Exam Name_____

1. In participative management
   A) all top-level managers participate in profit sharing.
   B) an authoritarian management model is used.
   C) teams are discouraged in favor of individual achievement.
   D) employees are involved in the company's decision making.

   Answer: D

   Explanation: A) Participative management's aim to improve decision making and efficiency by including employees in the decision-making process.
   B) Participative management's aim to improve decision making and efficiency by including employees in the decision-making process.
   C) Participative management's aim to improve decision making and efficiency by including employees in the decision-making process.
   D) Participative management's aim to improve decision making and efficiency by including employees in the decision-making process.

   Comment: Participative management's aim to improve decision making and efficiency by including employees in the decision-making process.

   Diff: 2 Type: MC Page Ref: 72-73
   Skill: Concept
   Objective: 1
   AACSB: Communication Abilities

2. Which of the following is *not* a way teams help organizations to succeed?
   A) Increase diversity of views
   B) Increase groupthink among members
   C) Increase performance levels
   D) Increase information and knowledge

   Answer: B

   Explanation: A) Groupthink is the harmful tendency within groups that pressures members to conform with the majority or a few influential leaders. Increasing groupthink would decrease the likelihood of success for a team.
   B) Groupthink is the harmful tendency within groups that pressures members to conform with the majority or a few influential leaders. Increasing groupthink would decrease the likelihood of success for a team.
   C) Groupthink is the harmful tendency within groups that pressures members to conform with the majority or a few influential leaders. Increasing groupthink would decrease the likelihood of success for a team.
   D) Groupthink is the harmful tendency within groups that pressures members to conform with the majority or a few influential leaders. Increasing groupthink would decrease the likelihood of success for a team.

   Comment: Groupthink is the harmful tendency within groups that pressures members to conform with the majority or a few influential leaders. Increasing groupthink would decrease the likelihood of success for a team.

   Diff: 1 Type: MC Page Ref: 73
   Skill: Critical Thinking
   Objective: 1
   AACSB: Communication Abilities

3. Groupthink refers to

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A) the basic rules that underlie a group's behavior and guide the group to make its decisions that operates primarily in large groups but can also be seen in small groups.
B) the willingness of individual group members to withhold contrary or unpopular opinions, even when those objections are legitimate, and to favor majority opinion.
C) software programs that help groups make decisions.
D) the four-step decision-making process in groups.

Answer: B

Explanation: A) When groupthink occurs, all group members tend to agree with the consensus. Groupthink arises when group members see little to gain and a lot to risk in expressing opinions that are not congruent with the prevailing views of the group.
B) When groupthink occurs, all group members tend to agree with the consensus. Groupthink arises when group members see little to gain and a lot to risk in expressing opinions that are not congruent with the prevailing views of the group.
C) When groupthink occurs, all group members tend to agree with the consensus. Groupthink arises when group members see little to gain and a lot to risk in expressing opinions that are not congruent with the prevailing views of the group.
D) When groupthink occurs, all group members tend to agree with the consensus. Groupthink arises when group members see little to gain and a lot to risk in expressing opinions that are not congruent with the prevailing views of the group.

Comment: When groupthink occurs, all group members tend to agree with the consensus. Groupthink arises when group members see little to gain and a lot to risk in expressing opinions that are not congruent with the prevailing views of the group.

Diff: 1 Type: MC Page Ref: 73
Skill: Concept
Objective: 1
AACSB: Communication Abilities

4. A hidden agenda refers to
A) a meeting agenda that is not revealed to others outside the meeting group.
B) individuals harboring motives that are concealed from the rest of the group.
C) an approach to group dynamics that helps facilitate group functioning.
D) an agenda that members must look for before they can attend a meeting.

Answer: B

Explanation: A) A hidden agenda is an unexpressed plan that is harbored by one member of the group but unknown to the rest of the group. An example of a hidden agenda would be a team member who conceals his plans to depose the group leader and take over leadership of the group.
B) A hidden agenda is an unexpressed plan that is harbored by one member of the group but unknown to the rest of the group. An example of a hidden agenda would be a team member who conceals his plans to depose the group leader and take over leadership of the group.
C) A hidden agenda is an unexpressed plan that is harbored by one member of the group but unknown to the rest of the group. An example of a hidden agenda would be a team member who conceals his plans to depose the group leader and take over leadership of the group.
D) A hidden agenda is an unexpressed plan that is harbored by one member of the group but unknown to the rest of the group. An example of a hidden agenda would be a team member who conceals his plans to depose the group leader and take over leadership of the group.

