Chapter 2 Professionalism: Team, Listening, Nonverbal, and Etiquette Skills

MULTIPLE CHOICE

1. After reviewing over a hundred résumés, Jalissa has chosen five candidates to interview for the position. Which of the following skills will Jalissa be assessing during the interviews?
   a. technical skills
   b. education
   c. work experience
   d. soft skills

   ANS: D
   Employers typically want to know about four key areas: education, experience, hard skills, and soft skills. Soft skills can be assessed during the interview.

   PTS: 1   DIF: 3   REF: p. 29   OBJ: 2-1
   TOP: Becoming a Team Player in Professional Groups   BLM: HIGHER ORDER

2. What can an employer do to reduce hostility and resistance to change in the workplace?
   a. organize a charity run
   b. form decision-making teams
   c. implement a new performance review procedure
   d. hold a meeting to discuss employees' attitudes

   ANS: B
   When employees have input into decisions, they are less hostile and resistant to change.

   PTS: 1   DIF: 1   REF: p. 30   OBJ: 2-1
   TOP: Preparing to Work With Groups and Teams   BLM: REMEMBER

3. Which of the following is the most accurate statement about team development?
   a. When team members have similar personality types, they may take longer to get through the storming phase.
   b. The second phase is the forming phase, where individuals attempt to bond and begin to develop trust in one another.
   c. No matter what the ultimate goal is, all teams eventually reach the final phase, the performing phase.
   d. Formal leadership is not necessary during the norming phase, because everyone on the team takes on leadership functions.

   ANS: D
   a.   Teams composed of dissimilar personality types may take longer to progress through the storming phase.
   b.   During the first phase, which is the forming phase, individuals get to know each other. As they search for similarities and attempt to bond, they begin to develop trust in each other.
   c.   Some groups never reach the final stage of performing.
   d.   Formal leadership is unnecessary during the norming phase because everyone takes on leadership functions.

   PTS: 1   DIF: 2   REF: p. 32   OBJ: 2-1
   TOP: Preparing to Work With Groups and Teams   BLM: HIGHER ORDER

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4. Jess has been leading a team for two months. They meet every Monday so she can share her decisions about the project with them. Lately, she has been met with hostility and resistance. What should Jess do?
   a. allow the team to have a week off
   b. involve the team in decision-making
   c. ignore the behaviour
   d. report her team members to the manager

   ANS: B
   When teams are involved in decision-making, there is greater buy-in, increased productivity, and improved employee morale.

   PTS: 1   DIF: 3   REF: p. 30   OBJ: 2-1
   TOP: Preparing to Work With Groups and Teams   BLM: HIGHER ORDER

5. Bruce is part of a team that is working to come up with a marketing plan for a new product. Team members are spread all over the country and don't meet in person. Instead, they use communication technology that allows them to meet at a distance to collaborate on the project. What kind of team does Bruce belong to?
   a. a group
   b. a cross-functional team
   c. a virtual team
   d. a self-directed team

   ANS: C
   Bruce and his colleagues are considered to be a virtual team, whose members use the Web and other communication technologies to help them exchange ideas, make decisions, and stay connected.

   PTS: 1   DIF: 3   REF: p. 30   OBJ: 2-1
   TOP: Preparing to Work With Groups and Teams   BLM: HIGHER ORDER

6. Michael spent a two-hour meeting mediating conflict between his employees. Which stage of team development is Michael experiencing?
   a. forming
   b. storming
   c. norming
   d. performing

   ANS: B
   a.   During the forming phase of team development, individuals get to know each other.
   b.   In the storming phase of team development, members define their roles and responsibilities and often encounter conflict.
   c.   When teams overcome initial tension and sort out their roles, they have progressed to the norming stage.
   d.   In the performing phase of team development, team members learn to share information and work together unhindered by conflicts.

   PTS: 1   DIF: 3   REF: p. 31   OBJ: 2-1
   TOP: Preparing to Work With Groups and Teams   BLM: HIGHER ORDER

7. A team has been formed to create a new vision for the company. They have never worked together before, and there is an awkward tension among co-workers. Which phase of team development is the team in?
   a. forming
   b. storming
   c. norming
   d. performing

   ANS: A
   a.   During the forming phase of team development, individuals get to know each other.
   b.   In the storming phase of team development, members define their roles and responsibilities and often encounter conflict.
   c.   In the norming phase of team development, roles clarify and information begins to flow between members.
   d.   In the performing phase of team development, team members learn to share information and work together unhindered by conflicts.

   PTS: 1   DIF: 3   REF: p. 31   OBJ: 2-1
   TOP: Preparing to Work With Groups and Teams   BLM: HIGHER ORDER

8. At the end of a lengthy meeting, the team members were still uncertain of what they should be working on. What is the problem?
   a. antiteam culture
   b. storming
   c. unresolved roles
   d. senseless procedures

   ANS: C
   When team members are uncertain of what their jobs are, their roles have not been defined.

   PTS: 1   DIF: 2   REF: p. 32   OBJ: 2-1
   TOP: Preparing to Work With Groups and Teams   BLM: HIGHER ORDER

9. In the most effective groups, what are members willing to do?
   a. establish rules and then follow those rules
   b. do everything necessary to avoid conflict
   c. use e-mail and other technology to communicate
   d. let the group leader make all the decisions

   ANS: A
   The most effective groups have members who are willing to establish rules and then follow those rules.

   PTS: 1   DIF: 2   REF: p. 33   OBJ: 2-2
   TOP: Analyzing Positive and Negative Team Behaviour   BLM: HIGHER ORDER

10. Calvin spends the majority of the meeting making jokes. What behaviour is he demonstrating?
    a. positive team behaviour
    b. supportive team behaviour
    c. idea-sharing team behaviour
    d. negative team behaviour

ANS: D
Negative behaviour is shown when individuals waste their co-workers time. Excessive joke-telling is an example of this.

PTS: 1   DIF: 3   REF: p. 33   OBJ: 2-2
TOP: Analyzing Positive and Negative Team Behaviour   BLM: HIGHER ORDER

11. Which of the following statements about conflict is most accurate?
    a. Conflict is a normal part of every workplace and every team.
    b. Even when managed properly, conflict decreases group cohesiveness and increases tensions.
    c. Conflict should be avoided because it destroys morale and reduces productivity.
    d. Conflict is always negative.

    ANS: A
    a.   Conflict is a normal part of every workplace and every team.
    b.   When managed properly, conflict can actually improve decision making, clarify values, increase group cohesiveness, stimulate creativity, decrease tensions, and reduce dissatisfaction.
    c.   Although unresolved conflict can destroy morale and reduce productivity, conflict itself should not be avoided because, when managed properly, it can improve group performance.
    d.   Conflict is not always negative.

    PTS: 1   DIF: 2   REF: p. 33   OBJ: 2-2
    TOP: Analyzing Positive and Negative Team Behaviour   BLM: HIGHER ORDER

12. Because the team leader felt uncomfortable when his team was arguing, he cut the meeting short and assigned tasks instead. Now his team has low productivity and morale. What did he do wrong?
    a. He didn't reschedule the meeting.
    b. He let conflict go unresolved.
    c. He gave the team members too much individual responsibility.
    d. He allowed groupthink to interfere.

    ANS: B
    Conflict is not always negative. Unresolved conflict can destroy productivity and seriously reduce morale.

    PTS: 1   DIF: 3   REF: p. 33   OBJ: 2-2
    TOP: Analyzing Positive and Negative Team Behaviour   BLM: HIGHER ORDER

13. Lanny and Jane get into an argument during a meeting about how to prepare a proposal. What is the FIRST thing they should do to try to resolve this conflict?
    a. look for common ground
    b. understand the other's point of view
    c. listen carefully to make sure they understand the problem
    d. show concern for the relationship

    ANS: C
    The first step in the six-step procedure for dealing with conflict is to listen to make sure that you understand the problem.

