

Business Communication, 2e (Shwom/Gueldenzoph Snyder)

Chapter 2 Working with Others: Interpersonal, Intercultural, and Team Communication

1) Passive listening means _____.

- A) focusing attentively on what a speaker says
- B) hearing information without actively paying attention to ensure understanding
- C) actively working to understand the information a speaker is providing
- D) trying to interpret the information presented by a speaker
- E) responding to a speaker to acknowledge understanding

Answer: B

Explanation: B) Passive listening means hearing information without actively paying attention to ensure understanding. In business this kind of passive listening can lead to costly mistakes.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

2) Which of the following best exemplifies a costly mistake that can be attributed to passive listening?

- A) forgetting to reorder supplies and having work come to a standstill while you send an employee out to restock
- B) taking an order so large that your factory has to run costly overtime shifts to meet the production deadline
- C) failing to proof your report before making copies of it, and having to reprint them all after you realize this and correct the typos
- D) scheduling two appointments for the same time and having to cancel on one of your clients at the last minute
- E) mailing out a coupon giving customers 50% off on their orders because you misheard when your boss asked you to create a coupon for 15% off

Answer: E

Explanation: E) Not listening carefully or taking the time to confirm the information with your boss led to the costly mistake of giving customers a coupon for more than three times the discount your boss intended.

Classification: Application

AASCB: Analytic Skills

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

3) Which of the following is one of the categories of active listening skills?

- A) describing
- B) evaluating
- C) implying
- D) interrupting
- E) conveying

Answer: B

Explanation: B) Active listening is a process of focusing attentively on what a speaker says, actively working to understand and interpret the information, and then responding to acknowledge understanding.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

4) The active listening skills used when you listen to the spoken word are _____ when you "listen" to what people say in their writing.

- A) inapplicable
- B) equally useful
- C) much more required
- D) far less effective
- E) rarely used

Answer: B

Explanation: B) Understanding the meaning of an email message can be as difficult as understanding the meaning of a conversation.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

5) Which of the following is an environmental hearing distraction?

- A) a car alarm being set off
- B) a ringing sound in one's ears after attending a loud concert
- C) blocked ears due to a cold
- D) inability to focus due to a migraine
- E) tinnitus after hearing an explosion

Answer: A

Explanation: A) Physiological barriers arise from a listener's physical state. An alarm going off is an external distraction in the environment, while all the other choices are physiological.

Classification: Application

AASCB: Analytic Skills

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

6) Which of the following is a physiological barrier to hearing?

- A) car horns and idling engines at an intersection
- B) conversations in a crowded restaurant
- C) loud music at an outdoor street fair
- D) clogged ears after swimming
- E) loud noise made during construction work

Answer: D

Explanation: D) Physiological barriers arise from a listener's physical state, so this choice is correct. The other choices are all external distractions.

Classification: Application

AASCB: Analytic Skills

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

7) The key to hearing accurately is focus. Which of the following is recommended for better focus?

- A) looking at the speaker
- B) multitasking while listening to what is being said
- C) discussing the topic with other listeners
- D) thinking about what has been previously said
- E) browsing the Internet for similar topics while listening to the speaker

Answer: A

Explanation: A) Looking at the speaker allows the brain to focus on what is being said. All other options distract you from the speech.

Classification: Application

AASCB: Analytic Skills

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

- 8) Which of the following is an example of a difficulty in listening comprehension?
- A) not hearing what the ER doctor says because an ambulance outside is blaring its siren
 - B) not understanding what the ER doctor means when he says you are suffering from hypertension
 - C) not hearing what the ER doctor says because of the conversation and cries of pain in the waiting area
 - D) not listening to what the ER doctor says because you're distracted by the new patient who's just been wheeled into the room
 - E) not understanding what the ER doctor says because you have a head cold and your ears are clogged

Answer: B

Explanation: B) One barrier to listening comprehension is not understanding vocabulary or jargon that is unfamiliar to you.

Classification: Application

AASCB: Analytic Skills

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

- 9) Which of the following is a barrier to listening comprehension?

- A) many people speaking simultaneously
- B) loud volume of the speaker
- C) unfamiliar vocabulary
- D) ringing telephones
- E) blocked ears due to a head cold

Answer: C

Explanation: C) Vocabulary is a barrier to listening comprehension, or how well you understand what you hear. Other choices are mere environmental distractions that distract you from hearing well.

Classification: Application

AASCB: Analytic Skills

Objective: 2.1

Difficulty: Easy

Learning Outcome: Discuss the challenges and importance of business communications

10) _____ involves analyzing the meaning of what you hear, read, or see to determine its intention.

- A) Passive listening
- B) Telecommuting
- C) Listening comprehension
- D) Interpretation
- E) Nonverbal communication

Answer: D

Explanation: D) Interpretation is different from comprehension. It involves analyzing the meaning of what you hear, read, or see to determine its intention.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1

Difficulty: Easy

Learning Outcome: Discuss the challenges and importance of business communications

11) On your first day at a new job you receive an email asking you to submit your SBDs by Friday, so they can be vetted for inclusion in the new module. You need to ask for clarification as you don't know what is being asked of you. This is an example of a barrier to _____.

- A) passive listening
- B) active listening
- C) listening comprehension
- D) interpretation
- E) nonverbal communication

Answer: C

Explanation: C) Listening comprehension refers to how well you understand what you read or hear. Barriers to listening comprehension include language differences, including accents, as well as unfamiliar jargon and vocabulary. The terms "SBDs," "vetted," and "module" are particular to the new workplace, and failing to understand what they mean leads to a breakdown in comprehension.

Classification: Application

AASCB: Analytic Skills

Objective: 2.1

Difficulty: Difficult

Learning Outcome: Discuss the challenges and importance of business communications

As you're packing up to leave the office on a Friday afternoon, your boss tells you that she'd like a status report from you as soon as possible. You head out for the weekend and complete the status report first thing Monday morning. When your boss receives it, she complains that she needed it sooner.

12) What is the most likely cause of this breakdown in communication?

- A) passive listening
- B) failure to listen actively
- C) barriers to listening comprehension
- D) difference of interpretation
- E) physiological barrier to hearing

Answer: D

Explanation: D) The problem is most likely a difference in the interpretation of "as soon as possible." The boss seems to have intended the report to be completed before the employee leaves on Friday or sometime over the weekend. The employee interprets it to mean as soon as she is back at work again.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 2.1

Difficulty: Difficult

Learning Outcome: Discuss the challenges and importance of business communications

Carol approaches a coworker, shaking her head as she does so. With a frown on her face, she angrily asks, "Did you finish the report yet?"