Comment: A hidden agenda is an unexpressed plan that is harbored by one member of the group but unknown to the rest of the group. An example of a hidden agenda would be a team member who conceals his plans to depose the group leader and take over leadership of the group.

Diff: 2 Type: MC Page Ref: 73
Skill: Concept
Objective: 1
AACSB: Communication Abilities

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

   Answer: A

   Explanation: A) Successful groups have a common sense of purpose and an open and honest way of making decisions. When people fail to understand the purpose of the group, the group can have a hard time achieving its objectives.
   B) Successful groups have a common sense of purpose and an open and honest way of making decisions. When people fail to understand the purpose of the group, the group can have a hard time achieving its objectives.
   C) Successful groups have a common sense of purpose and an open and honest way of making decisions. When people fail to understand the purpose of the group, the group can have a hard time achieving its objectives.
   D) Successful groups have a common sense of purpose and an open and honest way of making decisions. When people fail to understand the purpose of the group, the group can have a hard time achieving its objectives.

   Comment: Successful groups have a common sense of purpose and an open and honest way of making decisions. When people fail to understand the purpose of the group the group can have a hard time achieving its objectives.

   Diff: 2 Type: MC Page Ref: 73
   Skill: Synthesis
   Objective: 2
   AACSB: Communication Abilities

6. _____ are informal standards of conduct that team members share.
   A) Group norms
   B) Robert's Rules
   C) Group maintenance roles
   D) Rules of parliamentary procedure

   Answer: A

   Explanation: A) Norms are the unwritten rules of group conduct that identify how group members should behave. An example of a group norm is a "rule" that members never interrupt one another in a group meeting.
   B) Norms are the unwritten rules of group conduct that identify how group members should behave. An example of a group norm is a "rule" that members never interrupt one another in a group meeting.
   C) Norms are the unwritten rules of group conduct that identify how group members should behave. An example of a group norm is a "rule" that members never interrupt one another in a group meeting.
   D) Norms are the unwritten rules of group conduct that identify how group members should behave. An example of a group norm is a "rule" that members never interrupt one another in a group meeting.

   Comment: Norms are the unwritten rules of group conduct that identify how group members should behave. An example of a group norm is a "rule" that members never interrupt one another in a group meeting.

   Diff: 2 Type: MC Page Ref: 73
   Skill: Concept

Objective: 1
AACSB: Communication Abilities

7. Group members who are motivated mainly to fulfill personal needs play a
   A) coordinating role.
   B) self-oriented role.
   C) task-facilitating role.
   D) team-maintenance role.

Answer: B

Explanation:
A) Self-oriented group members who aren't motivated by group goals tend to be unproductive and can often drag a group into being dysfunctional.
B) Self-oriented group members who aren't motivated by group goals tend to be unproductive and can often drag a group into being dysfunctional.
C) Self-oriented group members who aren't motivated by group goals tend to be unproductive and can often drag a group into being dysfunctional.
D) Self-oriented group members who aren't motivated by group goals tend to be unproductive and can often drag a group into being dysfunctional.

Comment: Self-oriented group members who aren't motivated by group goals tend to be unproductive and can often drag a group into being dysfunctional.

Diff: 1 Type: MC Page Ref: 73
Skill: Concept
Objective: 1
AACSB: Communication Abilities

8. One member of a task force on which you serve is particularly good at helping other members get along and work through their differences. This individual plays a
   A) coordinating role.
   B) task-oriented role.
   C) self-oriented role.
   D) team-maintenance role.

Answer: D

Explanation:
A) Group members who fulfill a team maintenance role make sure that everyone in the group is focused on group tasks. These members spend time and energy to avoid conflicts and to make sure that group members don't feel resentful or bitter about group activities.
B) Group members who fulfill a team maintenance role make sure that everyone in the group is focused on group tasks. These members spend time and energy to avoid conflicts and to make sure that group members don't feel resentful or bitter about group activities.
C) Group members who fulfill a team maintenance role make sure that everyone in the group is focused on group tasks. These members spend time and energy to avoid conflicts and to make sure that group members don't feel resentful or bitter about group activities.
D) Group members who fulfill a team maintenance role make sure that everyone in the group is focused on group tasks. These members spend time and energy to avoid conflicts and to make sure that group members don't feel resentful or bitter about group activities.

Comment: Group members who fulfill a team maintenance role make sure that all group members are focused on group tasks. These members spend time and energy to avoid conflicts and to make sure that group members don't feel resentful or bitter about group activities.