PTS: 1   DIF: 3   REF: p. 33   OBJ: 2-2
TOP: Analyzing Positive and Negative Team Behaviour   BLM: HIGHER ORDER

14. At the meeting, the team leader, Frank, is pushing his group to make a quick decision. The team agrees with him in order to please him and move the meeting along. What decision-making process did the team use?
    a. averaging
    b. groupthink
    c. authority rule with discussion
    d. majority

    ANS: B
    Groupthink is a faulty decision-making process made by team members who are overly eager to agree with each other.

    PTS: 1   DIF: 3   REF: p. 33   OBJ: 2-2
    TOP: Analyzing Positive and Negative Team Behaviour   BLM: HIGHER ORDER

15. A team must decide whether to adopt a new procedure for handling employee grievances. Team members have decided to create a committee to investigate and make a recommendation for action. What method for reaching group decisions is this team using?
    a. minority
    b. consensus
    c. authority rule with discussion
    d. averaging

    ANS: A
    a.   This team is using the minority method, which relies on a subcommittee to reach a decision.
    b.   A consensus requires all group members to reach agreement. This team is using the minority method, which relies on a subcommittee to reach a decision.
    c.   Authority rule with discussion allows group members to voice their opinions but leaves the final decision to the group leader. This team is using the minority method, which relies on a subcommittee to reach a decision.
    d.   Averaging requires that all team members haggle, bargain, cajole, and negotiate to reach a middle position. This team is using the minority method, which relies on a subcommittee to reach a decision.

    PTS: 1   DIF: 3   REF: p. 34   OBJ: 2-2
    TOP: Analyzing Positive and Negative Team Behaviour   BLM: HIGHER ORDER

16. A team of managers is rewriting the company's mission statement. Because this decision will have such far-reaching and long-term effects, members want to make sure that they have the most creative, high-quality discussion possible. What group decision-making method should they use?
    a. majority
    b. consensus
    c. authority rule with discussion
    d. averaging

    ANS: B

With consensus, the discussion continues until all team members have aired their opinions and, ultimately, agree. Although time consuming, this group decision-making method produces the most creative, high-quality discussion.

PTS: 1   DIF: 3   REF: p. 34   OBJ: 2-2
TOP: Analyzing Positive and Negative Team Behaviour   BLM: HIGHER ORDER

17. Nicole is putting together a team to brainstorm product development ideas. Because she wants her team to be successful, what should her team do?
    a. Be as homogeneous as possible.
    b. Develop procedures to guide them.
    c. Avoid conflict.
    d. Have a formal leader.

    ANS: B
    a.   The most creative teams are composed of male and female members who differ in age, ethnicity, social background, training, and experience.
    b.   The best teams develop procedures to guide them.
    c.   Poorly functioning teams avoid conflict, preferring sulking, gossiping, or backstabbing.
    d.   Effective teams often have no formal leader.

    PTS: 1   DIF: 3   REF: p. 35   OBJ: 2-2
    TOP: Analyzing Positive and Negative Team Behaviour   BLM: HIGHER ORDER

18. Orad has just been asked to join a planning committee and wants to be a positive member. Which of the following is the best advice you can give him?
    a. Try to ignore members who are too quiet, as they obviously don't want to be involved.
    b. Share your ideas with other team members, even if the ideas might not be adopted.
    c. Tell a lot of jokes throughout the meeting to ease tensions.
    d. Interrupt when you disagree with what other committee members have to say.

    ANS: B
    a.   Encouraging members to participate is positive team behaviour.
    b.   Contributing information and ideas is positive team behaviour.
    c.   Excessive joke-telling is negative team behaviour.
    d.   Showing interest by listening actively is positive team behaviour.

    PTS: 1   DIF: 3   REF: p. 33   OBJ: 2-2
    TOP: Analyzing Positive and Negative Team Behaviour   BLM: HIGHER ORDER

19. Which of the following is the most accurate statement about meetings?
    a. Most people look forward to meetings.
    b. Meetings should be viewed as opportunities to demonstrate leadership, communication, and problem-solving skills.
    c. Because of advances in technology, the number of face-to-face business meetings is declining rapidly.
    d. Meetings are an excellent way to communicate information that does not require immediate feedback.

    ANS: B

a. Many people think meetings waste time and accomplish nothing.
b. Although meetings are often time-consuming, they can also be looked upon as opportunities to demonstrate leadership, communication, and problem-solving skills.
c. As business becomes more team-oriented and management becomes more participatory, people are attending more meetings than ever.
d. E-mail messages, memos, or letters should be used to communicate information that does not require immediate feedback.

PTS: 1   DIF: 3   REF: p. 33   OBJ: 2-3
TOP: Planning and Participating in Face-to-Face Workplace Meetings
BLM: HIGHER ORDER

20. When a meeting gets off topic, what should a good meeting leader do?
a. try to generate a "parking lot" list
b. wait for others to finish
c. interrupt and change the subject
d. dismiss the participants early

ANS: A
To avoid allowing digressions to sidetrack the group, a good meeting leader should try generating a "parking lot" list. This is a list of important but divergent issues that should be discussed later.

PTS: 1   DIF: 1   REF: p. 39   OBJ: 2-3
TOP: Planning and Participating in Face-to-Face Workplace Meetings
BLM: REMEMBER

21. Michelle is having trouble finding a face-to-face meeting time that fits everyone's schedule. What is her best option to successfully find a common time?
a. leave a detailed voicemail message with meeting time options
b. plan the meeting at least three months in advance
c. use a digital calendar
d. contact everyone by e-mail

ANS: C
Because people have busy schedules, using a digital calendar can make the task of scheduling a meeting quicker and more efficient.

PTS: 1   DIF: 3   REF: p. 37   OBJ: 2-3
TOP: Planning and Participating in Face-to-Face Workplace Meetings
BLM: HIGHER ORDER

22. Lars is planning a meeting to decide on a new policy for evaluating probationary employees. How many participants should he invite?
a. at least one representing each of the company's 16 departments
b. five or fewer
c. ten or fewer
d. 30 or fewer

ANS: B
When decisions need to be made, the best number is five or fewer participants.

23. Which of the following statements about meeting agendas is most accurate?
     a. An agenda of meeting topics should be distributed at the beginning of the meeting.
     b. An agenda should include as many items as necessary to accomplish your purpose.
     c. Agenda items should be allowed to consume as much time as necessary to discuss
         them fully.
     d. The agenda should include any pre-meeting preparation expected of participants.

     ANS: D
     a.   At least two days in advance of a meeting, distribute an agenda of topics to be
     discussed.
     b.   To keep meetings productive, limit the number of agenda items.
     c.   An agenda should include a proposed allotment of time for each item.
     d.   An agenda should include any reports or materials that participants should read in
     advance.

     PTS: 1   DIF: 2   REF: p. 37   OBJ: 2-3
     TOP: Planning and Participating in Face-to-Face Workplace Meetings
     BLM: HIGHER ORDER

24. When a meeting is held unnecessarily, what is the main wasted cost to the employer?
     a. lost productivity
     b. refreshments
     c. travel expenses
     d. video conferencing

     ANS: A
     The real expense of an unnecessary meeting is the lost productivity of all the people attending.

     PTS: 1   DIF: 1   REF: p. 36   OBJ: 2-3
     TOP: Planning and Participating in Face-to-Face Workplace Meetings
     BLM: REMEMBER

25. What should Deborah do to conduct an effective and efficient meeting?
     a. Wait until all participants arrive before beginning the meeting.
     b. Make all final decisions after the group discusses each issue.
     c. Go over ground rules at the beginning of the meeting.
     d. Do as much talking as possible to be sure all issues are covered thoroughly.

