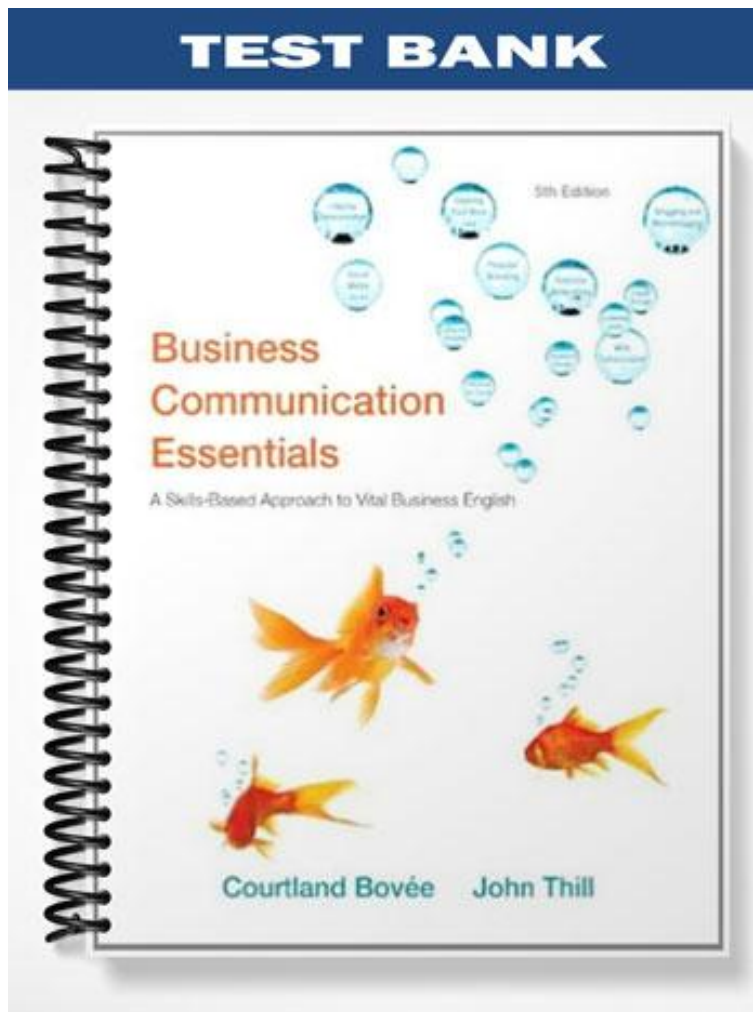


TEST BANK



Business Communication Essentials, 5e (Bovee)

Chapter 2 Mastering Team Skills and Interpersonal Communication

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

1) Teams are at the core of _____ management, which is the effort to involve employees in the company's decision-making process.

- A) change
- B) participative
- C) top-down
- D) personnel
- E) process

Answer: B

Explanation: B) Teams are often at the core of participative management, the effort to involve employees in the company's decision making.

Page Ref: 29

Classification: Conceptual

AACSB:

LO: 1

Difficulty: Easy

2) Teams can increase performance levels by _____.

- A) encouraging groupthink
- B) discouraging consensus
- C) pooling experience
- D) duplicating effort
- E) promoting hidden agendas

Answer: C

Explanation: C) By pooling the experience of several individuals, a team has access to more information in the decision-making process.

Page Ref: 29

Classification: Conceptual

AACSB:

LO: 1

Difficulty: Easy

3) Simon has just launched a startup and has big ideas for the company. He assembles a large team of people from different backgrounds who have the skills he needs to get the job done. Simon's brother criticizes this, saying that such a large team will result in too much conflict, because the different team members will all have individual approaches to a problem. Which of the following should Simon say to effectively counter this argument?

- A) Simon should say that larger teams have been proven to perform better.
- B) Simon should say that the larger the team, the fewer the chances of conflict.
- C) Simon should say that the variety of perspectives can improve decision-making.
- D) Simon should say that working as a team will encourage members to eventually think alike.
- E) Simon should say that a larger team is more efficient in its use of resources.

Answer: C

Explanation: C) Bringing a variety of perspectives can improve decision-making—provided these diverse viewpoints are guided by a shared goal.

Page Ref: 29

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 1

Difficulty: Moderate

4) _____ occurs when peer pressure causes team members to withhold contrary or unpopular opinions.

- A) Free riding
- B) Social loafing
- C) Collaboration
- D) Groupthink
- E) Feedback

Answer: D

Explanation: D) Groupthink occurs when peer pressure causes individual team members to withhold contrary or unpopular opinions and to go along with decisions they don't really believe in. Groupthink leads to poor decisions and ill-advised actions and can even induce people to act unethically.

Page Ref: 29

Classification: Conceptual

AACSB:

LO: 1

Difficulty: Easy

5) Jean's eight-member team met to discuss their strategy for completing a project. Though Jean and her colleague Jenna didn't agree with the proposed plan, they didn't voice their disapproval when the plan was put to vote, because the rest of the team agreed with it. Jean and Jenna's behavior in this situation can be explained by the phenomenon of _____.

- A) brainwashing
- B) coercion
- C) groupthink
- D) hidden agendas
- E) mob mentality

Answer: C

Explanation: C) Groupthink occurs when peer pressures cause individual team members to withhold contrary or unpopular opinions and to go along with decisions they don't really believe in.

Page Ref: 29

Classification: Conceptual

AACSB:

LO: 1

Difficulty: Easy

6) Which of the following is true for teamwork?

- A) It entails higher costs for a company, in terms of time as well as money.
- B) The diversity of perspectives offered by a team always improves decisions.
- C) Those who participate in team decision-making often become jaded and discourage others from supporting it.
- D) Groupthink is an advantage of teamwork as it encourages rapid consensus.
- E) Conflict is a sign of ineffective teamwork and should be discouraged.

Answer: A

Explanation: A) In terms of teamwork, aligning schedules, arranging meetings, and coordinating individual parts of a project can eat up a lot of time and money.

Page Ref: 29

Classification: Conceptual

AACSB:

LO: 1

Difficulty: Moderate

7) Which of the following is true for ineffective teams but not for effective teams?

- A) There are conflicts of opinion between team members.
- B) Poor communication prevents the team from reaching its goal.
- C) Setting up the team involves coordination costs in terms of time and money.
- D) Interpersonal friction is likely to exist.
- E) There is a diversity of views as members have different opinions.

