

Business Communication Essentials, Cdn. Ed., 5e (Bovee/Thill/Scribner)
Chapter 2 Mastering Team Skills and Interpersonal Communication

1) Teams _____.

- A) are two or more people working together
- B) are less important in the workplace
- C) share many goals
- D) are none of the above

Answer: A

Diff: 1 Type: MC Page Ref: 35

Objective: 2-1

2) Identify the item listed below that is NOT a way teams help organizations succeed.

- A) Increased information and knowledge
- B) Increased groupthink among members
- C) Increased diversity of views
- D) Increased performance levels

Answer: B

Diff: 1 Type: MC Page Ref: 35

Objective: 2-1

3) Janice is seeking input on a new initiative with her company Global Communications. She has asked for a meeting of supervisors, managers, and front line workers. She is engaging in a strategy of _____.

- A) reducing tension between workers
- B) unleashing creativity and energy in workers who share a sense of purpose
- C) reducing boredom
- D) participative management

Answer: D

Diff: 2 Type: MC Page Ref: 35

Objective: 2-1

4) A key advantage of teamwork is _____.

- A) it is easier to get a consensus
- B) work is usually done more quickly
- C) improved acceptance of solutions
- D) all of the above

Answer: C

Diff: 2 Type: MC Page Ref: 35

Objective: 2-1

5) Teams tend to be ineffective when there is/are _____.

- A) few members
- B) only one focus
- C) high involvement
- D) a lack of trust

Answer: D

Diff: 2 Type: MC Page Ref: 35

Objective: 2-1

6) When peer pressure in a team is more important to members than making the right decision, that team may develop what is termed _____.

- A) increased performance levels
- B) groupthink
- C) effective team work
- D) diversity of views

Answer: B

Diff: 2 Type: MC Page Ref: 35

Objective: 2-1

7) Hidden agendas occur in teams when team members _____.

- A) read one another's nonverbal messages
- B) don't contribute their fair share
- C) place greater value on belonging to a team than making right decisions
- D) have private motives that affect the group's interaction

Answer: D

Diff: 1 Type: MC Page Ref: 35

Objective: 2-1

8) Team conflict may be good if it _____.

- A) forces important issues into the open
- B) allows weak employees to contribute
- C) gets every employee to think alike
- D) creates a tighter organization

Answer: A

Diff: 2 Type: MC Page Ref: 35

Objective: 2-1

9) Effective teams do all of the following EXCEPT _____.

- A) have a clear sense of purpose
- B) think creatively
- C) reach decisions by consensus
- D) consider every possible perspective

Answer: D

Diff: 2 Type: MC Page Ref: 35

Objective: 2-1

10) Effective teams will have all of the following EXCEPT _____.

- A) a clear objective
- B) a shared sense of purpose
- C) procedures for reaching consensus
- D) competitive relationships between members

Answer: D

Diff: 1 Type: MC Page Ref: 36

Objective: 2-1

11) In a collaborative project, it is best to _____.

- A) allocate roles depending on the strengths of each team member
- B) write altogether
- C) share tasks exactly equally so that everybody contributes equally
- D) avoid socializing outside of the team meetings

Answer: A

Diff: 1 Type: MC Page Ref: 37

Objective: 2-1

12) A team is likely to work more efficiently if _____.

- A) tools and technology are compatible across the team
- B) a clear hierarchy is established
- C) most of the work is done virtually
- D) it is limited to fewer than four members

Answer: A

Diff: 2 Type: MC Page Ref: 37

Objective: 2-2

13) When undertaking a collaborative writing project, which of the following steps is best undertaken by individual team members rather than by the team working as a group?

- A) Outlining the project and determining project goals
- B) Planning
- C) Writing
- D) Research

Answer: C

Diff: 2 Type: MC Page Ref: 37

Objective: 2-1

14) TGA Solutions has employees in branches across Canada. The company wants to create a common site for information about all the projects that its employees tackle, the solutions they offer, and the outcomes of these solutions over time. Most of its employees are not well versed with creating web content, but will be required to update the site frequently by themselves, adding their observations and experiences. Which of the following technologies is the best option for both TGA and its employees?

- A) A centrally-controlled content management system
- B) A wiki
- C) A social networking site
- D) A virtual whiteboard

Answer: B

Diff: 2 Type: MC Page Ref: 38

Objective: 2-2

15) Emma wants to set up a wedding planning website for weddings in her city. She needs a site where caterers, florists, and designers from the city can post their offerings and prices for a fee. As the products and rates will change with the seasons, the site will have to be updated often by the sellers themselves. Prospective customers should be able to register on the site to read the information, but should not be able to make any changes to the site. Which of the following is the best option for Emma?

- A) A social networking site
- B) A central content management system
- C) A public wiki
- D) A private wiki

Answer: D

Diff: 2 Type: MC Page Ref: 38

Objective: 2-2

16) _____ refer(s) to computer-based systems that let people communicate, share files, review previous message threads, work on documents simultaneously, and connect using social networking tools.

- A) Groupware
- B) Firmware
- C) Operating systems
- D) Ecommerce systems

Answer: A

Diff: 1 Type: MC Page Ref: 38

Objective: 2-2

17) _____ are online "virtual offices" that give everyone on a team access to the same set of resources and information.

