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

2) In participative management
A) employees are involved in the company's decision making.
B) all top-level managers participate in profit sharing.
C) teams are discouraged in favor of individual achievement.
D) an authoritarian management model is used.
E) managers have exclusive control.
Answer: A
Explanation: A) Participative management's aim is to improve decision making and efficiency by including employees in the decision-making process.
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Conceptual
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3) During the group development process, the _____ phase is reached when a consensus is reached and the team finds a solution that all members are willing to support.
A) orientation
B) emergence
C) brainstorming
D) reinforcement
E) conflict
Answer: B
Explanation: B) According to the textbook, teams evolve through the following five stages: orientation, conflict, brainstorming, emergence, and reinforcement. Consensus is reached when the team finds a solution that all members are willing to support (even if they have reservations).
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Synthesis
Learning Outcome: Describe best practices in team and interpersonal communication

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

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5) Which one of the following is an indication of a dysfunctional team role?
A) Encouraging
B) Compromising
C) Coordinating
D) Initiating
E) Diverting
Answer: E
Explanation: E) Controlling, withdrawing, attention seeking, and diverting are dysfunctional, self-oriented roles that mainly fulfill individual rather than team needs.
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Application
Learning Outcome: Describe best practices in team and interpersonal communication

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

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7) A hidden agenda refers to
A) a meeting agenda that is not revealed to others outside the meeting group.
B) individuals harboring motives, which they conceal from the rest of the group.
C) an agenda that members must look for before they can attend a meeting.
D) an approach to group dynamics that helps facilitate group functioning.
E) an agenda that is not shared until the meeting begins.
Answer: B
Explanation: B) A hidden agenda is an unexpressed plan that is harbored by one member of the group but unknown to the rest of the group. An example of a hidden agenda would be a team member who conceals his plans to depose the group leader and take over leadership of the group.
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

8) One member of a task force on which you serve is particularly good at helping other members get along and work through their differences. This individual plays a(n)
A) team-maintenance role.
B) task-oriented role.
C) self-oriented role.
D) coordinating role.
E) empathic role.
Answer: A
Explanation: A) Group members who fulfill a team maintenance role make sure that everyone in the group is focused on group tasks. These members spend time and energy to avoid conflicts and to make sure that group members don't feel resentful or bitter about group activities.
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Application
Learning Outcome: Describe best practices in team and interpersonal communication

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

10) _____ refers to working together to meet complex challenges.
A) Collation
B) Collaboration
C) Gathering
D) Dictating
E) Conspiring
Answer: B
Explanation: B) Collaboration (working together to solve complex problems) is an essential skill for knowledge workers in every profession.
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
AACSB: Reflective thinking
Difficulty: Easy
Classification: Conceptual
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11) _____ are informal standards of conduct that members share and that guide member behavior.
A) Norms
B) Expectations
C) Dynamics
D) Responsibilities
E) Robert's Rules of Order
Answer: A
Explanation: A) Productive teams tend to develop clear norms, which are informal standards of conduct that members share and that guide the behavior of the team's members.
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

12) In the _____ phase of team evolution, team members reach a decision and find a solution that is acceptable enough for all members to support (even if they have reservations).
A) orientation
B) reinforcement
C) conflict
D) brainstorming
E) emergence
Answer: E
Explanation: E) The emergence stage is the stage in which the group comes together and finds a solution to the problem it is attempting to solve that all find acceptable. Note that the solution may not be ideal in the minds of all group members, but it at least meets the minimum requirements of their approval.
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Conceptual
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13) Cross-functional teams perform several roles, even though they contain employees from the same department or division.
Answer: FALSE
Explanation: The reverse is true. A cross-functional team assembles employees from different departments with different skills for the expressed purpose of solving a single problem or addressing a single issue.
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
AACSB: Analytic thinking
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