Answer: B

Explanation: B) A common reason for team failure is poor communication, particularly when teams operate across cultures, countries, and time zones. Poor communication can also result from basic differences in conversational styles.

Page Ref: 29

Classification: Conceptual

AACSB: Communication Abilities

LO: 1

Difficulty: Easy

8) Which of the following is a characteristic of an effective team?

- A) conformance to the common opinion
- B) withholding contrary opinions
- C) individual agendas
- D) conflict resolution
- E) limited communication

Answer: D

Explanation: D) 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.

Page Ref: 30

Classification: Conceptual

AACSB:

LO: 1

Difficulty: Moderate

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

- A) outlining the project
- B) determining project goals
- C) planning
- D) writing
- E) research

Answer: D

Explanation: D) The actual composition is the only part of developing team messages that usually does not benefit from group participation. In most cases, the best approach is to plan, research, and outline together but assign the task of writing to one person or divide larger projects among multiple writers.

Page Ref: 30

Classification: Conceptual

AACSB: Communication Abilities

LO: 2

Difficulty: Moderate

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

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

Answer: B

Explanation: B) Because the members of a team depend on each other, individual responsibilities should be clear. Teams should also make sure everyone knows how the work will be managed from start to finish.

Page Ref: 30

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 2

Difficulty: Moderate

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

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

A) Agree on a central idea for the brochure and then begin writing together.

B) Allocate every task, from planning to writing, equally among all members of the team.

C) Assign parts of the project to certain members and allow them to decide the concept and write in their own styles.

D) Outline the brochure together but assign the task of writing to one person.

E) Divide the writing equally among all team members and have each person review another person's work.

Answer: D

Explanation: D) In most cases, the best approach is to plan, research, and outline together but assign the task of writing to one person. If the writing is divided among two or more people, try to have one person do a final revision pass to ensure a consistent style.

Page Ref: 30

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 2

Difficulty: Moderate

12) " _____ " is the Hawaiian word for "quick," and refers to a website technology that allows team members to revise the content of a website as they get new ideas.

A) Java

B) Wiki

C) Tele

D) Intra

E) Hula

Answer: B

Explanation: B) "Wiki" is the Hawaiian word for "quick," and refers to a website technology that allows anyone with access to add new material and edit existing material.

Page Ref: 30-31

Classification: Conceptual

AACSB: Communication Abilities; Use of IT

LO: 2

Difficulty: Easy

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

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

Answer: B

Explanation: B) A wiki is a website that allows anyone with access to add new material and edit existing material. Key benefits of wikis include simple operation—writers don't need to know any of the techniques traditionally required to create web content—and the freedom to post new or revised material without prior approval.

Page Ref: 31

Classification: Application

AACSB: Analytic Skills; Use of IT

LO: 2

Difficulty: Moderate

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

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

Answer: D

Explanation: D) Emma's best option is a private wiki. Public wikis allow any registered user to edit pages; while private wikis are accessible only with permission.

Page Ref: 31

Classification: Application

AACSB: Analytic Skills; Use of IT

LO: 2

Difficulty: Moderate

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

- A) Groupware
- B) Firmware
- C) Virtualizations
- D) Operating systems
- E) E-commerce systems

Answer: A

Explanation: A) Groupware refers to computer-based systems that let people communicate, share files, review previous message threads, work on documents simultaneously, and connect using social networking tools.

Page Ref: 31

Classification: Conceptual

AACSB: Communication Abilities; Use of IT

LO: 2

Difficulty: Easy

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

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

Answer: A

Explanation: A) Shared workspaces are online "virtual offices" that give everyone on a team access to the same set of resources and information.

Page Ref: 31

Classification: Conceptual

AACSB: Communication Abilities; Use of IT

LO: 2

Difficulty: Easy

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

- A) extranet
- B) teleconferencing
- C) videoconferencing
- D) social networking
- E) virtual whiteboards

Answer: A

Explanation: A) Shared workspaces are online "virtual offices" that give everyone on a team access to the same set of resources and information. Extranets are restricted sites that are available to employees and to outside parties by invitation only. Orion can use the extranet to post its product information and pricing to all distributors and answer distributor queries at the company's convenience, saving time. As the extranet is restricted-access, only authorized distributors will be able to view the information.

Page Ref: 31

Classification: Application

AACSB: Analytic Skills; Use of IT

LO: 2

Difficulty: Moderate

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

- A) conducting regular teleconferences among employees
- B) developing a community for the company on a social networking site
- C) organizing virtual meetings regularly
- D) developing a content management system for the company
- E) videoconferencing at every opportunity

Answer: B

Explanation: B) Social networking can help a company maintain a sense of community even as it grows beyond the size that normally permits a lot of daily interaction.

Page Ref: 32

Classification: Application

AACSB: Analytic Skills; Use of IT

LO: 2

Difficulty: Moderate

19) In social networking, _____ are mechanisms for finding and communicating with other members.

- A) connections
- B) wikis
- C) archives
- D) forums
- E) add-ons

Answer: A

Explanation: A) The two fundamental elements of any social networking technology are profiles (the information stored about each member of the network) and connections (mechanisms for finding and communicating with other members).

Page Ref: 32

Classification: Conceptual

AACSB: Communication Abilities; Use of IT

LO: 2

Difficulty: Easy

20) In social networking, the information stored about each member of the network is known as a(n) _____.

- A) wiki
- B) connection
- C) profile
- D) agenda
- E) archive

Answer: C

Explanation: C) The two fundamental elements of any social networking technology are profiles (the information stored about each member of the network) and connections (mechanisms for finding and communicating with other members).

Page Ref: 32

Classification: Conceptual

AACSB:

LO: 2

Difficulty: Easy

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

- A) Your argument will be stronger if you rewrite the introduction to include more details about the event.
- B) There were three factual errors in the document you sent. You have been very careless of late.
- C) Your meaning is unclear, you should rework the document for more clarity.
- D) Your method of organizing information is inappropriate for the subject.
- E) You need to improve your style of writing, it is not suited to the topic.

Answer: A

Explanation: A) Constructive feedback focuses on stimulating improvement. It avoids personal attacks and gives the person clear guidelines for improvement.

