such as nodding the head
D) By saving all questions until the end of the conversation
E) By compartmentalizing emotions
Answer: B
Explanation: Use brief conversational responses and nonverbal signals to let the other person know that you are engaged. This can include maintaining a comfortable amount of eye contact, nodding your head to express agreement, and expressing brief confirmations after major points in the conversation.
LO: 2.3: Outline an effective process for initiating, sustaining, and concluding workplace conversations.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Discuss the challenges and importance of business communication

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51) When asking direct questions, how can you generate thoughtful responses that lead to discussion?
A) Ask closed questions
B) Ask personal questions
C) Ask open-ended questions
D) Ask questions that put the focus on the person responding
E) Ask indirect questions
Answer: C
Explanation: Open-ended questions can solicit more thoughtful responses than closed questions because they don't limit the other person to the choices you present.
LO: 2.3: Outline an effective process for initiating, sustaining, and concluding workplace conversations.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Discuss the challenges and importance of business communication

52) Which of the following is a closed question?
A) What was the decision process the committee used?
B) Why do you feel this candidate is the better choice?
C) What can you tell me about the candidates' background?
D) Which candidate do you recommend?
E) How do you plan to train the new employee?
Answer: D
Explanation: Closed questions limit the respondent's answer whereas open-ended questions allow the respondent to provide detail and discussion.
LO: 2.3: Outline an effective process for initiating, sustaining, and concluding workplace conversations.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Application
Learning Outcome: Discuss the challenges and importance of business communication

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53) When asking an indirect question, how can you avoid putting someone on the defensive?
A) Ask closed questions.
B) Summarize their actions before asking the question.
C) Maintain eye contact with the person responding instead of the entire audience.
D) Vent your frustrations before allowing the conversation to continue.
E) Shift the focus of the question from the person to the decision-making process.
Answer: E
Explanation: In some situations, asking direct questions can be intimidating or off-putting to the other person. A question like "Why did you do that?" can put someone on the defensive, for instance. You can depersonalize the query by rephrasing it as "Can you walk me through the decision process?" which shifts the focus from the other person to the decision-making process.
LO: 2.3: Outline an effective process for initiating, sustaining, and concluding workplace conversations.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Application
Learning Outcome: Discuss the challenges and importance of business communication

54) Every conversation offers a variety of potential opportunities, including the opportunity to _____.
A) build your personal brand
B) control information
C) control relationships
D) be spontaneous
E) express emotions
Answer: A
Explanation: Every conversation is a potential opportunity to gain or share information, to give or accept help, to foster a beneficial relationship, or build your personal brand.
LO: 2.3: Outline an effective process for initiating, sustaining, and concluding workplace conversations.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Discuss the challenges and importance of business communication

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55) Why are spontaneous, informal conversations at work among the most important you'll ever have?
A) You can talk incessantly and the listeners do not have to participate.
B) They can give you "face time" with executives and other people with whom you don't normally interact.
C) You can interrupt at will since the conversation is less formal.
D) They can allow you to express disagreement directly and then disengage from the conversation.
E) You can gather personal information to be used later in negotiations of conflicts.
Answer: B
Explanation: Spontaneous, informal conversations can be among the most important you'll ever have because they can give you "face time" with executives and other people with whom you don't normally interact.
LO: 2.3: Outline an effective process for initiating, sustaining, and concluding workplace conversations.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Discuss the challenges and importance of business communication

56) When preparing for a conversation you expect will be difficult, such as discussing a poor performance review,
A) avoid attempts to understand the audience's point of view.
B) release all pent-up frustrations so the audience has a clear understanding of the problem.
C) be sure to have all your facts in order to prevent arguments over details.
D) put the conversation off as long as possible.
E) incorporate your own beliefs and behaviors in the conversation.
Answer: C
Explanation: Prepare thoroughly. Giving or receiving unwelcome news is unpleasant, and the emotional element can magnify perceptions of unfairness or poor treatment. Make sure you have all your facts in order so the conversation doesn't get sidetracked with heated arguments over details.
LO: 2.3: Outline an effective process for initiating, sustaining, and concluding workplace conversations.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Discuss the challenges and importance of business communication

