

Excellence in Business Communication, 11e (Thill/Bovee)

Chapter 2 Mastering Team Skills and Interpersonal Communication

1) In participative management

A) employees are involved in the company's decision-making.

B) all top-level managers participate in profit sharing.

C) teams are discouraged in favor of individual achievement.

D) an authoritarian management model is used.

E) managers have exclusive control.

Answer: A

Explanation: A) When teams are successful, they can improve productivity, creativity, employee involvement, and even job security. Teams are often at the core of participative management - the effort to involve employees in the company's decision-making. Participative management is not about profit sharing participation, an authoritarian management, or exclusive control. A team is a unit of two or more people who share a mission and the responsibility for working to achieve a common goal.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

2) Which of the following is *not* a way teams help organizations to succeed?

A) Increase information and knowledge

B) Increase groupthink among members

C) Increase performance levels

D) Increase diversity of views

E) Increase acceptance of a solution

Answer: B

Explanation: B) Groupthink occurs when peer pressures cause individual team members to withhold contrary or unpopular opinions. The result can be decisions that are worse than the choices the team members might have made individually. The key word is "not." The other answers are ways teams help organizations to succeed.

Diff: 1

Skill: Critical Thinking

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

3) The term *groupthink* refers to

- A) the willingness of individual group members to withhold contrary or unpopular opinions, even when those objections are legitimate, and to go along with majority opinion.
- B) the four-step decision-making process in groups.
- C) software programs that help groups make decisions.
- D) the basic rules that underlie a group's behavior.
- E) putting others first instead of being selfish.

Answer: A

Explanation: A) Groupthink occurs when peer pressures cause individual team members to withhold contrary or unpopular opinions. Like other social structures, business teams can generate tremendous pressures to conform to accepted norms of behavior. The result can be decisions that are worse than the choices the team members might have made individually. Groupthink is not about a 4-step process, software, basic rules, or putting others first.

Diff: 1

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

4) A hidden agenda refers to

- A) a meeting agenda that is not revealed to others outside the meeting group.
- B) individuals' private, counterproductive motives.
- C) an agenda that members must look for before they can attend a meeting.
- D) an approach to group dynamics that helps facilitate group functioning.
- E) an agenda that is not shared until the meeting begins.

Answer: B

Explanation: B) Some team members may have a hidden agenda - private, counterproductive motives, such as a desire to take control of a group, to undermine someone else on the team, or to pursue a business goal that runs counter to the team's mission. A hidden agenda is not about a list of items to be discussed in a meeting.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

- 5) You and several coworkers serve on a task force charged with updating the company's personnel-policy manual. To proceed effectively, you should concentrate on
- A) pointing out as many typos, misspellings, and grammatical errors as possible.
 - B) ensuring that all members have a clear and shared sense of purpose.
 - C) making other team members feel good.
 - D) making the manual as long as possible (to let everyone know you are serious).
 - E) doing all of the above.

Answer: B

Explanation: B) Characteristics of effective teams: have a clear objective and shared sense of purpose, have a sense of trust, communicate openly and honestly, reach decisions by consensus, think creatively, and know how to resolve conflict. Effective teams are not about pointing out grammatical mistakes, making other members feel good, or making the manual as long as possible.

Diff: 2

Skill: Synthesis

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

- 6) _____ are informal standards of conduct that team members share.

- A) Group maintenance roles
- B) Rules of parliamentary procedure
- C) Group norms
- D) Robert's Rules
- E) Group dynamics

Answer: C

Explanation: C) Productive teams tend to develop clear norms—informal standards of conduct that members share and that guide member behavior. Group norms are not about maintenance roles, parliamentary procedures, Robert's Rules, or group dynamics.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

7) Group members who are motivated mainly to fulfill personal needs play a(n) _____ role.

- A) team-maintenance
- B) task-oriented
- C) self-oriented
- D) coordinating
- E) empathic

Answer: C

Explanation: C) Team members can play various roles. Members who assume self-oriented roles are motivated to fulfill their personal needs, so they tend to be less productive than other members. Team-maintenance is one group of functional roles. Coordinating is one type of functional role. There is no such thing as a task-oriented role. Empathic is referring to empathic listening.

Diff: 1

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

8) One member of a task force on which you serve is particularly good at helping other members get along and work through their differences. This individual plays a(n) _____ role.

- A) team-maintenance
- B) task-oriented
- C) self-oriented
- D) coordinating
- E) empathic

Answer: A

Explanation: A) Far more likely to contribute to team goals are members who assume team-maintenance roles to help everyone work well together and those who assume task-facilitating roles to help the team reach its goals. There are no such roles as "task-oriented" or "empathic." Self-oriented roles are dysfunctional. Coordinating is one type of task-facilitated role.

Diff: 2

Skill: Application

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

9) During the _____ of the group-development process, the members of a problem-solving team will begin to discuss their differing opinions and perspectives and become more assertive in establishing their roles.

- A) conflict phase
- B) reinforcement phase
- C) orientation phase
- D) brainstorming phase
- E) intensification phase

Answer: A

Explanation: A) In the conflict phase of the group-development process, different opinions and perspectives begin to emerge.

Diff: 1

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

10) Only one sales representative can go to the conference in Hawaii, but both Susan and Sean want to go. After much discussion and arguing, they draw straws and Susan gets the trip. This is an example of

- A) a win-lose situation.
- B) the five-step decision-making process.
- C) the best way to deal with a conflict.
- D) a lose-lose situation.
- E) all of the above.

Answer: A

Explanation: A) Conflict is destructive if it diverts energy from more important issues, destroys the morale of teams or individual team members, or polarizes or divides the team. Destructive conflict can lead to win-lose or lose-lose outcomes, in which one or both sides lose, to the detriment of the entire team. There was no five-step, decision-making process in this example. It was not an effective way to deal with conflict. Susan "won," so it clearly was not a lose-lose situation.

Diff: 2

Skill: Critical Thinking

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

- 11) If you encounter a group member who is resistant to change,
- A) be aggressive and confrontational.
 - B) use logic to overcome the resistance.
 - C) empathize with his or her concerns.
 - D) tell that person to quit whining and get back to work.
 - E) expel that person from the team to show that a poor attitude won't be tolerated.

Answer: C

Explanation: C) If someone is resisting change, you can be persuasive with calm, reasonable communication. Deal directly with the resistance, without accusing. You might say, "You seem to have reservations about this idea. Have I made some faulty assumptions?" Conflict doesn't disappear by itself. If they're not resolved, even minor issues can become major ones.

Diff: 3

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

- 12) When composing collaborative messages, the best strategy is to
- A) avoid composing as a group.
 - B) begin by letting all members "do their own thing" and then seeing what they all produce.
 - C) let all members use their own preferred software.
 - D) make the team as large as possible in order to cover every possible area of expertise.
 - E) insist that no one is leaving the room until the task is complete.

Answer: A

Explanation: A) One key guideline for collaborative writing: avoid composing as a group. The actual composition is the only part of developing team messages that usually does not benefit from group participation. For longer projects, you will usually 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. The other answers are not good strategies to compose collaborative messages.

Diff: 3

Skill: Critical Thinking

Objective: 2

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

13) "Virtual offices" that give everyone on a team access to the same set of resources and information are called

- A) instant messaging software.
- B) videoconferencing systems.
- C) shared workspaces.
- D) extended databases.
- E) none of the above.