13) Which of the following represents verbal communication?

- A) shaking head
- B) frowning
- C) using those specific words
- D) using an angry tone of voice
- E) emphasizing the word "yet"

Answer: C

Explanation: C) Nonverbal communication refers to messages that are conveyed through something other than words, like tone of voice, emphasis of words, facial expressions, gestures, etc. The question "Did you finish the report yet?" is direct and non-threatening if asked in a calm tone of voice with an indifferent expression on the face. When asked in an angry tone, with a frown, emphasizing the word "yet," while shaking the head, it becomes much more inflammatory.

Classification: Application

AASCB: Analytic Skills

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

- 14) Body language, posture, and gestures _____.
- A) reveal little about the attitude of the speaker
 - B) can help you interpret attitude without listening to any words
 - C) only express attitudes of shame or uncertainty
 - D) should be interpreted without regard to facial expressions
 - E) must be interpreted independent of cultural context

Answer: B

Explanation: B) You can often interpret attitude from body language without listening to any words. Body language and gesture may be ambiguous, and should be interpreted in the context of facial expressions and culture.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

- 15) Research suggests that focusing on the entire face, including both eyes and the mouth, when reading facial expressions is done by people from _____.

- A) China
- B) Japan
- C) Korea
- D) Germany
- E) all over the world, regardless of culture or geography

Answer: D

Explanation: D) People from East Asian cultures like China, Japan, and Korea tend to focus mainly on the eyes when they are reading facial expressions. People from the West tend to focus on the entire face.

Classification: Application

AASCB: Analytic Skills

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

16) Ella receives an email from her coworker Maduca in Japan. Maduca tells Ella that she will not be able to visit her in the U.S. offices as she had hoped to, and includes an emoticon to express her sadness. Which of the following emoticons did Maduca most likely use in her email?

- A) (;_;
- B) :-(
- C) o.o
- D) :-0
- E) *o*

Answer: A

Explanation: A) The East Asian focus on the eyes in reading facial expressions is also reflected in their emoticons, the series of characters used to represent or express facial expressions in emails. In East Asian emoticons, the face is right side up, and the differences in emotion are expressed by the eyes. This emoticon expressing sadness shows a face that appears to be crying.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

17) Paraphrasing to ensure understanding _____.

- A) is too difficult to attempt
- B) means asking straightforward questions about what was said
- C) involves repeating exactly what you heard in the same words, to make sure you didn't mishear any of the words
- D) is less complicated than asking questions
- E) can help you understand the emotional content behind a statement

Answer: E

Explanation: E) Because meaning has multiple levels, you can paraphrase to ensure you understand the literal content, the ultimate intention, and the emotional content or feeling behind the speaker's statement.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

A coworker states, "Please ensure that you submit all status reports two days before the monthly departmental meeting."

18) Which of the following paraphrases for the literal content of the given statement?

- A) Are you concerned that people are turning in their reports late?
- B) You sound frustrated about people waiting until the last minute to submit their status reports.
- C) You are saying that you'd like us to have our status reports in a couple of days before the date of the monthly meeting.
- D) So you don't want us to hand in our reports earlier than that?
- E) Are you concerned that there won't be time for the supervisor to review the reports before the meeting?

Answer: C

Explanation: C) Paraphrasing for content means ensuring that you understand literally what was said. You restate the message in different words to be sure you understand it.

Classification: Application

AASCB: Analytic Skills

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

19) Which of the following paraphrases for the emotional content?

- A) Are you saying that we need to be more careful while creating the reports?
- B) You sound frustrated about people waiting until the last minute to submit their status reports.
- C) You are saying that you'd like us to have our status reports in a couple of days before the date of the monthly meeting.
- D) So you don't want us to hand in our reports earlier than that?
- E) Are you concerned that there won't be time for the supervisor to review the reports before the meeting?

Answer: B

Explanation: B) Paraphrasing for the emotional content means ensuring that you understand the feeling behind the speaker's statement. You confirm your understanding of the speaker's emotions.

Classification: Application

AASCB: Analytic Skills

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

20) After Monica shares an idea at a meeting, Rachel immediately responds, "That would never work!" This response stops Monica's participation in the rest of the discussion. Which of the following statements would best have kept the discussion moving forward?

- A) I think that's a terrible idea, but that's just my opinion.
- B) That's a different way to look at it. How would it work?
- C) I know you wouldn't have come up with such an outlandish idea if you knew all the facts.
- D) That sounds ridiculous.
- E) This plan is full of errors.

Answer: B

Explanation: B) This statement is much more tactful than the original, and any of the other choices. It also elicits more information from the speaker, so that she will be pulled into further discussion.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

A colleague stops by your desk and asks if you have some time to help her right now. You reply, "Sure."

21) Which of the following nonverbal signals would most likely support your affirmative verbal response and give the impression that you would prefer to help her?

- A) continuing to stare at your computer screen
- B) sighing
- C) smiling
- D) frowning
- E) tensing up your body

Answer: C

Explanation: C) Smiling indicates a friendly willingness to help. All other non-verbal expressions undermine your affirmative verbal response, and give the impression that you would rather not help her.

Classification: Application

AASCB: Analytic Skills

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

22) Which of the following nonverbal gestures would most likely indicate your happy willingness to assist her?

- A) sighing
- B) looking away from her
- C) muttering under your breath
- D) pulling out a chair for her
- E) rolling your eyes

Answer: D

Explanation: D) On some occasions the nonverbal messages communicate more fully than the verbal ones. Pulling out a chair for your colleague and offering her a seat is a welcoming gesture that emphasizes your willingness to help. The other cues undermine your affirmative verbal response.

Classification: Application

AASCB: Analytic Skills

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

23) Which of the following is a question that is recommended to ask when analyzing your audience?

- A) Why will they be interested in what you are saying?
- B) What objectives do you want to achieve from your communication?
- C) How quickly can the speech be completed?
- D) What are the points that you do not want to communicate?
- E) How to dodge questions and objections from the audience?

Answer: A

Explanation: A) Understanding the interest of the audience will help you analyze them and better connect with them. All other questions focus on the speaker, not the audience.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

You need help on a project. So you approach a colleague and find him busily doing his own work.

24) When you approach him to ask for help, _____.

- A) begin by describing your project in great detail, so your coworker will know exactly what he is getting into
- B) you should expect that he is already prepared to listen
- C) briefly describe what you want, so that he understands why you are communicating
- D) do not address any possible objections that might make your coworker say no to your request
- E) you should preface your conversation by saying, "You probably don't want to help me but I'll ask anyway."