Page Ref: 33

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 2

Difficulty: Moderate

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

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

Answer: A

Explanation: A) Constructive feedback, sometimes called constructive criticism, focuses on the process and outcomes of communication, not on the people involved. In contrast, destructive feedback delivers criticism with no effort to stimulate improvement.

Page Ref: 33

Classification: Conceptual

AACSB: Communication Abilities

LO: 2

Difficulty: Easy

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

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

Answer: D

Explanation: D) This is the most constructive approach to criticism as it avoids personal attacks and gives the recipient clear guidelines for improvement.

Page Ref: 33

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 2

Difficulty: Moderate

24) Which of the following is an example of an informational meeting?

- A) a meeting to announce the scope of new PR campaign for a company
- B) a meeting to decide and allot responsibilities for individual employees for the coming week
- C) a meeting to analyze the status of an ongoing project and obtain feedback about performance
- D) a meeting to find a solution to control rising overheads
- E) a meeting to persuade participants to make a donation to a charity

Answer: A

Explanation: A) Informational meetings involve sharing information and perhaps coordinating action.

Page Ref: 33

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 3

Difficulty: Easy

25) Which of the following is an example of a decision-making meeting?

- A) A manager has to tell his team about the new leave policy.
- B) The chairman of the board holds a meeting to announce his retirement.
- C) The department meets to review the progress of a project.
- D) A team meets to determine a strategy to counter a competitor.
- E) The team gathers to celebrate the completion of a project.

Answer: D

Explanation: D) Decision-making meetings involve analysis, problem solving, and in many cases, persuasive communication.

Page Ref: 33

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 3

Difficulty: Easy

26) Which of the following is true in the case of business meetings?

- A) The more participants there are, the more likely it is that a meeting will see effective results.
- B) Decision-making meetings should include all the people likely to be affected by the decisions.
- C) Informational meetings involve analysis, problem solving, and in many cases, persuasive communication.
- D) Decision-making meetings should include only those people likely to help the meeting reach its objective.
- E) The purpose of the agenda is to help the leader guide the progress of the meeting; participants need not know the agenda.

Answer: D

Explanation: D) For decision-making meetings, only those people who are in a direct position to help the meeting reach its objective should be invited.

Page Ref: 33

Classification: Conceptual

AACSB:

LO: 3

Difficulty: Moderate

27) Jim is the manager at a product development facility. His team has just been given a new assignment and he needs to hold a meeting to tell the team about it and discuss possible approaches to the assignment. To achieve this, Jim needs to hold a(n) _____ .

- A) informational meeting, because he is conveying information about the assignment
- B) feedback meeting, to discuss the individual performances of the employees
- C) one-on-one meeting with every team member to tell them their responsibilities
- D) decision-making meeting, because the meeting will cover possible actions
- E) review meeting, because the team will need to review its previous performance

Answer: A

Explanation: A) Informational meetings involve sharing information and perhaps coordinating action.

Page Ref: 33

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 3

Difficulty: Moderate

28) The purpose of an agenda is to _____.

- A) summarize the important information presented and the decisions made during a meeting
- B) set out the parliamentary procedure to run the meeting
- C) guide the progress of the meeting so that all participants know what will be presented
- D) record the proceedings of the meeting in detail as they happen
- E) give non-participants an overview of what took place at a meeting once it is over

Answer: C

Explanation: C) The agenda is an important tool for guiding the progress of the meeting. People who will be presenting information need to know what is expected of them, nonpresenters need to know what will be presented so they can prepare questions, and everyone needs to know how long the meeting will last.

Page Ref: 33

Classification: Conceptual

AACSB:

LO: 3

Difficulty: Moderate

29) Formal meetings often use _____, a time-tested method for planning and running effective meetings.

- A) a code of ethics
- B) parliamentary procedure
- C) rules of etiquette
- D) judicial review
- E) networking

Answer: B

Explanation: B) Formal meetings often use parliamentary procedure, a time-tested method for planning and running effective meetings.

Page Ref: 34

Classification: Conceptual

AACSB:

LO: 3

Difficulty: Easy

30) The best-known guide to parliamentary procedure is _____.

- A) the SEC Standards of Ethics
- B) Robert's Rules of Order
- C) the Business Code of Practice
- D) Iacocca's Rules of Order
- E) the Code of Professional Conduct

Answer: B

Explanation: B) Robert's Rules of Order is the best-known guide to parliamentary procedure.

Page Ref: 34

Classification: Conceptual

AACSB:

LO: 3

Difficulty: Easy

31) Which of the following is true of parliamentary procedure?

- A) Parliamentary procedure is important to ensure that formal meetings run smoothly.
- B) Parliamentary procedure is ineffective during virtual meetings and videoconferences.
- C) Using parliamentary procedure during a meeting makes the presence of a leader unnecessary.
- D) All meetings will be ineffective unless parliamentary procedure is used.
- E) Parliamentary procedure is used only for informational meetings, which require no participation.

Answer: A

Explanation: A) The larger the meeting, the more formal it will need to be to maintain order. Formal meetings often use parliamentary procedure, a time-tested method for planning and running effective meetings.

Page Ref: 34

Classification: Conceptual

AACSB:

LO: 3

Difficulty: Moderate

32) Patrick's sales department meets to discuss targets and strategies for the coming month. As

the head of the department, Patrick invites inputs from all the employees, but Brendan dominates the meeting, offering multiple suggestions, while the others do not participate. What should Patrick, as the leader, do in this situation?

- A) He should adopt Brendan's suggestions as they are the only options.
- B) He should remind Brendan that time is limited and the others need to be heard as well.
- C) He should ask Brendan to leave the meeting.
- D) He should ignore Brendan's suggestions and invite responses from other participants.
- E) He should call off the meeting and invite written suggestions.

Answer: B

Explanation: B) In any meeting, some participants are too quiet and others are too talkative. The leader should draw out nonparticipants by asking for their input. For the overly talkative, the leader can say that time is limited and others need to be heard.

Page Ref: 34

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 3

Difficulty: Moderate

33) During meetings, it's good practice to appoint a person to record the _____, a summary of the important information presented and the decisions made during the meeting.

- A) agenda
- B) minutes
- C) bulletin
- D) inventory
- E) timetable

Answer: B

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

Page Ref: 34

Classification: Conceptual

AACSB:

LO: 3

Difficulty: Easy

34) _____ technologies can convey nonverbal subtleties such as facial expressions and hand gestures and enable realistic conferences in which participants thousands of miles apart almost seem to be in the same room.