Diff: 2 Type: MC Page Ref: 74
Skill: Application
Objective: 1
AACSB: Communication Abilities

9. The first phase that a team typically goes through is
   A) conflict.
   B) brainstorming.
   C) reinforcement.
   D) orientation.

   Answer: D

   Explanation: A) During orientation team members get to know one another. Roles are established during orientation and group members begin developing group norms and goals.
   B) During orientation team members get to know one another. Roles are established during orientation and group members begin developing group norms and goals.
   C) During orientation team members get to know one another. Roles are established during orientation and group members begin developing group norms and goals.
   D) During orientation team members get to know one another. Roles are established during orientation and group members begin developing group norms and goals.

   Comment: During orientation team members get to know one another. Roles are estalished during orientation and group members begin developing group norms and goals.

   Diff: 1 Type: MC Page Ref: 74
   Skill: Concept
   Objective: 1
   AACSB: Communication Abilities

10. Only one sales representative can go to the conference in Hawaii, but both Susan and Sean want to go. After much discussion and arguing, they draw straws and Susan gets the trip. This is an example of
   A) the best way to deal with a conflict.
   B) a win-lose situation.
   C) the five-step decision-making process.
   D) all of the above.

   Answer: B

   Explanation: A) A win-lose situation is a zero-sum way of resolving a conflict: one party benefits from the outcome and the other party is harmed. If possible, win-lose conflict resolution should be avoided because it can breed resentment and other problems.
   B) A win-lose situation is a zero-sum way of resolving a conflict: one party benefits from the outcome and the other party is harmed. If possible, win-lose conflict resolution should be avoided because it can breed resentment and other problems.
   C) A win-lose situation is a zero-sum way of resolving a conflict: one party benefits from the outcome and the other party is harmed. If possible, win-lose conflict resolution should be avoided because it can breed resentment and other problems.
   D) A win-lose situation is a zero-sum way of resolving a conflict: one party benefits from the outcome and the other party is harmed. If possible, win-lose conflict resolution should be avoided because it can breed resentment and other problems.

   Comment: A win-lose situation is a zero-sum way of resolving a conflict: one party benefits from the outcome and the other party is harmed. If possible, win-lose conflict resolution should be avoided because it can breed resentment and other problems.

   Diff: 2 Type: MC Page Ref: 75
   Skill: Critical Thinking
   Objective: 1
   AACSB: Communication Abilities

11. When it comes to overcoming resistance to change in groups, it is a good idea to
   A) hold off dealing with minor problems until the conflict becomes major.

B) avoid all conflict in the first place.
C) encourage participants to repress their emotions about the situation.
D) deal directly with resistance.

Answer: D

Explanation: A) When people in a group resist change, express understanding and bring their issue out into the open where it can be dealt with directly. Encourage the person to express his or her objections to the change, and resolve the issue firmly and fairly.
B) When people in a group resist change, express understanding and bring their issue out into the open where it can be dealt with directly. Encourage the person to express his or her objections to the change, and resolve the issue firmly and fairly.
C) When people in a group resist change, express understanding and bring their issue out into the open where it can be dealt with directly. Encourage the person to express his or her objections to the change, and resolve the issue firmly and fairly.
D) When people in a group resist change, express understanding and bring their issue out into the open where it can be dealt with directly. Encourage the person to express his or her objections to the change, and resolve the issue firmly and fairly.

Comment: When people in a group resist change, express understanding and bring their issue out into the open where it can be dealt with directly. Encourage the person to express his or her objections to the change, and resolve the issue firmly and fairly.

Diff: 3 Type: MC Page Ref: 75
Skill: Concept
Objective: 1
AACSB: Communication Abilities

12. When composing collaborative messages, the best strategy is to
A) begin by letting all members "do their own thing" and then seeing what they all produce.
B) avoid writing as a group.
C) make the team as large as possible so that every possible area of expertise will be covered.
D) let all members use their own preferred software.

Answer: B

Explanation: A) Writing is something that cannot be done by many people at once. Get the group involved in the planning of the message, then assign one or a few people to draft the text on their own. Have the group examine the draft that has been created, then assign one person to make revisions and provide a finished document.
B) Writing is something that cannot be done by many people at once. Get the group involved in the planning of the message, then assign one or a few people to draft the text on their own. Have the group examine the draft that has been created, then assign one person to make revisions and provide a finished document.
C) Writing is something that cannot be done by many people at once. Get the group involved in the planning of the message, then assign one or a few people to draft the text on their own. Have the group examine the draft that has been created, then assign one person to make revisions and provide a finished document.
D) Writing is something that cannot be done by many people at once. Get the group involved in the planning of the message, then assign one or a few people to draft the text on their own. Have the group examine the draft that has been created, then assign one person to make revisions and provide a finished document.