- A) Shared workspaces
- B) Web cubicles
- C) Shared hosting
- D) Creative commons

Answer: A

Diff: 1 Type: MC Page Ref: 38

Objective: 2-1

18) Orion Ltd. is a toy company headquartered in Winnipeg, with distributors throughout the country. At present, the company keeps in contact with its distributors through telephone and email, communicating confidential information about new products and prices. Distributors contact Orion's headquarters to communicate their queries or requirements, but responding to these questions is a time-consuming process. Orion wants to upgrade to a secure online system through which distributors can access information from the company and communicate their queries or complaints. Which of the following methods is most suited for this purpose?

- A) An extranet
- B) Teleconferencing
- C) Videoconferencing
- D) Social networking

Answer: A

Diff: 2 Type: MC Page Ref: 39

Objective: 2-2

19) Trinkets began as a small family business, but has since spread throughout the country and now employs more than a thousand people. Though each branch operates almost independently, the owners want to develop a feeling of community among Trinkets employees. Which is the most convenient way for all the employees across the country to get to know each other?

- A) Conducting regular teleconferences among employees
- B) Developing a community for the company on a social networking site
- C) Organizing virtual meetings regularly
- D) Videoconferencing at every opportunity

Answer: B

Diff: 2 Type: MC Page Ref: 39

Objective: 2-2

20) What is an important aspect of mobile collaboration?

- A) Unified communication
- B) Transparency
- C) Support
- D) Responsibility

Answer: A

Diff: 1 Type: MC Page Ref: 39

Objective: 2-2

21) Which of the following statements is an example of constructive criticism?

- A) Your argument will be stronger if you rewrite the introduction to include more details about the event.
- B) There were three factual errors in the document you sent. Lately, you have been very careless.
- C) Your meaning is unclear; you should rework the document for more clarity.
- D) Your method of organizing information is inappropriate for the subject.

Answer: A

Diff: 2 Type: MC Page Ref: 39-40

Objective: 2-2

22) Which of the following is TRUE for feedback on a writing project?

- A) Destructive feedback delivers criticism with no effort to stimulate improvement.
- B) Feedback is constructive and always results in improvement.
- C) Constructive criticism focuses on personal shortcomings.
- D) Destructive feedback focuses on the process and outcomes of communication.

Answer: A

Diff: 1 Type: MC Page Ref: 39

Objective: 2-2

23) Ruth is the editor of *Bliss*, a lifestyle magazine. Rachel has written a substandard article for the magazine and Ruth has to give her feedback to help her improve the piece. Which of the following is the most effective way to offer feedback?

- A) Ruth should mark out the faults in the article and send it back to Rachel.
- B) Ruth should tell Rachel the shortcomings of her method and approach to writing.
- C) Ruth should point out weak areas in the article and suggest alternative approaches.
- D) Ruth should compare Rachel's methods to the standards of the magazine to bring out the flaws in the article.

Answer: C

Diff: 2 Type: MC Page Ref: 39-40

Objective: 2-2

24) Sensient Solutions picked out a team from its employees to research and develop a new software product. The team outlined the requirements for the product and set a deadline for the research process, leaving individual developers free to explore and research their own ideas. When the team finally began to evaluate the results of the research, it was found that a lot of the effort had been duplicated, resulting in a waste of time and resources. Which of the following guidelines for collaborative work did the team ignore?

- A) Agree on project goals before the start of the project.
- B) Clarify individual responsibilities.
- C) Make sure tools are compatible across the team.
- D) Give the team time to bond before beginning.

Answer: B

Diff: 2 Type: MC Page Ref: 39

Objective: 2-2

25) Nicholas and his team need to write and design a small brochure for an insurance plan.

Which of the following methods is the ideal way to go about this?

- A) Allocate every task, from planning to writing, equally among all members of the team.
- B) Assign parts of the project to certain members and allow them to decide the concept and write in their own styles.
- C) Outline the brochure together but assign the task of writing to one person.
- D) Divide the writing equally among all team members and have each person review another person's work.

Answer: C

Diff: 2 Type: MC Page Ref: 39

Objective: 2-2

26) Assume two companies that are geographically distant from one another are negotiating a joint venture. The negotiation promises to be difficult and much of it will have to be conducted virtually. The best option for companies X and Y is _____.

- A) teleconferencing
- B) videoconferencing
- C) telepresence technologies
- D) virtual whiteboards

Answer: C

Diff: 2 Type: MC Page Ref: 42

Objective: 2-3

27) The key to productive meetings is careful planning of _____.

- A) risks
- B) rewards
- C) hidden agendas
- D) purpose, participation, and a place to meet

Answer: D

Diff: 1 Type: MC Page Ref: 40

Objective: 2-3

28) The two main types of meetings are _____.

- A) informational and decision-making
- B) problem and solution
- C) focused and free-form
- D) analytical and comprehensive

Answer: A

Diff: 2 Type: MC Page Ref: 40

Objective: 2-3

29) Organizational communication can be achieved most effectively through _____.

- A) individual conversations
- B) memos
- C) reports
- D) in-person or online meetings

Answer: D

Diff: 1 Type: MC Page Ref: 40

Objective: 2-3

30) The key to productive meetings is careful planning of _____.