- A) Telepresence
- B) Whiteboard
- C) Parliamentary
- D) Intranet
- E) Extranet

Answer: A

Explanation: A) Telepresence technologies enable realistic conferences in which participants thousands of miles apart almost seem to be in the same room.

Page Ref: 35

Classification: Conceptual

AACSB: Communication Abilities; Use of IT

LO: 3

Difficulty: Easy

35) Which of the following is true for online meetings through telepresence technologies?

- A) The use of parliamentary procedure is not possible in online meetings.
- B) Nonverbal communication is insignificant in meetings using telepresence technology.
- C) Rules of etiquette are generally relaxed and online meetings are usually informal.
- D) Telepresence allows participants to convey more nonverbal signals than other virtual methods.
- E) As participants in online meetings are far apart, a leader is not necessary to monitor meetings.

Answer: D

Explanation: D) 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.

Page Ref: 35

Classification: Conceptual

AACSB: Communication Abilities; Use of IT

LO: 3

Difficulty: Moderate

36) PR firm Psylent Hill wanted to generate new techniques and ideas for promotions. The company decided to source ideas from all its employees, located in branches across the country. It invites employees to share and discuss ideas on the company intranet. At the end of the campaign, Psylent Hill had generated many viable promotional strategies. This method of generating ideas is known as _____.

- A) groupthink
- B) online brainstorming
- C) outsourcing
- D) social networking
- E) teleconferencing

Answer: B

Explanation: B) Using online brainstorming, a company can conduct "idea campaigns" to generate new ideas from people across the organization.

Page Ref: 35

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 3

Difficulty: Easy

37) Derek coordinates the sales staff for a pharmaceutical company. As the salespersons frequently travel across the country, arranging meetings with everyone at the same time is difficult. Most of the salespeople do not have laptops, but rely on their smartphones for communication. Which of the following is the easiest way for Derek to arrange a meeting with all the salespeople?

- A) social networking
- B) instant messaging
- C) videoconferencing
- D) telepresence
- E) intranets

Answer: B

Explanation: B) A variety of meeting-related technologies have helped spur the emergence of virtual teams, whose members work in different locations and interact electronically through virtual meetings. Instant messaging (IM) and teleconferencing are the simplest forms of virtual meetings.

Page Ref: 35

Classification: Application

AACSB: Analytic Skills; Use of IT

LO: 3

Difficulty: Easy

38) In which of the following methods of holding business meetings is nonverbal communication absent?

- A) telephone conferences
- B) video conferences
- C) instant messaging
- D) telepresence technologies
- E) in-person meetings

Answer: C

Explanation: C) Instant messaging and teleconferencing are the simplest forms of virtual meetings. Telephone and video conferences offer opportunities for nonverbal messages through vocal characteristics or body language. 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.

Page Ref: 36

Classification: Conceptual

AACSB: Communication Abilities; Use of IT

LO: 3

Difficulty: Easy

39) D&B Solutions currently uses teleconferencing and telepresence technologies to hold meetings with executives in different locations, but is now considering switching over to virtual meetings in virtual worlds such as Second Life. Which of the following, if true, would weaken D&B's decision to opt for virtual meetings?

- A) Virtual worlds such as Second Life are user-friendly, require little technical knowledge, and are cost-effective in the long term.
- B) Virtual meetings allow participants to multitask.
- C) More than the mode used for communication, the success of any official interaction depends on the involvement of the participants.
- D) Virtual meetings are considered to be the most modern and progressive method of business communication.
- E) Companies usually find it very difficult to establish a successful brand presence on virtual worlds such as Second Life.

Answer: B

Explanation: B) 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.

Page Ref: 35-36

Classification: Critical Thinking

AACSB: Communication Abilities; Reflective Thinking Skills

LO: 3

Difficulty: Moderate

- 40) The goal of content listening is to _____.
- A) understand the speaker's feelings, needs, and wants
 - B) analyze the speaker's intentions and motives
 - C) understand and retain the information in the speaker's message
 - D) critique the speaker's style and any limitations in the presentation
 - E) evaluate the logic of the argument

Answer: C

Explanation: C) The primary goal of content listening is to understand and retain the information in the speaker's message. With this type of listening, you ask questions to clarify the material but don't argue or judge.

Page Ref: 37

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Easy

41) Marty is a reporter for his college magazine. A controversial speaker has been invited for the college's graduation ceremony and Marty needs to write a clear, unbiased account of the speaker's views, disregarding the speaker's motivations and the implications of the speech. Which style of listening is most suited to this purpose?

- A) selective listening
- B) critical listening
- C) empathic listening
- D) content listening
- E) passive listening

Answer: D

Explanation: D) The primary goal of content listening is to understand and retain the information in the speaker's message. With this type of listening, you ask questions to clarify the material but don't argue or judge.

Page Ref: 37

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 4

Difficulty: Moderate

- 42) In critical listening, listeners _____.
- A) evaluate the speaker's presentation style
 - B) interpret the message using prejudgement
 - C) criticize the speaker's argument
 - D) interrupt the speaker to point out flaws in the speech
 - E) evaluate the validity of the speaker's conclusion

Answer: E

Explanation: E) 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.

Page Ref: 37

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Moderate

- 43) _____ listening aims to understand the speaker's feelings, needs, and wants so that the listener can appreciate his or her point of view, regardless of whether the listener shares that perspective.

- A) Empathic
- B) Content
- C) Selective
- D) Critical
- E) Creative

Answer: A

Explanation: A) 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 in an empathic way, you help the individual release emotions that can prevent a calm, clear-headed approach to the subject.

Page Ref: 37

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Easy

44) Amy volunteers at a helpline for kids. Though she's not a qualified counsellor, her job is to listen to the callers, and understand their feelings and points of view. She is trained not to judge the speaker's feelings and doesn't jump in with advice unless the person asks for it. Instead, she lets the callers know that she appreciates their feelings and understands the situation. Once she establishes that connection, she helps the speaker search for a solution. This is an example of which of the following types of listening?

- A) empathic listening
- B) critical listening
- C) selective listening
- D) content listening
- E) creative listening

Answer: A

Explanation: A) The goal of empathic listening is to understand the speaker's feelings, needs, and wants so that the listener can appreciate his or her point of view, regardless of whether he shares that perspective.

