Business Communication Polishing Your Professional Presence 3rd edition Shwom Test Bank

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MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

1) Passive listening means _____. 1) _____
A) actively working to understand the information a speaker is providing
B) responding to a speaker to acknowledge understanding
C) focusing attentively on what a speaker says
D) hearing information without actively paying attention to ensure understanding
E) trying to interpret the information presented by a speaker

2) Which of the following is one of the categories of active listening skills? 2) _____
A) Evaluating
B) Interrupting
C) Describing
D) Implying
E) Conveying

3) The active listening skills used when you listen to the spoken word are _____ when you "listen" to what people say in their writing. 3) _____
A) inapplicable
B) rarely used
C) equally useful
D) far less effective
E) much more required

4) _____ involves analyzing the meaning of what you hear, read, or see to determine its intention. 4) _____
A) Passive listening
B) Nonverbal communication
C) Listening comprehension
D) Telecommuting
E) Interpretation

5) Body language, posture, and gestures _____. 5) _____
A) only express attitudes of shame or uncertainty
B) reveal little about the attitude of the speaker
C) can help you interpret attitude without listening to any words
D) should be interpreted without regard to facial expressions
E) must be interpreted independent of cultural context

6) Research suggests that focusing on the entire face, including both eyes and the mouth, when reading facial expressions is primarily done by people from _____. 6) _____
A) Germany B) Japan C) China D) Korea E) Malaysia

7) Paraphrasing to ensure understanding _____. 7) _____
A) involves repeating exactly what you heard in the same words, to make sure you didn't mishear any of the words
B) is less complicated than asking questions
C) requires asking for clarification
D) means asking straightforward questions about what was said
E) can help you understand the emotional content behind a statement

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8) Which of the following is a question that is recommended to ask when analyzing your audience? 8) _____
A) How can I avoid questions and objections from the audience?
B) Why will they be interested in what you are saying?
C) What are the points that you do not want to communicate?
D) How quickly can the speech be completed?
E) What objectives do you want to achieve from your communication?

9) People who have the ability to perceive and understand the emotions of others are said to have what? 9) _____
A) The power of persuasion
B) Interpersonal communication expertise
C) Emotional intelligence
D) Maturity
E) Synchronous skills

10) What is the first step in improving active listening skills? 10) _____
A) Actively work to evaluate content
B) Responding to acknowledge understanding
C) Actively work to interpret content
D) Repeating keywords and phrases back to the speaker
E) Focusing attentively on what a speaker says

11) A message that is conveyed through something other than words uses what type of communication technique? 11) _____
A) Indirect
B) Interpretive
C) Passive
D) Nonverbal
E) Comprehensive

12) Critically reviewing and judging what you hear takes place when _____ communication. 12) _____
A) evaluating
B) hearing
C) comprehending
D) paraphrasing
E) interpreting

13) Which step in the listening process initiates the next step in the conversation? 13) _____
A) Hearing
B) Evaluating
C) Focusing on your audience
D) Interpreting
E) Responding

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14) Which of the following represents the idea that listening can be self- directed? 14) _____

A) A communicator should always consider the communication from the audience's point of view.
B) A communicator should strive to make sure his or her ideas are understood clearly, and utilized, in the workplace.
C) A communicator should develop an outline to ensure all key ideas are covered.
D) A communicator should take cultural bias into consideration while listening.
E) A communicator should understand his or her own nonverbal signals.

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

15) Listening is widely considered to be one of the most important communication skills. 15) _____

16) Understanding the meaning of an email message uses totally different skills than understanding the meaning of a conversation. 16) _____

17) Listening comprehension refers to how well you hear what is being said. 17) _____

18) Interpretation involves analyzing the meaning of what you hear, read, or see. 18) _____

19) An empathetic listener focuses on the literal content of the communication but not on the emotional content. 19) _____

20) Tone of voice is not considered a form of nonverbal communication. 20) _____

21) All cultures around the world interpret facial expressions the same way. 21) _____

22) Observing behavior can help you interpret meaning, especially if the behavior is inconsistent with a spoken statement. 22) _____

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

23) Describe a business situation in which passive listening could lead to a costly mistake.