- A) purpose, participants, location, and agenda
- B) ethics, purpose, rules of order, and location
- C) ethics, purpose, location, and agenda
- D) purpose, participants, location, and protocol

Answer: A

Diff: 2 Type: MC Page Ref: 40

Objective: 2-3

31) The agenda is _____.

- A) helpful in deciding the issues
- B) a statement of purpose
- C) an important tool in guiding a meeting's progress
- D) useful in limiting the number of participants

Answer: C

Diff: 2 Type: MC Page Ref: 40

Objective: 2-3

32) When selecting participants for a team meeting, you should _____.

- A) include only the senior level workers on the project
- B) include everyone who might possibly have any connection to the topic at hand
- C) include only those people who really need to be there
- D) include as many people as you can fit in the meeting room

Answer: C

Diff: 2 Type: MC Page Ref: 40

Objective: 2-3

33) An effective agenda answers which of the following questions?

- A) What is expected of all the participants?
- B) How long will the meeting last?
- C) What needs do each of the participants have?
- D) Both A and B

Answer: D

Diff: 2 Type: MC Page Ref: 40

Objective: 2-3

34) Identify the one trait that does NOT characterize a responsible leader of a meeting.

- A) Draws out participants in the discussion
- B) Keeps the meeting moving along
- C) Dominates the meeting
- D) Summarizes meeting achievements

Answer: C

Diff: 1 Type: MC Page Ref: 41

Objective: 2-3

35) The most effective meetings are those in which _____.

- A) only the group leader talks
- B) everyone shares the responsibility for productivity
- C) parliamentary procedure is used
- D) only the experts on the topic talk

Answer: B

Diff: 1 Type: MC Page Ref: 40

Objective: 2-3

36) As a leader, if one person is dominating the meeting and not letting others contribute, you should _____.

- A) ask that person to leave the meeting
- B) politely point out that time is limited and that others need to be heard from too
- C) ignore the situation but not invite that person to the next meeting
- D) avoid conflict

Answer: B

Diff: 1 Type: MC Page Ref: 41

Objective: 2-3

37) To close a meeting effectively, you should _____.

- A) summarize the group's conclusions
- B) review who has agreed to do what
- C) list the actions to be taken
- D) do all of the above

Answer: D

Diff: 1 Type: MC Page Ref: 41

Objective: 2-3

38) Minutes should be taken _____.

- A) only at larger or more formal meetings
- B) only at smaller or more informal meetings
- C) at every meeting
- D) only when some members of the group cannot be present

Answer: A

Diff: 2 Type: MC Page Ref: 41

Objective: 2-3

39) All of the following are elements in the listening process EXCEPT _____.

- A) interpreting
- B) evaluating
- C) remembering
- D) focusing

Answer: D

Diff: 2 Type: MC Page Ref: 45

Objective: 2-4

40) The listening process involves _____.

- A) interrupting
- B) knowing
- C) registering
- D) remembering

Answer: D

Diff: 1 Type: MC Page Ref: 45

Objective: 2-4

41) The receiving element in the listening process can be blocked by _____.

- A) poor acoustics
- B) noise
- C) inattention
- D) all of the above

Answer: D

Diff: 2 Type: MC Page Ref: 45

Objective: 2-4

42) Which of the following is a barrier to effective listening?

- A) Maturity
- B) Attentiveness
- C) Selectiveness
- D) All of the above

Answer: C

Diff: 1 Type: MC Page Ref: 45

Objective: 2-4

43) Most of us listen _____.

- A) better when we are tired
- B) better when the subject matter is complex
- C) very effectively since it is such an easy skill
- D) very ineffectively, remembering about half of what we hear

Answer: D

Diff: 1 Type: MC Page Ref: 45

Objective: 2-4

44) In selective listening, the listeners _____.

- A) tend to take control of the conversation
- B) distort the message by tuning out anything that doesn't confirm their assumptions
- C) tune out until they hear something that gets their attention
- D) do all of the above

Answer: C

Diff: 2 Type: MC Page Ref: 45

Objective: 2-4

45) In part, ineffective listening is caused because _____.

- A) people are uninterested in the subject matter
- B) people are unable to think originally
- C) people think faster than they speak
- D) of all of the above

Answer: C

Diff: 2 Type: MC Page Ref: 46

Objective: 2-4

46) The ineffective listener _____.

- A) takes detailed notes
- B) nods a lot
- C) asks questions
- D) listens with the same style in every situation

Answer: D

Diff: 2 Type: MC Page Ref: 46

Objective: 2-4

47) Effective listeners _____.

- A) fight to avoid distractions
- B) take complete notes
- C) judge content and skip over delivery errors
- D) do none of the above

Answer: B

Diff: 2 Type: MC Page Ref: 46

Objective: 2-4

48) Which of the following is a trait of effective listening?

- A) Listening to someone who is speaking while ignoring other sounds.
- B) Paraphrasing the speaker's ideas at the end of the presentation.
- C) Finding areas of interest in common with someone sitting beside you.
- D) Interrupting the speaker.

Answer: A

Diff: 1 Type: MC Page Ref: 46

Objective: 2-4

49) Which listener makes little or no eye contact?