14) In the phenomenon of groupthink, the team may arrive at poor-quality decisions and even act unethically.
Answer: TRUE
Explanation: Groupthink can lead a team into making disastrous decisions. The essence of groupthink usually lies in two dynamics: one person or a few people dominating the agenda, and others in the group who are afraid to speak up or drowned out when they do speak up. The result is a false consensus in which the group seems to have debated all of the important issues and arrived at an optimum outcome, when in reality the group saw only a small part of the entire picture and came to somewhat arbitrary, rather than informed, conclusions.
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
AACSB: Analytic thinking
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

15) Group members who play team-maintenance roles help everyone to work better together.
Answer: TRUE
Explanation: Every team needs at least one person to perform maintenance roles to make sure that team members are happy in their roles and that team organization and planning runs as smoothly as possible.
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
AACSB: Analytic thinking
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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

17) What are three potential disadvantages of working in teams?
Answer: While teams yield numerous benefits, it is important to recognize the possible drawbacks of working in teams. Groupthink occurs when team members value team harmony more than effective decision making. Some team members may have hidden agendas that can impede the team's progress. Finally, the cost of coordinating group activities can be unreasonably high.
LO: 2.1: List the advantages and disadvantages of working in teams, describe the characteristics of effective teams, and highlight four key issues of group dynamics.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

18) Writing for websites often involves the use of _____, which organize and control content and support teamwork.
A) wikis
B) shared workspaces
C) word processing software
D) content management systems
E) social networks
Answer: D
Explanation: D) Content management systems organize and control website content and include features that help team members work together on webpages and other documents.
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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

20) "Virtual offices" that give everyone on a team access to the same set of resources and information are called
A) instant messaging software.
B) videoconferencing systems.
C) shared workspaces.
D) extended databases.
E) wikis.
Answer: C
Explanation: C) A shared workspace allows everyone working on the team to access the same source materials, including databases, schedules, source materials, team-created documents, and other items. In some shared workspaces, team members create or edit documents collaboratively, with all team members able to view the document on their screen as changes are made.
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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

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

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

24) The primary difference between constructive feedback and destructive feedback is
A) constructive feedback is focused on the people involved.
B) destructive feedback is focused on the process and outcomes of communication.
C) constructive feedback can hurt people's feelings.
D) destructive feedback delivers criticism with no guidance for improvement.
E) constructive feedback includes a threat of consequences for failure.
Answer: D
Explanation: D) Constructive feedback sometimes called constructive criticism focuses on the process and outcomes of communication, not on the people involved. Destructive feedback delivers criticism with no guidance to stimulate improvement. The other answers are the opposite of what constructive and destructive feedback are about.
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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25) When a team that has never worked together collaborates on communication efforts,
A) it's important to give members time to bond before getting down to business.
B) there isn't time for team members get to know one another-work should begin immediately.
C) you should expect poor results.
D) members should always meet in person and never rely on meeting technologies.
E) members should avoid trying to reach consensus, since it is nearly impossible.
Answer: A
Explanation: A) Teams typically evolve through a number of phases on their way to becoming productive. One commonly used model identifies the phases a problem-solving team goes through as it evolves. The first one is orientation. Team members socialize, establish their roles, and begin to define their task or purpose. Team-building exercises and activities can help teams break down barriers and develop a sense of shared purpose. For geographically dispersed virtual teams, creating a "team operating agreement" that sets expectations for online meetings, communication processes, and decision-making can help overcome the disadvantages of distance. New teams can provide extraordinary results and reach a consensus if allowed to evolve.
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

