Business Communication Polishing Your Professional Presence 4th edition Shwom Test Bank

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Business Communication: Polishing Your Professional Presence, 4e **(Shwom/Snyder)**
Chapter 2 Working with Others: Interpersonal, Intercultural, and Team Communication

1) Passive listening means _____.
A) focusing attentively on what a speaker says
B) hearing information without actively paying attention to ensure understanding
C) actively working to understand the information a speaker is providing
D) trying to interpret the information presented by a speaker
E) responding to a speaker to acknowledge understanding
Answer: B
Explanation: Passive listening means hearing information without actively paying attention to ensure understanding. In business, this kind of passive listening can lead to costly mistakes.
Diff: 1
Question Category: Concept
AACSB: Written and oral communication
Study Question: 1 What listening skills will help you communicate better with others?

2) Which of the following is one of the categories of active listening skills?
A) Describing
B) Evaluating
C) Implying
D) Interrupting
E) Conveying
Answer: B
Explanation: Active listening is a process of focusing attentively on what a speaker says, actively working to understand and interpret the information, and then responding to acknowledge understanding.
Diff: 1
Question Category: Concept
AACSB: Written and oral communication
Study Question: 1 What listening skills will help you communicate better with others?

3) The active listening skills used when you listen to the spoken word are _____ when you "listen" to what people say in their writing.
A) inapplicable
B) equally useful
C) much more required
D) far less effective
E) rarely used
Answer: B
Explanation: Understanding the meaning of an email message can be as difficult as understanding the meaning of a conversation.
Diff: 1
Question Category: Application of knowledge
AACSB: Written and oral communication
Study Question: 1 What listening skills will help you communicate better with others?

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4) _____ involves analyzing the meaning of what you hear, read, or see to determine its intention.
A) Passive listening
B) Telecommuting
C) Listening comprehension
D) Interpretation
E) Nonverbal communication
Answer: D
Explanation: Interpretation is different from comprehension. It involves analyzing the meaning of what you hear, read, or see to determine its intention.
Diff: 1
Question Category: Concept
AACSB: Written and oral communication
Study Question: 1 What listening skills will help you communicate better with others?

5) Body language, posture, and gestures _____.
A) reveal little about the attitude of the speaker
B) can help you interpret attitude without listening to any words
C) only express attitudes of shame or uncertainty
D) should be interpreted without regard to facial expressions
E) must be interpreted independently of cultural context
Answer: B
Explanation: You can often interpret attitude from body language without listening to any words. Body language and gesture may be ambiguous, and should be interpreted in the context of facial expressions and culture.
Diff: 2
Question Category: Concept
AACSB: Written and oral communication
Study Question: 1 What listening skills will help you communicate better with others?

6) Research suggests that focusing on the entire face, including both eyes and the mouth, when reading facial expressions is done primarily by people from _____.
A) China
B) Japan
C) Korea
D) Germany
E) Malaysia
Answer: D
Explanation: People from East Asian cultures like China, Japan, and Korea tend to focus mainly on the eyes when they are reading facial expressions. People from the West tend to focus on the entire face.
Diff: 2
Question Category: Application of knowledge
AACSB: Analytical thinking
Study Question: 1 What listening skills will help you communicate better with others?

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7) Paraphrasing to ensure understanding _____.
A) requires asking for clarification
B) means asking straightforward questions about what was said
C) involves repeating exactly what you heard in the same words to make sure you didn't mishear any of the words
D) is less complicated than asking questions
E) can help you understand the emotional content behind a statement
Answer: E
Explanation: Because meaning has multiple levels, you can paraphrase to ensure you understand the literal content, the ultimate intention, and the emotional content or feeling behind the speaker's statement.
Diff: 2
Question Category: Concept
AACSB: Written and oral communication
Study Question: 1 What listening skills will help you communicate better with others?

8) Which of the following is a question that is recommended to ask when analyzing your audience?
A) Why will they be interested in what you are saying?
B) What objectives do you want to achieve from your communication?
C) How quickly can the speech be completed?
D) What are the points that you do not want to communicate?
E) How can I avoid questions and objections from the audience?
Answer: A
Explanation: Understanding the interest of the audience will help you analyze them and better connect with them. All other questions focus on the speaker, not the audience.
Diff: 2
Question Category: Concept
AACSB: Written and oral communication
Study Question: 1 What listening skills will help you communicate better with others?

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9) People who have the ability to perceive and understand the emotions of others are said to have what?
A) Emotional intelligence
B) Interpersonal communication expertise
C) The power of persuasion
D) Maturity
E) Synchronous skills
Answer: A
Explanation: People who are good at interpersonal communication typically have what experts call emotional intelligence—the ability to perceive and understand emotions and to use that knowledge to guide their own behavior and respond to others. Research by experts such as psychologist Daniel Goleman has shown that emotional intelligence is as important to good leadership and effective teamwork as are more traditionally-valued skills and capacities.
Diff: 2
Question Category: Concept
AACSB: Application of knowledge
Study Question: 1 What listening skills will help you communicate better with others?

10) What is the first step in improving active listening skills?
A) Actively work to interpret content
B) Focusing attentively on what a speaker says
C) Actively work to evaluate content
D) Responding to acknowledge understanding
E) Repeating key words and phrases back to the speaker
Answer: B
Explanation: The step-by-step process of active listening begins with focusing attentively on what a speaker says, actively working to interpret and evaluate the content, and then responding to acknowledge understanding.
Diff: 2
Question Category: Concept
AACSB: Application of knowledge
Study Question: 1 What listening skills will help you communicate better with others?