Page Ref: 37

Classification: Application

AACSB: Communication Abilities

LO: 4

Difficulty: Moderate

45) Which of the following is an aid to effective listening?

- A) lack of common ground
- B) ignoring personal biases
- C) prejudice
- D) listening selectively
- E) selective perception

Answer: B

Explanation: B) 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.

Page Ref: 37-38

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Easy

46) Which of the following is the accurate sequence of steps in the listening process?

- A) receiving, evaluating, responding, decoding, remembering
- B) remembering, evaluating, responding, receiving, decoding
- C) receiving, decoding, remembering, evaluating, responding
- D) receiving, responding, remembering, evaluating, decoding
- E) receiving, remembering, evaluating, decoding, responding

Answer: C

Explanation: C) The accurate sequence of steps in the listening process is as follows: receiving, decoding, remembering, evaluating, and responding. If any one of these steps breaks down, the listening process becomes less effective or even fails entirely.

Page Ref: 38

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Easy

47) Using one's own values, beliefs, ideas, and expectations to assign meaning to sounds and words is called _____ in the listening process.

- A) receiving
- B) evaluating
- C) decoding
- D) analyzing
- E) responding

Answer: C

Explanation: C) Decoding is assigning meaning to words according to your own values, beliefs, ideas, expectations, roles, needs, and personal history.

Page Ref: 38

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Easy

48) Which is the first step in the listening process?

- A) decoding
- B) reacting
- C) evaluating
- D) receiving
- E) remembering

Answer: D

Explanation: D) The listening process begins when the listener physically hears the message and recognizes it as incoming information.

Page Ref: 38

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Easy

49) In the listening process, the step that involves storing the received information for future

processing is _____.

- A) encoding
- B) remembering
- C) stocking
- D) decoding
- E) computing

Answer: B

Explanation: B) In the listening process, the step that involves storing the received information for future processing is remembering.

Page Ref: 38

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Easy

50) _____ leads listeners to filter incoming messages to fit what they already believe about a given subject.

- A) Critical listening
- B) Selective perception
- C) Empathic listening
- D) Active listening
- E) Misdirection

Answer: B

Explanation: B) Selective perception leads listeners to filter incoming messages to fit what they already believe about a given subject.

Page Ref: 38

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Easy

51) In selective listening, listeners _____.

- A) filter messages to fit what they already believe about a subject
- B) tend to take control of the conversation
- C) tune out until they hear something that gets their attention
- D) make up their minds before truly listening to the speaker
- E) make a conscious effort to turn off their own filters and biases

Answer: C

Explanation: C) 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 once more.

Page Ref: 38

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Easy

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

- A) content listening
- B) selective listening
- C) empathic listening
- D) critical listening
- E) active listening

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 once more.

Page Ref: 38

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Easy

53) Abby is at a technical seminar on biotechnology. Though she's supposed to be taking notes, her mind begins to wander. She only begins to pay attention again when the speaker turns the discussion to cloning, because she has an interest in the subject. Which of the following describes Abby's type of listening?

- A) active listening
- B) selective listening
- C) empathic listening
- D) content listening
- E) critical listening

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 once more.

Page Ref: 38

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 4

Difficulty: Moderate

54) One of the barriers to effective listening is prejudgment. This refers to _____.

- A) staying tuned out until you hear a word or phrase that gets your attention
- B) filtering incoming messages to fit what you already believe about a given subject
- C) making up your mind before truly hearing what the speaker has to say
- D) evaluating the meaning of the speaker's message, the speaker's intentions and motives
- E) making a conscious effort to turn off your personal filters and biases

Answer: C

Explanation: C) One common barrier to successful interpretation is prejudgment—making up your mind before truly hearing what another person has to say.

Page Ref: 38

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Easy

55) Which of the following is NOT a part of effective listening?

- A) content listening
- B) critical listening
- C) summarizing
- D) questioning
- E) selective listening

Answer: E

Explanation: E) 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 once more.

Page Ref: 38

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Easy

56) Listening is the most important skill needed to get things done in the workplace. Which of the following is true for effective listening?

- A) Taking notes during a lecture is not advised as it is a distraction from the speaker.
- B) Questioning the speaker or criticizing his argument is a sign of ineffective listening.
- C) Certain nonverbal signals from the audience discourage the speaker.
- D) Effective listening can only take place when the audience shares the speaker's views.
- E) Trying to understand the speaker's motivations and beliefs is an obstacle to effective listening.

Answer: C

Explanation: C) 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. They ask questions or summarize the speaker's message to verify key points and encourage the speaker through positive body language and supportive feedback.

Page Ref: 38

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Moderate

57) Parker has been a long-time supporter of one candidate for governor, whose policies and views he understands and agrees with. His editor sends him to cover a press conference for the opponent, whose policies he does not agree with at all. The editor tells him to listen with an open mind. Which of the following should Parker avoid?

- A) adjusting listening style to the topic
- B) overlooking stylistic differences
- C) giving the speaker nonverbal feedback
- D) mentally paraphrasing key points
- E) selectively perceiving information

Answer: E

Explanation: E) Selective perception leads listeners to filter incoming messages to fit what they already believe about a given subject.

Page Ref: 38-39

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 4

Difficulty: Easy

58) _____ communication is the process of sending and receiving information, both intentionally and unintentionally, without using written or spoken language.

- A) Nonverbal
- B) Qualitative
- C) Informal
- D) Informational
- E) Visual

Answer: A

Explanation: A) Nonverbal communication is the process of sending and receiving information, both intentionally and unintentionally, without using written or spoken language.

Page Ref: 39

Classification: Conceptual

AACSB: Communication Abilities

LO: 5

Difficulty: Easy

- 59) Which of the following is true for nonverbal communication?
- A) Nonverbal communication has no effect on verbal communication.
 - B) Nonverbal communication is always unintentional.
 - C) Touch is the primary mode of nonverbal communication.
 - D) Nonverbal signs and signals have the same meanings across cultures.
 - E) Nonverbal signs have the ability to weaken a verbal message.

Answer: E

Explanation: E) 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 don't match the words).