- A) The ineffective listener
- B) The reluctant listener
- C) The effective listener
- D) The surface listener

Answer: A

Diff: 1 Type: MC Page Ref: 46

Objective: 2-4

50) Jennifer isn't impressed by her professor's mismatched suit of tweed and stripes and his voice is so boring it drives her crazy. Jennifer is an example of _____.

- A) the surface listener
- B) the reluctant listener
- C) the effective listener
- D) the ineffective listener

Answer: D

Diff: 2 Type: MC Page Ref: 46

Objective: 2-4

51) Which listener judges content and not delivery?

- A) The effective listener
- B) The reluctant listener
- C) The ineffective listener
- D) The surface listener

Answer: A

Diff: 2 Type: MC Page Ref: 46

Objective: 2-4

52) Which listener exhibits an active body state like nodding for example?

- A) The ineffective listener
- B) The effective listener
- C) The reluctant listener
- D) The surface listener

Answer: B

Diff: 1 Type: MC Page Ref: 46

Objective: 2-4

53) Which listener mentally paraphrases key points?

- A) The ineffective listener
- B) The surface listener
- C) The reluctant listener
- D) The effective listener

Answer: D

Diff: 1 Type: MC Page Ref: 46

Objective: 2-4

54) Which listener doodles or draws instead of taking notes?

- A) The surface listener
- B) The ineffective listener
- C) The reluctant listener
- D) The effective listener

Answer: B

Diff: 2 Type: MC Page Ref: 46

Objective: 2-4

55) Which listeners interrupt whenever they disagree or don't understand?

- A) Effective listeners
- B) Surface listeners
- C) Reluctant listeners
- D) Ineffective listeners

Answer: A

Diff: 1 Type: MC Page Ref: 46

Objective: 2-4

56) Which listener listens passively?

- A) The reluctant listener
- B) The effective listener
- C) The ineffective listener
- D) The surface listener

Answer: C

Diff: 1 Type: MC Page Ref: 46

Objective: 2-4

57) Most people listen at or below an efficiency rate of _____.

- A) 25%
- B) 50%
- C) 75%
- D) 85%

Answer: A

Diff: 3 Type: MC Page Ref: 44

Objective: 2-4

58) Within 48 hours of the completion of a typical 10-minute conversation, people tend to forget _____ of the content.

- A) 75%
- B) 25%
- C) 15%
- D) 50%

Answer: D

Diff: 1 Type: MC Page Ref: 44

Objective: 2-4

59) Anita is an active listener. She tries to _____.

- A) turn off her biases and filters
- B) truly hear and understand the message
- C) fidget
- D) A and B

Answer: D

Diff: 1 Type: MC Page Ref: 44

Objective: 2-4

60) In a meeting with colleagues, Tom was presenting his ideas for gathering detailed information on customers. Tom feels strongly that having detailed profiles of each customer will dramatically increase sales; however, while the general reception of Tom's ideas were positive, several concerns were expressed over privacy. In a later report, Tom made no mention of these concerns. It is possible that during the meeting, Tom was _____.

- A) listening selectively
- B) perceiving selectively or defensively
- C) listening deceptively
- D) demonstrating arrogance

Answer: A

Diff: 2 Type: MC Page Ref: 44

Objective: 2-4

61) Which of the following is a form of nonverbal communication?

- A) Touching behaviour
- B) Education
- C) Language
- D) All of the above

Answer: A

Diff: 1 Type: MC Page Ref: 47

Objective: 2-5

62) Identify the one statement below that is a valid claim concerning touching behaviour.

- A) It can always be interpreted as sexual harassment.
- B) Lower-status personnel are less likely to touch than higher-status employees.
- C) It conceals warmth, comfort, and reassurance.
- D) The norms for touching behaviour are predictable.

Answer: B

Diff: 1 Type: MC Page Ref: 47

Objective: 2-4

63) Identify the one item below that is a method for improving your nonverbal communication.

- A) Smile all the time.
- B) Grasp the different meanings of common gestures in various cultures.
- C) Use touch often.
- D) Maintain the eye contact.

Answer: B

Diff: 1 Type: MC Page Ref: 47-48

Objective: 2-5

64) If your boss is late and makes you wait for her at meeting after meeting, she could be trying to _____.

- A) be deferential
- B) show her own importance
- C) work all the time
- D) all of the above

Answer: B

Diff: 2 Type: MC Page Ref: 47

Objective: 2-5

65) A key to good listening is to pay attention to verbal and nonverbal clues, and ask yourself which of the following?

- A) Do they contradict each other?
- B) Are they infallible?
- C) Are they problematic?
- D) Do they amplify each other?

Answer: D

Diff: 2 Type: MC Page Ref: 48

Objective: 2-5

66) Which of the following is TRUE for the use of mobile phones in the workplace?

- A) Mobile phones have the potential to boost productivity if used mindfully.
- B) Texting during meetings is now an accepted practice in offices.
- C) Mobile phone etiquette demands that all incoming calls are answered immediately.
- D) Restrictions on mobile phone use during meetings drain productivity.

Answer: A

Diff: 2 Type: MC Page Ref: 49-50

Objective: 2-6

67) Which of the following statements about workplace etiquette is TRUE?