Answer: C

Explanation: C) Shared workspaces are online "virtual offices" and give everyone on a team access to the same set of resources and information: databases, calendars, project plans, pertinent messaging and exchanges, reference materials, and team-created documents. They are also sometimes called intranets and extranets.

Diff: 2

Skill: Concept

Objective: 2

AACSB: Information technology

Learning Outcome: Describe best practices in team and interpersonal communication.

14) Social networking technologies can help a company create communities of practice that

- A) discourage employees from socializing at work.
- B) compel employees to develop new workplace skills.
- C) discourage teamwork so individual employees can reach their full potential.
- D) help employees respect the distinction between personal time and work.
- E) link employees with similar professional interests throughout the company.

Answer: E

Explanation: E) Some companies use social networking technologies to create virtual communities of practice that link employees with similar professional interests throughout a company; they sometimes link employees with customers and suppliers, as well.

Diff: 1

Skill: Concept

Objective: 2

AACSB: Information technology

Learning Outcome: Describe best practices in team and interpersonal communication.

15) The primary difference between constructive feedback and destructive feedback is

- A) constructive feedback is focused on the people involved.
- B) destructive feedback is focused on the process and outcomes of communication.
- C) constructive feedback can hurt people's feelings.
- D) destructive feedback delivers criticism with no guidance for improvement.
- E) constructive feedback includes a threat of consequences for failure.

Answer: D

Explanation: D) Constructive feedback sometimes called constructive criticism focuses on the process and outcomes of communication, not on the people involved. Destructive feedback delivers criticism with no guidance to stimulate improvement. The other answers are the opposite of what constructive and destructive feedback are about.

Diff: 2

Skill: Concept

Objective: 2

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

16) Much of your workplace communication will occur during in-person or online meetings. If you're leading a meeting, you can help to make sure it's productive by

- A) preparing carefully.
- B) conducting the meeting efficiently.
- C) using meeting technologies wisely.
- D) all of the above.
- E) none of the above.

Answer: D

Explanation: D) Meetings can be a waste of time if they aren't planned and managed well. You can help ensure productive meetings by preparing carefully, conducting meetings efficiently, and using meeting technologies wisely.

Diff: 2

Skill: Concept

Objective: 3

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

17) The best time to distribute an agenda for a meeting is

- A) before the meeting begins.
- B) after the meeting ends.
- C) during the meeting.
- D) ten minutes after the meeting begins.
- E) none of the above

Answer: A

Explanation: A) The success of a meeting depends on the preparation of the participants. Therefore, distribute the agenda before the meeting begins, being sure to allow participants sufficient time to prepare for the meeting.

Diff: 2

Skill: Concept

Objective: 3

AACSB: Interpersonal relations and teamwork

18) Parliamentary procedure

- A) tends to slow meetings down.
- B) contributes to dissent among participants.
- C) helps meetings run more smoothly.
- D) is useful only for meetings with more than a dozen participants.
- E) is a longstanding tradition in Europe, but has not caught on in the U.S.

Answer: C

Explanation: C) Follow agreed-upon rules. The larger the meeting, the more formal you need to be to maintain order. Formal meetings use parliamentary procedure, a time-tested method for planning and running effective meetings. The best-known guide to this procedure is *Robert's Rules of Order*.

Diff: 3

Skill: Concept

Objective: 3

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

19) At the last staff meeting, someone suggested that using parliamentary procedure would help make the meetings more efficient. To learn more about parliamentary procedure, which of the following should you consult?

- A) *SEC Standards of Ethics*
- B) *Robert's Rules of Order*
- C) Generally Accepted Accounting Principles
- D) *Fundamental Meeting Management*
- E) *Congressional Meeting Policies and Procedures*

Answer: B

Explanation: B) When conducting and contributing to efficient meetings, follow agreed-upon rules. The larger the meeting, the more formal you need to be to maintain order. Formal meetings use parliamentary procedure, a time-tested method for planning and running effective meetings. The best-known guide to this procedure is *Robert's Rules of Order* (www.robertsrules.com). The other answers are other guidelines for various professions like accounting.

Diff: 1

Skill: Application

Objective: 3

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

20) If you're the designated leader of a meeting,

- A) don't interfere if the discussion departs from the goals of the meeting.
- B) allow introverted participants to disengage from the meeting.
- C) act as an observer, and let the meeting "run itself."
- D) allow only one comment on each issue—otherwise discussion can take too long.
- E) do none of the above.

Answer: E

Explanation: E) Effective meeting leaders keep the discussion on track, follow agreed-upon rules, encourage participation, participate actively, and close effectively.

Diff: 2

Skill: Critical Thinking

Objective: 3

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

21) Which of the following meeting technologies would be most effective for negotiations, collaborative problem solving, and other complex discussions?

- A) Instant messaging
- B) Teleconference
- C) Telepresence
- D) Wiki
- E) None of the above

Answer: C

Explanation: C) Telepresence technologies enable realistic conferences in which participants thousands of miles apart almost seem to be in the same room. The ability to convey nonverbal subtleties such as facial expressions and hand gestures makes these systems particularly good for negotiations, collaborative problem solving, and other complex discussions. Instant messaging (IM) and teleconferencing are the simplest forms of virtual meetings. A wiki is a website that allows anyone with access to add new material and edit existing material.

Diff: 2

Skill: Critical Thinking

Objective: 4

AACSB: Information technology

Learning Outcome: Describe best practices in team and interpersonal communication.

22) If you are listening mainly to understand the speaker's message, you are engaging in _____ listening.

- A) content
- B) critical
- C) empathic
- D) active
- E) defensive

Answer: A

Explanation: A) The primary goal of content listening is to understand and retain the information in the speaker's message. You are not evaluating the information at this point, so it does not matter whether you agree or disagree, approve or disapprove—only that you understand. The goal of critical listening is to understand and evaluate the meaning of the speaker's message on several levels. 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. No matter what mode they are using at any given time, effective listeners try to engage in active listening—making a conscious effort to turn off their own filters and biases to truly hear and understand what the other party is saying. Defensive listening occurs when listeners tune out anything that does not confirm their beliefs or their view of themselves.

Diff: 2

Skill: Concept

Objective: 5

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

23) If you are engaging in critical listening, your goal is to

- A) understand and retain information.
- B) understand the speaker's feelings, needs, and wants.
- C) evaluate the logic and validity of the message.
- D) appreciate the speaker's point of view.
- E) criticize the speaker's ideas as promptly as possible.

Answer: C

Explanation: C) The goal of critical listening is to understand and evaluate the meaning of the speaker's message on several levels: the logic of the argument, the strength of the evidence, the validity of the conclusions, the implications of the message, the speaker's intentions and motives, and the omission of any important or relevant points.

Diff: 2

Skill: Concept

Objective: 5

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

24) A reliable employee you supervise has come to speak with you about a leave of absence related to personal issues. To understand her feelings and needs, you should engage in _____ listening.

- A) content
- B) empathic
- C) critical
- D) sustained
- E) defensive

Answer: B

Explanation: B) 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. By listening with empathy, you help the individual vent the emotions that prevent a calm, clear-headed approach to the subject. There is no such term as sustained listening.

Diff: 3

Skill: Application

Objective: 5

AACSB: Interpersonal relations and teamwork

25) Within 48 hours, people tend to forget approximately _____ percent of what was said in a 10-minute conversation.

- A) 1
- B) 10
- C) 50
- D) 90
- E) none of the above

Answer: C

Explanation: C) Listening is a far more complex process than most people think, and most of us are not very good at it. People typically listen at no better than a 25 percent efficiency rate, remember only about half of what is said during a 10-minute conversation, and forget half of that within 48 hours.