Page Ref: 39

Classification: Conceptual

AACSB: Communication Abilities

LO: 5

Difficulty: Easy

60) Cosmetics company Clarity needs to salvage its reputation after a safety scare and product recall. The CEO holds a press conference to reassure consumers that their concerns have been addressed and the products are now safe, explaining the measures taken to address the problem. Though his speech is worded perfectly and he answers questions from reporters well, the following day's newspapers are skeptical about his claims, saying he seemed nervous and ill-at-ease. Which of the following is an accurate explanation for this?

- A) The reporters were determined to disbelieve the CEO's message.
- B) The CEO's nonverbal communication did not match the spoken words.
- C) Press conferences are not an effective way of conveying a message.
- D) Product safety messages are best conveyed through demonstration, not explanation.
- E) The CEO's nonverbal communication strengthened his message.

Answer: B

Explanation: B) 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 don't match the words), or replace words entirely.

Page Ref: 39

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 5

Difficulty: Moderate

61) _____ is/are the primary means of expressing emotions nonverbally.

- A) Gestures
- B) The face
- C) Personal appearance
- D) Touch
- E) The use of time and space

Answer: B

Explanation: B) The face is the primary site for expressing emotions; it reveals both the type and the intensity of feelings. The eyes are especially effective for indicating attention and interest, influencing others, regulating interaction, and establishing dominance.

Page Ref: 39

Classification: Conceptual

AACSB: Communication Abilities

LO: 5

Difficulty: Easy

62) Nonverbal messages _____.

- A) are always intentional
- B) have no effect on verbal communication
- C) are universal across cultures
- D) are rarely misinterpreted
- E) are either intentional or unintentional

Answer: E

Explanation: E) Many gestures—a wave of the hand, for example—have a specific and intentional meaning. Other types of body movement are often unintentional and express more general messages.

Page Ref: 39-40

Classification: Conceptual

AACSB: Communication Abilities

LO: 5

Difficulty: Easy

63) Which of the following is true for nonverbal communication?

- A) Vocal characteristics are both intentional and unintentional means of nonverbal communication.
- B) The meaning of gestures remains constant, though facial expressions may differ.
- C) Eye contact has a universal meaning across cultures and languages.
- D) Intentional postures or gestures are not means of nonverbal communication.
- E) All nonverbal communication is unintentional, while all vocal communication is intentional.

Answer: A

Explanation: A) Voice carries both intentional and unintentional messages. A speaker can intentionally control pitch, pace, and stress to convey a specific message. Unintentional vocal characteristics can convey happiness, surprise, fear, and other emotions (for example, fear often increases the pitch and the pace of your speaking voice).

Page Ref: 39-40

Classification: Conceptual

AACSB: Communication Abilities

LO: 5

Difficulty: Moderate

64) Which of the following statements about touch as a means of nonverbal communication is true?

- A) Touch is a means of nonverbal communication that is not likely to be misinterpreted.
- B) Touch carries only intentional nonverbal messages.
- C) Touch is a universal means of offering comfort and reassurance and can be used across cultures.
- D) Attitudes to touch vary from culture to culture, but remain consistent within a single culture.
- E) Individual attitudes to touch vary widely, even within a single culture.

Answer: E

Explanation: E) Touch is so powerful, in fact, that it is governed by cultural customs that establish who can touch whom and how in various circumstances. Even within each culture's norms, however, individual attitudes toward touch vary widely.

Page Ref: 40

Classification: Conceptual

AACSB: Communication Abilities

LO: 5

Difficulty: Moderate

65) A pharmaceutical company has branches across the country. It needs to cut costs and so decides to hold a teleconference instead of a face-to-face meeting. In this scenario, which of the following forms of nonverbal communication is likely to have the most impact on the effectiveness of the meeting?

- A) hand gestures
- B) vocal characteristics
- C) facial expressions
- D) personal appearance
- E) spatial relations

Answer: B

Explanation: B) A telephone message is an example of verbal communication, but voice carries both intentional and unintentional messages. A speaker can intentionally control pitch, pace, and stress to convey a specific message.

Page Ref: 40

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 5

Difficulty: Moderate

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

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

Answer: A

Explanation: A) Mobile phones can boost productivity if used mindfully, but they can be a productivity- and morale-draining disruption when used carelessly.

Page Ref: 41

Classification: Conceptual

AACSB: Communication Abilities

LO: 6

Difficulty: Moderate

- 67) Which of the following statements about workplace etiquette is true?
- A) Dress codes in the workplace only matter if you interact with clients daily.
 - B) Using strong perfumes, shampoos or after-shaves is acceptable as long as no one is allergic to them.
 - C) Mobile ringtones should reflect personality and therefore be very audible at all times.
 - D) Personal appearance in the workplace sends a strong signal to colleagues and customers, therefore you should dress as differently from other people as possible.
 - E) Dressing modestly and simply is always recommended, whatever the company dress code.

Answer: E

Explanation: E) Personal appearance in the workplace sends a strong signal to managers, colleagues, and customers. It is always recommended that employees dress modestly and simply.

Page Ref: 41

Classification: Conceptual

AACSB: Communication Abilities

LO: 6

Difficulty: Moderate

- 68) Which of the following is proper etiquette during a business meal?
- A) using a mobile phone for other business calls
 - B) discussing subjects like politics or religion at the beginning of the meal
 - C) making conversation by asking personal questions
 - D) beginning with business at the beginning of the meal itself
 - E) only answering urgent calls during the meeting

Answer: E

Explanation: E) When you use your mobile phone inappropriately in public, you send the message that people around you aren't as important as your call.

Page Ref: 41

Classification: Conceptual

AACSB: Communication Abilities

LO: 6

Difficulty: Easy

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

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

Answer: D

Explanation: D) Ellen should avoid personal attacks. The anonymous and instantaneous nature of online communication can cause even level-headed people to lose their tempers and go after others.

Page Ref: 42

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 6

Difficulty: Moderate

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

- A) using informal and nonstandard spelling, grammar, and punctuation
- B) multitasking while using IM or other tools
- C) always using the "reply all" function to reply to e-mails
- D) using colleagues' personal pages to send business messages
- E) assuming that what you type will be read by your boss or the security staff

Answer: E

Explanation: E) When using electronic communication, never assume you have privacy. Assume that anything you type will be stored forever, could be forwarded to other people, and might be read by your boss or the company's security staff.