Answer: C

Explanation: C) If you begin by describing your project in great detail, he will probably tune you out. Instead, briefly describe what you want so he will understand why you are communicating. You might then indicate that you are aware that he is busy by letting him know that it shouldn't take much of his time.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 2.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

25) A good interpersonal communicator _____.

- A) resists attempts of other people to share the conversation
- B) engages in lengthy monologues
- C) fights off interruptions from the audience to hold onto "the floor"
- D) invites the audience to respond after concisely making his or her point
- E) avoids asking questions that are designed to involve the audience in the conversation

Answer: D

Explanation: D) A good interpersonal communicator will avoid monologues and instead share the conversation with others.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

26) Miranda is speaking to a group about their company's new "green" initiative, designed to increase environmental responsibility and reduce waste. After she has finished her remarks, which of the following would be the best thing to say for Miranda to keep the conversation moving forward?

- A) So that's all I have to say about the new initiative.
- B) See, I told you this wouldn't take much time!
- C) Does anyone have any questions about how this program will work?
- D) Why don't we break for a while and consider all that has been said.
- E) I'm sure you all agree that this is a great program!

Answer: C

Explanation: C) This question will encourage the audience to think about what has been said and elicit any questions or concerns they might have. Addressing these will move the conversation forward, discussing ideas in further detail or bringing up new points. The other remarks do not propel the discussion forward, and in some cases actively try to stop it.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 2.2

Difficulty: Difficult

Learning Outcome: Describe best practices in team and interpersonal communication

27) Unambiguous language _____.

- A) has only one meaning
- B) means different things to different people
- C) is likely to lead to errors
- D) can confuse the listener
- E) should be avoided for the sake of clarity

Answer: A

Explanation: A) Unambiguous language is phrasing that has only one meaning. By contrast, ambiguous language may mean different things to different people.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

28) A speaker says, "We need to wait for Kelly to meet with Amanda in accounting. Once she gives us the answer we will get the report out within four hours." Which of the following would do the most to clarify the meaning of the statements above?

- A) the speaker substituting "her" for "she"
- B) the listener asking, "Who is Kelly's supervisor?"
- C) the speaker substituting "one of the accountants" for "Amanda"
- D) the listener asking, "Will Kelly or Amanda provide us with the answer?"
- E) the speaker substituting "ASAP" for "within four hours"

Answer: D

Explanation: D) The use of "she" in the second statement is vague, as it is unclear whether it refers to Kelly or Amanda. An active listener will know to ask this question to be sure of what the speaker means. Some of the other choices are irrelevant or grammatically incorrect, and some actually make the statement more vague.

Classification: Application

AASCB: Analytic Skills

Objective: 2.2

Difficulty: Difficult

Learning Outcome: Describe best practices in team and interpersonal communication

29) Using a strong and positive tone of voice _____.

- A) will undermine your persuasiveness
- B) will come across as arrogant, and is not recommended
- C) will make your audience receptive to your ideas
- D) will cause you to sound hesitant
- E) will lead the audience to believe that you doubt what you are saying

Answer: C

Explanation: C) Speaking in an energetic, enthusiastic tone of voice will make your audience receptive to your ideas.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

30) When nonverbal signals reinforce your words, _____.

- A) listeners remember what you say better
- B) your audience will not have confidence in your words
- C) your nonverbal communication carries less weight than your words
- D) you undermine your persuasiveness
- E) your cues conflict with your message

Answer: A

Explanation: A) When gestures and facial expressions complement your message, listeners remember what you say better.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

31) Your audience will be more likely to remember what you say in which of the following situations?

- A) smiling as you reveal the declining sales figures
- B) frowning while you explain a serious matter
- C) pacing as you ensure your audience that there is no cause for alarm
- D) sounding hesitant as you describe the reorganization plan
- E) continuing to stare at your computer while you agree to help a coworker

Answer: B

Explanation: B) Listeners remember what you say better when your nonverbal signals reinforce your words. A frown complements the discussion of serious matters, while in all the other choices the gestures conflict with the verbal messages.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 2.2

Difficulty: Difficult

Learning Outcome: Describe best practices in team and interpersonal communication

32) At a job interview, Dara speaks confidently and enthusiastically about her prior experience. With a smile on her face, she leans forward in her chair while speaking, as does her interviewer. Dara's nonverbal communication _____.

- A) conflicts with her message
- B) will make her audience perceive her as arrogant and aggressive
- C) increases her chances of getting a positive response
- D) undermines her persuasiveness
- E) will make it more likely that her audience will forget what she said

Answer: C

Explanation: C) Dara's nonverbal communication projects confidence and enthusiasm. Research has shown that this, coupled with mirroring the interviewer's gestures, make it more likely that she will get a positive response.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 2.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

33) Use of which of the following specific types of language is recommended as a strategy for productive communication?

- A) unambiguous language
- B) biased language
- C) accusatory language
- D) trigger words
- E) provocative questions

Answer: A

Explanation: A) The other choices represent the four specific types of language that can cause communication problems and negative feelings. The use of unambiguous language is recommended, as it leads to clear communication.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

34) "Miranda, you spend so much time cleaning up the mess your department makes that maybe you can help us figure out how to fix our problem."

Which of the following best revises the statement above in unbiased language?

- A) "Miranda, please tell us what you'd do if your department was responsible for this mess."
- B) "Miranda you have the most experience with these issues since your department makes most of the mistakes. So how would you handle this issue?"
- C) "Miranda, you're an old hand at cleaning up other people's mess, so maybe you will share the wisdom of your experience with us."
- D) "Miranda, you have a lot of experience with damage control, so maybe you can tell us how you'd handle our situation."
- E) "Miranda, can you give us a crash course in how to fix this disaster?"

Answer: D

Explanation: D) The other choices, like the original, are disrespectful. They use words like "mess," "mistake," and even "disaster," unlike the more tactful "damage control," in the correct choice.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 2.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

35) "Your assessment of this data is just plain wrong."

Which of the following best rephrases the statement above, avoiding language that will trigger a negative response?

- A) "You didn't do such a good job analyzing this data."
- B) "I interpreted this data differently."
- C) "I think you are way off base here."
- D) "I'm afraid that your assessment of this data leaves much to be desired."
- E) "I respectfully state that you missed the point."

Answer: B

Explanation: B) The original statement uses accusatory language, focusing negative attention on the person rather than on the issue. This choice focuses on how you respond to or feel about the other person's behavior, and focuses on your perception rather than assigning blame. While some of the other choices use "I," they continue to focus blame on the other person.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 2.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

36) Which of the following statements regarding "I" language is true?