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11) A message that is conveyed through something other than words uses what type of communication technique?
A) Passive
B) Indirect
C) Nonverbal
D) Interpretive
E) Comprehensive
Answer: C
Explanation: Nonverbal communication refers to messages that are conveyed through something other than words—through tone of voice, facial expressions, gestures, body language, or other behavior.
Diff: 2
Question Category: Application of knowledge
AACSB: Application of knowledge
Study Question: 1 What listening skills will help you communicate better with others?

12) Critically reviewing and judging what you hear takes place when _____ communication.
A) paraphrasing
B) comprehending
C) interpreting
D) evaluating
E) hearing
Answer: D
Explanation: Once you fully understand what someone says, you can evaluate. Evaluating is the practice of critically reviewing and judging what you hear.
Diff: 3
Question Category: Application of knowledge
AACSB: Application of knowledge
Study Question: 1 What listening skills will help you communicate better with others?

13) Which step in the listening process initiates the next step in the conversation?
A) Interpreting
B) Focusing on your audience
C) Hearing
D) Evaluating
E) Responding
Answer: E
Explanation: Responding has two roles in the listening process: It lets the speaker know that you understand the point, and it initiates the next step in the conversation.
Diff: 3
Question Category: Application of knowledge
AACSB: Application of knowledge
Study Question: 1 What listening skills will help you communicate better with others?

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14) Which of the following represents the idea that listening and emotional intelligence can be self-directed?
A) A communicator should understand his or her own nonverbal signals.
B) A communicator should always consider the communication from the audience's point of view.
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 strive to make sure his or her ideas are understood clearly, and utilized, in the workplace.
Answer: A
Explanation: Active listening can also be self-directed. Remember that emotional intelligence is also about recognizing your own emotions. Listening deeply to yourself and your own nonverbal signals (like a knot in your stomach or a crack in your voice) can help you identify your emotional responses to workplace situations.
Diff: 3
Question Category: Synthesis
AACSB: Reflective thinking
Study Question: 1 What listening skills will help you communicate better with others?

15) A good interpersonal communicator _____.
A) limit emails and texts
B) engages in lengthy monologues
C) fights off interruptions from the audience to hold onto "the floor"
D) invites the audience to respond after concisely making his or her point
E) avoids asking questions that are designed to involve the audience in the conversation
Answer: D
Explanation: A good interpersonal communicator will avoid monologues and instead share the conversation with others.
Diff: 3
Question Category: Concept
AACSB: Written and oral communication
Study Question: 2 How can you help others be good listeners when you speak?

16) Unambiguous language _____.
A) has only one meaning
B) means different things to different people
C) is likely to lead to errors
D) can confuse the listener
E) should be avoided for the sake of clarity
Answer: A
Explanation: Unambiguous language is phrasing that has only one meaning. By contrast, ambiguous language may mean different things to different people.
Diff: 1
Question Category: Concept
AACSB: Written and oral communication
Study Question: 2 How can you help others be good listeners when you speak?

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17) Using a strong and positive tone of voice will _____.
A) undermine your persuasiveness
B) come across as arrogant, and is not recommended
C) make your audience receptive to your ideas
D) cause you to sound hesitant
E) lead the audience to believe that you doubt what you are saying
Answer: C
Explanation: Speaking in an energetic, enthusiastic tone of voice will make your audience receptive to your ideas.
Diff: 2
Question Category: Concept
AACSB: Written and oral communication
Study Question: 2 How can you help others be good listeners when you speak?

18) When nonverbal signals reinforce your words, _____.
A) listeners have greater recall
B) your audience will not have confidence in your words
C) your nonverbal communication carries less weight than your words
D) you undermine your persuasiveness
E) your cues conflict with your message
Answer: A
Explanation: When gestures and facial expressions complement your message, listeners remember what you say better.
Diff: 2
Question Category: Concept
AACSB: Written and oral communication
Study Question: 2 How can you help others be good listeners when you speak?

19) Use of which of the following specific types of language is recommended as a strategy for productive communication?
A) Unambiguous language
B) Biased language
C) Accusatory language
D) Trigger words
E) Provocative questions
Answer: A
Explanation: The other choices represent the four specific types of language that can cause communication problems and negative feelings. The use of unambiguous language is recommended as it leads to clear communication.
Diff: 1
Question Category: Concept
AACSB: Written and oral communication
Study Question: 2 How can you help others be good listeners when you speak?

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20) Which of the following statements regarding "I" language is TRUE?
A) "I" language focuses on your perception or response instead of assigning blame
B) "I" language is accusatory and assigns blame.
C) "I" language is egotistical, and discourages dialogue with the other person.
D) You shouldn't start a sentence with "I," as this will make your audience think that you are egotistical.
E) "I" language always discourages the audience.
Answer: A
Explanation: "I" language focuses on how you feel about the other person's behavior instead of assigning blame, and encourages dialogue with the other person. "I" isn't always good though, and "you" isn't always negative. Overuse of "I" can come across as egotistical.
Diff: 2
Question Category: Concept
AACSB: Reflective thinking
Study Question: 2 How can you help others be good listeners when you speak?

21) Genuine requests for information and opinion fall under the category of _____ questions.
A) accusatory
B) trigger
C) authentic
D) biased
E) symbolic
Answer: C
Explanation: Genuine requests for information and opinion are authentic questions.
Diff: 1
Question Category: Concept
AACSB: Application of knowledge
Study Question: 2 How can you help others be good listeners when you speak?

22) According to David Novak, Chairman, CEO, and President of Yum! Brands, what is the best way to give feedback?
A) Start with the most negative information first.
B) Start by identifying what is being done well.
C) Include transition words such as "and" or "but."
D) Mix negative feedback between positive feedback.
E) Start with the most positive comments first.
Answer: B
Explanation: David C. Novak's advice is to start out positively and avoid the word "but." If you start out by giving people credit for what they do well, that makes them very receptive for feedback. According to Novak, if you then preface the constructive criticism with "but" instead of "and," it throws all the appreciation out the window.
Diff: 3
Question Category: Application of knowledge
AACSB: Analytical thinking
Study Question: 2 How can you help others be good listeners when you speak?