26) During the _____ phase of group development, the team clarifies and summarizes the agreed-upon solution, and team members receive their assignments for carrying out the group's decision.
A) orientation
B) conflict
C) brainstorming
D) emergence
E) reinforcement
Answer: E
Explanation: E) Teams typically evolve through a number of phases on their way to becoming productive. Here is how one commonly used model identifies the phases a problem solving team goes through: Orientation, Conflict, Brainstorming, Emergence, and Reinforcement. In the reinforcement stage, the team clarifies and summarizes the agreed-upon solution. Members receive their assignments for carrying out the group's decisions, and they arrange for following up on those assignments.
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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27) One of the main advantages of collaboration via mobile devices is
A) a record of all comments.
B) limited involvement in the brainstorming process.
C) the ability to multitask.
D) transference of fixed-web collaboration efforts.
E) flexibility.
Answer: E
Explanation: E) Mobility lets workers participate in online brainstorming sessions, seminars, and other formal or informal events from wherever they happen to be at the time. This flexibility can be particularly helpful during the review and production stages of major projects, when deadlines are looming and decisions and revisions need to be made quickly.
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
AACSB: Information technology
Difficulty: Difficult
Classification: Synthesis
Learning Outcome: Describe best practices in team and interpersonal communication

28) An extranet is
A) a web-monitoring tool that provides an "extra net" of protection against malware and viruses.
B) a restricted website available to employees and to outside parties by invitation only.
C) another name for a social network such as LinkedIn or Facebook.
D) another name for the hidden internet, which standard search engines do not reach.
E) a network tool that allows employers to "ping" website users and monitor their activity.
Answer: B
Explanation: B) An extranet is a restricted site that is available to employees and to outside parties by invitation only. Answer A is a firewall or similar tool to protect computers against malware and viruses. Groupware is a general term for computer-based systems that let people communicate, share files, and connect using social networking tools.
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
AACSB: Information technology
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

29) The outcome of collaborative writing is usually inferior to what a single individual can produce.
Answer: FALSE
Explanation: The collective energy and expertise of the various team members can produce results that transcend what each individual could do alone.
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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30) Mobile devices aren't particularly useful for collaborative writing and other workplace communication projects.
Answer: FALSE
Explanation: Mobile devices add another layer of options for collaborative writing and other communication projects, particularly when used with cloud computing.
LO: 2.2: Offer guidelines for collaborative communication, identify major collaboration technologies, and explain how to give constructive feedback.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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

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32) Much of your workplace communication will occur during in-person or online meetings. If you're leading a meeting, you can help to make sure it's productive by
A) preparing carefully.
B) allowing anyone interested in the topic to attend.
C) limit participation during the meeting to supervisors.
D) minimize your participation during the meeting.
E) develop a flexible agenda.
Answer: A
Explanation: A) Meetings can be a waste of time if they aren't planned and managed well. You can help ensure productive meetings by preparing carefully, conducting meetings efficiently, and using meeting technologies wisely. Before the meeting begins, carefully select participants, identify the purpose of the meeting, and set the meeting's location and agenda. In some situations, when attempting to identify the purpose for a meeting or setting its agenda, you may decide that the purpose or agenda are unclear or inappropriate. In that case, cancel the meeting to avoid wasting people's time.
LO: 2.3: List the key steps needed to ensure productive team meetings.
AACSB: Reflective thinking
Difficulty: Difficult
Classification: Synthesis
Learning Outcome: Describe best practices in team and interpersonal communication

33) For a formal meeting, appoint one person to record a _____ to summarize the important highlights of the meeting.
A) detailed meeting agenda
B) set of meeting minutes
C) pro-forma meeting matrix
D) list of personal impressions
E) list of key opinions
Answer: B
Explanation: B) For a formal meeting, it's good practice to appoint one person to record the minutes, which are a summary of the important information and decisions from the meeting.
LO: 2.3: List the key steps needed to ensure productive team meetings.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Application
Learning Outcome: Describe best practices in team and interpersonal communication

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

35) Use of parliamentary procedure
A) tends to slow meetings down.
B) contributes to dissent among participants.
C) helps meetings run more smoothly.
D) is only useful for meetings with more than a dozen participants.
E) is used rarely by U.S. organizations.
Answer: C
Explanation: C) Parliamentary procedure is a tried-and-true method of running a meeting. Using parliamentary procedure often eliminates conflicts and minimizes resentment and misunderstandings. The advantage of parliamentary procedure is that it is a set of rules that everyone understands to be fair so there are no debates about how to resolve issues.
LO: 2.3: List the key steps needed to ensure productive team meetings.
AACSB: Reflective thinking
Difficulty: Difficult
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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