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57) Which of the following can help to resolve a disagreement during a difficult conversation with a subordinate?
A) Be spontaneous and avoid over-preparing.
B) Present all your thoughts before preparing to listen.
C) Use passive listening skills.
D) Find common ground and visualize the situation from the audience's perspective.
E) Use an agenda and incorporate a strict beginning and ending time.
Answer: D
Explanation: Understanding your audience is a vital step in all communication efforts, and it's particularly important when emotions are running high. Try to imagine the challenges the other person might be facing and how he or she might respond to what you have to say. You could find common ground to help resolve a disagreement, for example.
LO: 2.3: Outline an effective process for initiating, sustaining, and concluding workplace conversations.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Discuss the challenges and importance of business communication

58) The success of a conversation can depend on how it gets started, so the first few moments of the conversation should be used to launch the conversation in a positive way.
Answer: TRUE
Explanation: Business conversations can be grouped into three types: unplanned conversations, informal planned conversations, and formal planned conversations. For all three, the success of the conversation can hinge on how it gets started, so use these first few moments to launch the conversation in a positive way.
LO: 2.3: Outline an effective process for initiating, sustaining, and concluding workplace conversations.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Discuss the challenges and importance of business communication

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59) When preparing to have a difficult conversation, you should be prepared to share all your personal thoughts and feelings during the conversation.
Answer: FALSE
Explanation: Clarify and compartmentalize your emotions. It can be helpful to temporarily compartmentalize your emotions so that aggravation or fear in some unrelated part of your life doesn't seep over into a business conversation. If you feel yourself getting tense, remind yourself to breathe slowly and deeply. If you're getting overwhelmed, see if you can take a short break, such as getting coffee or going to the restroom. Even a few minutes—and the chance to get up and move—can help you calm down.
LO: 2.3: Outline an effective process for initiating, sustaining, and concluding workplace conversations.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Discuss the challenges and importance of business communication

60) How can unplanned conversations be a benefit to your career?
Answer: These conversations aren't part of your regular work duties, but they can be some of the most beneficial for your career. They are opportunities to network with people across the company and to learn more about the company and its operations. They can also present rare opportunities to get a few minutes of "face time" with senior executives and other influential people. Plus, they can make work more satisfying by helping you and your colleagues relate to one another on a more personal or social level.
LO: 2.3: Outline an effective process for initiating, sustaining, and concluding workplace conversations.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Discuss the challenges and importance of business communication

61) Discuss how to gracefully conclude a conversation with a co-worker or customer.
Answer: The final exchange is your opportunity to leave a positive impression of yourself and the conversation. You can quickly summarize any action items that came up, either reiterating something you will do or subtly confirm what the other person will do (such as "I look forward to getting your email"). End on a positive and respectful note, as appropriate to the situation.
LO: 2.3: Outline an effective process for initiating, sustaining, and concluding workplace conversations.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Discuss the challenges and importance of business communication

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62) Discuss ways to adjust your approach to a difficult conversation that has gone off track.
Answer: Even with good intentions, difficult conversations can sometimes stall or go unexpectedly off track. If you sense this happening, adjust your approach. Rather than trying to convince the other person to adopt your point of view, switch into learning mode for a while and try to hear what he or she has to say as objectively as possible. Let the other person know you want to understand the reasons for the impasse by offering prompts or asking questions such as, "Help me understand your perspective" or "What am I not seeing here?" By backing away from the confrontation, you establish yourself as someone who wants to reach a solution, rather than someone intent on getting his or her own way. This might also give you a fresh perspective that will let you restart the conversation from a different angle.
LO: 2.3: Outline an effective process for initiating, sustaining, and concluding workplace conversations.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Concept
Learning Outcome: Discuss the challenges and importance of business communication

63) When a conflict is a permanent and regular part of being in business, it is considered to be _____.
A) structural
B) situational
C) interpersonal
D) destructive
E) behavioral
Answer: A
Explanation: Some conflicts in the workplace are structural, meaning they are more or less permanent aspects of being in business. For example, every company has a finite amount of money to spend on operations every year, and every department competes for a share of those funds. This creates conflict based on the structure of the organization.
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Analytical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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64) Members of a team cannot agree on the goals of the project. What type of conflict has been created?
A) Structural
B) Situational
C) Interpersonal
D) Destructive
E) Constructive
Answer: B
Explanation: Situational conflicts arise from temporary forces within an industry or a company. Examples include disagreements over project goals, conflict between individual goals and team goals, workload and work/life imbalances, and resistance to change.
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