24) Carol approaches a coworker, shaking her head as she does so. With a frown on her face, she angrily asks, "Did you finish the report yet?" Describe the nonverbal communication in this situation. How does it impact the meaning of Carol's words.

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

25) A good interpersonal communicator _____. 25) _____

A) invites the audience to respond after concisely making his or her point
B) avoids asking questions that are designed to involve the audience in the conversation
C) engages in lengthy monologues
D) fights off interruptions from the audience to hold onto "the floor"
E) limits emails and texts

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26) Unambiguous language _____. 26) _____
A) should be avoided for the sake of clarity
B) has only one meaning
C) can confuse the listener
D) is likely to lead to errors
E) means different things to different people

27) Using a strong and positive tone of voice will _____. 27) _____
A) undermine your persuasiveness
B) lead the audience to believe that you doubt what you are saying
C) come across as arrogant, and is not recommended
D) make your audience receptive to your ideas
E) cause you to sound hesitant

28) When nonverbal signals reinforce your words, _____. 28) _____
A) your nonverbal communication carries less weight than your words
B) listeners have greater recall
C) you undermine your persuasiveness
D) your audience will not have confidence in your words
E) your cues conflict with your message

29) Use of which of the following specific types of language is recommended as a strategy for productive communication? 29) _____
A) Provocative questions
B) Biased language
C) Trigger words
D) Unambiguous language
E) Accusatory language

30) Which of the following statements regarding "I" language is true? 30) _____
A) "I" language is egotistical, and discourages dialogue with the other person.
B) "I" language focuses on how you respond to or feel about the other person's behavior.
C) "I" language always discourages the audience.
D) "I" language is accusatory and assigns blame.
E) You shouldn't start a sentence with "I," as this will make your audience think that you are egotistical.

31) Genuine requests for information and opinion fall under the category of _____ questions. 31) _____
A) accusatory
B) biased
C) trigger
D) authentic
E) symbolic

32) According to David Novak, Chairman, CEO, and President of Yum Brands, what is the best way to give feedback? 32) _____
A) Include transition words such as "and" or "but."
B) Start with the most negative information first.
C) Start with the most positive comments first.
D) Start by identifying what is being done well.
E) Mix negative feedback between positive feedback.

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33) Which of the following statements includes a hedge? 33) _____
A) I may be wrong, but I think that merging the departments might be a good idea.
B) Merging the departments is definitely the way to go.
C) We can merge the departments, can't we?
D) Pardon me for interrupting, but we should merge the departments.
E) Let's merge the departments.

34) How can a communicator develop communication that focuses on the audience? 34) _____
A) By considering barriers that will prevent the audience from listening carefully
B) By eliminating the need for questions
C) By stressing personal interests and areas of knowledge
D) By using the same method of connecting with each audience member
E) By limiting the opportunity to discuss objections

35) Which of the following is most likely to trigger a positive response by the audience? 35) _____
A) Trigger words
B) Biased language
C) Provocative questions
D) Accusatory language
E) "I" language

36) Which type of words or phrases tend to be viewed as exaggerations? 36) _____
A) Biased
B) Accusatory
C) Trigger
D) Provocative
E) Authentic

37) When a supervisor has to criticize the work of a subordinate, what type of technique will help the subordinate be more receptive to the information? 37) _____
A) Using ambiguous language
B) Sending mixed signals by using nonverbal cues that lets the employee know the issue isn't really critical, while using strong words to describe the issue
C) Using accusatory language so there will be no misunderstanding
D) Using biased language
E) Phrasing the comment as positively as possible

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

38) Asking "What do you think?" at the end of a presentation is not recommended, as it is too simple a question to move the discussion forward. 38) _____

39) Recent research has shown that job candidates who mirror the interviewer's body language are perceived as offensive. 39) _____

40) Biased language suggests prejudice, prejudgment, or disrespect. 40) _____

41) Accusatory language focuses negative attention on the issue rather than on the person. 41) _____

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ESSAY. Write your answer in the space provided or on a separate sheet of paper.