37) If you're the designated leader of a meeting,
A) don't interfere if the discussion departs from the goals of the meeting.
B) allow introverted participants to disengage from the meeting.
C) try to simply act as an observer, and let the meeting "run itself."
D) allow individuals to decide their individual roles.
E) follow a predetermined agenda.
Answer: E
Explanation: E) Effective meeting leaders keep the discussion on track, follow agreed-upon rules, encourage participation, participate actively, and close effectively. In meetings, it is natural for some people to be more involved and for some people to dominate the discourse. However, when extremes of these trends occur, the person running the meeting must take action. A participant may be fairly quiet during the meeting, for example, but it is not acceptable for that person to be completely disengaged. Similarly, a dominant participant who lets no one else get a word in edgewise must be managed, or the meeting will produce no meaningful results.
LO: 2.3: List the key steps needed to ensure productive team meetings.
AACSB: Reflective thinking
Difficulty: Difficult
Classification: Critical Thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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38) When planning a meeting, the group leader prepares a(n) _____ of items to discuss, topics to present, or decisions to make.
A) agenda
B) shortlist
C) roster
D) proforma
E) flow chart
Answer: A
Explanation: A) The agenda outlines what will actually take place during the meeting and the order in which topics will be covered. A well-written agenda adds structure to a meeting that greatly increases the chance of achieving group goals.
LO: 2.3: List the key steps needed to ensure productive team meetings.
AACSB: Reflective thinking
Difficulty: Easy
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

39) Formal meetings are conducted according to _____, a time-tested method for planning and running meetings effectively.
A) business etiquette
B) parochial protocols
C) Emily Post's Rules of Order
D) parliamentary procedure
E) majority rules
Answer: D
Explanation: D) Formal meetings are conducted according parliamentary procedure, a time-tested method for planning and running meetings effectively.
LO: 2.3: List the key steps needed to ensure productive team meetings.
AACSB: Reflective thinking
Difficulty: Easy
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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40) Which of the following would be a positive, productive way of using a mobile device during an important meeting, convention, or conference?
A) using the mobile device so the speaker cannot see it
B) working on other projects while listening to the speaker
C) checking your Facebook
D) tweeting key points from a convention speech
E) answering emails
Answer: D
Explanation: D) Tweeting key points from a convention speech or using your phone or tablet to jot down essential ideas and follow-up questions can be productive and respectful ways to use a device during a meeting. Checking personal social media sites or working on unrelated tasks will neither increase productivity nor show respect.
LO: 2.3: List the key steps needed to ensure productive team meetings.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Describe best practices in team and interpersonal communication

41) To ensure participants know what is expected of them, the meeting leader should
A) email each participant with their specific task(s).
B) distribute minutes, allowing for corrections.
C) summarize the discussion, noting those who contributed major points.
D) post a sign-up sheet for all tasks that need to be accomplished.
E) include all assignments for each participant in the meeting minutes.
Answer: E
Explanation: E) The specific format of the minutes is less important than making sure you record all the key information, particularly regarding responsibilities that were assigned during the meeting. Typical elements include all assignments of tasks to meeting participants.
LO: 2.3: List the key steps needed to ensure productive team meetings.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Synthesis
Learning Outcome: Describe best practices in team and interpersonal communication

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

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43) The main role of the meeting leader is to be passive and let others speak without interference.
Answer: FALSE
Explanation: Being passive is a mistake for a meeting leader. The leader should focus on keeping the agenda of the meeting on track and making sure that all parties and all views get a fair hearing.
LO: 2.3: List the key steps needed to ensure productive team meetings.
AACSB: Reflective thinking
Difficulty: Moderate
Classification: Application
Learning Outcome: Describe best practices in team and interpersonal communication