65) Gina is routinely late for staff meetings, and when she in a meeting, she is continuously checking her cell phone, creating distraction for the staff. What type of conflict is being generated by Gina's activities?
A) Structural
B) Situational
C) Constructive
D) Interpersonal
E) Destructive
Answer: D
Explanation: Interpersonal conflict is the result of choices, behaviors, and personality traits of the people within a team, department or other work group.
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Analytical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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66) Which of the following is an example of a structural conflict?
A) Resistance to change
B) Unprofessional behavior
C) Conflict between individual goals and team goals
D) Cultural differences
E) Conflict over fundamental values
Answer: E
Explanation: Structural conflict includes competition for opportunities, competition for resources, and disagreements over fundamental values.
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

67) Which of the following can create situational conflict?
A) Competition for resources
B) Workload imbalance
C) Poor communication
D) Cultural differences
E) Unprofessional behavior
Answer: B
Explanation: Situational conflict is based on temporary forces such as disagreements over project goals, conflict between individual goals and team goals, workload and work/life imbalances, and resistance to change.
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

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68) Which of the following is the basis for interpersonal conflict?
A) Temporary forces in the workplace
B) Competition for limited resources
C) Personal choices, behaviors, and personality
D) Workload and work/life imbalances
E) A permanent aspect of the business
Answer: C
Explanation: Interpersonal conflict stems from personal choices, behaviors, and personality differences, and includes poor communication, personality clashes, unprofessional behavior, and cultural differences.
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

69) Which of the following is true about constructive conflict?
A) It can create a decrease in productivity.
B) It can damage the morale of team members.
C) It can create similar conflict in other areas of the organization.
D) It can generate creative ideas for problem solving.
E) It can limit the involvement of other team members.
Answer: D
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, or generates creative ideas for solving a problem.
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

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70) To resolve a conflict within the department, a manager has determined the highest level at which all parties were in agreement. In what way is the manager attempting to resolve the conflict?
A) Deciding if the conflict is worth resolving
B) Examining personal beliefs and behaviors
C) Identifying where the conflict originated
D) Establishing common ground
E) Determining a strategy for resolving the conflict
Answer: D
Explanation: When establishing common ground, the manager must find the highest level at which all parties agree or are in harmony; the problem lies at the next level above that.
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

71) If two team members are experiencing conflict, and efforts to resolve the conflict have not worked, what is one way a manager might move the team forward despite the conflict?
A) Determine which approach would be best for the team and remove the other team member from the group.
B) Alternate which team member "wins" on each area of conflict.
C) Require the two to meet until they are ready to collaborate in a meaningful way.
D) Have the team focus on the past activities of the team members to fix the problem.
E) Divide the tasks so the two team members do not have to work together.
Answer: E
Explanation: In some situations, the best solution is to avoid the circumstances that create conflict, rather than trying to fix the conflict when it does occur. If two people working on a project don't get along, it might be in the team's best interests to divide tasks in such a way that the two don't have to work together. Avoidance doesn't solve the underlying conflict, and should be used only when a real solution isn't possible or would cause so much disruption that it wouldn't be worth the trouble.
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Application
Learning Outcome: Describe best practices in team and interpersonal communication

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72) A project team that was experiencing conflict found middle ground, where a new solution was developed that satisfied everyone's expectations. Which conflict resolution technique was most likely used?
A) Collaboration
B) Accommodation
C) Negotiation
D) Avoidance
E) Compromise
Answer: A
Explanation: Whereas compromise seeks a middle ground that requires some sacrifice from both sides, the parties can choose to collaborate on a new solution that satisfies everyone's needs and expectations.
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