- A) "I" language focuses on how you respond to or feel about the other person's behavior.
- B) "I" language is accusatory and assigns blame.
- C) "I" language is egotistical, and discourages dialogue with the other person.
- D) You shouldn't start a sentence with "I," as this will make your audience think that you are egotistical.
- E) "I" language always discourages the audience.

Answer: A

Explanation: A) "I" language focuses on how you feel about the other person's behavior instead of assigning blame, and encourages dialogue with the other person. "I" isn't always good though, and "you" isn't always negative. Overuse of "I" can come across as egotistical.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

37) Genuine requests for information and opinion fall under the category of _____ questions.

- A) accusatory
- B) trigger
- C) authentic
- D) biased
- E) symbolic

Answer: C

Explanation: C) Genuine requests for information and opinion are authentic questions.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

38) Which of the following is LEAST likely to trigger an emotional response?

- A) No one around here ever listens to me.
- B) I never feel that you hear what I am saying.
- C) You always have to get the last word in.
- D) I don't feel as though my concerns are being heard.
- E) Why don't you ever let me speak?

Answer: D

Explanation: D) Emotional responses can be triggered by certain words or phrases that people dislike. Common triggers are absolutes like always, never, ever, no one, etc. Only this choice avoids an absolute. It also focuses on the speaker's feeling about the other person's behavior, instead of assigning blame.

Classification: Application

AASCB: Analytic Skills

Objective: 2.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

39) Which of the following statements best phrases a negative comment positively?

- A) You don't have an eye for detail, but you really do have a great sense of the big picture.
- B) You do a good job at visualizing the big picture, and you'd be even more effective if you improved your attention to detail.
- C) I don't know anyone better than you at seeing the big picture, but you could really stand to improve your attention to detail.
- D) You need to improve your attention to detail, but you're already wonderful at seeing the big picture.
- E) Please don't take this the wrong way, but you'd be more effective if you pay more attention to detail.

Answer: B

Explanation: B) David C. Novak's advice is to start out positively and avoid the word "but." If you start out by giving people credit for what they do well, that makes them very receptive for feedback. According to Novak, if you then preface the constructive criticism with "but" instead of "and," it throws all the appreciation out the window.

Classification: Application

AASCB: Analytic Skills

Objective: 2.2

Difficulty: Difficult

Learning Outcome: Describe best practices in team and interpersonal communication

40) Which of the following statements is most likely to be true regarding the communication styles of women?

- A) Compared to men, women are more likely to communicate in ways that assert independence.
- B) Compared to women, men are more likely to feel silenced.
- C) Compared to women, men are more likely to communicate in ways that preserve equity and relationships.
- D) Men tend to interrupt more than women do.
- E) Compared to men, women are more likely to communicate in ways that assert power.

Answer: D

Explanation: D) Men are often socialized to value autonomy and independence and therefore learn to communicate in ways that assert independence, power, and their place in the social hierarchy. For example, in conversations, men tend to interrupt more than women do. In contrast to men, women are often socialized to value connections with other people and to communicate in ways that preserve equity and relationships.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

41) Which of the following statements includes a hedge?

- A) Um, well, we could, ah, merge the departments.
- B) I may be wrong, but I think that merging the departments might be a good idea.
- C) Merging the departments is definitely the way to go.
- D) Pardon me for interrupting, but we should merge the departments.
- E) We can merge the departments, can't we?

Answer: B

Explanation: B) Women tend to minimize the assertiveness of what they say by using hedges, hesitations, and tag questions. A hedge uses qualifiers like "may," "perhaps," and "might" to weaken the assertiveness of the statement.

Classification: Application

AASCB: Analytic Skills

Objective: 2.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

42) Which of the following statements is most likely to be true regarding accusatory language?

- A) It focuses on your perception rather than assigning blame.
- B) It encourages dialogue with the other person.
- C) It helps you paraphrase your understanding.
- D) It focuses negative attention on the person rather than on the issue.
- E) It is least likely to trigger emotional response.

Answer: D

Explanation: D) Accusatory language focuses negative attention on the person rather than on the issue. Biased language, provocative questions, and accusatory language may trigger emotional responses.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

43) Which of the following is an example of an affective conflict?

- A) two employees having different ideas about how to reach a sales goal
- B) two coworkers disagreeing about the best way to market a new product
- C) two colleagues becoming personally annoyed at each other after a contentious meeting
- D) two managers with conflicting opinions on how best to trim the company's budget
- E) two interns with differing ideas on how to complete a task

Answer: C

Explanation: C) An affective conflict results from differences in personalities and relationships. This emotional conflict can damage the working relationship. The other choices are cognitive conflicts, or disagreements about a project, that result from differences in understanding content or tasks.

Classification: Application

AASCB: Analytic Skills

Objective: 2.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

44) Although people often use the term "conflict _____" to discuss handling conflict, "conflict _____" is a more helpful term.

- A) eradication; resolution
- B) resolution; management
- C) management; eradication
- D) resolution; eradication
- E) management; resolution

Answer: B

Explanation: B) While conflict resolution implies that the conflict will go away, conflict management recognizes that some conflicts cannot be resolved.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

45) People who collaborate _____.

- A) need to recognize that they may be motivated by different goals
- B) cannot function unless they have different goals
- C) rarely have conflicts arise due to working with different goals in mind
- D) need to find solutions that address only one goal
- E) are always motivated by the same goals

Answer: A

Explanation: A) People who collaborate may not always be motivated by the same goals. In fact, for a business to succeed, it must work toward a number of goals that are sometimes in competition with each other. If they recognize that they have different goals, they can determine which has priority or collaborate to find a solution that addresses both goals.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

Emma and Jessica work together and both want to increase sales at their company. Emma argues this is best achieved by investing in research and development so they can create the best possible products. Jessica believes that increasing their sales force is the way to go.

46) Which of the following most accurately describes this situation?

- A) Emma and Jessica are motivated by the same goal but have a difference of opinion about how to achieve it.
- B) Emma and Jessica are motivated by the same goal and have the same opinion about how to achieve it.
- C) Emma and Jessica are motivated by different goals and have a difference of opinion about how to achieve them.
- D) Emma and Jessica are motivated by different goals but have the same opinion about how to achieve them.
- E) Emma and Jessica are involved in an affective conflict.

Answer: A

Explanation: A) Emma and Jessica are both motivated by the same goal — increasing sales. However, their opinions about how to best achieve that goal are different.