- A) Dress codes in the workplace only matter if you interact with clients daily.
- B) Using strong perfumes, shampoos, or after-shaves is acceptable as long as no one is allergic to them.
- C) Personal appearance in the workplace sends a strong signal to colleagues and customers; therefore, you should dress as differently from other people as possible.
- D) Dressing modestly and simply is always recommended, whatever the company dress code.

Answer: D

Diff: 2 Type: MC Page Ref: 48

Objective: 2-6

68) Which of the following is NOT true of cell phone etiquette?

- A) It is appropriate to use your device during meetings if you are expected to participate in a back channel conversation.
- B) It is appropriate to use your device in meetings to take notes so long as you have explained this to the meeting leader.
- C) It is appropriate to use your device in meetings if you are accomplishing other tasks by multitasking efficiently.
- D) Avoid obnoxious ring tones or answering your phone in potentially offensive places such as restrooms.

Answer: C

Diff: 2 Type: MC Page Ref: 49

Objective: 2-5

69) Which of the following is proper etiquette during a business meal?

- A) Using a mobile phone for other business calls.
- B) Discussing subjects like politics or religion at the beginning of the meal.
- C) Making conversation by asking personal questions.
- D) Only answering urgent calls during the meeting.

Answer: D

Diff: 1 Type: MC Page Ref: 51

Objective: 2-6

70) Ellen is the moderator of her company's complaints forum. Customers post their queries or complaints on the forum, and Ellen provides answers or solutions. Which of the following guidelines must Ellen follow?

- A) Always start new topics on the original thread; don't change threads.
- B) Use acronyms to save time and make it easier for readers to skim through.
- C) Focus on the subject at hand, not on personal characteristics of respondents.
- D) In order to save time for readers, avoid providing supporting statements.

Answer: C

Diff: 2 Type: MC Page Ref: 50

Objective: 2-6

71) Which of the following is good etiquette for online business communications?

- A) Use informal and nonstandard spelling, grammar, and punctuation.
- B) Multitask while using IM or other tools.
- C) Always use the "reply all" function to reply to emails.
- D) Assume that what you type will be read by your boss or the security staff.

Answer: D

Diff: 2 Type: MC Page Ref: 50

Objective: 2-6

72) Which of the following is a violation of workplace etiquette?

- A) Switching off mobile phones during meetings
- B) Multitasking while using IM for business communication
- C) Avoiding the use of "reply all" when replying to emails
- D) Using virus protection when sending a file

Answer: B

Diff: 2 Type: MC Page Ref: 50

Objective: 2-6

73) Teams contribute to performance levels because teams can be better at performing complex problem solving than top-performing individuals.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 35

Objective: 2-1

74) Teams are appropriate in every situation in today's global workplace.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 35

Objective: 2-1

75) While working in teams is productive for the individual, the group effort is less creative than an individual effort.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 35

Objective: 2-1

76) Groupthink leads team members to set aside their personal opinions and go along with everyone else, even if everyone else is wrong.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 35

Objective: 2-1

77) Teams with interpersonal conflict can still be effective if the leadership is effective and members are committed.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 35

Objective: 2-1

78) You can always achieve the purpose of organizational communication most effectively through group meetings.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 35

Objective: 2-1

79) Effective teams have a clear sense of purpose.

Answer: TRUE

Diff: 2 Type: TF Page Ref: 36

Objective: 2-1

80) As members of a group have a common goal, individual responsibilities are minimal or nonexistent.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 36

Objective: 2-2

81) The best approach to developing team messages is for the team to write together, as a group, as this process benefits from group participation.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 36

Objective: 2-2

82) Teams work best with people who have a combination of skills, experiences, information, and talents.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 36

Objective: 2-2

83) It is better to have open and direct approaches for dealing with problems when writing collaboratively.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 36

Objective: 2-2

84) Conflict in team settings is always a bad thing.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 36

Objective: 2-2

85) When writing collaboratively, it is wise to all work together on every section.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 37

Objective: 2-2

86) Today's technology is making collaborative writing more effective by using groupware.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 38

Objective: 2-2

87) Constructive criticism delivers criticism with no effort to stimulate improvement.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 39

Objective: 2-2

88) In decision-making meetings, participants persuade, analyze, and solve problems.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 40

Objective: 2-3

89) Replacing face-to-face meeting with online meetings can dramatically reduce costs, save resources, reduce wear and tear on employees, and give teams access to a wider pool of expertise.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 40

Objective: 2-3

90) Georgia is organizing a decision-making meeting. She needs to invite someone from every department so no one feels left out.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 40

Objective: 2-3

91) If you make sure all agenda items are specific, you can help participants prepare in advance with facts and figures.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 40

Objective: 2-3

92) Good leaders clearly dominate any meeting.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 41

Objective: 2-3

93) A good meeting is a series of dialogues between individual members and the leader.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 41

Objective: 2-3

94) It's important to guide the discussion for agenda items.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 41

Objective: 2-3

95) At the conclusion of a successful meeting, it is not necessary to tie up loose ends.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 41

Objective: 2-3

96) Summarizing the conclusions of the discussion at the end of a meeting wastes valuable time.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 41

Objective: 2-3

97) Even small, informal meetings can benefit from an agenda.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 41

Objective: 2-3

98) Your ability to listen effectively is directly related to your ability to keep informed, strengthen relationships, and avoid mistakes.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 44

Objective: 2-3

99) Effective listening requires the listener to adapt his or her listening approaches to different situations.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 44

Objective: 2-3

100) Effective listening allows an organization to manage growing diversity both in the workforce and in the customers it serves.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 44

Objective: 2-4

101) The common goal in content listening and critical listening is "understanding."