     ANS: C
     a.   Meetings should start on time even if some participants are missing.
     b.   The group should reach a consensus on decisions.
     c.   Deborah should open the meeting with a three- to five-minute introduction that
     includes the ground rules to be covered.
     d.   The meeting leader should do as little talking as possible, while keeping the meeting
     on target.

     PTS: 1   DIF: 3   REF: p. 37   OBJ: 2-3
     TOP: Planning and Participating in Face-to-Face Workplace Meetings

26. Brandon has been invited to attend his first sales meeting and wants to be an active and productive member from the very beginning. Which of the following should he do to make a good impression?
    a. Keep his cell phone on so that he doesn't miss an important call during the meeting.
    b. Come prepared to the meeting by doing any preliminary work required.
    c. Use body language to show when he's bored; the meeting leader will appreciate his honesty.
    d. Address items of concern to him, even though they are not on the agenda.

    ANS: B
    a.   Cell phones should be turned off during meetings so that participants can pay attention.
    b.   Come prepared to a meeting by doing any preliminary work and studying the agenda.
    c.   Participants should use positive body language during a meeting.
    d.   It's important in a meeting to adhere to the agenda and the time schedule.

    PTS: 1   DIF: 3   REF: p. 39   OBJ: 2-3
    TOP: Planning and Participating in Face-to-Face Workplace Meetings
    BLM: HIGHER ORDER

27. Which of the following statements about ending a meeting is most accurate?
    a. The meeting should not end until all agenda items have been fully discussed.
    b. If minutes are taken, they should be distributed at the next meeting.
    c. Because all participants should be responsible for paying attention during the meeting, a summary at the end of the meeting would be a waste of time.
    d. No one should leave the meeting without a full understanding of what was accomplished.

    ANS: D
    a.   Meetings should end on time, even if all agenda items have not yet been discussed.
    b.   If minutes are taken, they should be distributed within a couple of days after the meeting.
    c.   At the end of the meeting, the leader should summarize what has been decided, discuss action items, and establish a schedule for completion.
    d.   No one should leave the meeting without a full understanding of what was accomplished.

    PTS: 1   DIF: 2   REF: p. 40   OBJ: 2-3
    TOP: Planning and Participating in Face-to-Face Workplace Meetings
    BLM: HIGHER ORDER

28. How is Web Conferencing different from Videoconferencing?
    a. Web Conferencing is more expensive.
    b. Web Conferencing works with or without the transmission of pictures of the participants.
    c. In Web Conferencing, attendees don't have to participate at the same time.
    d. Web Conferencing uses slideshows.

    ANS: B

a.   Web conferencing is inexpensive. There are free programs, such as Skype, that are used by businesspeople for Web conferencing.
b.   Web Conferencing is similar to Videoconferencing but may work with or without the transmission of pictures of the participants.
c.   Attendees need to be on their computers or smart phones simultaneously in order to participate.
d.   Both Web Conferencing and Videoconferencing use slideshows.

PTS: 1   DIF: 2   REF: p. 41   OBJ: 2-4
TOP: Using Effective Practices and Technologies in Virtual Meetings
BLM: HIGHER ORDER

29. Which of the following statements about collaboration tools is most accurate?
   a. The online applications that should not be used in the workplace are e-mail, instant messaging, blogs, and wikis.
   b. Even with collaboration technologies, live meetings can still be best to exchange ideas, brainstorm, build consensus, and develop personal relationships.
   c. Collaboration technologies can result in significantly increased costs and decreased efficiency.
   d. New collaboration technologies such as blogs and wikis have made e-mail obsolete.

   ANS: B
   a.   Collaboration tools that you may use on the job include e-mail, voice conferencing, videoconferencing, Web conferencing, instant messaging, blogs, and wikis.
   b.   Live meetings are best to exchange ideas, brainstorm, build consensus, and develop personal relationships.
   c.   Collaboration technologies are fast, convenient, and can result in significant cost savings.
   d.   E-mail is still a major communication channel for online collaboration.

   PTS: 1   DIF: 2   REF: p. 41   OBJ: 2-4
   TOP: Using Effective Practices and Technologies in Virtual Meetings
   BLM: HIGHER ORDER

30. Claudia uses her computer to access an online meeting room, where she takes part in meetings with her department members. In this meeting room, participants are able to present PowerPoint slides and Word documents, demonstrate products, visit Web pages, and use a white board. What type of collaboration technology do Claudia and her colleagues use?
   a. voice conferencing
   b. Web conferencing
   c. instant messaging
   d. a blog

   ANS: B
   a.   Voice conferencing involves one or two people who confer with others by telephone.
   b.   Claudia and her colleagues are using Web conferencing.
   c.   Instant messaging allows users to deliver messages immediately and directly to the receiver's desktop.
   d.   A blog is an interactive online journal.

31. Devon plans to use a collaboration tool that will allow his team members to access a Web site where they can add, change, or delete information. This many-to-many form of communication will produce Web-based documents that can be digitally stored, categorized, and searched. What collaboration tool does Devon plan to use?
    a. videoconferencing
    b. instant messaging
    c. a blog
    d. a wiki

    ANS: D
    a.   Videoconferencing is a tool that combines video, audio, and communication networking technologies for real-time interaction.
    b.   Instant messaging delivers messages immediately and directly to the receiver's desktop.
    c.   A blog is a one-to-many form of communication.
    d.   Devon plans to use a wiki, a many-to-many communication tool that allows users to add, change, or delete information.

    PTS: 1   DIF: 3   REF: p. 41   OBJ: 2-4
    TOP: Using Effective Practices and Technologies in Virtual Meetings
    BLM: HIGHER ORDER

32. Which of the following statements about listening is most accurate?
    a. Listening is a hard skill that employers seek when looking for well-rounded candidates who can be hired and promoted.
    b. Three quarters of high-quality communication involves listening.
    c. Everyone knows how to listen because listening is an automatic response to noise.
    d. Listening skills become less important as one moves up the career ladder.

    ANS: B
    a.   Listening is a soft skill, not a hard skill.
    b.   Three quarters of high-quality communication involves listening.
    c.   Listening is not an automatic response to noise.
    d.   Good listeners make good managers and good listeners advance more rapidly in their organizations. Executives can spend 60 to 70 percent of their communication time listening.

    PTS: 1   DIF: 2   REF: p. 44   OBJ: 2-5
    TOP: Listening in the Workplace   BLM: HIGHER ORDER

33. According to experts, what percentage of everything we hear do we ignore, forget, distort, or misunderstand?
    a. less than 10 percent
    b. 25 percent
    c. 50 percent
    d. 75 percent

    ANS: D

Experts say that we listen at only 25 percent efficiency. In other words, we ignore, forget, distort, or misunderstand 75 percent of everything we hear.

PTS: 1 DIF: 1 REF: p. 44 OBJ: 2-5
TOP: Listening in the Workplace BLM: REMEMBER

34. Several factors may cause poor listening habits. Which of the following is NOT one of these factors?
a. lack of training
b. large number of competing sounds and stimuli in our lives
c. physical hearing disability
d. ability to process speech faster than others can speak

ANS: C
Factors that lead to ineffective listening skills include lack of training, the large number of competing sounds and stimuli in our lives, and the ability to process speech faster than others can speak.

PTS: 1 DIF: 2 REF: p. 44 OBJ: 2-5
TOP: Listening in the Workplace BLM: HIGHER ORDER

35. Francesca was just hired as a marketing assistant and wants to make a good impression in her new position. What should she do when listening to her supervisor?
a. Don't ask questions, because doing so may make her look ignorant.
b. Show her interest by leaning forward and striving for good eye contact.
c. Feel free to answer the phone if she receives a call, to show how busy she is.
d. Rely on her memory for the details rather than taking notes, to show how sharp she is.

ANS: B
a. Don't be afraid to ask pertinent or even "dumb" questions if they will ensure you are completing a job correctly the first time.
b. A listener can show interest in what the speaker has to say by leaning forward slightly and maintaining good eye contact.
c. Don't be tempted to answer phone calls or to complete another task while listening to another person.
d. Take notes rather than relying on your memory.