Comment: Writing is something that cannot be done by many people at once. Get the group involved in the planning of the message, then assign one or a few people to draft the text on their own. Have the group examine the draft that has been created, then assign one person to make revisions and provide a finished document.

Diff: 3 Type: MC Page Ref: 76
Skill: Critical Thinking

Objective: 2
AACSB: Communication Abilities

13. "Virtual offices" that give everyone on a team access to the same set of resources and information are called
A) instant messaging software.
B) shared workspaces.
C) videoconferencing systems.
D) none of the above.
Answer: B
Explanation: A) A shared workspace allows everyone working on the team to access the same source materials, including databases, schedules, source materials, team-created documents, and other items. In some shared workspaces team members create or edit documents collaboratively, with all team members able to view the document on their screen as changes are made.
B) A shared workspace allows everyone working on the team to access the same source materials, including databases, schedules, source materials, team-created documents, and other items. In some shared workspaces team members create or edit documents collaboratively, with all team members able to view the document on their screen as changes are made.
C) A shared workspace allows everyone working on the team to access the same source materials, including databases, schedules, source materials, team-created documents, and other items. In some shared workspaces team members create or edit documents collaboratively, with all team members able to view the document on their screen as changes are made.
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Comment: A shared workspace allows everyone working on the team to access the same source materials, including databases, schedules, source materials, team-created documents, and other items. In some shared workspaces team membres create or edit documents collaboratively, with all team members able to view the document on their screen as changes are made.
Diff: 2 Type: MC Page Ref: 77
Skill: Concept
Objective: 2
AACSB: Communication Abilities, Use of IT

14. Social networking technologies that are specifically designed for business are best used to
A) help dissatisfied employees air their complaints.
B) discourage socializing so individual employees can reach their full potential.
C) discourage employees from socializing at work.
D) create virtual communities.
Answer: D
Explanation: A) Sites such as LinkedIn and Xing connect people together in a particular business community. For example, professional orchestra musicians may keep in touch with one another and the trends and opportunities in their vocation through LinkedIn, monitoring such things as job opportunities, concert schedules, and gossip on their virtual community.
B) Sites such as LinkedIn and Xing connect people together in a particular business community. For example, professional orchestra musicians may keep in touch with one another and the trends and opportunities in their vocation through LinkedIn, monitoring such things as job

opportunities, concert schedules, and gossip on their virtual community.

C) Sites such as LinkedIn and Xing connect people together in a particular business community. For example, professional orchestra musicians may keep in touch with one another and the trends and opportunities in their vocation through LinkedIn, monitoring such things as job opportunities, concert schedules, and gossip on their virtual community.

D) Sites such as LinkedIn and Xing connect people together in a particular business community. For example, professional orchestra musicians may keep in touch with one another and the trends and opportunities in their vocation through LinkedIn, monitoring such things as job opportunities, concert schedules, and gossip on their virtual community.

Comment: Sites such as LinkedIn and Xing link people together in a particular business community. For example, professional orchestra musicians may keep in touch with one another and the trends and opportunities in their vocation through LinkedIn, monitoring such things as job opportunities, concert schedules, and gossip on their virtual community.

Diff: 1 Type: MC Page Ref: 78
Skill: Concept
Objective: 2
AACSB: Communication Abilities

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

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

Answer: D

Explanation: A) Destructive feedback is purely negative; it has no constructive or positive component. Typically, destructive feedback consists of a person evaluating the performance or product of another person in a purely negative way, without any information about what went wrong or how to fix the item.

B) Destructive feedback is purely negative; it has no constructive or positive component. Typically, destructive feedback consists of a person evaluating the performance or product of another person in a purely negative way, without any information about what went wrong or how to fix the item.

C) Destructive feedback is purely negative; it has no constructive or positive component. Typically, destructive feedback consists of a person evaluating the performance or product of another person in a purely negative way, without any information about what went wrong or how to fix the item.

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Comment: Destructive feedback is purely negative; it has no constructive or positive component. Typically, destructive feedback consists of a person evaluating the performance or product of another person in a purely negative way, without any information about what went wrong or how to fix the item.

Diff: 2 Type: MC Page Ref: 79
Skill: Concept
Objective: 2
AACSB: Communication Abilities

16. The key to a productive meeting is careful planning that addresses

A) its participants.
B) its location and agenda.