73) How does compromise work in conflict resolution?
A) When compromising, the two sides collaborate on a new solution that satisfies everyone.
B) When compromising, the two sides meet somewhere in the middle, with both sides giving up something.
C) When compromising, one side will use a mediator to work through the conflict resolution process.
D) When compromising, one side is removed to avoid the circumstances that created the conflict.
E) When compromising, one side gives up their goal to maintain harmony in a relationship.
Answer: B
Explanation: In contrast to accommodation, the two sides can choose to meet somewhere in the middle, with both sides giving up something. Balanced compromise is one of the hallmarks of successful teams and groups.
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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74) Which of the following best describes mediation?
A) A grievance procedure utilized to eliminate conflict
B) A discussion to understand why a conflict arose
C) A neutral third party who guides the conflicted parties through the steps of resolving conflict
D) The examination of your own beliefs and behaviors as they relate to conflict
E) A meeting to help two opposing parties reach a mutually acceptable outcome
Answer: C
Explanation: In some instances, conflicting parties can benefit from mediation, where a neutral third party guides them through the steps of resolving the conflict. Mediators can help manage the emotions of the situation and ask probing questions that get to the root of the conflict.
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

75) Conflict that forces important issues into the open and increases the involvement of team members is considered to be _____.
A) constructive
B) mediated
C) destructive
D) targeted
E) negotiated
Answer: A
Explanation: Conflict can be constructive if it forces important issues into the open, increases the involvement of team members, or generates creative ideas for solving a problem.
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

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76) Conflict that saps productivity and damages morale is called _____.
A) targeted
B) negotiated
C) constructive
D) mediated
E) destructive
Answer: E
Explanation: Conflict is destructive if it saps productivity, damages morale, or threatens to spread to other people in the organization. When this happens, it's time to step in and address the situation.
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

77) When experiencing conflict, one way to resolve the issue might be to examine your own beliefs and behaviors.
Answer: TRUE
Explanation: Even if you are sure the problem lies with another person, examine your own stance before taking any action. You might be contributing to the conflict in ways you hadn't considered.
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

78) All conflict should be resolved immediately, before the conflict creates long-term damage to the organization.
Answer: FALSE
Explanation: Not all conflicts are worth the time, energy, and disruption it might take to resolve them. If you're having personality clashes with someone on a project team, for instance, but the project will be over in a few weeks, you will have to decide if it's better to address the situation or live with it until the project is completed.
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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79) All conflict resolution should be based on compromise and collaboration.
Answer: FALSE
Explanation: There are many strategies for resolving conflict including avoidance, accommodation, compromise, and collaboration
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

80) Conflict can be beneficial in the workplace.
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, or generates creative ideas for solving a problem.
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

81) Describe the difference between compromise and collaboration in conflict resolution.
Answer: Whereas compromise seeks a middle ground that requires some sacrifice from both sides, the parties can choose to collaborate on a new solution that satisfies everyone's needs and expectations. Collaboration in this sense can be a rewarding experience because it makes conditions better for everyone and gives a team or group the satisfaction of a shared accomplishment.
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

82) Describe the difference between accommodation and compromise.
Answer: One side in a conflict can decide to accommodate, or sacrifice for the good of the organization, in order to maintain harmony in a relationship. In contrast to accommodation, compromise requires the two sides to meet somewhere in the middle, with both sides giving up something. Balanced compromise is one of the hallmarks of successful teams and groups.
LO: 2.4: Explain the causes of workplace conflict, and identify five productive steps for resolving conflict.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

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83) In what way can negotiation help to resolve conflict?
A) Negotiations force each party to give up their own beliefs.
B) Negotiations outline the difference between constructive and destructive conflicts.
C) Negotiations will divide tasks in such a way that the opposing parties do not have to interact.
D) Negotiations can help move the parties towards a mutually acceptable solution.
E) Negotiations force opposing parties to collaborate in a professional manner.
Answer: D
Explanation: Negotiation is an interactive process whereby two parties with opposing or competing goals reach a mutually acceptable outcome.
LO: 2.5: Describe the importance of negotiation as a communication skill, and explain how to prepare for and conduct a negotiation.
AACSB: Interpersonal relations and teamwork
Difficulty: Difficult
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

84) As an approach to resolving conflict during team activities, a _____ proposes that both sides can satisfy their goals (at least to some extent) and minimize losses for everyone involved.
A) fair-play outcome
B) lose-lose outcome
C) win-win outcome
D) break-even outcome
E) proactive behavior outcome
Answer: C
Explanation: 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.
LO: 2.5: Describe the importance of negotiation as a communication skill, and explain how to prepare for and conduct a negotiation.
AACSB: Analytical thinking
Difficulty: Difficult
Classification: Analytical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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85) Which of the following best describes the negotiation process?
A) Reaching a mutually acceptable outcome when two parties have competing goals
B) Examining personal belief to see if you might be contributing to conflict
C) Using a neutral third party to guide conflicting parties by asking probing questions
D) Seeking the middle ground by requiring sacrifices by all parties
E) Accepting and support one approach even though one party has reservations about it
Answer: A
Explanation: Negotiation is an interactive process whereby two parties with opposing or competing goals reach a mutually acceptable outcome.
LO: 2.5: Describe the importance of negotiation as a communication skill, and explain how to prepare for and conduct a negotiation.
AACSB: Interpersonal relations and teamwork
Difficulty: Difficult
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