Page Ref: 43

Classification: Conceptual

AACSB: Communication Abilities

LO: 6

Difficulty: Moderate

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

- A) switching off mobile phones during meetings
- B) multitasking while using IM for business communication
- C) assuming that anything you type will be stored forever and read by other people
- D) avoiding the use of "reply all" when replying to e-mails
- E) using virus protection when sending a file

Answer: B

Explanation: B) Multitasking must be avoided while using IM or other tools, because rather than saving time, multitasking may cause the other person to wait for a response.

Page Ref: 43

Classification: Conceptual

AACSB: Communication Abilities

LO: 6

Difficulty: Moderate

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

72) Groupthink leads team members to withhold contrary or unpopular opinions.

Answer: TRUE

Explanation: Business teams can generate tremendous pressures to conform. Groupthink occurs when peer pressures cause individual team members to withhold contrary or unpopular opinions and to go along with decisions they don't really believe in.

Page Ref: 29

Classification: Conceptual

AACSB:

LO: 1

Difficulty: Easy

73) Those who participate in making a decision are more likely to support it and encourage others to accept it.

Answer: TRUE

Explanation: Those who participate in making a decision are more likely to support it and encourage others to accept it.

Page Ref: 29

Classification: Conceptual

AACSB:

LO: 1

Difficulty: Easy

74) Conflicts within a team are signs of ineffective teamwork and prevent the team from reaching its goals.

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.

Page Ref: 30

Classification: Conceptual

AACSB:

LO: 1

Difficulty: Moderate

75) As members of a group have a common goal, individual responsibilities are minimal or non-existent.

Answer: FALSE

Explanation: Because team members will be depending on each other, individual responsibilities should be clear.

Page Ref: 30

Classification: Conceptual

AACSB:

LO: 2

Difficulty: Moderate

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

Answer: FALSE

Explanation: The actual composition is the only part of developing team messages that usually does not benefit from group participation. In most cases, the best approach is to plan, research, and outline together but assign the task of writing to one person.

Page Ref: 30

Classification: Conceptual

AACSB:

LO: 2

Difficulty: Moderate

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

Answer: FALSE

Explanation: Destructive feedback delivers criticism with no effort to stimulate improvement.

Page Ref: 33

Classification: Conceptual

AACSB:

LO: 2

Difficulty: Easy

78) For work sessions, afternoon and even night meetings are the most productive.

Answer: FALSE

Explanation: Morning meetings are usually more productive than afternoon sessions because people are generally more alert and not yet engaged with the work of the day.

Page Ref: 33

Classification: Conceptual

AACSB:

LO: 3

Difficulty: Easy

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

Answer: TRUE

Explanation: In decision-making meetings, participants persuade, analyze, and solve problems.

Page Ref: 33

Classification: Conceptual

AACSB:

LO: 3

Difficulty: Easy

80) All meetings can benefit from an agenda.

Answer: TRUE

Explanation: The success of any meeting depends on the preparation of the participants, and agendas are vital to helping participants know what to expect.

Page Ref: 33

Classification: Conceptual

AACSB:

LO: 3

Difficulty: Easy

81) Summarizing the conclusions of the discussion at the end of a meeting is an inefficient use of time and can easily be avoided.

Answer: FALSE

Explanation: At the conclusion of a meeting, verify that the objectives have been met. If they have not, arrange for follow-up work as needed. Either summarize the decisions reached or list the actions to be taken. Make sure all participants understand and agree on the outcome.

Page Ref: 34

Classification: Conceptual

AACSB:

LO: 3

Difficulty: Easy

82) It is appropriate for the leader of a meeting to ask shy individuals for their input on certain issues.

Answer: TRUE

Explanation: It is important for everyone to participate in most meetings.

Page Ref: 34

Classification: Conceptual

AACSB:

LO: 3

Difficulty: Easy

83) Formal meetings often use parliamentary procedure, a time-tested method for planning and running effective meetings.

Answer: TRUE

Explanation: Formal meetings often use parliamentary procedure, a time-tested method for planning and running effective meetings.

Page Ref: 34

Classification: Conceptual

AACSB:

LO: 3

Difficulty: Easy

84) Online brainstorming allows companies to generate ideas from people across the organization.

Answer: TRUE

Explanation: One of the newest virtual tools is online brainstorming, in which a company can conduct "idea campaigns" to generate new ideas from people across the organization.

Page Ref: 35

Classification: Conceptual

AACSB: Communication Abilities; Use of IT

LO: 3

Difficulty: Moderate

85) Effective listening requires the listener to evaluate the quality of the evidence and the logic of the argument.

Answer: TRUE

Explanation: Effective listening often requires applying critical thinking skills to weigh the speaker's remarks.

Page Ref: 37

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Easy

86) The goal of critical 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.

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.

The goal of critical listening is to understand and evaluate the meaning of the speaker's message on several levels.

Page Ref: 37

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Moderate

87) Critical listening poses a barrier to effective listening.

Answer: FALSE

Explanation: 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.

Page Ref: 37

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Easy

88) Prejudgment, selective perception, and selective listening are barriers to being a good listener.

Answer: TRUE

Explanation: Prejudgment, selective perception, and selective listening are barriers to being a good listener.

Page Ref: 38

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Moderate

89) The meaning of facial expressions such as eye contact is universal—it remains consistent from culture to culture.

Answer: FALSE

Explanation: Facial signals can vary widely from culture to culture. For instance, maintaining eye contact is usually viewed as a sign of sincerity and openness in the United States, but it can be viewed as rude in Japan.

Page Ref: 39

Classification: Conceptual

AACSB: Communication Abilities

LO: 5

Difficulty: Moderate

90) In a business environment, expectations regarding time and space vary from culture to culture.

Answer: TRUE

Explanation: Even in a business environment, expectations regarding time and space vary from culture to culture.

Page Ref: 40

Classification: Conceptual

AACSB: Communication Abilities

LO: 5

Difficulty: Easy

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

91) Andrew is the manager of the Human Resources department in his firm. He needs to create an employee manual to be given to new employees in the firm. The manual should cover topics like organization goals, dress code, leave policy, organization rules, etc. He can choose to work on the manual alone, or form a team to do the work instead. Which method should Andrew pick, and how should he go about it? Explain your choice giving the advantages and disadvantages of each approach.

Answer: Student answers may vary. Answer should include:

Advantages of teamwork: Increased information and knowledge, increased acceptance of a solution, higher performance levels, increased diversity of views.