42) As you're packing up to leave the office on a Friday afternoon, your boss tells you that she'd like a status report from you as soon as possible. You head out for the weekend and complete the status report first thing Monday morning. When your boss receives it, she complains that she needed it sooner. How could you have avoided this breakdown in communication?

43) Describe how to best approach your colleague to get him to listen to your request.

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

44) Which of the following is one of the most costly problems in a workplace? 44) _____
A) Conflict
B) Turnover
C) Lack of communication
D) Poorly done presentations
E) Limited listening skills

45) What type of conflict is the result of differences in understanding content or tasks? 45) _____
A) Short- term
B) Relational
C) Affective
D) Cognitive
E) Cultural

46) Teams that are typically high performing are likely to experience _____ conflict during the collaboration process. 46) _____
A) cultural
B) relational
C) affective
D) short- term
E) cognitive

47) Conflict that is the result of differences in personalities is said to be _____ conflict. 47) _____
A) short- term
B) affective
C) cognitive
D) relational
E) cultural

48) Which of the following statements is most likely to be true regarding accusatory language? 48) _____
A) It focuses on your perception rather than assigning blame.
B) It is least likely to trigger emotional response.
C) It helps you paraphrase your understanding.
D) It focuses negative attention on the person rather than on the issue.
E) It encourages dialogue with the other person.

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49) Which of the following is an example of an affective conflict? 49) _____
A) Two employees having different ideas about how to reach a sales goal
B) Two colleagues becoming personally annoyed at each other after a contentious meeting
C) Two coworkers disagreeing about the best way to market a new product
D) Two managers with conflicting opinions on how best to trim the company's budget
E) Two interns with differing ideas on how to complete a task

50) People who collaborate _____. 50) _____
A) rarely have conflicts arise due to working with different goals in mind
B) cannot function unless they have different goals
C) need to recognize that they may be motivated by different goals
D) need to find solutions that address only one goal
E) are always motivated by the same goals

51) Conflicts that arise from people just not getting along, and not working very hard to overcome their differences, are said to be caused by _____. 51) _____
A) ego issues
B) differences of opinion
C) lack of information
D) competing goals
E) relational issues

52) Relational conflicts _____. 52) _____
A) will simply go away if you ignore them
B) can only be solved by using accusatory rather than neutral language
C) cannot be helped by mediation or intervention from supervisors
D) have caused employees to reduce their commitment to the job
E) may be a nuisance but have no real business costs

53) _____ threaten someone's sense of personal identity or self- image. 53) _____
A) Relational differences
B) Faulty assumptions
C) Competing goals
D) Ego conflicts
E) Differences of opinion

54) If you are involved in an affective conflict, you should _____. 54) _____
A) use accusatory rather than neutral language to resolve the conflict
B) compete to win as a means of managing the conflict
C) address the emotional issues before productively discussing the content of your work
D) frame your comments negatively while expressing your point of view
E) choose to avoid a confrontation and deny that the problem exists

55) Avoiding a conflict instead of addressing it _____. 55) _____
A) is never a good choice
B) should not be done if it interferes with productivity
C) tends to lead to the conflict improving on its own
D) usually results in a win- win situation
E) is a poor choice if you think you have no chance of resolving the conflict to your satisfaction

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56) Which of the following approaches to resolving conflicts is most likely to result in quick solutions, but often leads to relational conflicts? 56) _____
A) Compromise
B) Accommodate
C) Avoid confrontation
D) Collaborate to find the best solution
E) Compete to win

57) Collaboration _____. 57) _____
A) usually results in a lose- lose situation
B) is a good way to achieve workable solutions under time pressure
C) ensures buy- in from all parties
D) results in an "I win, you lose" outcome
E) usually leads to relational conflicts

58) If people make decisions without all needed information, what type of conflict will be the likely result? 58) _____
A) Ego issues
B) Differences of opinion
C) Relational issues
D) Competing goals
E) Faulty assumptions

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

59) A cognitive conflict is the one that arises from differences in personalities and relationships rather than from differences in understanding content or tasks. 59) _____

60) Analyzing the cause of a conflict serves no useful purpose. 60) _____

61) Groupthink is a phenomenon in which a group reaches a decision by eliminating all critical thinking that threatens consensus. 61) _____

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

62) Discuss some of the ways in which one can deal with relational differences in the workplace.