Answer: TRUE

Diff: 2 Type: TF Page Ref: 44

Objective: 2-4

102) Nonverbal communication is more effective because words lie, while gestures don't.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 46

Objective: 2-5

103) Avoiding eye contact is a great way to see if someone is not telling the truth.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 48

Objective: 2-5

104) You can avoid giving others conflicting signals by paying attention to your nonverbal cues and making sure that the signals amplify the verbal message.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 46

Objective: 2-5

105) Gestures always convey specific meaning in and of themselves.

Answer: FALSE

Diff: 3 Type: TF Page Ref: 36

Objective: 2-5

106) In some cultures, sustained eye contact can be interpreted as a sign of disrespect.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 48

Objective: 2-5

107) When in doubt, a firm handshake is always welcomed.

Answer: FALSE

Diff: 1 Type: TF Page Ref: 51

Objective: 2-5

108) It is always a good idea to dress professionally for the office.

Answer: TRUE

Diff: 1 Type: TF Page Ref: 48

Objective: 2-5

109) "Treating others like you want to be treated" is a valuable etiquette rule.

Answer: FALSE

Diff: 2 Type: TF Page Ref: 48

Objective: 2-6

110) A unit of two or more people who work together to achieve a goal is a/an _____.

Answer: team

Diff: 1 Type: SA Page Ref: 24

Objective: 2-1

111) The willingness of individuals to set aside their personal opinions and go along with everyone else, even if everyone else is wrong, is termed _____.

Answer: groupthink

Diff: 2 Type: SA Page Ref: 36

Objective: 2-1

112) Before you start a collaborative group writing project, the first thing you should do is _____.

Answer: agree on project goals

Diff: 2 Type: SA Page Ref: 37

Objective: 2-2

113) Many collaboration systems include _____ features that control how pages or documents can be created, edited, and published.

Answer: workflow

Diff: 1 Type: SA Page Ref: 38

Objective: 2-2

114) Meetings in which participants persuade, analyze, and solve problems are called _____ meetings.

Answer: decision-making

Diff: 2 Type: SA Page Ref: 40

Objective: 2-3

115) The primary benefit of _____ technologies is that you can see subtle facial expressions and gestures, which means that they are good for negotiations and collaborations and that involve complex discussions.

Answer: telepresence

Diff: 2 Type: SA Page Ref: 42-44

Objective: 2-3

116) _____ is the tendency of listeners to mold messages to fit their own conceptual framework.

Answer: Selective perception

Diff: 1 Type: SA Page Ref: 45

Objective: 2-4

117) The _____ listener works hard and exhibits active body states like nodding.

Answer: effective

Diff: 1 Type: SA Page Ref: 46

Objective: 2-4

118) The _____ listener fakes attention.

Answer: ineffective

Diff: 2 Type: SA Page Ref: 46

Objective: 2-4

119) _____ communication, like a head shake, can vary significantly between cultures.

Answer: Nonverbal

Diff: 2 Type: SA Page Ref: 48

Objective: 2-5

120) Cues, gestures, facial expressions, spatial relationships, and attitudes toward time are all elements of _____ communication.

Answer: nonverbal

Diff: 1 Type: SA Page Ref: 47

Objective: 2-5

121) _____, _____, and _____ are three forms of nonverbal communication.

Answer: Any three of the following: facial expressions, gestures, posture, tone, attitude, personal appearance, touching behaviour, use of time and space.

Diff: 2 Type: SA Page Ref: 47

Objective: 2-5

122) _____ is an important way to convey warmth, comfort, and reassurance, as well as control.

Answer: Touching

Diff: 2 Type: SA Page Ref: 47

Objective: 2-5

123) _____ can show dominance or even sexual interest. When in doubt, don't do it.

Answer: Touching

Diff: 1 Type: SA Page Ref: 47

Objective: 2-5

124) A person should _____ their phone during business meetings.

Answer: mute

Diff: 1 Type: SA Page Ref: 50

Objective: 2-6

125) If you are physically able, always _____ when shaking someone's hand.

Answer: stand

Diff: 2 Type: SA Page Ref: 51

Objective: 2-6

126) Discuss at least two ways that teams help an organization succeed.

Answer: Any two of the following should be listed. 1. Increasing information and knowledge. 2. Increasing the diversity of views. 3. Increasing the acceptance of a solution. 4. Increasing performance levels.

Diff: 2 Type: ES Page Ref: 35

Objective: 2-1

127) Outline the four elements necessary to plan a productive meeting.

Answer: 1. Decide on your purpose—informative or decision-making. 2. Select participants—involve only those whose presence is essential. 3. Choose an appropriate location—consider time and seating arrangements. 4. Set and follow an agenda—distribute it ahead of time.