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23) Which of the following statements includes a hedge?
A) Let's merge the departments.
B) I may be wrong, but I think that merging the departments might be a good idea.
C) Merging the departments is definitely the way to go.
D) Pardon me for interrupting, but we should merge the departments.
E) We can merge the departments, can't we?
Answer: B
Explanation: Women tend to minimize the assertiveness of what they say by using hedges, hesitations, and tag questions. A hedge uses qualifiers like "may," "perhaps," and "might" to weaken the assertiveness of the statement.
Diff: 2
Question Category: Application of knowledge
AACSB: Analytical thinking
Study Question: 2 How can you help others be good listeners when you speak?

24) How can a communicator develop communication that focuses on the audience?
A) By considering barriers that will prevent the audience from listening carefully
B) By stressing personal interests and areas of knowledge
C) By eliminating the need for questions
D) By using the same method of connecting with each audience member
E) By limiting the opportunity to discuss objections
Answer: A
Explanation: Many speakers fail to connect with the audience's interests or knowledge about a topic and, as a result, the audience tunes out. To avoid this, the speaker should determine what barriers will prevent the audience from listening carefully.
Diff: 2
Question Category: Application of knowledge
AACSB: Application of knowledge
Study Question: 2 How can you help others be good listeners when you speak?

25) Which of the following is most likely to trigger a positive response by the audience?
A) Biased language
B) "I" language
C) Provocative questions
D) Accusatory language
E) Trigger words
Answer: B
Explanation: Positive language, or "I" language, focuses on your perception or response rather than assigning blame.
Diff: 2
Question Category: Concept
AACSB: Application of knowledge
Study Question: 2 How can you help others be good listeners when you speak?

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26) Which type of words or phrases tends to be viewed as exaggerations?
A) Accusatory
B) Provocative
C) Trigger
D) Authentic
E) Biased
Answer: C
Explanation: Trigger words and phrases make people feel dismissed, like, "That doesn't concern you." Other triggers include absolutes and exaggerations like "always" and "never."
Diff: 2
Question Category: Synthesis
AACSB: Reflective thinking
Study Question: 2 How can you help others be good listeners when you speak?

27) 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?
A) Using accusatory language so there will be no misunderstanding
B) Using biased language
C) Sending mixed signals by using nonverbal cues that let the employee know the issue isn't really critical, while using strong words to describe the issue
D) Phrasing the comment as positively as possible
E) Using ambiguous language
Answer: D
Explanation: If you phrase criticism simply as a negative statement, your listener may become defensive or tune out. David C. Novak, Chairman, CEO, and President of Yum! Brands, offers two pieces of advice for giving feedback: start out positively and avoid the word "but."
Diff: 3
Question Category: Synthesis
AACSB: Reflective thinking
Study Question: 2 How can you help others be good listeners when you speak?

28) Which of the following statements is most likely to be TRUE regarding accusatory language?
A) It focuses on your perception rather than assigning blame.
B) It encourages dialogue with the other person.
C) It helps you paraphrase your understanding.
D) It focuses negative attention on the person rather than on the issue.
E) It is least likely to trigger emotional response.
Answer: D
Explanation: Accusatory language focuses negative attention on the person rather than on the issue. Biased language, provocative questions, and accusatory language may trigger emotional responses.
Diff: 2
Question Category: Concept
AACSB: Reflective thinking
Study Question: 2 How can you help others be good listeners when you speak?

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29) Which of the following is one of the most costly problems in a workplace?
A) Lack of communication
B) Poorly done presentations
C) Limited listening skills
D) Turnover
E) Conflict
Answer: E
Explanation: 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.
Diff: 1
Question Category: Application of knowledge
AACSB: Interpersonal relations and teamwork
Study Question: 3 How can you manage interpersonal conflict?

30) What type of conflict is the result of differences in understanding content or tasks?
A) Cognitive
B) Affective
C) Short term
D) Relational
E) Cultural
Answer: A
Explanation: Conflict can be divided into two broad categories: cognitive conflict, which results from differences in understanding content or tasks, and affective conflict, which results from differences in personalities and relationships.
Diff: 2
Question Category: Concept
AACSB: Application of knowledge
Study Question: 3 How can you manage interpersonal conflict?

31) Teams that are typically high performing are likely to experience _____ conflict during the collaboration process.
A) cognitive
B) affective
C) long term
D) relational
E) cultural
Answer: A
Explanation: All high-performing work teams experience disagreements (cognitive conflict) while collaborating. Working through these disagreements can have positive results on the quality of team decisions and the final work product.
Diff: 2
Question Category: Concept
AACSB: Application of knowledge
Study Question: 3 How can you manage interpersonal conflict?

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32) Conflict that is the result of differences in personalities is said to be _____ conflict.
A) cognitive
B) affective
C) short term
D) relational
E) cultural
Answer: B
Explanation: Conflict can be divided into two broad categories: cognitive conflict, which results from differences in understanding content or tasks, and affective conflict, which results from differences in personalities and relationships.
Diff: 2
Question Category: Concept
AACSB: Application of knowledge
Study Question: 3 How can you manage interpersonal conflict?

33) Which of the following is an example of an affective conflict?
A) Two employees having different ideas about how to reach a sales goal
B) Two coworkers disagreeing about the best way to market a new product
C) Two colleagues becoming personally annoyed at each other after a contentious meeting
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
Answer: C
Explanation: An affective conflict results from differences in personalities and relationships. This emotional conflict can damage the working relationship. The other choices are cognitive conflicts, or disagreements about a project, that result from differences in understanding content or tasks.
Diff: 2
Question Category: Application of knowledge
AACSB: Analytical thinking
Study Question: 3 How can you manage interpersonal conflict?