86) According to research, which of the following is used by those who are better at negotiating?
A) Targeting
B) Higher emotional intelligence
C) Reservation points
D) A take-no-prisoners attitude
E) Win-lose strategies
Answer: B
Explanation: Research indicates that higher emotional intelligence, which leads to greater self-control and generally makes people more likable, makes people better negotiators. Such individuals are better able to monitor and manage their own emotions, and their positive approach promotes a cooperative spirit that can lead to more win-win outcomes.
LO: 2.5: Describe the importance of negotiation as a communication skill, and explain how to prepare for and conduct a negotiation.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

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87) When preparing for the negotiation process, what needs to be considered when you work to understand and clarify your position?
A) Whom you plan to target
B) Your reservation point
C) What you hope to achieve through negotiation
D) All elements of the bargaining zone
E) Your final and best offer
Answer: C
Explanation: Preparation starts with understanding yourself and what you hope to achieve through negotiation. Careful consideration helps you separate emotions from facts, and it can prevent the common mistake of locking onto the first or most obvious goal that comes to mind.
LO: 2.5: Describe the importance of negotiation as a communication skill, and explain how to prepare for and conduct a negotiation.
AACSB: Interpersonal relations and teamwork
Difficulty: Difficult
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

88) Which of the following best describes your target in a negotiation process?
A) Your best alternative
B) The baseline used to measure progress in the negotiation process
C) The least attractive offer you are willing to accept
D) The range of available negotiable benefits
E) The sum of values you would like to achieve
Answer: E
Explanation: Your target is the sum of values you would like to achieve through negotiation.
LO: 2.5: Describe the importance of negotiation as a communication skill, and explain how to prepare for and conduct a negotiation.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

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89) Which of the following is referred to as the reservation point during the negotiation process?
A) The baseline used to measure progress in the negotiation process
B) The sum of values you wish to achieve
C) Your best alternative to use at the start of the negotiation process
D) The least attractive offer you are willing to accept
E) The complete range of negotiable benefits
Answer: D
Explanation: Determine the least-attractive offer you are willing to accept. Negotiators often refer to this as your reservation point.
LO: 2.5: Describe the importance of negotiation as a communication skill, and explain how to prepare for and conduct a negotiation.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

90) The overlap between your negotiation range and your assessment of the other party's negotiation range is referred to as _____.
A) a situation assessment
B) the bargaining zone
C) the reservation point
D) the target
E) a counter-offer
Answer: B
Explanation: When you compare your negotiation range with your best assessment of the other party's negotiation range, there ideally is some overlap, meaning there is room for negotiation, often called the bargaining zone.
LO: 2.5: Describe the importance of negotiation as a communication skill, and explain how to prepare for and conduct a negotiation.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

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91) Which of the following represents the negotiation outcome when the sum total of all the values involved is fixed and the negotiations are based on how to divide those fixed values?
A) Distributive negotiations
B) Mediation
C) Targeting
D) Integrative negotiations
E) Anchor amounts
Answer: A
Explanation: In some negotiations, the sum total of all the values involved is fixed, and the parties are negotiating on how to divide the pie, so to speak. These situations are known as distributive negotiations.
LO: 2.5: Describe the importance of negotiation as a communication skill, and explain how to prepare for and conduct a negotiation.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

92) Which negotiation tactic allows both parties to bring other options, such as incentives, to create more cooperative negotiations that are focused on long-term mutual success?
A) Targeting
B) Integrative
C) Distributive
D) Anchored
E) Mediation
Answer: B
Explanation: In contrast to distributive negotiations, in integrative negotiations the parties can bring more to the table and create deals that work out better for both sides. These types of negotiations tend to be more cooperative and focused on long-term, mutual success.
LO: 2.5: Describe the importance of negotiation as a communication skill, and explain how to prepare for and conduct a negotiation.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