63) Discuss the costs of conflict in the workplace.

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

64) Learned and shared patterns in a group or society is referred to as _____. 64) _____
A) ego
B) stereotypes
C) respect
D) culture
E) ethnocentrism

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65) Which of the five dimensions of culture represents the values of a particular culture? 65) _____
A) Power distance
B) Uncertainty avoidance
C) Individualism versus collectivism
D) High context versus low context
E) Ethics

66) Which cultural dimension reflects how people deliver, receive, and interpret messages? 66) _____
A) Power distance
B) Stereotypes
C) Context
D) Individualism
E) Ethnocentrism

67) Which of the following terms refers to an oversimplified image or generalization of a group? 67) _____
A) Cultural stereotype
B) Ethnocentrism
C) Uncertainty avoidance
D) Power distance
E) Quality circle

68) In today's business world, learning about other cultures is _____. 68) _____
A) necessary
B) interesting but of no real business concern
C) not required
D) optional
E) ill- advised

69) In a high- context culture _____. 69) _____
A) people tend to get right to the point
B) people use explicit language to communicate a message
C) people use unambiguous language to communicate
D) people rely on subtle cues
E) direct conversation is the norm

70) Which of the following terms best represents a culture that values punctuality and efficiency? 70) _____
A) Collectivist culture
B) Monochronic culture
C) High- context culture
D) Low- context culture
E) Polychronic culture

71) Which type of culture puts the good of the group before individual interests? 71) _____
A) Collectivist
B) High context
C) Monochronic
D) Individualism
E) Polychronic

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72) In which type of culture is the relationship valued more than punctuality and efficiency? 72) _____
A) Polychronic
B) Power distance
C) Time oriented
D) Collectivist
E) Egocentric

73) According to Hofstede, cultures with high _____ are formal and hierarchical, and have clear separation between superiors and subordinates. 73) _____
A) context
B) uncertainty avoidance
C) time orientation
D) power distance
E) collectivism

74) Cultures that rely heavily on rituals, rules, and codes of conduct are high in _____. 74) _____
A) collectivism
B) uncertainty avoidance
C) ethnocentrism
D) context
E) power distance

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

75) A collectivist culture puts the needs of the group before individual interests. 75) _____

76) All cultures have the same ethical values. 76) _____

77) Using ethnocentrism when dealing with coworkers from other cultures is most appropriate in a U.S.- based environment. 77) _____

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

78) Discuss measures taken by Apple to minimize ethical problems when working with partners in countries whose ethical practices differ from those in the United States.

79) Explain the concept of power distance, and how power distance affects the workplace.

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

80) Which of the following best describes a team? 80) _____
A) A defined unit within a division or department, within an organization
B) All employees who report to the same supervisor
C) Two or more people with a common goal but individual areas of responsibility
D) Two or more people with a similar skill set working towards the completion of a predetermined goal
E) Two or more people with a shared commitment and collaboration towards a common goal

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81) Within a team, the _____ represent(s) the shared vision of success. 81) _____
A) goal
B) leadership
C) formation
D) standards
E) expected results

82) The team's success is measured by results. Which of the following will help to organize the team to achieve those results? 82) _____
A) Effective communication systems
B) A team leader who is responsible for work not completed by other team members
C) Feedback at the completion of the goal.
D) Joint roles
E) Group contribution

83) According to Tuckman, teams in the forming stage of development usually have _____. 83) _____
A) problems that are not easy to resolve
B) very little conflict
C) strong conflict management skills
D) consensus in decision making
E) strong collaborative efforts

84) The ability to manage conflict and establish a consensus about communication and accountability usually occurs in which stage of Tuckman's process? 84) _____
A) Leading
B) Standardization
C) Goal setting
D) Norming
E) Teaming

85) Which of the following is an indication of effective leadership skills? 85) _____
A) Using a flexible timeline to allow for unforeseen events
B) Allowing team members to resolve differences in their own way
C) Encouraging positive collaboration
D) Assigning tasks only to those most capable of handling the task
E) Keeping the group focused on the most immediate task