Classification: Application

AASCB: Analytic Skills

Objective: 2.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

Ethan's supervisor reminds him that the monthly staff meeting would be held in a few days, and asks him to arrange for the usual beverages and refreshments. Ethan decides to do something different for a change and orders from a new caterer. Just before the meeting begins Ethan's supervisor notices this, and angrily yells at Ethan in front of everyone. Their usual supplier guarantees that the food items are created in a nut-free environment, a big concern for the company as one of the employees is severely allergic to peanuts. Ethan is embarrassed and frustrated because no one ever told him about this issue.

47) This conflict arises from _____.

- A) competing goals
- B) lack of information
- C) differences of opinion
- D) ego issues
- E) relational differences

Answer: B

Explanation: B) People often draw conclusions or make decisions based on faulty assumptions. They do not have all the information they need, and they may not even know they are missing information. This lack of information leads to significant workplace conflict.

Classification: Application

AASCB: Analytic Skills

Objective: 2.3

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

48) Conflicts that arise from people just not getting along, and not working very hard to overcome their differences, are said to be caused by _____.

- A) competing goals
- B) lack of information
- C) differences of opinion
- D) ego issues
- E) relational issues

Answer: E

Explanation: E) These types of conflicts can stand in the way of productive discussions about content and substance.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

49) In the workplace context, the adage, "We like those most who are most like us," means that most of us prefer to _____.

- A) work with people whose styles resemble our own
- B) work with people whose approaches contrast with our own
- C) avoid working with people who are similar to us
- D) avoid working with people whose styles are within our comfort zones
- E) work with people whose strengths differ from but balance with our own

Answer: A

Explanation: A) If you are detail-oriented, you most likely feel comfortable working with other detail-oriented people. Styles that differ from our own often create tension, and we may place a negative label on that behavior.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

50) Relational conflicts _____.

- A) will simply go away if you ignore them
- B) may be a nuisance but have no real business costs
- C) have caused employees to reduce their commitment to the job
- D) can only be solved by using accusatory rather than neutral language
- E) cannot be helped by mediation or intervention from supervisors

Answer: C

Explanation: C) Personality conflicts can be very costly to a business. They have been responsible for workers' losing time at work due to worry over confrontations, reducing their commitment to the job, and putting less effort into their work.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

51) _____ threaten someone's sense of personal identity or self-image.

- A) Competing goals
- B) Faulty assumptions
- C) Differences of opinion
- D) Ego conflicts
- E) Relational differences

Answer: D

Explanation: D) When someone accuses you of something negative or challenges your sense of identity, you may find it difficult to work productively with that person.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3

Difficulty: Easy

Learning Outcome: Discuss the challenges and importance of business communications

52) If you are involved in an affective conflict, you should _____.

- A) choose to avoid a confrontation and deny that the problem exists
- B) address the emotional issues before productively discussing the content of your work
- C) use accusatory rather than neutral language to resolve the conflict
- D) compete to win as a means of managing the conflict
- E) frame your comments negatively while expressing your point of view

Answer: B

Explanation: B) If you are engaged in a cognitive conflict, you can use one of the five different strategies to work toward an acceptable outcome. If, however, you are involved in an affective conflict, you must address the emotional issues before you can productively discuss the content of your work.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

53) Avoiding a conflict instead of addressing it _____.

- A) is never a good choice
- B) is a poor choice if you think you have no chance of resolving the conflict to your satisfaction
- C) should not be done if it interferes with productivity
- D) usually results in a win-win situation
- E) tends to lead to the conflict improving on its own

Answer: C

Explanation: C) Avoidance is occasionally a good strategy, especially when you believe you have no chance resolving the conflict to your satisfaction, and it doesn't interfere with productivity. More often, however, everyone loses when you avoid a conflict. If problems are not addressed, they tend to get worse.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

54) As a conflict management technique, accommodating _____.

- A) is a poor choice if you decide that your position was wrong
- B) is usually the best choice when you care deeply about the result
- C) should never be used as a conflict management strategy
- D) makes sense when the relationship is more important than the outcome of the issue
- E) involves denying that the problem exists, screening phone calls, or even avoiding the person completely

Answer: D

Explanation: D) Accommodating can be a good choice if maintaining a harmonious relationship with the other person is more important than the outcome of the issue.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

55) Which of the following approaches to resolving conflicts is most likely to result in quick solutions, but often leads to relational conflicts?

- A) compromise
- B) avoid confrontation
- C) collaborate to find the best solution
- D) accommodate
- E) compete to win

Answer: E

Explanation: E) Competitive approaches to resolving conflicts may result in quick solutions, but they often lead to relational conflicts.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

Emma and Jessica work together and both want to increase sales at their company. Emma argues this is best achieved by investing in research and development so they can create the best possible products. Jessica believes that increasing their sales force is the way to go.

56) Assume that Emma and Jessica decide to allocate part of the budget for R&D and part of it for hiring additional salespeople. In this case, which of the following conflict management techniques is being used by Emma and Jessica ?

- A) avoid confrontation
- B) accommodate or give in
- C) compete to win
- D) compromise
- E) collaborate to find the best solution

Answer: D

Explanation: D) In a compromise, all the parties involved get something they want or can accept, but everyone also needs to sacrifice something. In this case, neither Emma nor Jessica get the full investment in the area each supports, but both get part of it.

Classification: Application

AASCB: Analytic Skills

Objective: 2.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

57) Assume that Emma and Jessica decide to go to their supervisor, each making a case for why her idea is preferable and leaving it to the supervisor to determine which is best. In this case which of the following conflict management techniques is being used by Emma and Jessica ?

- A) avoid confrontation
- B) accommodate or give in
- C) compete to win
- D) compromise
- E) collaborate to find the best solution

Answer: C

Explanation: C) Sometimes a conflict becomes a contest, with participants competing to win, even at another person's expense. If Emma and Jessica bring in a third party like their supervisor to decide which one of them "wins," this is an example of compete to win.

Classification: Application

AASCB: Analytic Skills

Objective: 2.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

58) What potential danger is involved in Emma and Jessica using a compete to win technique to resolve their conflict?

- A) While this may result in a quick solution, it might lead to a relational conflict.
- B) It will result in a situation where everyone loses.
- C) Both of them will experience a loss of self-esteem.
- D) This technique usually leads to groupthink and ineffective solutions.
- E) It will result in both Emma and Jessica getting what they want.

Answer: A

Explanation: A) Competing results in an "I win, you lose" outcome. Competitive tactics can include finding fault with others, rejecting the other party's point of view, and minimizing one's own responsibility for a mistake. Competitive approaches to resolving conflicts may result in quick solutions, but they often lead to relational conflicts.

Classification: Application

AASCB: Analytic Skills

Objective: 2.3

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

59) Collaboration _____.