C) its purpose.
D) all of the above.

Answer: D

Explanation: A) Before the meeting begins, participants should be carefully selected, the purpose of the meeting should be identified, and the location and agenda for the meeting should be set. In some situations, when attempting to identify the purpose for a meeting or setting its agenda, you may decide that the purpose or agenda are unclear or inappropriate. In that case, the meeting should be canceled to avoid wasting people's time.

B) Before the meeting begins, participants should be carefully selected, the purpose of the meeting should be identified, and the location and agenda for the meeting should be set. In some situations, when attempting to identify the purpose for a meeting or setting its agenda, you may decide that the purpose or agenda are unclear or inappropriate. In that case, the meeting should be canceled to avoid wasting people's time.

C) Before the meeting begins, participants should be carefully selected, the purpose of the meeting should be identified, and the location and agenda for the meeting should be set. In some situations, when attempting to identify the purpose for a meeting or setting its agenda, you may decide that the purpose or agenda are unclear or inappropriate. In that case, the meeting should be canceled to avoid wasting people's time.

D) Before the meeting begins, participants should be carefully selected, the purpose of the meeting should be identified, and the location and agenda for the meeting should be set. In some situations, when attempting to identify the purpose for a meeting or setting its agenda, you may decide that the purpose or agenda are unclear or inappropriate. In that case, the meeting should be canceled to avoid wasting people's time.

Comment: Before the meeting begins, participants should be carefully selected, the purpose of the meeting should be identified, and the location and agenda for the meeting should be set. In some situations, when attempting to identify the purpose for a meeting or setting its agenda, you may decide that the purpose or agenda are unclear or inappropriate. In that case, the meeting should be canceled to avoid wasting people's time.

Diff: 2 Type: MC Page Ref: 79-80
Skill: Concept
Objective: 3
AACSB: Communication Abilities

17. A meeting agenda
A) should be circulated before the meeting, providing participants with enough time to prepare.
B) is only a guideline, and deviations are common and expected.
C) is a formality that most groups skip these days.
D) should be general rather than specific.

Answer: A

Explanation: A) Participants must be allowed to review meeting agenda before the meeting begins. That way, they can have the option of doing some preparing of their own for the meeting, which may include researching, compiling data, or preparing documents.

B) Participants must be allowed to review meeting agenda before the meeting begins. That way, they can have the option of doing some preparing of their own for the meeting, which may include researching, compiling data, or preparing documents.

C) Participants must be allowed to review meeting agenda before the meeting begins. That way, they can have the option of doing some preparing of their own for the meeting, which may include researching, compiling data, or preparing documents.

D) Participants must be allowed to review meeting agenda before the meeting begins. That way, they can have the option of doing some preparing of their own for the meeting, which may include researching, compiling data, or preparing documents.

Comment: Participants must be allowed to review meeting agenda before the meeting begins. That way, they

can have the option of doing some preparing of their own for the meeting, which may include researching, compiling data, or preparing documents.

Diff: 2 Type: MC Page Ref: 80
Skill: Concept
Objective: 3
AACSB: Communication Abilities

18. Use of parliamentary procedure
    A) is only useful for meetings with more than a dozen participants.
    B) tends to slow meetings down.
    C) helps meetings run more smoothly.
    D) contributes to dissent among participants.

Answer: C

Explanation:
A) Parliamentary procedure is a tried-and-true method of running a meeting. Using parliamentary procedure often eliminates conflicts and minimizes resentment and misunderstandings. The advantage of parliamentary procedure is that it is a set of rules that everyone understand to be fair so there are no debates about how to resolve issues.
B) Parliamentary procedure is a tried-and-true method of running a meeting. Using parliamentary procedure often eliminates conflicts and minimizes resentment and misunderstandings. The advantage of parliamentary procedure is that it is a set of rules that everyone understand to be fair so there are no debates about how to resolve issues.
C) Parliamentary procedure is a tried-and-true method of running a meeting. Using parliamentary procedure often eliminates conflicts and minimizes resentment and misunderstandings. The advantage of parliamentary procedure is that it is a set of rules that everyone understand to be fair so there are no debates about how to resolve issues.
D) Parliamentary procedure is a tried-and-true method of running a meeting. Using parliamentary procedure often eliminates conflicts and minimizes resentment and misunderstandings. The advantage of parliamentary procedure is that it is a set of rules that everyone understand to be fair so there are no debates about how to resolve issues.