Diff: 2

Skill: Concept

Objective: 5

AACSB: Interpersonal relations and teamwork

Learning Outcome: Discuss the challenges and importance of business communications.

26) The first step in the basic listening process is _____ the message.

- A) receiving
- B) interpreting
- C) evaluating
- D) encoding
- E) decoding

Answer: A

Explanation: A) There are five steps to the listening process: receiving, decoding, remembering, evaluating, and responding. With receiving, start by physically hearing the message and recognizing it is incoming information.

Diff: 2

Skill: Concept

Objective: 5

AACSB: Interpersonal relations and teamwork

Learning Outcome: Discuss the challenges and importance of business communications.

27) Selective listening refers to

- A) a highly focused form of listening.
- B) letting one's mind wander until something personally relevant is said.
- C) a form of defensive listening.
- D) listening only long enough to get a word in edgewise.
- E) a timesaving technique in which you purposely ignore at least 25% of what a speaker says.

Answer: B

Explanation: B) Selective listening is one of the most common barriers to effective listening. If your mind wanders, you may stay tuned out until you hear a word or phrase that gets your attention again. However, by that time, you are unable to recall what the speaker actually said; instead, you remember what you think the speaker probably said.

Diff: 2

Skill: Concept

Objective: 5

AACSB: Interpersonal relations and teamwork

Learning Outcome: Discuss the challenges and importance of business communications.

28) In part, poor listening occurs because listeners

- A) can think faster than speakers can speak.
- B) concentrate on each word the speaker says, rather than the overall point.
- C) are unable to think originally.
- D) cannot process words and phrases as quickly as speakers can say them.
- E) do all of the above.

Answer: A

Explanation: A) One reason listeners' minds tend to wander is that people think faster than they speak. Most people speak at about 120 to 150 words per minute, but listeners can process audio information at up to 500 words per minute or more. Consequently, your brain has a lot of free time whenever you are listening, and if left unsupervised, it will find a thousand other things to think about. Make the effort to focus on the speaker and use the extra time to analyze and paraphrase what you hear or to take relevant notes. Listeners do not concentrate on each individual word said and can process information much faster than is spoken.

Diff: 2

Skill: Concept

Objective: 5

AACSB: Interpersonal relations and teamwork

Learning Outcome: Discuss the challenges and importance of business communications.

29) Which of the following statements about nonverbal communication is false?

- A) Facial expressions are a primary vehicle for conveying emotions.
- B) Voice carries both intended and unintended nonverbal cues.
- C) Nonverbal signals can assert authority and imply intimacy.
- D) Nonverbal signals will allow you to "read someone like a book."
- E) Nonverbal communication can supplement spoken communication.

Answer: D

Explanation: D) Nonverbal signals are powerful, but they aren't infallible, particularly if you don't know a person's normal behavior patterns.

Diff: 2

Skill: Concept

Objective: 6

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

30) Which of the following is *not* an important consideration related to etiquette in the workplace?

- A) The clothing you wear to work
- B) Your grooming habits
- C) Your telephone skills
- D) Your height and weight
- E) Your behavior

Answer: D

Explanation: D) Your height and weight are not related to etiquette and are frequently not something a person can control. All the other answers are things that people can easily control and are expected to fall within acceptable norms.

Diff: 2

Skill: Critical Thinking

Objective: 7

AACSB: Diverse and multicultural work environments

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world.

- 31) When receiving business-related phone calls,
- A) you should use frequent verbal responses (such as, "I see") to show that you are listening.
 - B) it is impolite to say things such as, "I understand" while the other person is speaking.
 - C) it is perfectly acceptable to put the caller on hold without explanation.
 - D) your primary goal should be to get off the phone (and back to work) as quickly as possible.
 - E) do none of the above.

Answer: A

Explanation: A) Using frequent verbal responses shows that you are listening during a phone call. If you must forward a call or put someone on hold, explain what you are doing first. Stay focused on the call throughout; others can easily tell when you are not paying attention. Be ready before you call so that you do not waste the other person's time.

Diff: 3

Skill: Concept

Objective: 7

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

- 32) A new co-worker from Russia asks you about North American greeting customs. You should explain that in most business contexts,
- A) women are expected to shake hands differently than men.
 - B) it is not necessary to stand up before shaking hands if you are already seated.
 - C) shaking hands is now widely regarded as an outdated custom.
 - D) a firm handshake is expected when two people meet.
 - E) it is acceptable to shake hands using either the left or right hand.

Answer: D

Explanation: D) In North America, a firm handshake is expected when two people meet. If you are expected to shake hands, be aware that the passive "dead fish" handshake creates an extremely negative impression. If you are physically able, always stand when shaking someone's hand. You should always use your right hand with a handshake regardless of your gender.

Diff: 2

Skill: Application

Objective: 7

AACSB: Diverse and multicultural work environments

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world.

33) When introducing yourself to someone in a business context, you should always include a brief description of

- A) one of your personal interests or hobbies.
- B) your role in the company.
- C) your company's history.
- D) your greatest accomplishment.
- E) all of the above.

Answer: B

Explanation: B) When introducing yourself, include a brief description of your role in the company.

Diff: 2

Skill: Application

Objective: 7

AACSB: Interpersonal relations and teamwork

Learning Outcome: Discuss the challenges and importance of business communications.

34) Using mobile phones during meetings is

- A) routine in today's high-tech workplace.
- B) now restricted or prohibited in many organizations.
- C) an effective way to show your professionalism.
- D) almost always acceptable, as long as your phone is in silent mode.
- E) all of the above.

Answer: B

Explanation: B) Mobile phones are a contentious point of etiquette in today's workplace. They can boost productivity if used mindfully, but they can be a productivity- and morale-draining disruption when used carelessly. Be aware that attitudes about mobile phones vary widely, so do not be surprised if you encounter policies restricting their use in offices or meeting rooms. Nearly half of U.S. companies already have such policies.

Diff: 2

Skill: Application

Objective: 7

AACSB: Information technology

Learning Outcome: Discuss the challenges and importance of business communications.

35) When representing your company online, all of the following will help you maintain a high standard of business etiquette *except* for

- A) differentiating facts from opinions and supporting facts with evidence.
- B) assuming that people are available to discuss work-related issues around the clock.
- C) following basic expectations of spelling, punctuation, and capitalization.
- D) watching your language and keeping your emotions under control.
- E) none of the above.

Answer: B

Explanation: B) Respect personal and professional boundaries of time and virtual space when using online communication tools.

Diff: 2

Skill: Concept

Objective: 7

AACSB: Information technology

Learning Outcome: Discuss the challenges and importance of business communications.

36) Cross-functional teams

- A) are rare, and generally less effective than other types of teams in business.
- B) are vulnerable to tensions because of the diversity of opinions and experiences they bring together.
- C) consist of employees from the same department, tasked with addressing a wide array of issues.
- D) are effective only in large organizations.
- E) should never contain more than three members, if they are to be effective.

Answer: B

Explanation: B) Problem-solving teams and task forces assemble to resolve specific issues and then disband when their goals have been achieved. Such teams are cross-functional, pulling together people from a variety of departments who have different areas of expertise and responsibility. The diversity of opinions and experiences can lead to better decisions, but competing interests can lead to tensions that highlight the need for effective communication. They can be effective regardless of the size of the organization. There are no limits on the size of the team.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

37) The two most common reasons for unsuccessful teamwork are

- A) inadequate training and unclear goals.
- B) difficult people and overwhelming workloads.
- C) unreasonable deadlines and poor leadership.
- D) lack of trust and poor communication.
- E) poor technology and conflicting schedules.