86) Which of the following best describes the best use of a Gantt chart? 86) _____
A) To establish a timeline and track progress
B) To delegate responsibility
C) To encourage collaboration
D) To assign tasks equitably
E) To create a supportive climate

87) What can be done to ensure all group members plan appropriately for a meeting? 87) _____
A) Assign a note taker
B) Distribute an agenda in advance
C) Create an agenda
D) Assign a timekeeper
E) Plan for follow- up

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88) Which of the following will serve to keep the meeting on track and prevent unproductive tangents? 88) _____
A) Plan for follow- up.
B) Create an agenda.
C) Assign a timekeeper.
D) Assign a note taker.
E) Distribute an agenda in advance.

89) Which type of social media tools can help people brainstorm and get feedback on new ideas? 89) _____
A) ThoughtFarmer
B) Google Docs
C) wikis
D) Facebook
E) microblogs

90) Which of the following would show support and provide encouragement to teammates? 90) _____
A) Focus on the commitment to the team goals
B) Use collaborative writing
C) Focus on improvements
D) Identify how individual contributions support the larger team effort
E) Support team decisions

91) When working to create a collaborative working climate, how can a team member encourage participation in decision making? 91) _____
A) Assume other team members will take over the work of less productive members.
B) Focus on quality.
C) Make productive suggestions to improve team results.
D) Support team decisions.
E) Listen without criticism or judgment.

92) What can a meeting organizer do to ensure everyone understands deadlines and agreed- upon actions? 92) _____
A) Follow an agenda.
B) Include minutes from the previous meeting.
C) Include a wrap- up as the last item on the agenda.
D) Be sure everyone has a copy of the agenda before the meeting begins.
E) Use a time keeper during the course of the meeting.

93) How can a team leader help to resolve conflict within the group? 93) _____
A) Use a Gantt chart to map out conflict resolution ideas.
B) Require fact- based judgments for all decisions made by the group.
C) Schedule regular meetings to keep employees and projects on track.
D) Listen carefully and offer an impartial resolution.
E) Require those in conflict to work on a project together so they can appreciate individual talents.

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94) Which of the following will help teams learn collectively, fix issues quickly, and ensure that the best ideas are put into action? 94) _____
A) Dividing the work equitably
B) Using predetermined team standards
C) Using a storming technique
D) Having clearly defined roles and areas of expertise
E) Trying out new strategies and ideas

95) According to the model first proposed by Tuckman, which of the following occurs during the storming stage of team development? 95) _____
A) Team members work collaboratively.
B) Team members experience conflict and tension.
C) Team members discuss and resolve problems.
D) Team members achieve a high level of productivity.
E) Team members decide to create standards about communication and accountability.

96) Teams _____. 96) _____
A) benefit the group as a whole but not the individual members
B) must involve at least three people
C) are rarely effective in accomplishing a goal
D) collaborate in their efforts to achieve a specific common goal
E) are not as important today as they were 20 years ago

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

97) Good teams are results- oriented, meaning the team's success is measured by results, not effort. 97) _____

98) The storming stage of team development begins when team members start to manage conflict and establish a consensus about how to work together efficiently. 98) _____

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

99) Why is teamwork important in today's organizations, and to individual performers?

100) Identify five considerations for assembling an effective team and discuss best practices for each.