44) Once you have decided that a meeting is necessary, what four strategies can help you plan it effectively?
Answer: The first task is to decide whether the meeting will serve mostly informational or decision-making purposes, or whether it will be geared toward both. Next, meeting participants should be chosen carefully, limiting selections to those whose presence is essential. Then the venue and time must be selected and reserved. Finally, the meeting planner should develop a suitable agenda and distribute it among the participants several days before the meeting.
LO: 2.3: List the key steps needed to ensure productive team meetings.
AACSB: Reflective thinking
Difficulty: Difficult
Classification: Synthesis
Learning Outcome: Describe best practices in team and interpersonal communication

45) Which of the following meeting technologies would be most effective for negotiations, collaborative problem solving, and other complex discussions?
A) instant messaging
B) teleconference
C) telepresence
D) wiki
E) web links
Answer: C
Explanation: C) Complex interactions can be helped by employing all forms of communication, including voice, tone, facial gesture, and body language. Telepresence is the only medium that includes all of these features (other than an actual live meeting).
LO: 2.4: Identify the major technologies used to enhance or replace in-person meetings.
AACSB: Information technology
Difficulty: Difficult
Classification: Synthesis
Learning Outcome: Describe best practices in team and interpersonal communication

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

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

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48) Conducting successful meetings by phone or online
A) is much easier than doing so face-to-face.
B) is virtually impossible.
C) dramatically reduces the distractions participants must overcome.
D) requires extra planning before the meeting and more diligence during the meeting.
E) eliminates the need for anyone to take minutes.
Answer: D
Explanation: D) Conducting successful meetings over the phone or online requires extra planning before the meeting and more diligence during the meeting. Because virtual meetings offer less visual contact and nonverbal communication than in-person meetings, leaders need to make sure everyone stays engaged and has the opportunity to contribute. Paying attention during online meetings takes greater effort as well. Participants need to stay committed to the meeting and resist the temptation to work on unrelated tasks. So it is harder, but not impossible, to do it. It also increases distractions and does not eliminate the need for someone to take minutes.
LO: 2.4: Identify the major technologies used to enhance or replace in-person meetings.
AACSB: Information technology
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Describe best practices in team and interpersonal communication

49) One advantage of virtual meetings is
A) the elimination of subtleties such as hand gestures.
B) the ability to conduct product demonstrations.
C) the realistic conference feel.
D) limited participants.
E) wider access to expertise.
Answer: E
Explanation: E) Holding virtual meetings can dramatically reduce costs and resource usage, reduce wear and tear on employees, and give teams access to a wider pool of expertise.
LO: 2.4: Identify the major technologies used to enhance or replace in-person meetings.
AACSB: Information technology
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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50) One of the simplest forms of virtual meetings is
A) instant messaging.
B) virtual whiteboards.
C) video conferencing.
D) webinars.
E) idea campaigns.
Answer: A
Explanation: A) Instant messaging (IM) and teleconferencing are the simplest forms of virtual meetings.
LO: 2.4: Identify the major technologies used to enhance or replace in-person meetings.
AACSB: Information technology
Difficulty: Easy
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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

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

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

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54) Some people use _____ to tune out anything that doesn't conform to their beliefs or their self-images.
A) empathetic listening
B) constricted listening
C) egocentric listening
D) active listening
E) defensive listening
Answer: E
Explanation: E) 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: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

55) 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: C) 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: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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56) 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: B) 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: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Application
Learning Outcome: Describe best practices in team and interpersonal communication

57) Within 48 hours, people tend to forget approximately _____ percent of what was said in a 10-minute conversation.
A) 10
B) 25
C) 50
D) 75
E) 90
Answer: C
Explanation: C) Since people tend to forget half of what they hear, it is important to focus on clarity when you are speaking. It is also important to recognize that you are likely to forget a substantial portion of what you hear, so the important points that a speaker makes should be reviewed and made clear.
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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58) The first step in the basic listening process is
A) receiving the message.
B) interpreting the message.
C) evaluating the message.
D) encoding the message.
E) decoding the message.
Answer: A
Explanation: A) Interference with the physical reception of a message includes noise, distraction, poor hearing, or failing to focus or pay attention.
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