PTS: 1 DIF: 3 REF: p. 45 OBJ: 2-5
TOP: Listening in the Workplace BLM: HIGHER ORDER

36. Joey spends a lot of time listening to his colleagues. He is always careful to judge and evaluate what he hears to determine whether it's fact, fiction, or opinion. What behaviour is Joey engaging in?
a. discriminative listening
b. critical listening
c. lag time
d. efficiency listening

ANS: B

Joey is engaging in critical listening, which enables him to judge and evaluate what he is hearing. When critically listening, you listen to decide whether the speaker's message is fact, fiction, or opinion.

PTS: 1　　　　　DIF: 3　　　　　REF: p. 45　　　　OBJ: 2-5
TOP: Listening in the Workplace　　　　BLM: HIGHER ORDER

37. Mallory is a customer service representative and has just gone through training to improve her listening skills. Which of the following skills was she most likely taught, to make her a better listener?
   a. Mentally criticize grammar, voice, tone, and speaking style to get a better sense of what the customer is like.
   b. If you already know what the answer is, you can tune out some of what the customer is saying.
   c. Remain silent for a few seconds after a customer finishes to be sure the thought is completed.
   d. Because listening is automatic, you can divide your attention among two or more tasks in order to be more productive.

   ANS: C
   a. Trained listeners pay most attention to content, not to surface issues such as grammar, voice, tone, and speaking style.
   b. Trained listeners defer judgment and listen completely, trying to understand every nuance of what the customer is saying.
   c. Trained listeners remain silent for a few minutes after a customer finishes to be sure the thought is completed.
   d. Trained listeners do one thing at a time, realizing that listening is a full-time job.

   PTS: 1　　　　　DIF: 3　　　　　REF: p. 45　　　　OBJ: 2-5
   TOP: Listening in the Workplace　　　　BLM: HIGHER ORDER

38. Which of the following statements about listening to customers is most accurate?
   a. Listening to customers can result in increased sales and profitability.
   b. Companies should hire employees who already possess good listening skills because training employees in this area is usually ineffective.
   c. As the North American economy becomes increasingly service-oriented, customer service becomes less important.
   d. Listening is not an effective customer retention tool.

   ANS: A
   a. Listening to customers can result in increased sales and profitability.
   b. Although smart companies begin by hiring employees who genuinely care about customers, organizations also train their employees to listen actively and to ask gentle, probing questions to ensure clear understanding.
   c. As the North American economy becomes increasingly service-oriented, customer service becomes even more important.
   d. Listening is an acknowledgment of caring and is a potent retention tool.

   PTS: 1　　　　　DIF: 2　　　　　REF: p. 45　　　　OBJ: 2-5
   TOP: Listening in the Workplace　　　　BLM: HIGHER ORDER

39. Francis is having difficulty understanding a customer who is a non-native speaker. What should he do?
    a. allow the customer ample time to express his thoughts
    b. correct the customer's grammar
    c. interrupt the customer to say he doesn't understand him
    d. pretend to understand so the customer doesn't feel embarrassed

    ANS: A
    a. Be patient and allow non-native speakers time to express their thoughts.
    b. Be patient and allow non-native speakers time to express their thoughts. Never correct the speaker's grammar.
    c. Be patient and allow non-native speakers time to express their thoughts. Do not interrupt the speaker.
    d. Be patient and allow non-native speakers time to express their thoughts. Don't pretend to understand the speaker when you don't.

    PTS: 1   DIF: 2   REF: pp. 45–46   OBJ: 2-5
    TOP: Listening in the Workplace   BLM: HIGHER ORDER

40. Which of the following statements about workplace listening is most accurate?
    a. Because college professors often deliver complicated lectures, listening in the workplace is easier than listening in a college classroom.
    b. Listening in groups can be challenging when more than one person speaks at once.
    c. Workplace listening is challenging because information is often exchanged formally.
    d. Because you're with people you know on the job, listening in the workplace is easier than listening in a college classroom.

    ANS: B
    a. Listening on the job is more difficult than listening in college classes where experienced professors present well-organized lectures and repeat important points.
    b. Listening in groups further complicates the listening process. In groups, more than one person talks at once, and topics change rapidly.
    c. Workplace listening is more challenging because information is often exchanged casually.
    d. Your fellow workers are usually friends. Because they are familiar with one another, they may not be as polite and respectful as they are with strangers. Friends tend to interrupt, jump to conclusions, and take each other for granted, making listening more challenging.

    PTS: 1   DIF: 2   REF: p. 46   OBJ: 2-5
    TOP: Listening in the Workplace   BLM: HIGHER ORDER

41. What is the best way for organizations to improve their customer listening techniques?
    a. test employees' listening skills during the interview
    b. only hire employees with excellent listening skills
    c. hire employees who genuinely care about customers
    d. provide a customer feedback box

    ANS: C
    Smart companies hire employees who genuinely care about customers. Listening skills can be taught with a good training program.

42. Nick wants to become a better listener in the workplace. Which of the following is the best thing he can do to improve his listening skills?
    a. Don't maintain direct eye contact because doing so may distract the speaker.
    b. Interrupt whenever he has an opinion on the topic to share with the speaker.
    c. While he is waiting for a speaker's next idea, he should use the time to review what the speaker is saying.
    d. Avoid asking any questions, because doing so may distract the speaker.

    ANS: C
    a. Show that you are listening closely by maintaining eye contact with the speaker.
    b. While someone else is speaking, don't interrupt with a quick reply or opinion.
    c. Capitalize on lag time by using that time to review what the speaker is saying.
    d. Good listeners wait for the proper moment and then ask questions.

    PTS: 1   DIF: 3   REF: p. 47   OBJ: 2-5
    TOP: Listening in the Workplace   BLM: HIGHER ORDER

43. When Terra is updating her supervisor about her team's progress, he periodically raises his eyebrows, nods his head, and changes his posture. What do his nonverbal cues mean?
    a. He has poor listening skills.
    b. He is not interested in the conversation.
    c. He is trying to show his disapproval.
    d. He is controlling and regulating the conversation.

    ANS: D
    Raising his eyebrows, nodding his head, and changing his posture are nonverbal cues used to control and regulate the conversation. All of these cues tell the speaker when to continue, to elaborate, or when to finish.

    PTS: 1   DIF: 3   REF: p. 48   OBJ: 2-6
    TOP: Communicating Through Nonverbal Messages   BLM: HIGHER ORDER

44. Which of the following is a type of verbal communication?
    a. the appearance of a business document
    b. showing up late for a job interview
    c. the adjectives used in a sales letter
    d. standing too close to someone

    ANS: C
    a. The appearance of a business document sends a nonverbal message.
    b. Showing up late for a job interview sends a nonverbal message.
    c. The adjectives used in a sales letter send a verbal message.
    d. Standing too close to someone sends a nonverbal message.

    PTS: 1   DIF: 2   REF: p. 50   OBJ: 2-6
    TOP: Communicating Through Nonverbal Messages   BLM: HIGHER ORDER

45. Nicole straightens up her work area so that she leaves it looking neat and organized before she goes home at the end of the day. What function does this type of nonverbal message have?

a. to complement and illustrate
b. to contradict
c. to control and regulate
d. to reinforce and accentuate

ANS: D
The appearance of Nicole's work area reinforces a message of organization and professionalism.

PTS: 1   DIF: 3   REF: p. 49   OBJ: 2-6
TOP: Communicating Through Nonverbal Messages   BLM: HIGHER ORDER

46. Quentin is describing his new iPhone and uses his thumb and forefinger to demonstrate how thin it is. What is the function of Quentin's action?
   a. to complement and illustrate
   b. to replace and substitute
   c. to control and regulate the situation
   d. to contradict

   ANS: A
   Quentin's gesture is used to complement and illustrate by providing details for a verbal message.