Answer: D

Explanation: D) The most effective teams have a clear objective and shared sense of purpose, have a strong sense of trust, communicate openly and honestly, reach decisions by consensus, think creatively, and know how to resolve conflict. Teams that lack one or more of these attributes can get bogged down in conflict or waste time and resources pursuing unclear goals. Two of the most common reasons cited for unsuccessful teamwork are a lack of trust and poor communication. The other answers can contribute to unsuccessful teamwork, but they are not as common.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

38) The interactions and processes that take place among the members of a team are known as

- A) group norms.
- B) groupthink.
- C) group dynamics.
- D) groupware.
- E) group functionality.

Answer: C

Explanation: C) Group dynamics involve the interactions and processes that take place among the members of a team. Productive teams tend to develop clear norms—informal standards of conduct that members share and that guide member behavior. Groupthink is one possible disadvantage of teamwork. Groupware is a general term for computer-based systems that let people communicate, share files, review previous message threads, work on documents simultaneously, and connect using social network tools. There is no such term as group functionality.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

39) "Dream teams" composed of multiple superstars

A) always perform better than other teams.

B) often yield disappointing results because members struggle to put team needs above their own.

C) are much easier to lead.

D) are usually so successful that it hurts morale among the organization's other teams.

E) are easier to assemble than other teams.

Answer: B

Explanation: B) "Dream teams" composed of multiple superstars often do not perform as well as one might think because high-performing individuals can have trouble putting the team's needs ahead of their own. In addition, highly skilled and experienced people with difficult personalities might not contribute for the simple reason that other team members may avoid interacting with them.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

40) During the _____ phase of group development, the team clarifies and summarizes the agreed-upon solution, and team members receive their assignments for carrying out the group's decision.

A) orientation

B) conflict

C) brainstorming

D) emergence

E) reinforcement

Answer: E

Explanation: E) Teams typically evolve through a number of phases on their way to becoming productive. Here is how one commonly used model identifies the phases a problem solving team goes through: Orientation, Conflict, Brainstorming, Emergence, and Reinforcement. In the reinforcement stage, the team clarifies and summarizes the agreed-upon solution. Members receive their assignments for carrying out the group's decisions, and they arrange for following up on those assignments.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

41) Teams that have interpersonal friction

- A) are doomed to failure.
- B) can excel with effective leadership and team players committed to strong results.
- C) can succeed, but only on relatively minor projects.
- D) are very rare, and almost never present problems in today's environment.
- E) need to learn that teamwork requires happiness and harmony.

Answer: B

Explanation: B) Teamwork is not necessarily about happiness and harmony; even teams that have some interpersonal friction can excel with effective leadership and team players committed to strong results. Conflict can be constructive if it forces important ideas out into the open, increases the involvement of team members, and generates creative ideas for solving a problem. Teams with interpersonal friction can succeed on projects of all sizes and are not rare.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

42) When working in teams, getting your point across

- A) is simply a matter of making a strong argument.
- B) should always be abandoned if you think it might offend someone else on the team.
- C) must be your primary goal, even if it means holding up team progress.
- D) is easier when you wait until others are ready to hear your arguments.
- E) should be done aggressively, since it's important to let everyone know you're in charge.

Answer: D

Explanation: D) Hold your arguments until the other person is ready for them. Getting your point across depends as much on the other person's frame of mind as it does on your arguments. You cannot assume that a strong argument will speak for itself. By becoming more audience centered, you will learn to address the other person's emotional needs first. Teamwork is not about abandoning a point or holding up team progress. If done aggressively, it may hinder progress.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

- 43) When a team that has never worked together collaborates on communication efforts,
- A) it's important to give members time to bond before getting down to business.
 - B) there isn't time for team members get to know one another—work should begin immediately.
 - C) you should expect poor results.
 - D) members should always meet in person and never rely on meeting technologies.
 - E) members should avoid trying to reach consensus, since it is nearly impossible.

Answer: A

Explanation: A) Teams typically evolve through a number of phases on their way to becoming productive. One commonly used model identifies the phases a problem-solving team goes through as it evolves. The first one is orientation. Team members socialize, establish their roles, and begin to define their task or purpose. Team-building exercises and activities can help teams break down barriers and develop a sense of shared purpose. For geographically dispersed virtual teams, creating a "team operating agreement" that sets expectations for online meetings, communication processes, and decision-making can help overcome the disadvantages of distance. New teams can provide extraordinary results and reach a consensus if allowed to evolve.

Diff: 2

Skill: Concept

Objective: 2

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

- 44) The primary difference between a standard wiki and an enterprise wiki system is
- A) standard wikis offer superior control of information and confidentiality.
 - B) enterprise wiki systems are available free of charge.
 - C) standard wikis do not have a "sandbox" feature.
 - D) enterprise wiki systems offer additional features for business use.
 - E) standard wikis offer change-monitoring alerts, but enterprise wiki systems do not.

Answer: D

Explanation: D) A wiki is a website that allows anyone with access to add new material and edit existing material. Enterprise wiki systems extend the wiki concept with additional features for business use that ensure information quality, confidentiality, speed and flexibility. For example, access control lets a team leader identify who's allowed to read and modify a wiki. Change monitoring alerts team members when significant changes or additions are made. There is no such term as a "sandbox" feature.

Diff: 2

Skill: Concept

Objective: 2

AACSB: Information technology

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world.

45) An extranet is

- A) a web-monitoring tool that provides an "extra net" of protection against malware and viruses.
- B) a restricted website available to employees and to outside parties by invitation only.
- C) another name for a social network such as LinkedIn or Facebook.
- D) another name for the hidden internet, which standard search engines do not reach.
- E) a network tool that allows employers to "ping" website users and monitor their activity.

Answer: B

Explanation: B) An extranet is a restricted site that is available to employees and to outside parties by invitation only. Answer A is a firewall or similar tool to protect computers against malware and viruses. Groupware is a general term for computer-based systems that let people communicate, share files, and connect using social networking tools.

Diff: 2

Skill: Concept

Objective: 2

AACSB: Information technology

Learning Outcome: Discuss the challenges and importance of business communications.

46) Conducting successful meetings by phone or online

- A) is much easier than doing so face-to-face.
- B) is virtually impossible.
- C) dramatically reduces the distractions participants must overcome.
- D) requires extra planning before the meeting and more diligence during the meeting.
- E) eliminates the need for anyone to take minutes.

Answer: D

Explanation: D) Conducting successful meetings over the phone or online requires extra planning before the meeting and more diligence during the meeting. Because virtual meetings offer less visual contact and nonverbal communication than in-person meetings, leaders need to make sure everyone stays engaged and has the opportunity to contribute. Paying attention during online meetings takes greater effort as well. Participants need to stay committed to the meeting and resist the temptation to work on unrelated tasks. So it is harder, but not impossible, to do it. It also increases distractions and does not eliminate the need for someone to take minutes.

Diff: 2

Skill: Concept

Objective: 4

AACSB: Information technology

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world.

47) Based on the expectations of today's younger employees, listening skills

A) have become even more vital for managers.

B) have become less important than in years past, when face-to-face interaction was more prevalent.

C) rank low on the list of what employees look for in job candidates.