59) Selective listening refers to
A) a highly focused form of listening.
B) letting one's mind wander until something personally relevant is said.
C) a form of defensive listening.
D) listening only long enough to form an opinion.
E) a timesaving technique in which you ignore at least 25% of what is being said.
Answer: B
Explanation: B) Selective listening occurs when the listener tends to tune in and tune out rather than listen consistently. In almost every case, the listener is at fault in engaging in selective listening for failing to focus. However, in some instances, the speaker can also share some of the responsibility for the confusion by speaking in a rambling or incoherent manner that makes it difficult for the listener to follow.
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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60) The goal of _____ is to understand and evaluate a speaker's message based on elements such as logic, evidence, and validity, as well as the speaker's intentions and motives.
A) defensive listening
B) content listening
C) critical listening
D) empathetic listening
E) selective listening
Answer: C
Explanation: C) The goal of critical listening is to understand and evaluate the meaning of the speaker's message on several levels: the logic of the argument, the strength of the evidence, the validity of the conclusions, the implications of the message, the speaker's intentions and motives, and the omission of any important or relevant points.
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

61) In part, poor 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: A) 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: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Critical Thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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62) To overcome barriers to effective listening, the listener should
A) use selective listening.
B) rely on prejudgment.
C) limit the use of categorization.
D) interrupt often to ask questions.
E) use visualization techniques.
Answer: E
Explanation: E) 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: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Critical Thinking
Learning Outcome: Describe best practices in team and interpersonal communication

63) 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: C) 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: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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64) Using mnemonics (such as acronyms or rhymes) to help remember important information shared during a meeting
A) is a waste of time.
B) works only if you have special training.
C) requires that you stop everyone from speaking so you can repeat what you hope to remember.
D) can be a useful strategy.
E) is far more effective than writing the information down.
Answer: D
Explanation: D) Mnemonics is one technique to help store information in long-term memory. You can create mnemonics such as acronyms or rhymes. One example of a mnemonic is "Please Excuse My Dear Aunt Sally" for following algebra rules (Parentheses, Exponents, Multiplication, Division, Addition, and Subtraction). As one can see, it is not a waste of time, and you do not need special training.
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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

66) List at least three benefits of effective listening in business.
Answer: Effective listening strengthens organizational relationships, alerts an organization to opportunities for innovation, and allows the organization to manage growing diversity both in the workforce and in the customers it serves.
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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67) List at least three strategies to keep your mind from wandering while listening to a speaker.
Answer: Although people can think faster than they (and others) can speak, several techniques can help. They include lowering barriers to physical reception, focusing on the speaker, analyzing what you hear, and keeping an open mind.
LO: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

68) 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: 2.5: Identify three major modes of listening, describe the listening process, and explain the problem of selective listening.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Critical Thinking
Learning Outcome: Describe best practices in team and interpersonal communication

69) 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: D) Nonverbal signals are powerful, but they aren't infallible, particularly if you don't know a person's normal behavior patterns.
LO: 2.6: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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70) According to the theory of nonverbal communication, 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: D) 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. This requires, for example, not being alarmed by an unexpected hug from a person from another culture, or feeling miffed when your audience fails to return your handshake vigorously.
LO: 2.6: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

71) 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: A) Nonverbal signals play a vital role in communication because they can strengthen a verbal message, weaken a verbal message, or replace words entirely.
LO: 2.6: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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72) When it comes to nonverbal communication,
A) culture does not influence how signals are interpreted.
B) the sender—rather than the receiver—gets to determine what signals mean.
C) it pays to be careful, since others might interpret things very differently than you intended.
D) eye contact is a universal symbol of respect.
E) don't forget that you can never smile too much.
Answer: C
Explanation: C) Nonverbal communication is the interpersonal process of sending and receiving information (intentionally or unintentionally) without using written or spoken language. Even when your intentions are good, you can still misinterpret incoming messages if you and the speaker do not have a shared background in language or experience. Ultimately, the receiver is the one who decodes the message and must determine what the signals mean. Furthermore, many behaviors are influenced by culture. In some cultures, sustained eye contact or excessive smiling may be disrespectful.
LO: 2.6: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