Diff: 2 Type: ES Page Ref: 40-41

Objective: 2-3

128) The top management of an automobile company with branches across the country wants to replace in-person meetings for teams that work closely with each other with meetings in virtual worlds, to minimize travel time and costs. Make an argument for the superiority of in-person meetings, describing the disadvantages of the virtual method.

Answer: Online methods such as IM and virtual worlds do not allow much communication of nonverbal information, which could pose a barrier to understanding. Participants may also be tempted to multitask, which reduces effectiveness. As the team members work together, the element of team bonding may be necessary to enhance performance. This may not be possible with a virtual method.

Diff: 2 Type: ES Page Ref: 44

Objective: 2-4

129) Two rival candidates in the race for mayor of Springton are scheduled to speak on education policies in the city, a controversial topic. Each will be promoting his plan for education. Which type of listening will help listeners decide which plan is likely to be successful?

Answer: 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, and the implications of the message. Critical listening will help listeners evaluate the speaker's argument for the plan and judge whether or not it is likely to be successful.

Diff: 2 Type: ES Page Ref: 44

Objective: 2-4

130) Two rival candidates for the office of Student Body President at Acadia University must debate a given topic before the election. Describe the three types of active listening and state how each type of listening can help listeners choose a candidate to vote for. If you were the speaker, which type of listening do you think would help your campaign?

Answer: (Answer may vary.) The primary goal of content listening is to understand and retain the information in the speaker's message. With content listening, listeners will focus on the content of the speaker's message, on campaign promises, and the speaker's views, and not on the personal characteristics of the speaker or other related issues.

The goal of empathic listening is to understand the speaker's feelings, needs, and wants so that you can appreciate his or her point of view, regardless of whether you share that perspective. With empathic listening, a speaker can persuade others to understand or accept his or her point of view.

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, and the implications of the message. With critical listening, a speaker can convince listeners of the validity of the message and of the speaker's intentions.

Diff: 3 Type: ES Page Ref: 33

Objective: 2-4

131) Discuss how empathic listening is different from other forms of listening.

Answer: The goal of empathic listening is to understand the speaker's feelings, needs, and wants so that you can appreciate his or her point of view, regardless of whether you share that perspective. Nonverbal signals such as facial expressions and body language can help you understand the other person's emotional state as well. Importantly, this style of listening gives the other person the freedom to share without fear of being judged or evaluated. In this sense, empathic listening is a complementary skill to content listening, because you need to silence those critical faculties and focus your attention on the other person. In fact, the information exchanged in an empathic conversation is sometimes less important than simply giving someone the opportunity to be heard. Empathic listening can be a difficult habit to get into, particularly for people who are used to solving problems and taking charge of situations.

Diff: 2 Type: ES Page Ref: 44-45

Objective: 2-4

132) List and explain at least four phases of the listening process.

Answer: The listening process includes the following steps: 1. Receiving—hearing and taking note of the message. 2. Decoding—assigning meaning to sounds; determining what the speaker really means. 3. Remembering—retaining what you hear. 4. Evaluating—applying critical thinking skills to weigh the speaker's remarks. 5. Responding—reacting to the speaker's message.

Diff: 3 Type: ES Page Ref: 45

Objective: 2-4

133) List the two barriers to effective listening.

Answer: Selective listening is one of the most common barriers to effective listening. If you don't pay attention the entire time someone is speaking, you will be unable to recall what the speaker *actually* said. Instead, you'll remember what you think the speaker *probably* said. Overcoming interpretation barriers can be difficult because you may not even be aware of them. Selective perception leads listeners to mould messages to fit their own conceptual frameworks. Listeners sometimes make up their minds before fully hearing the speaker's message, or they engage in *defensive listening*—protecting their egos by tuning out anything that doesn't confirm their beliefs or their view of themselves.

Diff: 3 Type: ES Page Ref: 35

Objective: 2-4

134) List four of the six categories of nonverbal communication and give examples of each.

Answer: The six categories include: facial expression includes eyes; gesture and posture includes waves; vocal characteristics includes pitch; personal appearance includes clothing; touching behaviour includes hugs; use of time and space includes standing too close.

Diff: 3 Type: ES Page Ref: 47

Objective: 2-5

135) List ten examples of tactics used by effective listeners.

Answer: 1. Listen actively. 2. Take careful and complete notes. 3. Make frequent eye contact. 4. Stay focused. 4. Mentally paraphrase key points. 5. Adjust listening styles to the situation. 6. Give nonverbal clues. 7. Save questions or comments until the appropriate moment. 8. Overlook stylistic differences. 9. Make distinctions between main points and supporting evidence 10. Look for opportunities to learn.

Diff: 3 Type: ES Page Ref: 46

Objective: 2-5

136) List seven suggestions to improve online etiquette.

Answer: 1. Avoid personal attacks. 2. Stay focused on the original topic. 3. Don't present opinions as facts, 4. Use basic expectations for spelling, punctuation, and grammar. 5. Use virus protection. 6. Ask if this is a good time for an IM chat. 7. Watch your language and control your emotions. 8. Avoid multitasking. 9. Never assume you have privacy. 10. Don't use "reply all" unless everyone will benefit from your response. 11. Don't expect others to instantly reply to your email. 12. Don't waste others' time with sloppy, confusing, or incomplete messages. 13. Respect the boundaries of time and space.