D) are still important, but only for managers.

E) have become less of an emphasis in leading U.S. business schools.

Answer: A

Explanation: A) Today's younger employees place a high premium on being heard, so listening is becoming even more vital for managers. In fact, many of the leading business schools in the U.S. have begun retooling their curricula in recent years to put more emphasis on soft skills such as listening. With increasing diversity and competition, listening skills are more important. Some 80 percent of top executives say that listening is the most important skill needed to get things done in the workplace. All employees, not just managers, need to be able to listen in order to get things done.

Diff: 2

Skill: Concept

Objective: 5

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world.

48) Active listening involves

A) thinking of what you will say next, while others are speaking.

B) playing "devil's advocate" and thinking of ways to disagree, even before the other person has finished speaking.

C) making a conscious effort to truly hear and understand what the other party is saying.

D) allowing your mind to multitask while others are speaking.

E) working to overhear coworkers' conversations, even if they are unaware that you are listening.

Answer: C

Explanation: C) Active listening occurs when a person makes a conscious effort to turn off their own filters and biases to truly hear and understand what the other party is saying. They ask questions to verify key points and encourage the speaker through positive body language.

Diff: 2

Skill: Concept

Objective: 5

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

- 49) Using mnemonics (such as acronyms or rhymes) to help remember important information shared during a meeting
- A) is a waste of time.
 - B) works only if you have special training.
 - C) requires that you stop everyone from speaking so you can repeat what you hope to remember.
 - D) can be a useful strategy.
 - E) is far more effective than writing the information down.

Answer: D

Explanation: D) Mnemonics is one technique to help store information in long-term memory. You can create mnemonics such as acronyms or rhymes. One example of a mnemonic is "Please Excuse My Dear Aunt Sally" for following algebra rules (Parentheses, Exponents, Multiplication, Division, Addition, and Subtraction). As one can see, it is not a waste of time, and you do not need special training.

Diff: 2

Skill: Concept

Objective: 5

AACSB: Interpersonal relations and teamwork

Learning Outcome: Discuss the challenges and importance of business communications.

- 50) When it comes to nonverbal communication,
- A) culture does not influence how signals are interpreted.
 - B) the sender—rather than the receiver—gets to determine what signals mean.
 - C) it pays to be careful, since others might interpret things very differently than you intended.
 - D) eye contact is a universal symbol of respect.
 - E) don't forget that you can never smile too much.

Answer: C

Explanation: C) Nonverbal communication is the interpersonal process of sending and receiving information (intentionally or unintentionally) without using written or spoken language. Even when your intentions are good, you can still misinterpret incoming messages if you and the speaker do not have a shared background in language or experience. Ultimately, the receiver is the one who decodes the message and must determine what the signals mean. Furthermore, many behaviors are influenced by culture. In some cultures, sustained eye contact or excessive smiling may be disrespectful.

Diff: 2

Skill: Concept

Objective: 6

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world.

51) All of the following *except* _____ are elements of the group development process.

- A) anticipation
- B) emergence
- C) brainstorming
- D) reinforcement
- E) conflict

Answer: A

Explanation: A) According to your textbook, teams evolve through five stages: orientation, conflict, brainstorming, emergence, and reinforcement. This list doesn't include anticipation.

Diff: 2

Skill: Synthesis

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

52) A _____ usually has a long life span and typically deals with regularly recurring tasks.

- A) task force
- B) virtual group
- C) committee
- D) problem-solving team
- E) project group

Answer: C

Explanation: C) Committees are formal teams that usually have a long life span and can become a permanent part of the organizational structure.

Diff: 2

Skill: Application

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

53) Which one of the following is a dysfunctional team role?

- A) Encouraging
- B) Controlling
- C) Initiating
- D) Coordinating
- E) Compromising

Answer: B

Explanation: B) Controlling, withdrawing, attention seeking, and diverting are dysfunctional, self-oriented roles that mainly fulfill individual rather than team needs.

Diff: 2

Skill: Application

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

54) Writing for websites often involves the use of _____, which organize and control content and support teamwork.

- A) microblogging tools
- B) shared workspaces
- C) commenting tools
- D) semantic modulators
- E) content management systems

Answer: E

Explanation: E) Content management systems organize and control website content and include features that help team members work together on web pages and other documents.

Diff: 2

Skill: Application

Objective: 2

AACSB: Information technology

Learning Outcome: Plan and prepare business messages.

55) For a formal meeting, appoint one person to record a _____ to summarize the important highlights of the meeting.

- A) detailed meeting agenda
- B) set of meeting minutes
- C) pro-forma meeting matrix
- D) list of personal impressions
- E) work-process timetable

Answer: B

Explanation: B) For a formal meeting, it's good practice to appoint one person to record the minutes, a summary of the important information and decisions from the meeting.

Diff: 2

Skill: Application

Objective: 3

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

56) Conducting successful virtual meetings requires _____ before the meeting and _____ during the meeting.

- A) less planning, less diligence
- B) extra planning, more diligence
- C) extra planning, less diligence
- D) less planning, extra diligence
- E) no planning, no diligence

Answer: B

Explanation: B) Conducting successful virtual meetings requires extra planning before the meeting and more diligence during the meeting.

Diff: 3

Skill: Critical Thinking

Objective: 4

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

57) An effective listener will use _____ in an effort to hear and understand what the other party is saying.

- A) an emphatic listening approach
- B) a critical listening approach
- C) an active listening approach
- D) a content listening approach
- E) a transactional listening approach

Answer: C

Explanation: C) Effective listeners practice active listening by making a conscious effort to turn off their own filters and biases to truly hear and understand what another party is saying.

Diff: 2

Skill: Synthesis

Objective: 5

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

58) Some people use _____ to tune out anything that doesn't conform to their beliefs or their self-images.

- A) empathetic listening
- B) constricted listening
- C) egocentric listening
- D) defensive listening
- E) critical listening

Answer: D

Explanation: D) Some people use defensive listening to protect their egos by tuning out anything that doesn't confirm their beliefs or their view of themselves.

Diff: 2

Skill: Concept/Application

Objective: 5

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

59) Nonverbal signals play a vital role in communication because they can _____ a verbal message.

- A) strengthen
- B) weaken
- C) replace
- D) supplement
- E) all of the above

Answer: E

Explanation: E) Nonverbal communication can supplement or strengthen a verbal message (when spoken words and nonverbal signals match). It can also weaken a verbal message (when spoken words and nonverbal signals don't match) or even replace a verbal message entirely.

Diff: 2

Skill: Application

Objective: 6

AACSB: Diverse and multicultural work environments

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world.

60) Successful teamwork, productive meetings, effective listening, and nonverbal communication depend on _____ among all participants.

- A) exclusive face-to-face contact
- B) mutual respect and consideration
- C) common cultural reference points
- D) the use of the latest communication technology
- E) none of the above

Answer: B

Explanation: B) Mutual respect and consideration is the common thread that runs through successful teamwork, productive meetings, effective listening, and nonverbal communication.

Diff: 2

Skill: Concept

Objective: 7

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

61) A team consists of two or more people who share a mission and the responsibility for working to achieve their goals.

Answer: TRUE

Explanation: A team is a unit of two or more people who share a mission and the responsibility for working to achieve a common goal. Problem-solving teams and task forces assemble to resolve specific issues and then disband when their goals have been accomplished.

Diff: 1

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

62) Cross-functional teams perform several roles, but contain employees from the same department or division.