   PTS: 1   DIF: 3   REF: p. 48   OBJ: 2-6
   TOP: Communicating Through Nonverbal Messages   BLM: HIGHER ORDER

47. Which of the following is the most accurate statement about eye contact?
   a. Communicators consider the eyes to be the most accurate predictor of a speaker's true feelings and attitudes.
   b. Nonverbal cues, including eye contact, have identical meanings in most cultures.
   c. Sustained eye contact signifies fear or stress.
   d. Eye contact cannot be learned; it's an innate trait.

   ANS: A
   a.   Communicators consider the eyes to be the most accurate predictor of a speaker's true feelings and attitudes.
   b.   Use of eye contact conveys different meanings in different cultures.
   c.   Sustained eye contact suggests trust and admiration; brief eye contact signifies fear or stress.
   d.   Eye contact is a learned skill.

   PTS: 1   DIF: 2   REF: p. 49   OBJ: 2-6
   TOP: Communicating Through Nonverbal Messages   BLM: HIGHER ORDER

48. Which of the following statements is the most accurate?
   a. Most people can control their facial expressions, so they can control the nonverbal messages they send.
   b. Standing up straight can make a person look arrogant.
   c. Punctuality is viewed the same way in all cultures and regions.
   d. We all maintain zones of privacy in which we feel comfortable.

   ANS: D

a. Few people can control their facial expressions well enough to control the nonverbal messages they send.
b. Erect posture sends a message of confidence, competence, diligence, and strength.
c. Punctuality is viewed differently in various regions and cultures.
d. We all maintain privacy zones in which we feel comfortable.

PTS: 1 DIF: 2 REF: p. 50 OBJ: 2-6
TOP: Communicating Through Nonverbal Messages BLM: HIGHER ORDER

49. During the sales meeting, Troy raises his voice as he reviews the monthly profit margin. What nonverbal function is he using?
a. He is trying to control the room.
b. He is showing his anger.
c. He is showing sarcasm.
d. He is reinforcing the importance of his message.

ANS: D
Skilled speakers raise their voices to convey important ideas.

PTS: 1 DIF: 3 REF: p. 48 OBJ: 2-6
TOP: Communicating Through Nonverbal Messages BLM: HIGHER ORDER

50. When your manager, Ms. Waters, seats visitors in a row of chairs at a distance across from her desk, what kind of message is she sending?
a. a nonverbal message that she is encouraging an open flow of communication
b. a nonverbal message that she prefers to be separated from others
c. a combination nonverbal and verbal message regarding her aloofness and preference for restricted communication
d. a verbal message that she is wary of visitors and indifferent to communication

ANS: B
The nonverbal message being sent by Ms. Waters is that she prefers to be separated from visitors.

PTS: 1 DIF: 3 REF: p. 50 OBJ: 2-6
TOP: Communicating Through Nonverbal Messages BLM: HIGHER ORDER

51. Which of the following sends the most positive nonverbal message?
a. An employee wears clothing to work that exposes her tattoos.
b. A job candidate arrives for an interview dressed in a conservative charcoal grey business suit.
c. An employee sends an e-mail message to her colleagues that contains several misspellings and grammatical errors.
d. A job candidate uses a poor-quality printer to make copies of her résumé and cover letter.

ANS: B
a. Because the nonverbal messages that tattoos send can hurt someone's professional career, it is best to keep them covered at work.
b. A job candidate arriving for an interview dressed in a conservative charcoal grey business suit is sending a positive nonverbal message.

c.   Sending an e-mail message full of errors conveys the nonverbal message that the writer doesn't care enough to take the time to make the message read well or look good, which immediately causes the receiver to doubt the credibility of the sender.
d.   A job candidate who uses a poor-quality printer to make copies of her résumé and cover letter is sending a negative nonverbal message.

PTS: 1   DIF: 2   REF: p. 50   OBJ: 2-6
TOP: Communicating Through Nonverbal Messages   BLM: HIGHER ORDER

52. Which of the following is the most accurate statement about casual apparel in the workplace?
   a. Casual dress has become the norm in today's workplace.
   b. Casual dress policies have led to reduced productivity and lax behaviour in some workplaces.
   c. If you're competent, it doesn't matter what you wear.
   d. When meeting customers, dress down to make them feel superior.

   ANS: B
   a.   The pendulum today seems to be swinging back to more conservative attire in the workplace.
   b.   Relaxed dress codes lead to reduced productivity, lax behaviour, absenteeism, tardiness, and flirtatious behaviour.
   c.   The authority and credibility of casually attired executives is often undermined.
   d.   When meeting customers, dress as well or better than they do.

   PTS: 1   DIF: 2   REF: p. 50   OBJ: 2-6
   TOP: Communicating Through Nonverbal Messages   BLM: HIGHER ORDER

53. Beth always arrives to departmental meetings 10 minutes early. What nonverbal message is she sending to her team?
   a. She wants recognition from management.
   b. She wants to model appropriate behaviour.
   c. She respects their time.
   d. She wants to establish her territory.

   ANS: C
   By arriving early for the meeting, Beth is showing respect for her co-workers.

   PTS: 1   DIF: 3   REF: p. 49   OBJ: 2-6
   TOP: Communicating Through Nonverbal Messages   BLM: HIGHER ORDER

54. Which of the following is an effective way to improve your nonverbal communication skills?
   a. Watch facial expressions and body language carefully to understand the complete message being communicated.
   b. Avoid seeking feedback on your nonverbal behaviour.
   c. Avoid contact with people from diverse cultures.
   d. Assume that nonverbal communication is consistent across cultures.

   ANS: A
   a.   Watch facial expressions and body language carefully to understand the complete message being communicated.
   b.   Seek feedback from friends and family on your nonverbal behaviour.

c.   Associate with people from diverse cultures to widen your knowledge of intercultural nonverbal messages.
d.   Nonverbal communication is not consistent across cultures.

PTS: 1   DIF: 2   REF: p. 51   OBJ: 2-6
TOP: Communicating Through Nonverbal Messages   BLM: HIGHER ORDER

55. When employees choose to have a dress-down day at work, which of the following is the most important for them to consider?
a. how to best show their personalities
b. that viewers will be judging their credibility
c. which day of the week to dress down
d. how to get their supervisors to participate

ANS: B
Based on what they see, viewers make quick judgments about your status, credibility, personality, and potential.

PTS: 1   DIF: 2   REF: p. 50   OBJ: 2-6
TOP: Communicating Through Nonverbal Messages   BLM: HIGHER ORDER

56. Which of the following statements about manners and business etiquette is most accurate?
a. Good manners and professional demeanour are hard skills that employers value in employees.
b. Because you are not born with the ability to be courteous, civil, and professional, learning these skills is difficult.
c. Projecting a professional image can help you be taken seriously on the job.
d. Career success is not dependent on good manners and etiquette.

ANS: C
a.   Good manners and professional demeanour are soft skills that employers value in employees.
b.   You can learn how to be courteous, civil, and professional.
c.   Projecting and maintaining a professional image will make you more likely to be taken seriously.
d.   Good manners and etiquette are essential to career success.

PTS: 1   DIF: 2   REF: p. 52   OBJ: 2-7
TOP: Developing a Competitive Edge With Professionalism and Business Etiquette Skills
BLM: HIGHER ORDER

57. Which of the following is the best advice for sending professional e-mail on the job?
a. Use complete sentences and proper punctuation.
b. Use IM abbreviations to make your messages more concise.
c. Check grammar and spelling only when sending external messages, to save time and increase productivity.
d. Use a variety of fonts and colours to make your message look interesting.