Diff: 3 Type: ES Page Ref: 50

Objective: 2-6

137) List six tips for receiving calls for effectively.

Answer: 1. Answer promptly and with a smile and be sure to speak slowly and clearly so people will understand your greeting. 2. Identify yourself, your company, and the department you work to help build an instant relationship. 3. Establish the needs of your caller by asking how you can help. 4. Be positive and convey confidence by avoiding vague phrases. 5. Take complete and accurate messages by repeating names, numbers, emails, and dates to make sure you have them right. 6. Give reasons for your actions if you need to put a caller briefly on hold or transfer the call.

Diff: 3 Type: ES Page Ref: 49

Objective: 2-6

138) Discuss the advantages of teams.

Answer: -More information and knowledge. By pooling the experience of several individuals, a team has access to more information in the decision-making process.

-Learning opportunities. Teams that bring together people with various work specialties give people the chance to learn from each other.

-Boldness. People who might hesitate to take calculated risks on their own may be more willing to make bold moves as part of a team.

-Accountability. Most people want to avoid letting others down, and participating in teams creates a built-in sense of accountability to others.

-Trust building. Working closely in teams lets people develop trust in their colleagues, which can be beneficial outside the confines of the team activities as well.

-A broader range of viewpoints. Diverse teams in particular can bring a variety of perspectives that improve decision making.

-Buy-in for solutions the team creates. Those who participate in making a decision are more likely to support it and encourage others to accept it.

-Improved performance. Effective teams can be better than top-performing individuals at solving complex problems.

-A sense of community in good times and bad. Being on a team helps individuals share in the celebration of successes and provides emotional support during challenging periods.

Diff: 3 Type: ES Page Ref: 35

Objective: 2-1

139) Discuss the disadvantages of teams.

Answer: -Groupthink. Like other social structures, business teams can generate tremendous pressures to conform. Groupthink occurs when peer pressures cause individual team members to withhold contrary or unpopular opinions and to go along with decisions they don't really believe in. The consequences of groupthink can range from bland, unimaginative work to outright disasters.

-Hidden agendas. Some team members may have a hidden agenda—private, counterproductive motives, such as a desire to take control of the group, to undermine someone else on the team, or to pursue an incompatible goal.

-Cost. Aligning schedules, arranging meetings, and coordinating individual parts of a project can take a lot of time and money.

-Overload. Some companies have embraced collaborative work approaches to such an extent that they're overloading employees with team assignments.

Diff: 3 Type: ES Page Ref: 35

Objective: 2-1

140) Discuss the characteristics of effective teams.

Answer: -A shared sense of purpose and compatible values

-A clear and challenging goal

-A belief in the value of the team's efforts

-A well-balanced mix of people who can provide the insights and skills needed to achieve the goal

-Positive behavioural norms that promote *psychological safety*, encouraging people to share information, propose unproven ideas, and express vulnerability without fear of repercussion

-A willingness to put the team's needs ahead of individual needs

-Open and honest communication

Diff: 3 Type: ES Page Ref: 36

Objective: 2-1

141) Discuss guidelines for collaborative writing.

Answer: -Allocate roles to best apply the strengths of your team. Teams work best with people who have a combination of experience, information, skills, and talents needed for the project. Assess the skills of your team, then delegate the graphics to someone with interests and skills in illustration, divide the research tasks according to interests and knowledge, and have the strongest writer assume the role of final editor.

-Agree on project goals before you start. Ensure the group understands the assignment and discusses standards for the finished product. In class projects, discuss aspirations about the final grade. In the workplace, clarify what content, length, and format the boss is expecting.

-Allow time for the team to bond before you begin. Make sure people get to know each other before being asked to collaborate.

-Clarify individual responsibilities. List the tasks ahead and allocate jobs according to team member strengths. Some teams find it helpful to write a "contract" that includes the tasks, deadlines, and people responsible, along with the process that will be used to resolve disputes and the consequences of not contributing.

-Establish clear processes. Make sure everyone knows how the work will be managed, including checkpoints and decisions to be made along the way. A vital question here is *version control*, which prevents two or more people from changing a document at the same time without each other's knowledge. In some cases, the app or system you use will manage this for you.

-Think carefully about composing as a group. In contrast to the other tasks in collaborative projects, attempting to do the actual composing as a group isn't always a productive approach. Crafting sentences is a highly individualized activity that requires lots of thought and reflection, and most ideas can be expressed effectively in more than one way. Two (or more) people could have equally valid ways to express something and spend time trying to convince the group to use their versions. The result could be a slower process that doesn't produce meaningfully better results. You may find times when it is helpful to involve multiple writers, such as when you're struggling to express a particular idea clearly. However, chances are you'll find it more efficient to plan, research, and outline together but 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 to ensure a consistent style.

-Make sure tools and techniques are ready and compatible across the team. Even minor details such as different versions of software can delay projects.

-Check to see how things are going along the way. Don't assume that everything is working just because you don't hear anything negative.

Diff: 3 Type: ES Page Ref: 37

Objective: 2-2