Comment: Parilamentary procedure is a tried-and-true method of running a meeting. Using parliamentary procedure often eliminates conflicts and minimizes resentment and misunderstandings. The advantage of parliamentary procedure is that it is a set of rules that everyone understand to be fair so there are no debates about how to resolve issues.

Diff: 3 Type: MC Page Ref: 81
Skill: Concept
Objective: 3
AACSB: Communication Abilities

19. At the last staff meeting, someone suggested that using parliamentary procedure would help make the meetings more efficient. To learn more about parliamentary procedure, which of the following should you consult?
    A) Generally Accepted Accounting Principles
    B) *Robert's Rules of Order*
    C) *Fundamental Meeting Management*
    D) *SEC Standards of Ethics*

Answer: B

Explanation:
A) *Robert's Rules of Order* is the standard reference for implementing parliamentary procedure. The online version of the protocol allows users to use a search function to find the particular issue that they are in need of.
B) *Robert's Rules of Order* is the standard reference for implementing parliamentary procedure. The online version of the protocol allows users to use a search function to find the particular

issue that they are in need of.

C) *Robert's Rules of Order* is the standard reference for implementing parliamentary procedure. The online version of the protocol allows users to use a search function to find the particular issue that they are in need of.

D) *Robert's Rules of Order* is the standard reference for implementing parliamentary procedure. The online version of the protocol allows users to use a search function to find the particular issue that they are in need of.

Comment: *Robert's Rules of Order* is the standard reference for implementing parliamentary procedure. The online version of the protocol allows users to use a search function to find the particular issue that they are in need of.

Diff: 1 Type: MC Page Ref: 81
Skill: Application
Objective: 3
AACSB: Communication Abilities

20. When conducting a meeting

A) if some people dominate the conversation, let them do so, since they are probably the most knowledgeable attendees.

B) if some people are too quiet, leave them alone; they probably have nothing to contribute.

C) try to simply act as an observer, and let the meeting "run itself."

D) do none of the above.

Answer: D

Explanation:

A) In meetings, it is natural for some people to be more involved than others, and some people to dominate the discourse. However, when extremes of these trends occur, the person running the meeting must take action. A participant may be fairly quiet during the meeting, for example, but it is not acceptable for that person to be completely disengaged. Similarly, a dominant participant who lets no one else get a word in edgewise must be controlled or the meeting will produce no meaningful results.

B) In meetings, it is natural for some people to be more involved than others, and some people to dominate the discourse. However, when extremes of these trends occur, the person running the meeting must take action. A participant may be fairly quiet during the meeting, for example, but it is not acceptable for that person to be completely disengaged. Similarly, a dominant participant who lets no one else get a word in edgewise must be controlled or the meeting will produce no meaningful results.

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D) In meetings, it is natural for some people to be more involved than others, and some people to dominate the discourse. However, when extremes of these trends occur, the person running the meeting must take action. A participant may be fairly quiet during the meeting, for example, but it is not acceptable for that person to be completely disengaged. Similarly, a dominant participant who lets no one else get a word in edgewise must be controlled or the meeting will produce no meaningful results.

Comment: In meetings, it is natural for some people to be more involved than others, and some people to dominate the discourse. However, when extremes of these trends occur, the person running the meeting must take action. A participant may be fairly quiet during the meeting, for example, but it is not acceptable for that person to be completely disengaged. Similarly, a dominant participant who lets no one else get a word in edgewise must be controlled or the meeting will produce no meaningful results.

Diff: 2 Type: MC Page Ref: 81
Skill: Critical Thinking
Objective: 3
AACSB: Communication Abilities

21. Which of the following meeting technologies would be most effective for negotiations, collaborative problem solving, and other complex discussions?
A) Telepresence
B) Instant messaging
C) Teleconference
D) None of the above
Answer: A
Explanation: A) Complex interactions can be helped by employing all forms of communication, including voice, tone, facial gesture, and body language. Telepresence is the only medium that includes all of these features other than an actual live meeting.
B) Complex interactions can be helped by employing all forms of communication, including voice, tone, facial gesture, and body language. Telepresence is the only medium that includes all of these features other than an actual live meeting.
C) Complex interactions can be helped by employing all forms of communication, including voice, tone, facial gesture, and body language. Telepresence is the only medium that includes all of these features other than an actual live meeting.
D) Complex interactions can be helped by employing all forms of communication, including voice, tone, facial gesture, and body language. Telepresence is the only medium that includes all of these features other than an actual live meeting.
Comment: Complex interactions can be helped by employing all forms of communication, including voice, tone, facial gesture, and body language. Telepresence is the only medium that includes all of these features other than an actual live meeting.
Diff: 2 Type: MC Page Ref: 83
Skill: Critical Thinking
Objective: 4
AACSB: Communication Abilities, Use of IT