- A) usually leads to relational conflicts
- B) ensures buy-in from all parties
- C) is a good way to achieve workable solutions under time pressure
- D) results in an "I win, you lose" outcome
- E) usually results in a lose-lose situation

Answer: B

Explanation: B) Although collaboration is a time-consuming approach, it is often the best approach for managing complex conflicts. In collaboration, all parties work together to determine the best possible solution. It has the benefit not only of providing a solution but also ensuring buy-in from all parties and strengthening relationships between people.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

60) Which of the following terms refers to an oversimplified image or generalization of a group?

- A) quality circle
- B) ethnocentrism
- C) cultural stereotype
- D) power distance
- E) kizen group

Answer: C

Explanation: C) Cultural stereotypes are oversimplified images or generalizations of a group. While stereotypes may describe a generally observed cultural norm, if you assume everyone from that culture follows the norm, you ignore the fact that individuals are in fact individuals, and are influenced by many things in their lives other than their culture.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.4

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

61) In today's business world, learning about other cultures is _____.

- A) optional
- B) necessary
- C) not required
- D) ill-advised
- E) interesting but of no real business concern

Answer: B

Explanation: B) Because workplaces are increasingly global, learning about other cultures is required, not optional. It will help you avoid misinterpreting verbal and nonverbal communication of colleagues and customers who do not share your culture.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.4

Difficulty: Easy

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

62) In a high-context culture _____.

- A) direct conversation is the norm
- B) people tend to get right to the point
- C) people use unambiguous language to communicate
- D) people rely on subtle cues
- E) people use explicit language to communicate a message

Answer: D

Explanation: D) High-context cultures derive meaning not just from words but from everything surrounding the words: how something is said, nonverbal behavior, the history of the relationship, even silences in the conversation.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.4

Difficulty: Moderate

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

63) A company sends one of its junior executives to meet with the CEO of another company. The CEO is insulted that someone of equal rank was not sent. Which of the following is most likely true?

- A) At the junior executive's company, people are granted respect based on their position alone.
- B) The junior executive's company is very formal and hierarchical.
- C) The CEO's company believes in social equality.
- D) The CEO's company has a relaxed attitude about title and status.
- E) The CEO's company has a clear separation between superiors and subordinates.

Answer: E

Explanation: E) In high power distance cultures people typically expect to conduct business with others of equal rank. To send a junior executive to meet with a CEO would be an insult. In a high power distance culture, organizations are very formal and hierarchical with a clear separation between superiors and subordinates.

Classification: Application

AASCB: Analytic Skills

Objective: 2.4

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

64) Michelle is being transferred from the United States to one of her company's overseas offices, in a country that is considered polychronic. Which of the following is a difference to which Michelle will need to adapt?

- A) Meetings will begin on time.
- B) Efficiency will be valued highly.
- C) People will be expected to adhere closely to schedules.
- D) The order of items on a meeting agenda may get changed easily.
- E) The importance of schedule will be put before people and relationships.

Answer: D

Explanation: D) Polychronic cultures are more relaxed about time and punctuality, and tend to put people and relationships before schedules.

Classification: Application

AASCB: Analytic Skills

Objective: 2.4

Difficulty: Moderate

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

65) Which of the following terms best represents a culture that values punctuality and efficiency?

- A) high-context culture
- B) polychronic culture
- C) collectivist culture
- D) low-context culture
- E) monochronic culture

Answer: E

Explanation: E) Monochronic culture, like the United States and Northern European countries, value punctuality and efficiency.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.4

Difficulty: Easy

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

66) Teams _____.

- A) are rarely effective in accomplishing a goal
- B) must involve at least 3 people
- C) benefit the group as a whole but not the individual members
- D) are not as important today as they were 20 years ago
- E) collaborate in their efforts to achieve a specific common goal

Answer: E

Explanation: E) An effective team involves two or more people who recognize and share a commitment to a specific common goal and who collaborate in their efforts to achieve that goal. Individuals benefit from teamwork by learning new skills from others, improving interpersonal skills, and expanding their personal networks.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.5

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

67) You are assembling a team for a new project and need to select four more members. You have it narrowed down to five candidates, and write down each of their names and the reason you want to include them on your team. Which of the following members is the LEAST compelling choice for your team?

- A) Marjorie: She is very interested and motivated to work on this project.
- B) Alberto: He has the technical expertise I lack.
- C) Coleman: He has experience on this kind of project.
- D) Gavin: He and I have worked together effectively in the past.
- E) Rita: She's my friend and I'd like to spend more time with her.

Answer: E

Explanation: E) Friends are not always the best choices for teammates. It is more important to select members who have the skills required, skills you may be lacking, the time and resources to contribute, are very interested and motivated, and who are easy to work with.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 2.5

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

68) According to the model first proposed by Tuckman, which of the following occurs during the storming stage of team development?

- A) Team members discuss and resolve problems.
- B) Team members work collaboratively.
- C) Team members achieve a high level of productivity.
- D) Team members experience conflict and tension.
- E) Team members decide to create standards about communication and accountability.

Answer: D

Explanation: D) Storming is the stage of team development in which teams experience conflict and begin to confront differences.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.5

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

69) Which of the following statements is true about leadership?

- A) The leader of a team must never be changed.
- B) It is crucial for a team to have one single leader.
- C) The person with the most creative ideas on the team must be its leader.
- D) Leadership can rotate during different phases of a project.
- E) A good leader always encourages groupthink.

Answer: D

Explanation: D) A team can establish leadership in a number of ways. It is not crucial for the team to have one single leader, but it is crucial for the team to have capable leadership that keeps the good of the team in mind.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.5

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

70) Julie has been asked to keep the minutes at the next weekly meeting. She hasn't done this before and isn't sure what to include. Which of the following should Julie include?

- A) what the team decided to do
- B) a copy of presentations and handouts
- C) a description of everything that was said
- D) pictures of the meeting
- E) seating allotments

Answer: A

Explanation: A) Minutes focus on what the team decided to do, and do not repeat everything that was said. The minutes also include the assignments and deadlines.

Classification: Application

AASCB: Analytic Skills

Objective: 2.5

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

71) Listening is widely considered to be one of the most important communication skills.

Answer: TRUE

Explanation: Listening is an important communication skill, in and out of the workplace.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

72) If Samantha doesn't listen closely to her supervisor's instructions and ends up sending a shipment to the wrong address, this costly mistake can be attributed to passive listening.

Answer: TRUE

Explanation: Hearing information without actively paying attention to ensure understanding leads to costly mistakes like this one.