Answer: FALSE

Explanation: Problem-solving teams and task forces assemble to resolve specific issues and then disband when their goals have been accomplished. These cross-functional teams pull together people from a variety of departments who have different areas of expertise and responsibility.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

63) Teams usually achieve lower performance levels than what would have been accomplished by the members working independently.

Answer: FALSE

Explanation: One benefit to working in teams is higher performance levels. Working in teams can unleash new levels of creativity and energy in workers who share a sense of purpose and mutual accountability. Effective teams can be better than top-performing individuals at solving complex problems.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

64) One characteristic of effective teams is that one leader tends to take charge and make all the major decisions.

Answer: FALSE

Explanation: The most effective teams have a clear objective and shared sense of purpose, have a strong sense of trust, communicate openly and honestly, reach decisions by consensus, think creatively, and know how to resolve conflict.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

65) In the phenomenon of groupthink, the team may arrive at poor-quality decisions and even act unethically.

Answer: TRUE

Explanation: Groupthink occurs when peer pressures cause individual team members to withhold contrary or unpopular opinions. The result can be decisions that are worse than the choices the team members might have made individually.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

66) Despite the advantages of teamwork, the costs can be high.

Answer: TRUE

Explanation: One of the potential disadvantages of teamwork is cost. Aligning schedules, arranging meetings, and coordinating individual parts of a project can eat up a lot of time and money.

Diff: 1

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Discuss the challenges and importance of business communications.

67) Touch is an important way to convey warmth, comfort, and reassurance; so don't hesitate to show your feelings by hugging others in the workplace.

Answer: FALSE

Explanation: While touching someone may convey warmth, comfort and reassurance, it can also suggest dominance, control, or sexual interest. In fact, touching behavior is so powerful that it's governed by cultural customs and addressed in workplace laws. The best advice is, "When in doubt, don't touch."

Diff: 2

Skill: Concept

Objective: 6

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world.

68) Conflict between persons or groups in an organization is always destructive and must be avoided at all costs.

Answer: FALSE

Explanation: Conflict can be constructive if it forces important issues into the open, increases the involvement of team members, and generates creative ideas for solving a problem. Conflict is destructive if it diverts energy from more important issues, destroys the morale of teams or individual team members, or polarizes or divides the team. Destructive conflict can lead to win-lose or lose-lose outcomes, in which one or both sides lose, to the detriment of the entire team.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

69) Dealing directly with resistance is never good for team maintenance.

Answer: FALSE

Explanation: When dealing with resistance to change, you can be persuasive with calm, reasonable communication. Express understanding. Bring resistance out into the open. When people are noncommittal and silent, they may be tuning you out without even knowing why. Continuing with your argument is futile. Deal directly with the resistance, without accusing. You might say, "You seem to have reservations about this idea. Have I made some faulty assumption?" Such questions force people to face and define their resistance.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

70) To resolve conflicts successfully, it is helpful to get opponents to fight together against an "outside force" (such as increased competition) instead of against each other.

Answer: TRUE

Explanation: Alliance is one measure that can help team members resolve conflict. Get opponents to fight together against an "outside force" instead of against each other.

Diff: 2

Skill: Application

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

71) A wiki is a website that allows anyone with access to add new material and edit existing material in collaborative documents.

Answer: TRUE

Explanation: A wiki is a website that allows anyone with access to add new material and edit existing material. The key benefits of wikis include simple operation - writers do not need to know any of the techniques normally required to create web content - and the freedom to post new or revised material without prior approval.

Diff: 2

Skill: Application

Objective: 2

AACSB: Information technology

Learning Outcome: Explain how to create brief messages for different electronic media.

72) If you are trying to solve a problem or make a decision, the more people in your meeting the better.

Answer: FALSE

Explanation: The first step in preparing for a meeting is to make sure the meeting is really necessary. Meetings can consume hundreds or thousands of dollars of productive time while taking people away from other work, so do not hold a meeting if some other form of communication can serve the purpose as effectively. If a meeting is truly necessary, remember to select participants for the meeting. Only invite people who really need to be involved, and do not invite anyone who does not.

Diff: 2

Skill: Concept

Objective: 3

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

73) Although virtual meetings have become popular, evidence suggests that companies do not save much money by utilizing them.

Answer: FALSE

Explanation: Replacing in-person meetings with long-distance, virtual interaction can dramatically reduce costs and resource usage, reduce wear and tear on employees, and give teams access to a wider pool of expertise. For example, in an 18-month period, Cisco Systems cut its travel-related costs by \$100 million, reduced its carbon footprint by millions of tons, and improved employee productivity and satisfaction.

Diff: 2

Skill: Application

Objective: 4

AACSB: Information technology

Learning Outcome: Describe best practices in team and interpersonal communication.

74) The goal of content listening is to evaluate the logic, validity, and implications of a message.

Answer: FALSE

Explanation: The primary goal of content listening is to understand and retain the information in the speaker's message. Because you are not evaluating the information at this point, it does not matter whether you agree or disagree, approve or disapprove - only that you understand.

Diff: 2

Skill: Concept

Objective: 5

AACSB: Interpersonal relations and teamwork

Learning Outcome: Discuss the challenges and importance of business communications.

75) The primary goal of empathic listening is to solve the speaker's problem.

Answer: FALSE

Explanation: 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. By listening with empathy, you help the individual vent the emotions that prevent a calm, clear-headed approach to the subject. Avoid the temptation to jump in with advice unless the person specifically asks for it.

Diff: 2

Skill: Concept

Objective: 5

AACSB: Interpersonal relations and teamwork

Learning Outcome: Discuss the challenges and importance of business communications.

76) Selective listening is an important skill for professionals, since it helps them filter out information that is not relevant to their jobs.

Answer: FALSE

Explanation: Selective listening is one of the most common barriers to effective listening. Selective listening is listening to only part of a message or ignoring the parts one does not agree with or find interesting.

Diff: 2

Skill: Concept

Objective: 5

AACSB: Interpersonal relations and teamwork

Learning Outcome: Discuss the challenges and importance of business communications.

77) Unlike with verbal language, the meanings of nonverbal signals are consistent across cultures.

Answer: FALSE

Explanation: Nonverbal signals are powerful, but they're not infallible, particularly if you don't know a person's normal behavioral patterns. Many behaviors may be influenced by culture. For example, sustained eye contact can be interpreted as a sign of disrespect.

Diff: 2

Skill: Concept

Objective: 6

AACSB: Interpersonal relations and teamwork, Multicultural and diversity understanding

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world.

78) If you're unsure about your personal appearance in the workplace, it's best to match your style to the expectations of your organization.

Answer: TRUE

Explanation: Although it is not always thought of as an element of etiquette, your personal appearance in the workplace sends a strong signal to managers, colleagues, and customers. Pay attention to the style of dress where you work and adjust your style to match. Expectations for specific jobs, companies, and industries can vary widely.

Diff: 1

Skill: Concept

Objective: 7

AACSB: Diverse and multicultural work environments

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world.

79) The use of time and space can send powerful nonverbal signals.

Answer: TRUE

Explanation: Time and space can be used to assert authority, imply intimacy, and send other nonverbal messages. For example, some people try to demonstrate their own importance or disregard for others by making other people wait; others show respect by being on time. Similarly, you can show respect for others by taking care not to invade private space, such as standing too close when talking. Keep in mind that expectations regarding both time and space vary by culture.