34) People who collaborate _____.
A) need to recognize that they may be motivated by different goals
B) cannot function unless they have different goals
C) rarely have conflicts arise due to working with different goals in mind
D) need to find solutions that address only one goal
E) are always motivated by the same goals
Answer: A
Explanation: People who collaborate may not always be motivated by the same goals. In fact, for a business to succeed, it must work toward a number of goals that are sometimes in competition with each other. If they recognize that they have different goals, they can determine which has priority or collaborate to find a solution that addresses both goals.
Diff: 2
Question Category: Concept
AACSB: Reflective thinking
Study Question: 3 How can you manage interpersonal conflict?

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35) Conflicts that arise from people just not getting along, and not working very hard to overcome their differences, are said to be caused by _____.
A) competing goals
B) lack of information
C) differences of opinion
D) ego issues
E) relational issues
Answer: E
Explanation: These types of conflicts can stand in the way of productive discussions about content and substance.
Diff: 2
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Study Question: 3 How can you manage interpersonal conflict?

36) Relational conflicts _____.
A) will simply go away if you ignore them
B) may be a nuisance but have no real business costs
C) have caused employees to reduce their commitment to the job
D) can only be solved by using accusatory rather than neutral language
E) cannot be helped by mediation or intervention from supervisors
Answer: C
Explanation: Personality conflicts can be very costly to a business. They have been responsible for workers' losing time at work due to worry over confrontations, reducing their commitment to the job, and putting less effort into their work.
Diff: 2
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Study Question: 3 How can you manage interpersonal conflict?

37) _____ threaten someone's sense of personal identity or self-image.
A) Competing goals
B) Faulty assumptions
C) Differences of opinion
D) Ego conflicts
E) Relational differences
Answer: D
Explanation: When someone accuses you of something negative or challenges your sense of identity, you may find it difficult to work productively with that person.
Diff: 1
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Study Question: 3 How can you manage interpersonal conflict?

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38) If you are involved in an affective conflict, you should _____.
A) choose to avoid a confrontation and deny that the problem exists
B) address the emotional issues before productively discussing the content of your work
C) use accusatory rather than neutral language to resolve the conflict
D) compete to win as a means of managing the conflict
E) frame your comments negatively while expressing your point of view
Answer: B
Explanation: If you are engaged in a cognitive conflict, you can use one of the five different strategies to work toward an acceptable outcome. If, however, you are involved in an affective conflict, you must address the emotional issues before you can productively discuss the content of your work.
Diff: 2
Question Category: Application of knowledge
AACSB: Interpersonal relations and teamwork
Study Question: 3 How can you manage interpersonal conflict?

39) Avoiding a conflict instead of addressing it _____.
A) is never a good choice
B) is a poor choice if you think you have no chance of resolving the conflict to your satisfaction
C) should not be done if it interferes with productivity
D) usually results in a win-win situation
E) tends to lead to the conflict improving on its own
Answer: C
Explanation: Avoidance is occasionally a good strategy, especially when you believe you have no chance resolving the conflict to your satisfaction, and it doesn't interfere with productivity. More often, however, everyone loses when you avoid a conflict. If problems are not addressed, they tend to get worse.
Diff: 2
Question Category: Critical thinking
AACSB: Interpersonal relations and teamwork
Study Question: 3 How can you manage interpersonal conflict?

40) Which of the following is one of the biggest work-related differences between generations?
A) Teamwork
B) Ego issues
C) Time management
D) Failure to accommodate
E) Familiarity with technology
Answer: E
Explanation: Intergenerational communication can sometimes be a source of conflict in the workplace, and one of the biggest work-related differences between generations is their relative familiarity with technology.
Diff: 1
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Study Question: 3 How can you manage interpersonal conflict?

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41) Which of the following must be addressed before you can productively resolve affective conflict?
A) Team priorities
B) Emotional issues
C) Appropriate use of technology
D) Establishing a formalized solution
E) An understanding of cultures
Answer: B
Explanation: Not all conflicts are best managed the same way. If you are involved in 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.
Diff: 2
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Study Question: 3 How can you manage interpersonal conflict?

42) If people make decisions without all needed information, what type of conflict will be the likely result?
A) Differences of opinion
B) Competing goals
C) Faulty assumptions
D) Relational issues
E) Ego issues
Answer: C
Explanation: People often draw conclusions or make decisions based on faulty assumptions. They do not have all the information they need, and jump to conclusions.
Diff: 2
Question Category: Concept
AACSB: Reflective thinking
Study Question: 3 How can you manage interpersonal conflict?

43) Learned and shared patterns in a group or society is referred to as _____.
A) culture
B) ego
C) ethnocentrism
D) respect
E) stereotypes
Answer: A
Explanation: People are shaped by the cultures they come from, and they develop a set of assumptions about how to act based on these cultures.
Diff: 2
Question Category: Concept
AACSB: Diverse and multicultural work environments
Study Question: 4 How can you improve your communication with people from different cultures?

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44) Which of the five dimensions of culture indicates a group who values satisfaction and independent thinking?
A) Uncertainty avoidance
B) Ethics
C) Power distance
D) High context versus low context
E) Individualism versus collectivism
Answer: E
Explanation: In an individualistic culture, people value an individual's achievements, satisfaction, and independent thinking. By contrast, in collectivist cultures**,** people put the good of the group or organization before their own individual interests.
Diff: 3
Question Category: Synthesis
AACSB: Diverse and multicultural work environments
Study Question: 4 How can you improve your communication with people from different cultures?

45) Which cultural dimension reflects how people deliver, receive, and interpret messages?
A) Ethnocentrism
B) Stereotypes
C) Context
D) Power distance
E) Individualism
Answer: C
Explanation: Anthropologist Edward T. Hall first used the term "context" to describe how people deliver, receive, and interpret messages.
Diff: 2
Question Category: Concept
AACSB: Application of knowledge
Study Question: 4 How can you improve your communication with people from different cultures?