Classification: Application

AASCB: Communication Abilities

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

73) Understanding the meaning of an email message uses totally different skills than understanding the meaning of a conversation.

Answer: FALSE

Explanation: Most of the same skills, especially interpreting and evaluating, are equally useful when you listen to the spoken word and the written word.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

74) Listening comprehension refers to how well you hear what is being said.

Answer: FALSE

Explanation: Listening comprehension refers to how well you can understand what you hear. You might very clearly hear someone speaking in Dutch, but if you don't comprehend that language you won't understand what is being said.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

75) Interpretation involves analyzing the meaning of what you hear, read, or see.

Answer: TRUE

Explanation: Interpretation involves analyzing the meaning of what you hear, read, or see to determine its intention.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

76) An empathetic listener focuses on the literal content of the communication but not on the emotional content.

Answer: FALSE

Explanation: An empathetic listener is skilled at focusing on the emotional content of the communication.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

77) Tone of voice is not considered a form of nonverbal communication.

Answer: FALSE

Explanation: Emphasis and tone of voice are considered a form of nonverbal communication. The same words can mean very different things when spoken in different tones of voice or emphasizing different words.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

78) All cultures around the world interpret facial expressions the same way.

Answer: FALSE

Explanation: Not all cultures around the world interpret facial expressions in the same way.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1

Difficulty: Moderate

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

79) Observing behavior can help you interpret meaning, especially if the behavior is inconsistent with a spoken statement.

Answer: TRUE

Explanation: Observing behavior can help you interpret meaning, especially if the behavior is inconsistent with a spoken statement.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.1

Difficulty: Easy

Learning Outcome: Discuss the challenges and importance of business communications

80) Asking "What do you think?" at the end of a presentation is not recommended, as it is too simple a question to move the discussion forward.

Answer: FALSE

Explanation: After making your points, invite the audience to respond or add to the conversation. While you can ask situational-specific questions, even a simple question like "What do you think?" can help move the conversation forward.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

81) Recent research has shown that job candidates who mirror the interviewer's body language are perceived as offensive.

Answer: FALSE

Explanation: Research shows that candidates who demonstrate confidence and mirror the interviewer's body language are more likely to get a positive response.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

82) Biased language suggests prejudice, prejudgment, or disrespect.

Answer: TRUE

Explanation: Biased language suggests prejudice, prejudgment, or disrespect and should be avoided in communication.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2

Difficulty: Easy

Learning Outcome: Discuss the challenges and importance of business communications

83) Accusatory language focuses negative attention on the issue rather than on the person.

Answer: FALSE

Explanation: Accusatory language focuses negative attention on the person rather than on the issue.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.2

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

84) A cognitive conflict is the one that arises from differences in personalities and relationships rather than from differences in understanding content or tasks.

Answer: FALSE

Explanation: This is an affective conflict. A cognitive conflict results from differences in understanding content or tasks.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3

Difficulty: Moderate

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

85) Analyzing the cause of a conflict serves no useful purpose.

Answer: FALSE

Explanation: It is useful to analyze the cause of a conflict because different causes call for different conflict management strategies.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

86) Groupthink is a phenomenon in which a group reaches a decision by eliminating all critical thinking that threatens consensus.

Answer: TRUE

Explanation: A groupthink approach to eliminating conflict can lead a group to ignore differing opinions that may be valuable, settle on a solution that may be wrong, and sacrifice creativity and innovation.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

87) It is universally accepted in the business world that you should get right down to business at a meeting for the sake of efficiency.

Answer: FALSE

Explanation: In a culture, you would be rude to jump right to business at the beginning of a meeting, especially a first meeting. Latin American cultures value getting to know the other person and developing a relationship of trust.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.4

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

88) Someone in a low-context culture would most likely say "no" directly.

Answer: TRUE

Explanation: Low-context cultures rely on explicit language to communicate. Communicators rely less on context and more on explicit language to communicate a message as clearly and unambiguously as possible.

Classification: Application

AASCB: Analytic Skills

Objective: 2.4

Difficulty: Moderate

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

89) Good teams are results-oriented, meaning the team's success is measured by results, not effort.

Answer: TRUE

Explanation: Good teams are results-oriented, meaning the team's success is measured by results, not effort.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.5

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

90) The storming stage of team development begins when team members start to manage conflict and establish a consensus about how to work together efficiently.

Answer: FALSE

Explanation: The norming stage of team development begins when team members start to manage conflict and establish a consensus about how to work together efficiently.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.5

Difficulty: Easy

Learning Outcome: Describe best practices in team and interpersonal communication

91) Describe a business situation in which passive listening could lead to a costly mistake.

Answer: Students' answers will vary. Failing to listen actively can result in mishearing, misinterpreting, misunderstanding, and misremembering. For example, while discussing some products that your boss wants you to order, he can say that he would like to have the items the next day, but the expedited shipping is just too costly. If you're not paying close attention, you might just focus in on your boss saying he would like to have them the next day and accrue expensive shipping charges he specifically didn't want. Another situation can be a meeting of three people in which various project tasks are discussed. If you're not listening closely, or bothering to verify who is supposed to do what, multiple people might do the same tasks leading to wasted effort and possibly expense, and other tasks might get left undone.

Classification: Application

AASCB: Analytic Skills

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

As you're packing up to leave the office on a Friday afternoon, your boss tells you that she'd like a status report from you as soon as possible. You head out for the weekend and complete the status report first thing Monday morning. When your boss receives it, she complains that she needed it sooner.

92) How could you have avoided this breakdown in communication?

Answer: The problem is most likely a difference in the interpretation of "as soon as possible." The boss seems to have intended the report to be completed before the employee leaves on Friday or at some point over the weekend. The employee interprets the statement to mean as soon as she is back in the office again. There are two ways that this could have been avoided. The employee could have been an active listener, and responded to acknowledge her understanding of what was said. If the employee had asked, "OK, so do you want this report from me first thing Monday morning?" the boss would have corrected this misinterpretation and said clearly when she actually needed it. The other way to avoid this issue would have been for the boss to refrain from using an ambiguous term like "as soon as possible," that is so open to interpretation. If she had specified that she needed it that afternoon or by Sunday morning, etc., this problem would also have been avoided.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 2.1, 2.2

Difficulty: Difficult

Learning Outcome: Describe best practices in team and interpersonal communication

Carol approaches a coworker, shaking her head as she does so. With a frown on her face, she angrily asks, "Did you finish the report yet?"

93) Describe the nonverbal communication in this situation. How does it impact the meaning of Carol's words.