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1) D
2) A
3) C
4) E
5) C
6) A
7) E
8) B
9) C
10) E
11) D
12) A
13) E
14) E
15) TRUE
16) FALSE
17) FALSE
18) TRUE
19) FALSE
20) FALSE
21) FALSE
22) TRUE
23) Students' answers will vary. Failing to listen actively can result in mishearing, misinterpreting, misunderstanding, and misremembering. For example, while discussing some products that your boss wants you to order, he can say that he would like to have the items the next day, but the expedited shipping is just too costly. If you're not paying close attention, you might just focus in on your boss saying he would like to have them the next day and accrue expensive shipping charges he specifically didn't want. Another situation can be a meeting of three people in which various project tasks are discussed. If you're not listening closely, or bothering to verify who is supposed to do what, multiple people might do the same tasks leading to wasted effort and possibly expense, and other tasks might get left undone.
24) Nonverbal communication refers to messages that are conveyed through something other than words, like tone of voice, emphasis on words, facial expressions, gestures, body language, or other behavior. The question "Did you finish the report yet?" is direct but nonthreatening, if asked in a calm tone of voice with an indifferent expression on the face. When asked in an angry tone, with a frown, emphasizing the word "yet," while shaking the head, it becomes much more inflammatory. The nonverbal cues suggest a tone of judgment that the report should have already been completed, as well as scorn and anger that this is not yet done.
25) A
26) B
27) D
28) B
29) D
30) B
31) D
32) D
33) A
34) A
35) E
36) C
37) E
38) FALSE
39) FALSE

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40) TRUE
41) FALSE
42) The problem is most likely a difference in the interpretation of "as soon as possible." The boss seems to have intended the report to be completed before the employee leaves on Friday or at some point over the weekend. The employee interprets the statement to mean as soon as she is back in the office again. There are two ways that this could have been avoided. The employee could have been an active listener, and responded to acknowledge her understanding of what was said. If the employee had asked, "OK, so do you want this report from me first thing Monday morning?" the boss would have corrected this misinterpretation and said clearly when she actually needed it. The other way to avoid this issue would have been for the boss to refrain from using an ambiguous term like "as soon as possible," that is so open to interpretation. If she had specified that she needed it that afternoon or by Sunday morning, etc., this problem would also have been avoided.
43) Your colleague is focusing on something else, which will likely prevent him from listening carefully. If you begin by describing your project in great detail, he will probably tune you out. Instead, briefly describe what you want in such a manner that he understands why you are communicating. To prevent him from objecting that he is too busy, you may also add "I don't think it will take much time, but if it does, I'll be glad to help you on your project, too." Offering to return the favor by helping him on his current project or at some future point will help overcome his resistance. At this point, your colleague will be ready to listen.
44) A
45) D
46) E
47) B
48) D
49) B
50) C
51) E
52) D
53) D
54) C
55) B
56) E
57) C
58) E
59) FALSE
60) FALSE
61) TRUE
62) Relational differences will not simply go away if you ignore them, so avoidance is not a recommended option. If you are involved in an affective conflict—one that focuses on relationships or ego—you will need to address the emotional issues before you can productively discuss the content of your work. When you do have a personality conflict with someone, explore the ways that you can resolve it. Pick your battles, and argue only about things that make a real difference. Ask if you can meet to discuss the cause of the conflict, being sure to listen actively by focusing on content rather than personality issues. Paraphrasing may be helpful here, since by restating what you think the person is saying, you may get clarification on what he really means. The other person may also see how what he intended by his words is not how they were perceived by the listener. Use neutral rather than accusatory language, so as not to put the other person on the defensive or shut down the discussion altogether. Framing some of your comments in "I" language will focus on how you feel about the other person's behavior. This can open the other person's eyes to things he wasn't aware of and may help improve the situation.

Business Communication Polishing Your Professional Presence 3rd edition Shwom Test Bank

63) Conflict can include differences in opinion, disagreements about how to handle issues, complaints about performance or fairness, criticism about the behavior of others, and personality conflicts between people who just do not get along. Conflict is one of the most significant and costly problems in a workplace. A study by CPP, Inc., a company that specializes in conflict management, found that U.S. companies spend more than 2.8 hours per week addressing workplace conflict, which adds up to approximately $359 billion in paid hours per year. When companies do not effectively address conflict and workplace incivility, the negative emotions result in wasted time, loss of productivity, poor work performance, and decreased work effort, which are also costly to an organization. They may also lead to people leaving their jobs. In fact, a study of exit interviews from people who voluntarily left jobs found that more than 50 percent of all resignations resulted from unresolved interpersonal conflict. For every employee who leaves, a business needs to hire and train a new employee, which costs at least 1.5 times that employee's salary.
64) D
65) E
66) C
67) A
68) A
69) D
70) B
71) A
72) A
73) D
74) B
75) TRUE
76) FALSE
77) FALSE
78) Apple faced an ethical dilemma with one overseas partner. Like many other electronics and computer companies, Apple contracted with manufacturing facilities in countries, including China, where laborers are paid less than in the United States. This wage difference is not unethical. However, reports emerged that the people were forced to work seven days a week and often more than 10 hours a day. In addition, working conditions in these factories were unsafe, which led to explosions in two iPad factories in China, killing 4 people and injuring 77.