ANS: A
a.   Use complete sentences and proper punctuation in all e-mail messages.
b.   Avoid using IM abbreviations, because receivers might not recognize them.

c.   All e-mail messages should be correct, as a way to show you care and are knowledgeable.
d.   Use restraint in choosing fonts and graphic highlighting, to improve readability.

PTS: 1   DIF: 2   REF: p. 52   OBJ: 2-7
TOP: Developing a Competitive Edge With Professionalism and Business Etiquette Skills
BLM: HIGHER ORDER

58. Roxanne is about to start her first full-time job after earning her degree and wants to appear as professional as possible. What advice would you give her?
a. Maintain her current e-mail address, which is RoxanneIsHot@yahoo.com, because it expresses her individuality.
b. Use her cell phone only when conversations can be private.
c. Speak in uptalk when making presentations.
d. Incorporate humour into all business correspondence.

ANS: B
a.   Change her current e-mail address, which is RoxanneIsHot@yahoo.com, to something more businesslike.
b.   Use her cell phone when conversations can be private.
c.   Avoid speaking in uptalk.
d.   Avoid the use of humour in business correspondence.

PTS: 1   DIF: 3   REF: p. 52   OBJ: 2-7
TOP: Developing a Competitive Edge With Professionalism and Business Etiquette Skills
BLM: HIGHER ORDER

59. During the hiring process for a front-end supervisor, Heather has narrowed the candidates down to two who have the same qualifications. Which of the following skills will give one candidate a competitive edge over the other?
a. typing speed
b. organizational skills
c. technological knowledge
d. etiquette skills

ANS: D
When two candidates have equal qualifications, the one who appears to be more polished and professional is more likely to be hired and promoted.

PTS: 1   DIF: 3   REF: p. 52   OBJ: 2-7
TOP: Developing a Competitive Edge With Professionalism and Business Etiquette Skills
BLM: HIGHER ORDER

60. Which of the following is the most accurate statement about etiquette and civility in today's workplace?
a. Etiquette is important in today's fast-paced, high-tech offices.
b. Most people don't mind rudeness or poor manners because they make the workplace more interesting.
c. Bad manners and incivility are rare in today's workplace.
d. Etiquette is more about formal rules of behaviour than about attitude.

ANS: A

a.   Even in today's fast-paced, high-tech offices, awareness of courtesy and etiquette can give you a competitive edge.
b.   People prefer an agreeable work environment to one that is rude and uncivil.
c.   The majority of workers have been insulted, demeaned, ignored, or otherwise treated discourteously by their co-workers and superiors.
d.   Etiquette is more about attitude than about formal rules of behaviour.

PTS: 1   DIF: 2   REF: pp. 51–52   OBJ: 2-7
TOP: Developing a Competitive Edge With Professionalism and Business Etiquette Skills
BLM: HIGHER ORDER

TRUE/FALSE

1. Soft skills are not as important in our knowledge-based economy.

    ANS: F
    Soft skills are increasingly important in our knowledge-based economy.

    PTS: 1   DIF: 2   REF: p. 29   OBJ: 2-1
    TOP: Becoming a Team Player in Professional Groups   BLM: HIGHER ORDER

2. Generally, teams can make more accurate and effective decisions than those made by individuals.

    ANS: T
    Teams can generally make more accurate and effective decisions than individuals because group and team members contribute different expertise and perspectives.

    PTS: 1   DIF: 2   REF: p. 30   OBJ: 2-1
    TOP: Preparing to Work With Groups and Teams   BLM: HIGHER ORDER

3. Many companies are turning to teams to innovate, share knowledge, and solve problems.

    ANS: T
    In response to intense global competition, many companies are turning to teams to innovate, share knowledge, and solve problems.

    PTS: 1   DIF: 1   REF: p. 30   OBJ: 2-1
    TOP: Preparing to Work With Groups and Teams   BLM: REMEMBER

4. Bethany's team is experiencing considerable conflict and tension as they get used to working with one another. They are most likely in the forming phase of team development.

    ANS: F
    Bethany's team is most likely in the storming phase of team development. During this phase, members define their roles and responsibilities, decide how to reach their goals, and iron out the rules governing how they interact. Unfortunately, this stage often produces conflict.

    PTS: 1   DIF: 3   REF: p. 31   OBJ: 2-2
    TOP: Preparing to Work With Groups and Teams   BLM: HIGHER ORDER

5. Team are *performing* when information begins to flow among members.

ANS: F
When information begins to flow among team members, the group is *norming*. Some groups never reach the final stage of *performing*.

PTS: 1   DIF: 2   REF: p. 31   OBJ: 2-1
TOP: Preparing to Work With Groups and Teams   BLM: HIGHER ORDER

6. Teams should try to avoid conflict entirely, because it reduces morale.

ANS: F
When managed properly, conflict can improve decision making, clarify values, increase group cohesiveness, stimulate creativity, decrease tensions, and reduce dissatisfaction.

PTS: 1   DIF: 2   REF: p. 33   OBJ: 2-2
TOP: Analyzing Positive and Negative Team Behaviour   BLM: REMEMBER

7. Negative team behaviours include actions such as putting down the ideas and suggestions of others, insulting or criticizing others, wasting time, making inappropriate comments, and withdrawing.

ANS: T
Actions such as putting down the ideas and suggestions of others, insulting or criticizing others, wasting time, making inappropriate comments, and withdrawing hinder a team's progress toward its goals.

PTS: 1   DIF: 2   REF: p. 33   OBJ: 2-2
TOP: Analyzing Positive and Negative Team Behaviour   BLM: REMEMBER

8. Large, homogeneous groups tend to achieve better results than smaller, diverse teams.

ANS: F
Larger groups have trouble interacting constructively and agreeing on actions.

PTS: 1   DIF: 2   REF: p. 34   OBJ: 2-2
TOP: Analyzing Positive and Negative Team Behaviour   BLM: HIGHER ORDER

9. Groupthink occurs when team members are overly eager to agree with one another.

ANS: T
Groupthink should be avoided because it is a faulty decision-making process in which team members are overly eager to agree with one another.

PTS: 1   DIF: 2   REF: p. 33   OBJ: 2-2
TOP: Analyzing Positive and Negative Team Behaviour   BLM: REMEMBER

10. The method of group decision making where group members vote and a majority wins is known as averaging.

ANS: F

Majority is the method of group decision making where group members vote and a majority wins.

PTS: 1   DIF: 1   REF: p. 34   OBJ: 2-2
TOP: Analyzing Positive and Negative Team Behaviour   BLM: REMEMBER

11. Reaching a group decision by consensus is fast and efficient.

ANS: F
Reaching a group decision by consensus is time-consuming; however, all team members have the opportunity to air their opinions.

PTS: 1   DIF: 2   REF: p. 34   OBJ: 2-2
TOP: Analyzing Positive and Negative Team Behaviour   BLM: REMEMBER

12. Teams are most effective when individual members are able to compete with one another.

ANS: F
Effective team members are genuinely interested in achieving team goals instead of receiving individual recognition. They collaborate rather than compete.

PTS: 1   DIF: 2   REF: p. 35   OBJ: 2-2
TOP: Analyzing Positive and Negative Team Behaviour   BLM: REMEMBER

13. For decision-making meetings, the best number is five or fewer participants.

ANS: T
The best number is five or fewer participants for decision-making meetings.

PTS: 1   DIF: 2   REF: p. 37   OBJ: 2-3
TOP: Planning and Participating in Face-to-Face Workplace Meetings
BLM: REMEMBER

14. Kermo should schedule a meeting to announce the new Human Resources Policy.

ANS: F
Because the purpose of Kermo's meeting is to inform employees, he should send an e-mail instead. Meetings should be called when there is going to be an exchange of ideas.

PTS: 1   DIF: 3   REF: p. 36   OBJ: 2-3
TOP: Planning and Participating in Face-to-Face Workplace Meetings
BLM: HIGHER ORDER

15. As meeting leader, Ratha should wait until all participants arrive before starting the meeting.

ANS: F
Meetings should always begin on time, even if some participants are missing.