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46) Which of the following terms refers to an oversimplified image or generalization of a group?
A) Context
B) Ethnocentrism
C) Cultural stereotype
D) Power distance
E) Uncertainty avoidance
Answer: C
Explanation: Cultural stereotypes are oversimplified images or generalizations of a group. While stereotypes may describe a generally observed cultural norm, if you assume everyone from that culture follows the norm, you ignore the fact that individuals are in fact individuals, and are influenced by many things in their lives other than their culture.
Diff: 1
Question Category: Concept
AACSB: Diverse and multicultural work environments
Study Question: 4 How can you improve your communication with people from different cultures?

47) Which of the following has made a strong understanding of culture a requirement for successful businesspeople?
A) The increased display of ethnocentrism on the job
B) The multicultural and global nature of workplaces
C) The lack of variation in the cultural meaning of nonverbal cues
D) The increase of high context cultures around the world
E) The goal of implementing a collectivist culture within international organizations
Answer: B
Explanation: Because workplaces are increasingly global, learning about other cultures is required, not optional. It will help you avoid misinterpreting verbal and nonverbal communication of colleagues and customers who do not share your culture.
Diff: 2
Question Category: Critical thinking
AACSB: Diverse and multicultural work environments
Study Question: 4 How can you improve your communication with people from different cultures?

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48) In a high-context culture, _____.
A) direct conversation is the norm
B) people tend to get right to the point
C) people use unambiguous language to communicate
D) meaning is conveyed through context
E) people use explicit language to communicate a message
Answer: D
Explanation: High-context cultures derive meaning not just from words, but from everything surrounding the words: how something is said, nonverbal behavior, the history of the relationship, even silences in the conversation.
Diff: 2
Question Category: Concept
AACSB: Diverse and multicultural work environments
Study Question: 4 How can you improve your communication with people from different cultures?

49) Which of the following terms best represents a culture that values punctuality and efficiency?
A) High-context culture
B) Polychronic culture
C) Collectivist culture
D) Low-context culture
E) Monochronic culture
Answer: E
Explanation: Monochronic culture, like the United States and Northern European countries, values punctuality and efficiency.
Diff: 2
Question Category: Concept
AACSB: Diverse and multicultural work environments
Study Question: 4 How can you improve your communication with people from different cultures?

50) Which type of culture puts the good of the group before individual interests?
A) Individualistic
B) High context
C) Polychronic
D) Collectivist
E) Monochronic
Answer: D
Explanation: In collectivist cultures, people put the good of the group or organization before their own individual interests. Obligation and loyalty to the group are more important than one's own achievement.
Diff: 2
Question Category: Concept
AACSB: Reflective thinking
Study Question: 4 How can you improve your communication with people from different cultures?

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51) In which type of culture is the relationship valued more than punctuality and efficiency?
A) Time oriented
B) Egocentric
C) Power distance
D) Collectivist
E) Polychronic
Answer: E
Explanation: Polychronic cultures are more relaxed about time and punctuality. Polychronic cultures typically put people and relationships before schedules.
Diff: 2
Question Category: Concept
AACSB: Reflective thinking
Study Question: 4 How can you improve your communication with people from different cultures?

52) According to Hofstede, organizations with high _____ are formal and hierarchical, and have clear separation between superiors and subordinates.
A) power distance
B) uncertainty avoidance
C) collectivism
D) context
E) time orientation
Answer: A
Explanation: 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.
Diff: 2
Question Category: Synthesis
AACSB: Reflective thinking
Study Question: 4 How can you improve your communication with people from different cultures?

53) Cultures that rely heavily on rituals, rules, and codes of conduct are high in _____.
A) power distance
B) uncertainty avoidance
C) collectivism
D) context
E) ethnocentrism
Answer: B
Explanation: Uncertainty avoidance relates to how comfortable a culture is with ambiguity, risk, and change. Cultures that are uncomfortable with uncertainty tend to rely on rituals, rules, and codes of conduct that help make the future more predictable.
Diff: 2
Question Category: Synthesis
AACSB: Reflective thinking
Study Question: 4 How can you improve your communication with people from different cultures?

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54) Which of the following best describes a team?
A) Two or more people with a shared commitment and collaboration towards a common goal
B) Two or more people with a common goal but individual areas of responsibility
C) A defined unit within a division or department, within an organization
D) Two or more people with a similar skill set working towards the completion of a predetermined goal
E) All employees who report to the same supervisor
Answer: A
Explanation: An effective team involves two or more people who recognize and share a commitment to a specific, common goal and who collaborate in their efforts to achieve that goal.
Diff: 3
Question Category: Synthesis
AACSB: Interpersonal relations and teamwork
Study Question: 5 How can you work effectively as part of a team?

55) Within a team, the _____ represents the shared vision of success.
A) expected results
B) goal
C) standards
D) formation
E) leadership
Answer: B
Explanation: Good teams are goal-oriented. All members understand their purpose as a team, share a concrete goal and vision for success, and believe that what they are doing is worthwhile.
Diff: 2
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Study Question: 5 How can you work effectively as part of a team?

56) A team's success is measured by results. Which of the following will help to organize a team to achieve those results?
A) Joint roles
B) Group contribution
C) Effective communication systems
D) A team leader who is responsible for work not completed by other team members
E) Feedback at the completion of the goal.
Answer: C
Explanation: The team must have an effective communication system to keep all team members informed in a timely way.
Diff: 2
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Study Question: 5 How can you work effectively as part of a team?