73) Especially effective in establishing dominance, _____ can also regulate interaction and indicate attention or interest.
A) touch
B) posture
C) appearance
D) pace and pitch
E) eyes
Answer: E
Explanation: E) Your eyes are especially effective for indicating attention and interest, influencing others, regulating interaction, and establishing dominance.
LO: 2.6: 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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74) 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) leaning forward
E) pacing
Answer: B
Explanation: B) Many gestures—a wave of the hand, for example—have specific and intentional meanings. Other types of body movement are unintentional and express more general messages.
LO: 2.6: 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

75) The primary vehicle for expressing emotions is
A) facial expression.
B) gesture and posture.
C) vocal characteristics.
D) personal appearance.
E) touch
Answer: A
Explanation: A) Your face is the primary vehicle for expressing your emotions; it reveals both the type and the intensity of your feelings.
LO: 2.6: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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76) 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: D) 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: 2.6: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

77) To be a better speaker and a better listener, pay attention to
A) audience.
B) subject matter.
C) time.
D) word choice.
E) nonverbal cues.
Answer: E
Explanation: E) 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: 2.6: 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

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78) One way to show respect for others is being on time for 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: B) 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: 2.6: 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

79) 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: 2.6: 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

80) When it comes to personal appearance in the workplace, it's best to match your style to the expectations of your organization.
Answer: TRUE
Explanation: The values of the organization are recognized by observing a wide variety of people and matching their style. Keep in mind that a high executive within a company might dress in a very different manner than a supervisor or a line worker.
LO: 2.6: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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81) 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: 2.6: Explain the importance of nonverbal communication and identify six major categories of nonverbal expression.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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

83) 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: 2.6: 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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84) Successful teamwork, productive meetings, effective listening, and nonverbal communication all depend on _____ among all participants.
A) face-to-face contact
B) mutual respect and consideration
C) common cultural reference points
D) the use of the latest communication technology
E) support of personal goals
Answer: B
Explanation: B) Mutual respect and consideration is the common thread that runs through successful teamwork, productive meetings, effective listening, and nonverbal communication.
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Application
Learning Outcome: Describe best practices in team and interpersonal communication

85) Which of the following is *not* an important consideration related to etiquette in the workplace?
A) the clothing you wear to work
B) your grooming habits
C) your telephone skills
D) your height and weight
E) your behavior
Answer: D
Explanation: D) Personal appearance is a key part of business etiquette, but only the component of personal appearance that is under your immediate control. Therefore, grooming and wardrobe matter in business etiquette, because they are under your immediate control. Your height and weight, on the other hand, are not under your immediate control, so they are not considered a part of business etiquette.
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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86) When receiving business-related phone calls,
A) you should use frequent verbal responses (such as, "I see") to show that you are listening.
B) it is impolite to say things such as, "I understand" while the other person is speaking.
C) it is perfectly acceptable to put the caller on hold without explanation.
D) your primary goal should be to get off the phone (and back to work) as quickly as possible.
E) it is perfectly acceptable to take the call during a meeting.
Answer: A
Explanation: A) To inform the speaker that you are following what is being said, short responses such as "I see" or brief clarifying questions are not only acceptable in business phone calls, but also highly recommended.
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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

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88) When introducing yourself to someone in a business context, you should always include a brief description of
A) one of your personal interests or hobbies.
B) your role in the company.
C) your company's history.
D) your greatest accomplishment.
E) the correct spelling of your name.
Answer: B
Explanation: B) In most cases, your name is less important than your function in the organization. People need extra clues to place you into a context. Knowing that you are "Mary Smith" is much less helpful than knowing you are "Mary Smith, the IT specialist who developed the current database that the company uses."
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
AACSB: Written and oral communication
Difficulty: Easy
Classification: Application
Learning Outcome: Describe best practices in team and interpersonal communication