PTS: 1   DIF: 2   REF: p. 37   OBJ: 2-3
TOP: Planning and Participating in Face-to-Face Workplace Meetings
BLM: HIGHER ORDER

16. You are chairing a meeting where two participants are in disagreement. The best thing you can do to resolve this conflict is to ask the two participants to leave the meeting.

    ANS: F
    If two people are in conflict, the best approach is to encourage each to make a complete case while group members give their full attention.

    PTS: 1   DIF: 3   REF: p. 40   OBJ: 2-3
    TOP: Planning and Participating in Face-to-Face Workplace Meetings
    BLM: HIGHER ORDER

17. Using a digital calendar to schedule a meeting can be more of a technical headache than it's worth.

    ANS: F
    Because people have busy schedules, using digital calendars can make scheduling meetings quicker and more efficient.

    PTS: 1   DIF: 2   REF: p. 37   OBJ: 2-3
    TOP: Planning and Participating in Face-to-Face Workplace Meetings
    BLM: HIGHER ORDER

18. Today's collaboration tools enable companies, team members, and customers to exchange information efficiently, often using the Web.

    ANS: T
    Today's collaboration tools enable companies, team members, and customers to exchange information efficiently, often using the Web.

    PTS: 1   DIF: 2   REF: p. 41   OBJ: 2-4
    TOP: Using Effective Practices and Technologies in Virtual Meetings
    BLM: REMEMBER

19. Although organizations lose money on the expensive technology needed for virtual meetings, they save time.

    ANS: F
    Virtual teams save money and time. Organizations save money by reducing the costs of business travel.

    PTS: 1   DIF: 2   REF: p. 41   OBJ: 2-4
    TOP: Using Effective Practices and Technologies in Virtual Meetings
    BLM: HIGHER ORDER

20. Voice conferencing combines video, audio, and communications networking technologies for real-time interaction.

    ANS: F
    Videoconferencing combines video, audio, and communications networking technologies for real-time interaction. Voice conferencing involves one or two people who confer with others by telephone.

PTS: 1   DIF: 1   REF: p. 41   OBJ: 2-4
TOP: Using Effective Practices and Technologies in Virtual Meetings
BLM: REMEMBER

21. Instant messaging is used primarily by teenagers and is, therefore, not considered a valid business communication tool.

ANS: F
Once used almost exclusively by teenagers, instant messaging is now increasingly accepted as a communication tool in the workplace.

PTS: 1   DIF: 2   REF: p. 41   OBJ: 2-4
TOP: Using Effective Practices and Technologies in Virtual Meetings
BLM: HIGHER ORDER

22. Unlike e-mail messages, blogs and wikis are Web-based documents that can be archived, categorized, and searched.

ANS: T
Blogs and wikis are Web-based documents that can be archived, categorized, and searched.

PTS: 1   DIF: 2   REF: pp. 42–43   OBJ: 2-4
TOP: Using Effective Practices and Technologies in Virtual Meetings
BLM: REMEMBER

23. Once you become a manager, listening skills are not as important.

ANS: F
Listening skills are important for career success, organization effectiveness, and worker satisfaction at all levels.

PTS: 1   DIF: 2   REF: p. 45   OBJ: 2-5
TOP: Listening in the Workplace   BLM: REMEMBER

24. Most of us listen at 75 percent efficiency.

ANS: F
Experts say that we listen at only 25 percent efficiency. In other words, we ignore, forget, distort, or misunderstand 75 percent of everything we hear.

PTS: 1   DIF: 1   REF: p. 44   OBJ: 2-5
TOP: Listening in the Workplace   BLM: REMEMBER

25. Most businesspeople have been taught the techniques of good listening.

ANS: F
Few businesspeople have been taught the techniques of good listening.

PTS: 1   DIF: 2   REF: p. 45   OBJ: 2-5
TOP: Listening in the Workplace   BLM: REMEMBER

26. An expert listener can concentrate even when there are surrounding physical distractions.

ANS: F
Physical distractions make listening very challenging. It is important to move to an area where you can hear without conflicting noises or conversations.

PTS: 1   DIF: 2   REF: p. 46   OBJ: 2-5
TOP: Listening in the Workplace   BLM: HIGHER ORDER

27. Julia is listening to her colleague and must understand and remember what he is saying. She is identifying her colleague's main ideas and trying to recognize the purpose of his message. Julia is engaging in discriminative listening.

ANS: T
Discriminative listening is necessary when you must understand and remember. It means that you must identify main ideas, understand a logical argument, and recognize the purpose of the message.

PTS: 1   DIF: 3   REF: p. 45   OBJ: 2-5
TOP: Listening in the Workplace   BLM: HIGHER ORDER

28. Listening to customers usually results in increased sales and profitability as well as improved customer retention.

ANS: T
Listening to customers rewards an organization through increased sales and profitability as well as improved customer acquisition and retention.

PTS: 1   DIF: 2   REF: p. 45   OBJ: 2-5
TOP: Listening in the Workplace   BLM: HIGHER ORDER

29. Avoid taking notes during a presentation or lecture because doing so can cause you to miss something.

ANS: F
Take notes during a presentation or lecture to ensure retention.

PTS: 1   DIF: 2   REF: p. 47   OBJ: 2-5
TOP: Listening in the Workplace   BLM: REMEMBER

30. It is important to interrupt the speaker with a quick reply to show that you are listening.

ANS: F
Good listeners let speakers have their say and avoid interrupting.

PTS: 1   DIF: 2   REF: p. 46   OBJ: 2-5
TOP: Listening in the Workplace   BLM: HIGHER ORDER

31. Eye contact, facial expressions, body movements, space, time, distance, and appearance are all examples of nonverbal communication.

ANS: T

Eye contact, facial expression, body movements, space, time, distance, and appearance are all forms of nonverbal communication.

PTS: 1   DIF: 1   REF: p. 48   OBJ: 2-6
TOP: Communicating Through Nonverbal Messages   BLM: REMEMBER

32. Dario goes to a job interview wearing a professional suit, dress shirt, and tie. This nonverbal action helps to reinforce and accentuate Dario's professionalism.

ANS: T
Dario's clothing helps to reinforce and accentuate his professionalism.

PTS: 1   DIF: 3   REF: p. 50   OBJ: 2-6
TOP: Communicating Through Nonverbal Messages   BLM: HIGHER ORDER

33. Communicators consider the eyes to be the most accurate predictor of a speaker's true feelings and attitudes.

ANS: T
Communicators consider the eyes to be the most accurate predictor of a speaker's true feelings and attitudes.

PTS: 1   DIF: 2   REF: p. 49   OBJ: 2-6
TOP: Communicating Through Nonverbal Messages   BLM: REMEMBER

34. Tattoos are so commonplace now that employers don't mind if they are visible at the workplace.

ANS: F
Many employers feel that body art looks unprofessional, and displaying your tattoo at work could derail your professional career.

PTS: 1   DIF: 2   REF: p. 50   OBJ: 2-6
TOP: Communicating Through Nonverbal Messages   BLM: REMEMBER

35. In order to make a new employee feel more comfortable during the training session, Charlie should position his chair within a foot of the employee.

ANS: F
North Americans prefer that only intimate friends stand within 1.5 feet of them.

PTS: 1   DIF: 3   REF: p. 50   OBJ: 2-6
TOP: Communicating Through Nonverbal Messages   BLM: HIGHER ORDER

36. Because e-mail is an informal communication tool, it's not necessary to check your messages for correct spelling, grammar, and punctuation.

ANS: F
Because e-mails are business documents that create a permanent record, these messages should be checked for correct spelling, grammar, and punctuation.