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57) According to Tuckman, teams in the forming stage of development usually have _____.
A) very little conflict
B) problems that are not easy to resolve
C) strong conflict management skills
D) consensus in decision making
E) strong collaborate efforts
Answer: A
Explanation: When a team first begins to form, everyone is usually polite and considerate. Usually, expectations for the team and its success are high, and conflicts are not evident.
Diff: 2
Question Category: Synthesis
AACSB: Interpersonal relations and teamwork
Study Question: 5 How can you work effectively as part of a team?

58) The ability to manage conflict and establish a consensus about communication and accountability usually occurs in which stage of Tuckman's process?
A) Standardization
B) Norming
C) Goal setting
D) Teaming
E) Leading
Answer: B
Explanation: Norming begins when team members start to manage conflict and establish a consensus about how to work together efficiently. This is the stage at which many teams decide to create standards about communication and accountability.
Diff: 2
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Study Question: 5 How can you work effectively as part of a team?

59) Which of the following is an indication of effective leadership skills?
A) Keeping the group focused on the most immediate task
B) Assigning tasks only to those most capable of handling the task
C) Encouraging positive collaboration
D) Using a flexible timeline to allow for unforeseen events
E) Allowing team members to resolve differences in their own way
Answer: C
Explanation: A good leader will use effective listening, questioning, and restating techniques to ensure that all members of the team participate in meetings and provide input. Leaders also encourage positive collaboration among team members and referee any unconstructive feedback or personality conflicts.
Diff: 3
Question Category: Synthesis
AACSB: Interpersonal relations and teamwork
Study Question: 5 How can you work effectively as part of a team?

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60) Which of the following best describes the best use of a Gantt chart?
A) To create a supportive climate
B) To assign tasks equitable
C) To delegate responsibility
D) To establish a timeline and track progress
E) To encourage collaboration
Answer: D
Explanation: One advantage of a Gantt chart is that it helps you manage time by identifying tasks that can take place simultaneously versus those that need to be completed sequentially.
Diff: 2
Question Category: Concept
AACSB: Reflective thinking
Study Question: 5 How can you work effectively as part of a team?

61) What can be done to ensure all group members plan appropriately for a meeting?
A) Incorporate groupthink
B) Assign a timekeeper
C) Assign a note taker
D) Plan for follow-up
E) Distribute an agenda in advance
Answer: E
Explanation: Distributing the agenda before the meeting ensures that all the team members know what will be expected, who is responsible, and what their roles will be during the meeting.
Diff: 2
Question Category: Application of knowledge
AACSB: Interpersonal relations and teamwork
Study Question: 5 How can you work effectively as part of a team?

62) Which of the following will serve to keep the meeting on track and prevent unproductive tangents?
A) Create an agenda
B) Assign a timekeeper
C) Assign a note taker
D) Plan for follow-up
E) Distribute an agenda in advance
Answer: B
Explanation: The timekeeper can keep track of how well the meeting follows the agenda. If the meeting becomes sidetracked on unrelated matters or if participants get stuck on unproductive tangents, the timekeeper can bring the conversation back to the necessary topic.
Diff: 2
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Study Question: 5 How can you work effectively as part of a team?

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63) Why have teams become so important to the success of organizations?
A) Because one individual does not have all needed skills.
B) Teams allow individuals to compete and excel.
C) Team members can use the opportunity to share skills with others.
D) Teamwork is an enjoyable and positive experience for most.
E) Teams regulate the flow of productivity, eliminating spikes in the process.
Answer: A
Explanation: 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.
Diff: 2
Question Category: Concept
AACSB: Information technology
Study Question: 5 How can you work effectively as part of a team?

64) Which of the following would show support and provide encouragement to teammates?
A) Support team decisions
B) Identify how individual contributions support the larger team effort
C) Focus on improvements
D) Focus on the commitment to the team goals
E) Use collaborative writing
Answer: B
Explanation: Individuals appreciate recognition, even when they are working as a team. A good team member will show gratitude for the efforts of others and identify how individual contributions support the larger team effort.
Diff: 2
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Study Question: 5 How can you work effectively as part of a team?

65) When working to create a collaborative working climate, how can a team member encourage participation in decision making?
A) Support team decisions
B) Focus on quality
C) Listen without criticism or judgment
D) Make productive suggestion to improve team results
E) Assume other team members will take over the work of less productive members
Answer: C
Explanation: Listen to your teammates without criticism or judgment and give everyone a chance to participate in decision making. Respond constructively to feedback from others, and address conflicts when they arise rather than letting them grow silently and weaken team cohesion.
Diff: 3
Question Category: Application of knowledge
AACSB: Interpersonal relations and teamwork
Study Question: 5 How can you work effectively as part of a team?

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66) What can a meeting organizer do to ensure everyone understands deadlines and agreed upon actions?
A) Include minutes from the previous meeting
B) Use a time keeper during the course of the meeting
C) Follow an agenda
D) Include a wrap-up as the last item on the agenda
E) Be sure everyone has a copy of the agenda before the meeting begins
Answer: D
Explanation: Include a wrap-up as the last item on your agenda. This reminds you to end the meeting by reviewing the actions and deadlines that everyone agreed upon and scheduling the next meeting's time and place.
Diff: 2
Question Category: Application of knowledge
AACSB: Interpersonal relations and teamwork
Study Question: 5 How can you work effectively as part of a team?

67) How can a team leader help to resolve conflict within the group?
A) Require fact based judgments for all decisions made by the group.
B) Require those in conflict to work on a project together so they can appreciate individual talents.
C) Schedule regular meetings to keep employees and projects on track.
D) Use a Gantt chart to map out conflict resolution ideas.
E) Listen carefully and offer an impartial resolution.
Answer: E
Explanation: When team members have differences of opinion and need an impartial point of view, a team leader can take responsibility for listening carefully and offering a resolution.
Diff: 2
Question Category: Application of knowledge
AACSB: Interpersonal relations and teamwork
Study Question: 5 How can you work effectively as part of a team?