Answer: Nonverbal communication refers to messages that are conveyed through something other than words, like tone of voice, emphasis on words, facial expressions, gestures, body language, or other behavior. The question "Did you finish the report yet?" is direct but non-threatening, if asked in a calm tone of voice with an indifferent expression on the face. When asked in an angry tone, with a frown, emphasizing the word "yet," while shaking the head, it becomes much more inflammatory. The nonverbal cues suggest a tone of judgment that the report should have already been completed, as well as scorn and anger that this is not yet done.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 2.1

Difficulty: Difficult

Learning Outcome: Discuss the challenges and importance of business communications

94) The supervisor told the employees, "I would like to receive a general, daily feedback on how our department is running from each one of you even if there are no specific issues to be addressed." Paraphrase this statement to ensure that you understand the content, intent, and feeling behind the message.

Answer: Content: So, you're saying you would like us to report to you each day about how things are going?

Intent: Are you concerned that people are not informing you about how things are going? Are you concerned that people only speak up when they want to complain?

Feeling: You sound frustrated about people not sharing their feelings on how things are running until they are unhappy, and then vent these feelings in a harsh or unconstructive way.

Classification: Application

AASCB: Analytic Skills

Objective: 2.1

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

You need help on a project. So you approach a colleague and find him busily doing his own work.

95) Describe how to best approach your colleague to make him listen to your request.

Answer: Your colleague is focusing on something else, which will likely prevent him from listening carefully. If you begin by describing your project in great detail, he will probably tune you out. Instead, briefly describe what you want in such a manner that he understands why you are communicating. To prevent him from objecting that he is too busy, you may also add "I don't think it will take much time, but if it does, I'll be glad to help you on your project, too." Offering to return the favor by helping him on his current project or at some future point will help overcome his resistance. At this point, your colleague will be ready to listen.

Classification: Application

AASCB: Analytic Skills

Objective: 2.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

96) "Marjorie, you're supposed to be the technology whiz around here. We had to spend several hours in manual data entry, since it took you guys forever to fix the database. Why couldn't you geniuses figure it out sooner? Care to explain why you guys can never fix anything quickly?"

Rewrite the statements above, taking care to avoid language that triggers a negative response.

Answer: Students' answers will vary; one example is mentioned below. Answers should avoid biased language like the sarcastic and disrespectful use of terms like "geniuses" and "technology whiz." Absolute language like "never" and "anything" should be removed. Provocative questions should be replaced by authentic questions. Accusatory language should be avoided.

"Marjorie, you're the most knowledgeable about IT issues here. Since the database was down for an extended period, several hours of manual data entry was required. What was the problem? Can you help us figure out some ways to avoid problems like this in the future, and minimize the amount of time that the database is down?"

Classification: Application

AASCB: Analytic Skills

Objective: 2.2

Difficulty: Difficult

Learning Outcome: Describe best practices in team and interpersonal communication

97) Your employee Jeremy is very creative and has offered some very insightful analysis this past year. At the annual review, though, you will need to share some constructive criticism with him. He is prone to missing deadlines and often turns in work with typos and grammatical errors. Frame these negative comments positively.

Answer: "What I really appreciate about you, Jeremy, is your creativity and highly insightful analysis. And you'd be even more effective if you spend additional time proofing your work and make turning it in on time a priority."

Classification: Application

AASCB: Analytic Skills

Objective: 2.2

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

Ethan's supervisor reminds him that the monthly staff meeting would be held in a few days, and asks him to arrange for the usual beverages and refreshments. Ethan decides to do something different for a change and orders from a new caterer. Just before the meeting begins Ethan's supervisor notices this, and angrily yells at Ethan in front of everyone. Their usual supplier guarantees that the food items are created in a nut-free environment, a big concern for the company as one of the employees is severely allergic to peanuts. Ethan is embarrassed and frustrated because no one ever told him about this issue.

98) Describe how this conflict could have been avoided.

Answer: People often draw conclusions or make decisions based on faulty assumptions. They do not have all the information they need, and they may not even know they are missing information. This lack of information leads to significant workplace conflict. This particular conflict could have been avoided if Ethan and his supervisor had shared more information with each other. If Ethan's supervisor had told him about the allergy issue, Ethan would have been sure to order food from a safe caterer. And Ethan could also have checked with his boss to get approval before hiring a new caterer.

Classification: Application

AASCB: Analytic Skills

Objective: 2.3

Difficulty: Moderate

Learning Outcome: Discuss the challenges and importance of business communications

99) Discuss some of the ways in which one can deal with relational differences in the workplace.
 Answer: Relational differences will not simply go away if you ignore them, so avoidance is not a recommended option. If you are involved in an affective conflict — one that focuses on relationships or ego — you will need to address the emotional issues before you can productively discuss the content of your work. When you do have a personality conflict with someone, explore the ways that you can resolve it. Pick your battles, and argue only about things that make a real difference. Ask if you can meet to discuss the cause of the conflict, being sure to listen actively by focusing on content rather than personality issues. Paraphrasing may be helpful here, since by restating what you think the person is saying, you may get clarification on what he really means. The other person may also see how what he intended by his words is not how they were perceived by the listener. Use neutral rather than accusatory language, so as not to put the other person on the defensive or shut down the discussion altogether. Framing some of your comments in "I" language will focus on how you feel about the other person's behavior. This can open the other person's eyes to things he wasn't aware of and may help improve the situation.

Classification: Conceptual

AASCB: Communication Abilities

Objective: 2.3

Difficulty: Moderate

Learning Outcome: Describe best practices in team and interpersonal communication

100) Discuss whether you think it is right for American companies like Nike to do business with partners in countries whose ethical practices differ from those in the United States.

Answer: Students' answers will vary. Some of the points to be considered are as follows:

If a company chooses to conduct business with a partner that engages in practices considered unethical in the United States, does that mean the company is accepting these practices? Is it the American company's responsibility to correct the conditions so that they follow the ethical conventions of the United States? If the conditions cannot be changed, should the American company cease doing business there? When Nike partnered with a manufacturer in Indonesia, reports emerged that the factories employed child labor (since it is legal for children as young as 14 to work in factories there), had unsafe working conditions (since they do not have the same safety regulations as the United States), and that workers had suffered sexual and verbal abuse. Nike vowed to investigate and take action against managers guilty of these practices, but critics accused Nike of taking advantage of different ethical practices to increase profits. Nike has ceased doing business with the questionable manufacturers, and has improved safety standards, and increased the minimum age of workers and their minimum wages.

Classification: Critical Thinking

AASCB: Reflective Thinking Skills

Objective: 2.4

Difficulty: Difficult

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