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93) When the first offer establishes an anchor, how is the anchor used in the negotiation process?
A) Anchors are used to adjust the first offer.
B) Anchors are the final offer from one side.
C) Anchors establish the basis that all subsequent offers work from.
D) Anchors are the sum total of all values in the negotiation process.
E) Anchors represent the bargaining zone to be used in the negotiation process.
Answer: C
Explanation: Whoever makes it, the first offer establishes an anchor that all subsequent negotiations work from.
LO: 2.5: Describe the importance of negotiation as a communication skill, and explain how to prepare for and conduct a negotiation.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

94) Which of the following is an offer made to adjust the anchor offer?
A) Target
B) Reservation point
C) Boundary
D) Counteroffer
E) Grievance
Answer: D
Explanation: If the other party makes the first offer, your next move is to make a counteroffer. This serves two purposes. The first is letting the other party know that you are willing and prepared to negotiate. The second is adjusting the anchor established by the first offer.
LO: 2.5: Describe the importance of negotiation as a communication skill, and explain how to prepare for and conduct a negotiation.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

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95) Which of the following is made when one party in the negotiation process makes an offer that must be accepted, or they will walk away from the process?
A) Reservation point
B) Mediation offer
C) Target
D) Counteroffer
E) Final offer
Answer: E
Explanation: When one side makes its final offer, the other side then decides to accept it or walk away.
LO: 2.5: Describe the importance of negotiation as a communication skill, and explain how to prepare for and conduct a negotiation.
AACSB: Interpersonal relations and teamwork
Difficulty: Easy
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

96) If the other party makes the first offer, you should be prepared to adjust the anchor with a counteroffer.
Answer: TRUE
Explanation: If the other party makes the first offer, make a counteroffer to signal that you are prepared to negotiate and to reset the anchor.
LO: 2.5: Describe the importance of negotiation as a communication skill, and explain how to prepare for and conduct a negotiation.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Application
Learning Outcome: Describe best practices in team and interpersonal communication

97) You should prepare for negotiations by being ready to drive a hard bargain and using tough negotiating skills.
Answer: FALSE
Explanation: Prepare for a negotiation by understanding and clarifying your position, evaluating the other party's position, and assessing the situation.
LO: 2.5: Describe the importance of negotiation as a communication skill, and explain how to prepare for and conduct a negotiation.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Critical thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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98) Negotiations should be an ethical process that combines cooperation and competition.
Answer: TRUE
Explanation: Recognize that negotiation should be an adaptable and ethical process that combines cooperation and competition in varying degrees, depending on the situation.
LO: 2.5: Describe the importance of negotiation as a communication skill, and explain how to prepare for and conduct a negotiation.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Concept
Learning Outcome: Describe best practices in team and interpersonal communication

99) Discuss some of the issues you might negotiate as you begin your career.
Answer: Negotiation is a valuable skill that will serve you throughout your career, and achieving many of your professional and organizational goals will depend in some degree on negotiation. When beginning your career, you might negotiate the starting salary, benefits such as a company car, laptop, or mobile phone, paid time off, working remotely, or other aspects of the position before you accept a job offer. When you are working, you might negotiate workloads or project assignments with your boss, negotiate prices with a supplier, and negotiate shares of ownership in a new company.
LO: 2.5: Describe the importance of negotiation as a communication skill, and explain how to prepare for and conduct a negotiation.
AACSB: Interpersonal relations and teamwork
Difficulty: Moderate
Classification: Application
Learning Outcome: Describe best practices in team and interpersonal communication

100) Describe the characteristics that make people better negotiators.
Answer: Although the media, movies, and leaders in both politics and business often extol the virtues of being a tough negotiator, it's a mistake to conclude that the best negotiators are aggressive, belligerent, take-no-prisoners types. To the contrary, research indicates that higher emotional intelligence, which leads to greater self-control and generally makes people more likable, makes people better negotiators. Such individuals are better able to monitor and manage their own emotions, and their positive approach promotes a cooperative spirit that can lead to more win-win outcomes.
LO: 2.5: Describe the importance of negotiation as a communication skill, and explain how to prepare for and conduct a negotiation.
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