68) Which of the following will help teams learn collectively, fix issues quickly, and ensure that the best ideas are put into action?
A) Communicating frequently
B) Using a storming technique
C) Using predetermined team standards
D) Dividing the work equitably
E) Having clearly defined roles and areas of expertise
Answer: A
Explanation: Working in dynamic conditions requires team members to communicate frequently in order to learn collectively, fix issues quickly as they arise, and ensure that the best ideas are put into action. This can be done by trying out new strategies and ideas, discussing mistakes, and seeking feedback, among other things.
Diff: 3
Question Category: Synthesis
AACSB: Interpersonal relations and teamwork
Study Question: 5 How can you work effectively as part of a team?

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69) According to the model first proposed by Tuckman, which of the following occurs during the storming stage of team development?
A) Team members discuss and resolve problems.
B) Team members work collaboratively.
C) Team members achieve a high level of productivity.
D) Team members experience conflict and tension.
E) Team members decide to create standards about communication and accountability.
Answer: D
Explanation: Storming is the stage of team development in which teams experience conflict and begin to confront differences.
Diff: 2
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Study Question: 5 How can you work effectively as part of a team?

70) Teams _____.
A) are rarely effective in accomplishing a goal
B) must involve at least three people
C) benefit the group as a whole, but not the individual members
D) are not as important today as they were 20 years ago
E) collaborate in their efforts to achieve a specific common goal
Answer: E
Explanation: An effective team involves two or more people who recognize and share a commitment to a specific common goal and who collaborate in their efforts to achieve that goal. Individuals benefit from teamwork by learning new skills from others, improving interpersonal skills, and expanding their personal networks.
Diff: 2
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Study Question: 5 How can you work effectively as part of a team?

71) Listening is widely considered to be one of the most important communication skills.
Answer: TRUE
Explanation: Listening is an important communication skill, in and out of the workplace.
Diff: 1
Question Category: Concept
AACSB: Written and oral communication
Study Question: 1 What listening skills will help you communicate better with others?

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72) Understanding the meaning of an email message uses totally different skills than understanding the meaning of a conversation.
Answer: FALSE
Explanation: Most of the same skills, especially interpreting and evaluating, are equally useful when you listen to the spoken word and the written word.
Diff: 1
Question Category: Concept
AACSB: Written and oral communication
Study Question: 1 What listening skills will help you communicate better with others?

73) Listening comprehension refers to how well you hear what is being said.
Answer: FALSE
Explanation: Listening comprehension refers to how well you can understand what you hear. You might very clearly hear someone speaking in Dutch, but if you don't comprehend that language, you won't understand what is being said.
Diff: 2
Question Category: Concept
AACSB: Reflective thinking
Study Question: 1 What listening skills will help you communicate better with others?

74) Interpretation involves analyzing the meaning of what you hear, read, or see.
Answer: TRUE
Explanation: Interpretation involves analyzing the meaning of what you hear, read, or see to determine its intention.
Diff: 1
Question Category: Concept
AACSB: Written and oral communication
Study Question: 1 What listening skills will help you communicate better with others?

75) An empathetic listener focuses on the literal content of the communication but not on the emotional content.
Answer: FALSE
Explanation: An empathetic listener is skilled at focusing on the emotional content of the communication.
Diff: 1
Question Category: Concept
AACSB: Application of knowledge
Study Question: 1 What listening skills will help you communicate better with others?

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76) Tone of voice is not considered a form of nonverbal communication.
Answer: FALSE
Explanation: Emphasis and tone of voice are considered forms of nonverbal communication. The same words can mean very different things when spoken in different tones of voice or emphasizing different words.
Diff: 2
Question Category: Concept
AACSB: Application of knowledge
Study Question: 1 What listening skills will help you communicate better with others?

77) All cultures around the world interpret facial expressions the same way.
Answer: FALSE
Explanation: Not all cultures around the world interpret facial expressions in the same way.
Diff: 2
Question Category: Concept
AACSB: Diverse and multicultural work environments
Study Question: 1 What listening skills will help you communicate better with others?

78) Observing behavior can help you interpret meaning, especially if the behavior is inconsistent with a spoken statement.
Answer: TRUE
Explanation: Observing behavior can help you interpret meaning, especially if the behavior is inconsistent with a spoken statement.
Diff: 1
Question Category: Concept
AACSB: Reflective thinking
Study Question: 1 What listening skills will help you communicate better with others?

79) 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.
Answer: FALSE
Explanation: After making your points, invite the audience to respond or add to the conversation. While you can ask situational-specific questions, even a simple question like "What do you think?" can help move the conversation forward.
Diff: 2
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Study Question: 2 How can you help others be good listeners when you speak?

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80) Recent research has shown that job candidates who mirror the interviewer's body language are perceived as offensive.
Answer: FALSE
Explanation: Research shows that candidates who demonstrate confidence and mirror the interviewer's body language are more likely to get a positive response.
Diff: 2
Question Category: Application of knowledge
AACSB: Reflective thinking
Study Question: 2 How can you help others be good listeners when you speak?

81) Biased language suggests prejudice, prejudgment, or disrespect.
Answer: TRUE
Explanation: Biased language suggests prejudice, prejudgment, or disrespect and should be avoided in communication.
Diff: 1
Question Category: Concept
AACSB: Reflective thinking
Study Question: 2 How can you help others be good listeners when you speak?

82) Accusatory language focuses negative attention on the issue rather than on the person.
Answer: FALSE
Explanation: Accusatory language focuses negative attention on the person rather than on the issue.
Diff: 2
Question Category: Concept
AACSB: Reflective thinking
Study Question: 2 How can you help others be good listeners when you speak?