22. If you are listening mainly to understand the speaker's message, you are engaging in
A) empathic listening.
B) active listening.
C) content listening.
D) critical listening.
Answer: C
Explanation: A) With content listening, the listener's primary focus is simply in comprehending what the speaker is saying. Content listening should be the default listening mode for most situations. Once the listener has a strong grasp of the speaker's basic message, he or she can move on to higher forms of listening, such as critical listening or empathic listening.
B) With content listening, the listener's primary focus is simply in comprehending what the speaker is saying. Content listening should be the default listening mode for most situations. Once the listener has a strong grasp of the speaker's basic message, he or she can move on to higher forms of listening, such as critical listening or empathic listening.
C) With content listening, the listener's primary focus is simply in comprehending what the speaker is saying. Content listening should be the default listening mode for most situations. Once the listener has a strong grasp of the speaker's basic message, he or she can move on to higher forms of listening, such as critical listening or empathic listening.
D) With content listening, the listener's primary focus is simply in comprehending what the

speaker is saying. Content listening should be the default listening mode for most situations. Once the listener has a strong grasp of the speaker's basic message, he or she can move on to higher forms of listening, such as critical listening or empathic listening.

Comment: With content listening, the listener's primary focus is simply in comprehending what the speaker is saying. Content listening should be the default listening mode for most situations. Once the listener has a strong grasp of the speaker's basic message, he or she can move on to higher forms of listening, such as critical listening or emphathic listening.

Diff: 2 Type: MC Page Ref: 84
Skill: Concept
Objective: 5
AACSB: Communication Abilities

23. If you are engaging in critical listening, your goal is to
    A) understand and retain information.
    B) evaluate the logic and validity of the message.
    C) understand the speaker's feelings, needs, and wants.
    D) appreciate the speaker's point of view.

Answer: B

Explanation:
A) In critical listening, the listener is trying to make a critical judgment about the position that the speaker is presenting. Does the speaker's position make sense? Are the points that the speaker brings up valid and appropriate? Overall, does the case that the speaker presents stand up to scrutiny? These are the kinds of questions that a critical listener employs.
B) In critical listening, the listener is trying to make a critical judgment about the position that the speaker is presenting. Does the speaker's position make sense? Are the points that the speaker brings up valid and appropriate? Overall, does the case that the speaker presents stand up to scrutiny? These are the kinds of questions that a critical listener employs.
C) In critical listening, the listener is trying to make a critical judgment about the position that the speaker is presenting. Does the speaker's position make sense? Are the points that the speaker brings up valid and appropriate? Overall, does the case that the speaker presents stand up to scrutiny? These are the kinds of questions that a critical listener employs.
D) In critical listening, the listener is trying to make a critical judgment about the position that the speaker is presenting. Does the speaker's position make sense? Are the points that the speaker brings up valid and appropriate? Overall, does the case that the speaker presents stand up to scrutiny? These are the kinds of questions that a critical listener employs.

Comment: In critical listening, the listener is trying to make a critical judgment about the position that the speaker is presenting. Does the speaker's position make sense? Are the points that the speaker brings up valid and appropriate? Overall, does the case that the speaker presents stand up to scrutiny? These are the kinds of questions that a critical listener employs.

Diff: 2 Type: MC Page Ref: 84
Skill: Concept
Objective: 5
AACSB: Communication Abilities

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

Answer: C

Explanation:
A) When the issue involves emotions and feelings, empathic listening should be employed.

Rather than immediately telling the speaker what to do, it is important simply to let the speaker have his or her say and to listen intently to show that you understand and that you sympathize. Once the speaker feels that the issue has been truly "heard," you can move on to more practical issues, like how to schedule the leave of absence.

B) When the issue involves emotions and feelings, empathic listening should be employed. Rather than immediately telling the speaker what to do, it is important simply to let the speaker have his or her say and to listen intently to show that you understand and that you sympathize. Once the speaker feels that the issue has been truly "heard," you can move on to more practical issues, like how to schedule the leave of absence.

C) When the issue involves emotions and feelings, empathic listening should be employed. Rather than immediately telling the speaker what to do, it is important simply to let the speaker have his or her say and to listen intently to show that you understand and that you sympathize. Once the speaker feels that the issue has been truly "heard," you can move on to more practical issues, like how to schedule the leave of absence.