Was Apple responsible for the abusive working conditions and safety violations at these overseas facilities? Were the company's local contractors responsible? The ethical issues in this situation are complex. Apple has a supplier code of conduct that all suppliers agree to follow. And following the explosions in the two Chinese factories, Apple made a commitment to monitor the plants more closely. However, the abuses continued and critics accused Apple of ignoring reports of unsafe working conditions and of taking advantage of different ethical practices to increase profits. As Nicholas Ashford, a former chair of the National Advisory Committee on Occupational Health and Safety, said, "What's morally repugnant in one country is accepted business practices in another, and companies take advantage of that." Apple, however, contends that it does not want to take advantage of workers. CEO Tim Cook said that "We believe that workers everywhere have the right to a safe and fair work environment." To ensure this safe work environment, Apple engaged an intermediary—the independent Fair Labor Association—to conduct voluntary audits of all suppliers' facilities in China by inspecting the plants and interviewing workers. Apple's suppliers have agreed to abide by the results of the audits and to make changes in wages and working conditions.

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79) Power distance is the term Hofstede developed to describe how cultures perceive inequality and authority. In cultures with high power distance, organizations are formal and hierarchical, with a clear separation between superiors and subordinates. People are granted respect based on their position alone. In high- power- distance cultures, people typically expect to conduct business with others of equal rank. To send a junior executive to meet with a CEO would be considered an insult to the CEO.

    By contrast, cultures with low power distance believe in social equality and therefore have a more relaxed attitude about title and status. Seniority and age alone do not earn someone respect. Younger workers expect to be taken seriously and respected for the quality of their work despite their lower status. In low- power- distance cultures, people progress to a first- name basis much more quickly than in high- power- distance cultures.

    Although there is often a correlation between power distance and context, this is not always the case. For example, French culture is relatively low context and direct. However, the French have more respect for formality and authority than people from other low- context cultures, such as Canadians.

80) E
81) A
82) A
83) B
84) D
85) C
86) A
87) B
88) C
89) E
90) D
91) E
92) C
93) D
94) E
95) B
96) D
97) TRUE
98) FALSE
99) Teams are integral to an organization's success largely because one individual does not have all the skills needed to compete in today's business world. In addition, if a company needs to bring a product to market before a competitor does, it cannot wait for one or two people to do all the work involved. Instead, the company must rely on a well- coordinated team, with each person doing his or her part to achieve the common goal. Individuals benefit from teamwork, too. By working on a team, you will improve your interpersonal skills, expand your personal network, and use your best individual strengths while learning new skills from others.

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100) 1. How big should my team be? Create teams of three to five people, which are typically more productive than larger ones. Research in teamwork has shown that as teams grow larger, individuals contribute less effort. Appoint an odd number of people to eliminate the possibility of a 50/50 split if the team votes on a decision. Break into subteams to complete different parts of the project if you need more people on a team to complete a more complex project.

2. What are the skills needed to complete this team project effectively? Identify the work that needs to be done and the skills necessary for doing it. For example, if your project involves market research, identify who has experience conducting surveys.

3. Who has the time and resources to contribute effectively to the team project? Ask colleagues with area expertise to join the team or to recommend a substitute. You may have someone in mind, but if that person is too busy to do a good job on your team, get a personal recommendation for an alternative.

4. Who may be most interested in this topic (and therefore motivated to participate)? Consider prior experience and professional development. You may know someone who has worked on the topic before, or you might consider a new employee who you know is eager to learn about the topic.

5. Who is easy to work with? Consider interpersonal skills as well as project- specific skills. To do their project well, team members need more than just skills and knowledge. They also need to know how to work with others and be able to identify, confront, and resolve issues as they arise.

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