83) A cognitive conflict is the one that arises from differences in personalities and relationships rather than from differences in understanding content or tasks.
Answer: FALSE
Explanation: This is an affective conflict. A cognitive conflict results from differences in understanding content or tasks.
Diff: 2
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Study Question: 3 How can you manage interpersonal conflict?

84) Analyzing the cause of a conflict serves no useful purpose.
Answer: FALSE
Explanation: It is useful to analyze the cause of a conflict because different causes call for different conflict management strategies.
Diff: 1
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Study Question: 3 How can you manage interpersonal conflict?

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85) Groupthink is a phenomenon in which a group reaches a decision by eliminating all critical thinking that threatens consensus.
Answer: TRUE
Explanation: A groupthink approach to eliminating conflict can lead a group to ignore differing opinions that may be valuable, settle on a solution that may be wrong, and sacrifice creativity and innovation.
Diff: 1
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Study Question: 3 How can you manage interpersonal conflict?

86) A collectivist culture puts the needs of the group before individual interests.
Answer: TRUE
Explanation: In collectivist cultures, people put the good of the group or organization before their own individual interests. Obligation and loyalty to the group are more important than one's own achievement.
Diff: 2
Question Category: Concept
AACSB: Reflective thinking
Study Question: 4 How can you improve your communication with people from different cultures?

87) All cultures have the same ethical values.
Answer: FALSE
Explanation: Even when you embrace diversity, overcome stereotypes, and research the differences of other cultures, you may face ethical issues or conflicts in values that stand in the way of successful business relationships. Problems may arise when people from different cultures assume that their way of doing business is the best or only way.
Diff: 1
Question Category: Application of knowledge
AACSB: Reflective thinking
Study Question: 4 How can you improve your communication with people from different cultures?

88) Using ethnocentrism when dealing with coworkers from other cultures is most appropriate in a U.S. based environment.
Answer: FALSE
Explanation: Cultural understanding will help you avoid misinterpreting the verbal and nonverbal communication of colleagues and customers who do not share your culture. It will also help you to avoid displaying ethnocentrism—an inappropriate belief that your own culture is superior to all others. People who are ethnocentric are often trapped by cultural stereotypes—oversimplified images or generalizations of a group.
Diff: 2
Question Category: Synthesis
AACSB: Reflective thinking
Study Question: 4 How can you improve your communication with people from different cultures?

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89) Good teams are results-oriented, meaning the team's success is measured by results, not effort.
Answer: TRUE
Explanation: Good teams are results-oriented, meaning the team's success is measured by results, not effort.
Diff: 1
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Study Question: 5 How can you work effectively as part of a team?

90) The storming stage of team development begins when team members start to manage conflict and establish a consensus about how to work together efficiently.
Answer: FALSE
Explanation: The norming stage of team development begins when team members start to manage conflict and establish a consensus about how to work together efficiently.
Diff: 2
Question Category: Concept
AACSB: Interpersonal relations and teamwork
Study Question: 5 How can you work effectively as part of a team?

91) Describe a business situation in which passive listening could lead to a costly mistake.
Answer: 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.
Diff: 2
Question Category: Application of knowledge
AACSB: Application of knowledge
Study Question: 1 What listening skills will help you communicate better with others?

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92) 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?
Answer: 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.
Diff: 3
Question Category: Synthesis
AACSB: Reflective thinking
Study Question: 2 How can you help others be good listeners when you speak?

93) 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?
Answer: 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.
Diff: 3
Question Category: Synthesis
AACSB: Reflective thinking
Study Question: 1 What listening skills will help you communicate better with others?

94) Describe how to best approach your colleague to get him to listen to your request.
Answer: 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.
Diff: 2
Question Category: Application of knowledge
AACSB: Analytical thinking
Study Question: 2 How can you help others be good listeners when you speak?

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95) Discuss some of the ways in which one can deal with relational differences in the workplace.
Answer: 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.
Diff: 2
Question Category: Concept
AACSB: Written and oral communication
Study Question: 3 How can you manage interpersonal conflict?

96) Discuss Hofstede's views of the difference between individualism and collectivism.
Answer: Individualism versus collectivism is one of the key dimensions of culture identified by Dutch intercultural expert Geert Hofstede. In an individualistic culture, people value an individual's achievements, satisfaction, and independent thinking. By contrast, in collectivist cultures, people put the good of the group or organization before their own individual interests. Obligation and loyalty to the group are more important than one's own achievement. Harmony is important.
Individualistic and collectivist values influence communication and business in a number of ways. In collectivist cultures, where harmony is important, people are equally embarrassed and ashamed if they are publicly disrespected, making them lose face. Although people in the United States tend to think of individualism as the norm, there are significantly more collectivist cultures in the world than individualistic cultures. U.S. companies that respect these collectivist values build business practices around them.
Diff: 3
Question Category: Synthesis
AACSB: Reflective thinking
Study Question: 4 How can you improve your communication with people from different cultures?

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97) Discuss the costs of conflict in the workplace.
Answer: 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 work-place 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.
Diff: 2
Question Category: Synthesis
AACSB: Reflective thinking
Study Question: 3 How can you manage interpersonal conflict?

98) Why is teamwork important in today's organizations, and to individual performers?
Answer: 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.
Diff: 2
Question Category: Concept
AACSB: Reflective thinking
Study Question: 5 How can you work effectively as part of a team?

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99) Identify five considerations for assembling an effective team and discuss best practices for each.
Answer:
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 knows how to collaborate well? 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.
Diff: 3
Question Category: Synthesis
AACSB: Interpersonal relations and teamwork
Study Question: 5 How can you work effectively as part of a team?

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100) Explain the concept of power distance, and how power distance effects the workplace.
Answer: 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.
Diff: 3
Question Category: Synthesis
AACSB: Interpersonal relations and teamwork
Study Question: 4 How can you improve your communication with people from different cultures?

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