Diff: 2

Skill: Concept

Objective: 6

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

80) When conducting business over a meal, you should wait to bring out business papers until after the entrée plates have been removed.

Answer: TRUE

Explanation: Business is often conducted over meals, and knowing the basics of dining etiquette will make you more effective in these situations. Leave business documents under your chair until entrée plates have been removed. The business aspect of the meal does not usually begin until then.

Diff: 2

Skill: Application

Objective: 7

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

81) Briefly describe "groupthink."

Answer: Peer pressure can lead members into groupthink, a willingness to set aside personal opinions and go along with everyone else, even if everyone else is wrong.

Explanation: Groupthink occurs in situations in which peer pressure causes individual team members to withhold contrary or unpopular opinions. Just like other social structures, business teams can generate tremendous pressures to conform to accepted norms of behavior. The result can be decisions that are worse than the choices the team members might have made individually.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

82) What is a hidden agenda?

Answer: Some team members may have a hidden agenda—a set of private, counterproductive motives, such as a desire to take control, undermine another team member, or pursue a goal that runs counter to the team's mission.

Explanation: A hidden agenda is private, counterproductive motives, such as a desire to take control of the group, to undermine someone else on the team, or to pursue a business goal that runs counter to the team's mission. Hidden agendas are one of the disadvantages to teamwork.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

83) Briefly describe the contents and importance of a meeting agenda.

Answer: A meeting agenda should include important tasks to be accomplished during the meeting: e.g., items to discuss, topics to present, and decisions to make. An effective agenda clarifies expectations and helps keep the meeting on track.

Explanation: When preparing for meetings, you should set the agenda. People who will be presenting information need to know what is expected of them, non-presenters need to know what will be presented so they can prepare questions, and everyone needs to know how long the meeting will last. In addition, the agenda is an important tool for guiding the process of the meeting.

Diff: 2

Skill: Concept

Objective: 3

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

84) What is telepresence?

Answer: Telepresence technologies enable realistic virtual meetings in which participants thousands of miles apart seem to be in the same room.

Explanation: Telepresence technologies enable realistic conferences in which participants thousands of miles apart almost seem to be in the same room. The ability to convey nonverbal subtleties such as facial expressions and hand gestures makes these systems particularly good for negotiations, collaborative problem solving, and other complex discussions.

Diff: 2

Skill: Concept

Objective: 4

AACSB: Information technology

Learning Outcome: Describe best practices in team and interpersonal communication.

85) List at least three examples of online etiquette.

Answer: Online etiquette refers to practices such as using virus protection, avoiding personal attacks, and avoiding multitasking while using IM.

Explanation: While using electronic media: Avoid personal attacks. Stay focused on the original topic. Do not present opinions as facts, and support facts with evidence. Follow basic expectations of spelling, punctuation, and capitalization. Use virus protection and keep it up to date. Ask if this is a good time for an IM chat. Watch your language and keep your emotions under control. Avoid multitasking while using IM and other tools. Never assume privacy. Do not use "reply all" in emails unless everyone can benefit from your reply. Do not waste others' time with sloppy, confusing, or incomplete messages. Respect boundaries of time and virtual space.

Diff: 2

Skill: Concept

Objective: 7

AACSB: Information technology

Learning Outcome: Describe best practices in team and interpersonal communication.

86) Describe the primary difference between a committee and a task force.

Answer: Whereas a committee is normally a long-standing team (and can even become part of the organizational structure), a task force is a temporary team formed to deal with a temporary problem or issue.

Explanation: A task force is another form of problem-solving teams, often with members from more than one organization. They assemble to resolve specific issues and then disband when their goals are accomplished. A task force might be formed to solve a murder. A committee is a formal team with long life spans that can become a permanent part of the organizational structure. The U.S. Congress has many committees such as Finance, Foreign Relations, and Judiciary.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

87) Briefly explain why the ability to work effectively in teams is so important in business.

Answer: Companies look for employees who work well in teams for a number of reasons, but primarily because successful teams improve productivity, creativity, employee involvement, and even job security. Teams also involve employees in company decision making through participative management.

Explanation: Collaboration—working together to meet complex challenges—has become a core job responsibility for roughly half of the U.S. workforce. No matter what career path you pursue, you will be expected to collaborate in at least some of your work. A successful team can provide increased information and knowledge, increased diversity of views, increased acceptance of a solution, and higher performance levels.

Diff: 3

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

88) What are three potential disadvantages of working in teams?

Answer: While teams yield numerous benefits, it is important to recognize the possible drawbacks of working in teams. Groupthink occurs when team members succumb to peer-pressure and go along with decisions they do not truly support. Some team members may have hidden agendas that can impede the team's progress. Finally, the cost of coordinating group activities can be unreasonably high.

Explanation: Groupthink, hidden agendas, and cost are three disadvantages to teamwork. Groupthink occurs when peer pressures cause individual team members to withhold contrary or unpopular opinions. Hidden agendas are private, counterproductive motives, such as a desire to take control of a group. Aligning schedules, arranging meetings, and coordinating individual parts of a project can eat up a lot of time and money.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Discuss the challenges and importance of business communications.

89) As the leader of a new task force, you notice that one of your team members remains silent during meetings. What should you do?

Answer: The team won't function to its potential if even one member doesn't contribute, and this individual may be tuning out without really knowing why. It would be important to encourage him or her to participate by asking questions such as, "You've done a lot of work in this area. What do you think?"

Explanation: When people are noncommittal and silent, they may be tuning you out without even knowing why. Continuing with your argument is futile. Deal directly with the resistance, without accusing. You might say, "You seem to have reservations about this idea. Have I made some faulty assumptions?" Such questions force people to face and define their resistance.

Diff: 3

Skill: Critical Thinking

Objective: 3

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

90) List at least three benefits of effective listening in business.

Answer: Effective listening strengthens organizational relationships, alerts an organization to opportunities for innovation, and allows the organization to manage growing diversity, both in its workforce and its customers.

Explanation: Effective listening strengthens organizational relationships, alerts an organization to opportunities for innovation, and allows an organization to manage diversity both in the workforce and in the customers it serves. Companies whose employees and managers listen effectively stay in touch, up to date, and out of trouble. Some 80 percent of top executives say that listening is the most important skill needed to get things done in the workplace. Moreover, today's younger employees place a high premium on being heard, so listening is becoming even more vital for managers.

Diff: 3

Skill: Concept

Objective: 5

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

91) List at least three strategies to keep your mind from wandering while listening to a speaker.

Answer: People can think faster than they (and others) can speak, but several techniques can help you stay focused when someone else is speaking. They include lowering barriers to physical reception, focusing on the speaker, analyzing what you hear, and keeping an open mind.

Explanation: Be an active listener—make a conscious effort to turn off filters and biases to truly hear and understand what someone is saying. Take careful and complete notes, when applicable. Stay focused on the speaker and the content. Mentally paraphrase key points to maintain attention level and ensure comprehension. Overlook stylistic differences and focus on the speaker's message. Look for opportunities to learn.

Diff: 2

Skill: Concept

Objective: 5

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

92) List at least three general categories of nonverbal communication.

Answer: The general categories of nonverbal communication include (1) facial expression, (2) gesture and posture, (3) vocal characteristics, (4) personal appearance, (5) touch, and (6) use of time and space.