PTS: 1   DIF: 2   REF: p. 50   OBJ: 2-6

37. Employers are far more likely to hire and promote someone who is courteous and professional.

    ANS: T
    Employers seek candidates for hiring and promotion who are courteous and professional.

    PTS: 1   DIF: 2   REF: p. 51   OBJ: 2-7
    TOP: Developing a Competitive Edge With Professionalism and Business Etiquette Skills
    BLM: REMEMBER

38. Once you get a job, you don't have to worry as much about projecting a professional image.

    ANS: F
    Once you get a job, you are more likely to be taken seriously and much more likely to be promoted if you look and sound professional.

    PTS: 1   DIF: 2   REF: p. 53   OBJ: 2-7
    TOP: Developing a Competitive Edge With Professionalism and Business Etiquette Skills
    BLM: HIGHER ORDER

39. Incivility in the workplace can lead to a drop in productivity and higher turnover.

    ANS: T
    Employers suffer because incivility in the workplace can lead to lower productivity and higher turnover.

    PTS: 1   DIF: 2   REF: p. 53   OBJ: 2-7
    TOP: Developing a Competitive Edge With Professionalism and Business Etiquette Skills
    BLM: HIGHER ORDER

40. By wearing perfume or cologne to work, you are being inconsiderate of your co-workers.

    ANS: T
    In order to respect your co-workers' space, you should avoid wearing perfume or cologne to work.

    PTS: 1   DIF: 2   REF: p. 53   OBJ: 2-7
    TOP: Developing a Competitive Edge With Professionalism and Business Etiquette Skills
    BLM: HIGHER ORDER

ESSAY

1. Describe five reasons that organizations are developing groups and teams.

   ANS:
   Students will select five of the following and answers will vary.
   a.   Better decisions: Because group and team members have different expertise and perspectives, decisions are generally more accurate and effective.

b.   Faster response: Small groups and teams can act rapidly when action is necessary to respond to competition or to solve a problem.
c.   Increased productivity: Team members tend to be closer to the action and to the customer, allowing them to see opportunities for improving efficiencies, which leads to greater productivity.
d.   Greater "buy-in": When group or team members are part of the decision-making process, they are generally more committed to the solution and more willing to support it.
e.   Less resistance to change: People who have input into making decisions are less hostile, aggressive, and resistant to change.
f.   Improved employee morale: When teams are successful, personal satisfaction and job morale increase.
g.   Reduced risks: A group or team member's individual risk is reduced because responsibility for a decision is diffused among all group or team members.

PTS: 5   DIF: 3   REF: p. 30   OBJ: 2-1
TOP: Preparing to Work With Groups and Teams   BLM: HIGHER ORDER

2. List five characteristics of successful teams and explain why each characteristic leads to team success.

ANS:
Students will select five of the following and answers will vary.
a.   Small size, diverse makeup: For most functions, the best teams range from 2 to 25 members, although 4 or 5 is optimum for many projects. Smaller-sized teams make interaction and decision making more effective. When team members are made up of people who differ in gender, age, social background, training, and experience, more creative and innovative decisions can be made.
b.   Agreement on purpose: An effective team begins with a purpose and all members understand what that purpose is. Working from a general purpose to specific goals typically requires a huge investment of time and effort. Meaningful discussions about the team's purpose can motivate team members to "buy into" the project.
c.   Agreement on procedures: The best teams develop procedures to guide them and continually evaluate those procedures to ensure they are moving toward their goals. They set up intermediate goals with deadlines. They assign roles and tasks, requiring all members to contribute equivalent amounts of real work. They decide how they will reach decisions.
d.   Ability to confront conflict: Successful teams acknowledge conflict and address the root of the problem openly by using conflict resolution techniques. Direct confrontation saves time and enhances team commitment in the long run. Conflict can be constructive when it is task oriented, not person oriented.
e.   Use of good communication techniques: The best teams exchange information and contribute ideas freely in an informal environment. Team members speak clearly and concisely, avoiding generalities. They encourage feedback. Listeners become actively involved, read body language, and ask clarifying questions before responding. Tactful, constructive disagreement is encouraged.
f.   Ability to collaborate rather than compete: Effective team members are genuinely interested in achieving team goals instead of receiving individual recognition; therefore, they celebrate individual and team accomplishments. They contribute ideas and feedback unselfishly. They monitor team progress, including what's going right, what's going wrong, and what to do about it.

g.   Acceptance of ethical responsibilities: Teams as a whole have ethical responsibilities to their members, to their larger organizations, and to society. Members have a number of specific responsibilities to each other; as a whole, groups have a responsibility to represent the organization's view and respect its privileged information.

h.   Shared leadership: Effective teams often have no formal leader. Instead, leadership rotates to those with the appropriate expertise as the team evolves and moves from one phase to another. This approach can achieve buy-in to team decisions, boost morale, and create fewer hurt feelings and less resentment.

PTS: 5   DIF: 3   REF: pp. 34–35   OBJ: 2-2
TOP: Analyzing Positive and Negative Team Behaviour   BLM: HIGHER ORDER

3. Describe three collaboration tools that can be used for meeting facilitation when distance or other factors prevent face-to-face gatherings.

ANS:
Students will select three of the following and answers will vary.
a.   Voice conferencing (or teleconferencing):   Voice conferencing involves one or two people who confer with others by telephone.
b.   Videoconferencing: Videoconferencing combines video, audio, and communications networking technologies for real-time interaction. Generally, participants meet in special conference rooms equipped with cameras and television screens for transmitting images and documents.
c.   Web conferencing: With Web conferencing, attendees use their computers to access an online virtual meeting room where they can present PowerPoint slides or share spreadsheets or Word documents, just as they might do in a face-to-face meeting.
d.   Instant messaging: Instant messaging allows users to deliver messages immediately and directly to the receiver's desktop.
e.   Blogs: Blogs are a type of interactive online journal that allows collaborators to share information in one central location. They are a one-to-many form of communication. Because they are Web-based documents, they can be archived and searched by category.
f.   Wikis: Wikis are collaborative Web sites that enable anyone with access to add, change, or delete information. They are a many-to-many form of communication. Because they are Web-based, wiki documents can be digitally stored, categorized, and searched.

PTS: 3   DIF: 3   REF: pp. 41–42   OBJ: 2-4
TOP: Using Effective Practices and Technologies in Virtual Meetings
BLM: HIGHER ORDER

4. Describe three forms of nonverbal communication and give a workplace example of each.

ANS:
Students will choose three of the following and answers will vary.

a.   Eye contact: The eyes have been called the "windows to the soul," and communicators consider the eyes to be the most accurate predictor of a speaker's true feelings and attitudes. Good eye contact enables the message sender to determine whether a receiver is paying attention, showing respect, responding favourably, or feeling distress. From the receiver's perspective, good eye contact reveals the speaker's sincerity, confidence, and truthfulness.

b.   Facial expressions: The expression on a communicator's face can be almost as revealing of emotion as the eyes. Researchers estimate that the human face can display over 250,000 different expressions.

c.   Posture and gestures: An individual's general posture can convey anything from high status and self-confidence to shyness and submissiveness. Posture can also communicate such things as attraction, interest, fear, distrust, anxiety, or disgust. Gestures can also communicate entire thoughts via simple movements.

d.   Time: How we structure and use time tells observers about our personality and attitudes.

e.   Space: How we arrange things in the space around us tells something about ourselves and our objectives.

f.   Territory: Each of us has certain areas that we feel are our own territory, and we all maintain zones of privacy in which we feel comfortable.

g.   Appearance of business documents: The way a letter, memo, e-mail message, report, or other business document looks can have either a positive or a negative effect on the receiver.

h.   Appearance of people: The way you look—your clothing, grooming, and posture—communicates an instant nonverbal message about you.

PTS: 3   DIF: 3   REF: pp. 48–51   OBJ: 2-6
TOP: Communicating Through Nonverbal Messages   BLM: HIGHER ORDER