Disadvantages of teamwork: Groupthink, hidden agendas, cost.

Page Ref: 29

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 1

Difficulty: Moderate

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

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

Page Ref: 32

Classification: Application

AACSB: Analytic Skills; Use of IT

LO: 3

Difficulty: Moderate

93) Sportswear Inc. has branches across the United States. At present, company executives travel to other branches for key strategy meetings. Sportswear Inc. wants to cut costs and save time. Discuss some options the company can use to achieve this and describe the benefits of each method.

Answer: Student answers should include virtual meetings, telepresence, teleconferencing, videoconferencing, instant messaging, and virtual whiteboards.

Page Ref: 34-36

Classification: Application

AACSB: Analytic Skills; Use of IT

LO: 3

Difficulty: Moderate

94) List and briefly describe three important forms of meeting technologies in use today.

Answer: Popular meeting technologies include instant messaging and teleconferencing (in which three or more people are connected by phone simultaneously); videoconferencing (which lets participants see and hear each other); web-based meeting systems (which combine the best of instant messaging, shared workspaces, and videoconferencing with other tools such as virtual whiteboards). Telepresence technologies enable realistic conferences in which participants thousands of miles apart almost seem to be in the same room. Companies are also beginning to experiment with virtual meetings and other communication activities in virtual worlds such as Second Life.

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.

Page Ref: 35-36

Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Moderate

95) Two rival candidates for the office of Student Body President at Bournville University must

debate a given topic before the election. Describe the three types of active listening and state how each type of listening can help listeners choose a candidate to vote for. If you were the speaker, which type of listening do you think would help your campaign?

Answer: Student answers may vary.

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

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

The goal of critical listening is to understand and evaluate the meaning of the speaker's message on several levels: the logic of the argument, the strength of the evidence, the validity of the conclusions, the implications of the message. With critical listening, a speaker can convince listeners of the validity of the message and of the speaker's intentions.

Page Ref: 37

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 4

Difficulty: Moderate

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

Answer: The goal of critical listening is to understand and evaluate the meaning of the speaker's message on several levels: the logic of the argument, the strength of the evidence, the validity of the conclusions, and the implications of the message. Critical listening will help listeners evaluate the speaker's argument for the plan and judge whether or not it is likely to be successful.

Page Ref: 37

Classification: Application

AACSB: Communication Abilities; Analytic Skills

LO: 4

Difficulty: Moderate

97) List and explain the phases of the listening process.

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

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Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Moderate

98) List and discuss the barriers to effective listening.

Answer: 1) Selective listening □ letting your mind wander; tuning out until you hear something

that gets your attention. 2) The tendency of people to think faster than they speak—your brain has a lot of free time whenever you're listening. 3) Prejudgment—distorting messages by tuning out anything that doesn't confirm your assumptions. 4) Selective perception—molding a message to fit what you already believe about a particular subject. 5) Lack of common ground—insufficient shared language or experience.

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Classification: Conceptual

AACSB: Communication Abilities

LO: 4

Difficulty: Moderate

99) Describe the major types of nonverbal communication. Discuss how a speaker's nonverbal communication can affect listeners and what listeners' nonverbal communication may convey to a speaker. Describe possible ways in which a speaker can aid listening through the use of nonverbal methods of communication.

Answer: The six categories of nonverbal communication are facial expressions, gesture and posture, vocal characteristics, personal appearance, touch, and the use of time and space. For speakers, personal appearance can affect how listeners initially perceive them, while tone of voice, facial expressions, and body language can convey their conviction or confidence. A speaker can intentionally control pitch, pace, and stress to convey a specific message.

Effective listeners make frequent eye contact with the speaker, give the speaker nonverbal cues (such as nodding to show agreement or raising eyebrows to show surprise or skepticism).

Ineffective listeners fail to give the speaker nonverbal feedback, make little or no eye contact—or inappropriate eye contact.

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Classification: Synthesis

AACSB: Communication Abilities; Analytic Skills

LO: 4, 5

Difficulty: Moderate

100) Your colleague, Brian, has been picked for an international assignment and will soon be moving to France, to head a project there. He has been studying French for the past three months, and is fairly fluent in the language. However, you know that he needs to be aware of the importance of nonverbal signals, and what they mean in a different culture. Explain the different types of nonverbal communication, and how they may be interpreted differently in different cultures. Explain how nonverbal communication can have an effect on business etiquette.

Answer: The six categories of nonverbal communication are facial expression; gesture and posture; vocal characteristics; personal appearance; touch; use of time and space.

Facial expressions and eye contact: Facial signals can vary widely from culture to culture. For instance, maintaining eye contact is usually viewed as a sign of sincerity and openness in the United States, but it can be viewed as rude in Japan.

Gestures and postures: Many gestures have a specific and intentional meaning. Other types of body movement are often unintentional and express more general messages. Slouching, leaning forward, fidgeting, and walking briskly are all unconscious signals that can reveal whether you feel confident or nervous, friendly or hostile, assertive or passive, powerful or powerless.

Grooming: In a business environment, as in other places, people respond to others on the basis of their physical appearance. Many employers also have guidelines concerning attire, body art, and other issues. Personal appearance in the workplace sends a strong signal to managers, colleagues, and customers.

Communication: Voice carries both intentional and unintentional messages. A speaker can intentionally control pitch, pace, and stress to convey a specific message. Given the telephone's central role in business communication, phone skills are essential in most professions. Because phone calls lack the visual richness of face-to-face conversations, speakers have to rely on attitude and tone of voice to convey confidence and professionalism.

Touch: Individual attitudes toward touch vary widely. Touch is governed by cultural customs that establish who can touch whom and how in various circumstances. A manager might be comfortable using hugs to express support or congratulations, but his or her subordinates could interpret those hugs as a show of dominance or sexual interest.

Time and space: Like touch, time and space can be used to assert authority, imply intimacy, and send other nonverbal messages. For instance, some people try to demonstrate their own importance or disregard for others by making other people wait; others show respect by being on time. Similarly, taking care not to invade private space, such as standing too close when talking, is a way to show respect for others. Expectations regarding both time and space vary by culture.

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Classification: Synthesis

AACSB: Communication Abilities; Analytic Skills

LO: 5, 6

Difficulty: Moderate