89) Using mobile phones during meetings is
A) routine in today's high-tech workplace.
B) now restricted or prohibited in many organizations.
C) an effective way to show your professionalism.
D) almost always acceptable, as long as your phone is in silent mode.
E) an effective way to show your ability to multitask.
Answer: B
Explanation: B) Phone calls in meetings are disruptive. It is now considered poor etiquette to accept even a "super important" phone call without apologizing for taking the call.
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Critical Thinking
Learning Outcome: Describe best practices in team and interpersonal communication

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90) Whenever you're representing your company online, all of the following except _____ will help you maintain a high standard of business etiquette.
A) differentiating facts from opinions
B) assuming that people are available to discuss work-related issues around the clock
C) following basic expectations of spelling, punctuation, and capitalization
D) watching your language and keeping your emotions under control
E) supporting facts with evidence
Answer: B
Explanation: B) Respect personal and professional boundaries of time and virtual space when using online communication tools. Electronic communication is now available on a 24-hour basis. However, that does not mean that people's personal boundaries should not be respected. The best policy is to send one-way communications such as emails to people during off hours. Give them the option to respond. You should expect a timely response only during actual business hours.
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
AACSB: Written and oral communication
Difficulty: Difficult
Classification: Synthesis
Learning Outcome: Describe best practices in team and interpersonal communication

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

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92) Because phone calls lack the visual richness of face-to-face conversations, you'll need to use _____ to convey confidence and professionalism.
A) questions and social media
B) smartphones and apps
C) context and subject matter
D) attitude and tone of voice
E) facts and research
Answer: D
Explanation: D) Because phone calls lack the visual richness of face-to-face conversations, you have to rely on your attitude and tone of voice to convey confidence and professionalism.
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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

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94) Successful teamwork, productive meetings, effective listening, and nonverbal communication depend on _____ among all participants.
A) exclusive face-to-face contact
B) mutual respect and consideration
C) common cultural reference points
D) the use of the latest communication technology
E) regularly scheduled meetings
Answer: B
Explanation: B) Mutual respect and consideration is the common thread that runs through successful teamwork, productive meetings, effective listening, and nonverbal communication.
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

95) To use electronic media as effectively as possible,
A) use one message for multiple topics.
B) use standard texting acronyms.
C) assume the receiver can chat at any time.
D) carefully word opinions to sound fact based and forceful.
E) avoid "reply all" unless everyone can benefit from your reply.
Answer: E
Explanation: E) If one or more recipients of an email message don't need the information in your reply, remove their addresses before you send.
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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96) When conducting a meeting over a meal, it is appropriate to
A) ask personal questions.
B) tell a few jokes.
C) avoid profanity.
D) discuss business documents before the entrée arrives.
E) choose foods that can be eaten with your hands.
Answer: C
Explanation: C) Remember that business meals are a forum for business. Don't discuss politics, religion, or any other topic that's likely to stir up emotions. Don't complain about work, don't ask deeply personal questions, avoid profanity, and be careful with humor—a joke that entertains some people could easily offend others.
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Application
Learning Outcome: Describe best practices in team and interpersonal communication

97) During a meeting with coworkers, your mobile phone rings. Should you answer it? Why or why not?
Answer: Generally speaking, it would be best to avoid answering a mobile phone in situations such as this, since doing so can cause disruption and signal disrespect toward your colleagues. Such disruptions have become such a problem that some senior executives have banned the use of mobile phones during meetings.
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Synthesis
Learning Outcome: Describe best practices in team and interpersonal communication

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

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

100) List at least three examples of online etiquette.
Answer: Online etiquette refers to practices such as using virus protection, avoiding personal attacks, and avoiding multitasking while using IM.
LO: 2.7: Explain the importance of business etiquette and identify four key areas in which good etiquette is essential.
AACSB: Written and oral communication
Difficulty: Moderate
Classification: Conceptual
Learning Outcome: Describe best practices in team and interpersonal communication

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