Explanation: There are six categories of nonverbal communication. Facial expression: Your face is the primary vehicle for expressing your emotions. Gesture and posture: The way you position and move your body expresses both specific and general messages, some voluntary and some involuntary. Vocal characteristics: Voice carries both intentional and unintentional messages. A speaker can intentionally control pitch, pace, and stress to convey a specific message. Personal appearance: People respond to others based on their physical appearance, sometimes fairly and other times unfairly. You can control grooming, clothing, accessories, piercings, tattoos, and hairstyle. Touch: Touch is an important way to convey warmth, comfort, and reassurance as well as control. Time and space: Time and space can be used to assert authority, imply intimacy, and send other nonverbal messages.

Diff: 2

Skill: Concept

Objective: 6

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world.

93) If you are new to a company, what is the best way to decide what type of dress is appropriate in that organization?

Answer: The best way to learn what type of dress is right for those who work in a particular organization is to pay attention to the style of dress of other employees and adjust your style to match. If you're not sure, dress moderately and simply.

Explanation: Although it is not always thought of as an element of etiquette, your personal appearance in the workplace sends a strong signal to managers, colleagues, and customers. Pay attention to the style of dress where you work and adjust your style accordingly. Expectations for specific jobs, companies, and industries can vary widely. Observe others, and do not be afraid to ask for advice. If you are not sure, dress modestly and simply - earn a reputation for what you can do, not for what you can wear.

Diff: 2

Skill: Concept

Objective: 7

AACSB: Diverse and multicultural work environments

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world.

94) During a meeting with coworkers, your mobile phone rings. Should you answer it? Why or why not?

Answer: Generally speaking, it would be best to avoid answering a mobile phone in situations such as this, since doing so can cause disruption and signal disrespect toward your colleagues. Such disruptions have become such a problem that some senior executives have banned the use of mobile phones during meetings.

Explanation: The etiquette of cell phone use in the workplace is often debated. Cell phones can boost productivity if used effectively, but they can also put a drain on productivity and be disruptive. Policies that restrict cell phone use in offices or meeting rooms are becoming more common.

Diff: 2

Skill: Concept

Objective: 7

AACSB: Information technology

Learning Outcome: Describe best practices in team and interpersonal communication.

95) While having lunch with a client, what should you do with the business papers you brought to discuss? Why?

Answer: Since the business part of most meals does not begin until after entrée plates have been removed, you should place the papers under your chair or under the table until then.

Explanation: Leave business documents under your chair until the entrée plates have been removed. The business aspect of the meal does not usually begin until then.

Diff: 2

Skill: Application

Objective: 7

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

96) Describe at least three common types of teams companies often create.

Answer: Teams can be formal or informal, depending on whether they are part of the organization's structure. Problem-solving teams or task forces are temporary teams created to solve temporary problems. A committee, on the other hand, is usually more permanent and can become a permanent part of the organization. Finally, virtual teams bring together employees in different geographic areas to interact, share information, and accomplish goals.

Explanation: Problem-solving teams and task forces assemble to resolve specific issues and then disband when their goals have been accomplished. Committees are formal teams that usually have a long life span and can become a permanent part of the organizational structure. Virtual teams have members who work in different locations and interact electronically through virtual meetings.

Diff: 2

Skill: Concept

Objective: 1

AACSB: Interpersonal relations and teamwork

Learning Outcome: Discuss the challenges and importance of business communications.

97) Once you have decided that a meeting is necessary, what four strategies can help you plan it effectively?

Answer: The first task is to decide whether the meeting will serve informational or decision-making purposes, or whether it will be geared toward both. Next, meeting participants should be chosen carefully, limiting selections to those whose presence is essential. Then, the venue and time must be selected and reserved. Finally, the meeting planner should develop a suitable agenda and distribute it among the participants several days before the meeting.

Explanation: Clarify your purpose. Most meetings are one of two types: Informational and decision-making. Select participants for the meeting. The rule here is simple: invite everyone who really needs to be involved, and do not invite anyone who does not. Choose the venue and the time. Online meetings are often the best way and sometimes the only way to connect people in multiple locations or to reach large audiences. Set the agenda. People who will be presenting information need to know what is expected of them. Non-presenters need to know what will be presented so they can prepare questions.

Diff: 3

Skill: Concept

Objective: 3

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

98) Briefly describe at least three meeting technologies that make it easy for virtual teams to interact.

Answer: One of the newest virtual tools is online brainstorming, in which companies conduct "idea campaigns" to generate ideas from people across the organization. Another example is groupware, an umbrella term for systems that let people communicate, share files, present materials, and work on documents simultaneously. Shared workspaces are "virtual offices" that give everyone on a team access to a variety of materials. Videoconferencing combines audio communication with live video, enabling team members to see each other, demonstrate products, and transmit other visual information. Web-based meeting systems allow teams to collaborate in real time simply by logging on from any computer or smartphone from almost anywhere.

Explanation: Instant messaging and teleconferencing are the simplest forms of virtual meetings. Videoconferencing lets participants see and hear each other, demonstrate products, and transmit other visual information. Telepresence technologies enable realistic conferences in which participants thousands of miles apart almost seem to be in the same room. The ability to convey facial expressions and hand gestures makes these systems particularly good for negotiations, collaborative problem solving, and other complex discussions. Virtual whiteboards let teams collaborate in real time. Online brainstorming allows a company to conduct "idea campaigns" to generate new ideas from people across the organization. Some companies are also using virtual worlds, some of which have realistic-looking environments that represent offices and conference rooms.

Diff: 3

Skill: Synthesis

Objective: 4

AACSB: Information technology

Learning Outcome: Describe the opportunities and challenges of communicating in a diverse world.

99) Differentiate among the three primary types of listening.

Answer: Content listening focuses on understanding and retaining what the speaker is saying. Critical listening, in contrast, is often more useful when the speaker is presenting an argument. In this type of listening, the listener's goal is to evaluate the message on various levels. Finally, empathic listening is most useful when a speaker is primarily interested in sharing feelings. In this case, the listener's goal is to appreciate the speaker's point of view (whether or not the listener agrees with it).

Explanation: The primary goal of critical listening is to understand and evaluate the meaning of the speaker's message on several levels: the logic of the argument, the strength of the evidence, the validity of the conclusions, the implications of the message, the speaker's intentions and motives, and the omission of any important or relevant points. 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. By listening with empathy, you help the individual vent the emotions that prevent a calm, clear-headed approach to the subject. Avoid the temptation to jump in with advice unless the person specifically asks for it.

Diff: 3

Skill: Critical Thinking

Objective: 5

AACSB: Interpersonal relations and teamwork

Learning Outcome: Describe best practices in team and interpersonal communication.

100) Briefly describe the three roles nonverbal signals play in communication.

Answer: The first role of nonverbal communication is complementing verbal language. Nonverbal signals can strengthen, weaken, or even replace verbal messages. The second role is revealing truth. It is much more difficult to deceive others with nonverbal signals than with verbal ones. Finally, nonverbal communication conveys information efficiently, since nonverbal signals can convey both nuance and rich amounts of information in an instant.

Explanation: Nonverbal communication is the interpersonal process of sending and receiving information, both intentionally and unintentionally, without using written or spoken language. Nonverbal signals play a vital role in communication because they can strengthen a verbal message (when the nonverbal signals match the spoken words), weaken a verbal message (when nonverbal signals do not match the words), or replace the words entirely. For example, you might tell a client that a project is coming along nicely, but your forced smile and nervous glances will send an entirely different message.

Diff: 3

Skill: Concept

Objective: 6

AACSB: Interpersonal relations and teamwork

Learning Outcome: Discuss the challenges and importance of business communications.