D) When the issue involves emotions and feelings, empathic listening should be employed. Rather than immediately telling the speaker what to do, it is important simply to let the speaker have his or her say and to listen intently to show that you understand and that you sympathize. Once the speaker feels that the issue has been truly "heard," you can move on to more practical issues, like how to schedule the leave of absence.

Comment: When the issue involves emotions and feelings, empathic listening should be employed. Rather than immediately telling the speaker what to do, it is important simply to let the speaker have his or her say and to listen intently to show that you understand and that you sympathize. Once the speaker feels that the issue has been truly "heard," you can move on to more practical issues, like how to schedule the leave of absence.

Diff: 3 Type: MC Page Ref: 84
Skill: Application
Objective: 5
AACSB: Communication Abilities

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

A) 1
B) 50
C) 90
D) 10

Answer: B

Explanation:

A) Since people tend to forget half of what they hear, it is important to focus on clarity when you are speaking. It is also important to recognize that you are likely to forget a substantial portion of what you hear, so the important points that a speaker makes should be reviewed and made clear.

B) Since people tend to forget half of what they hear, it is important to focus on clarity when you are speaking. It is also important to recognize that you are likely to forget a substantial portion of what you hear, so the important points that a speaker makes should be reviewed and made clear.

C) Since people tend to forget half of what they hear, it is important to focus on clarity when you are speaking. It is also important to recognize that you are likely to forget a substantial portion of what you hear, so the important points that a speaker makes should be reviewed and made clear.

D) Since people tend to forget half of what they hear, it is important to focus on clarity when you are speaking. It is also important to recognize that you are likely to forget a substantial portion of what you hear, so the important points that a speaker makes should be reviewed and made clear.

Comment: Since people tend to forget half of what they hear, it is important to focus on clarity when you are

speaking. It is also important to recognize that you are likely to forget a substantial portion of what you hear, so the important points that a speaker makes should be reviewed and made clear.

Diff: 2 Type: MC Page Ref: 84
Skill: Concept
Objective: 5
AACSB: Communication Abilities

26. The first step in the basic listening process is
    A) encoding the message.
    B) evaluating the message.
    C) physically receiving the message.
    D) interpreting the message.

Answer: C

Explanation:
A) Interference with the physical reception of a message includes noise, distraction, poor hearing, or failing to focus or pay attention.
B) Interference with the physical reception of a message includes noise, distraction, poor hearing, or failing to focus or pay attention.
C) Interference with the physical reception of a message includes noise, distraction, poor hearing, or failing to focus or pay attention.
D) Interference with the physical reception of a message includes noise, distraction, poor hearing, or failing to focus or pay attention.

Comment: Interference with the physical reception of a message includes noise, disraction, poor hearing, or failing to focus or pay attention.

Diff: 2 Type: MC Page Ref: 84
Skill: Concept
Objective: 5
AACSB: Communication Abilities

27. Selective listening refers to
    A) letting one's mind wander until something personally relevant is said.
    B) a highly focused form of listening.
    C) listening only long enough to get a word in edgewise.
    D) a form of defensive listening.

Answer: A

Explanation:
A) Selective listening occurs when the listener tends to tune in and tune out rather than listen consistently. In almost every case, the listener is at fault in engaging in selective listening for failing to focus. However, in some instances, the speaker can also share some of the responsibility for the confusion by speaking in a rambling or incoherent manner that makes it difficult for the listener to follow.
B) Selective listening occurs when the listener tends to tune in and tune out rather than listen consistently. In almost every case, the listener is at fault in engaging in selective listening for failing to focus. However, in some instances, the speaker can also share some of the responsibility for the confusion by speaking in a rambling or incoherent manner that makes it difficult for the listener to follow.
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failing to focus. However, in some instances, the speaker can also share some of the responsibility for the confusion by speaking in a rambling or incoherent manner that makes it difficult for the listener to follow.

Comment: Selective listening occurs when the listener tends to tune in and tune out rather than listen consistently. In almost every case, the listener is at fault in engaging in selective listening for failing to focus. However, in some instances, the speaker can also share some of the responsibility for the confusion by speaking in a rambling or incoherent manner that makes it difficult for the listener to follow.

Diff: 2 Type: MC Page Ref: 85
Skill: Concept
Objective: 5
AACSB: Communication Abilities

28. In part, poor listening occurs because listeners
A) can think faster than speakers can speak.
B) are unable to think originally.
C) concentrate on each word the speaker says, rather than the overall point.
D) do all of the above.

Answer: A

Explanation:
A) Listeners can process information at a much higher rate than speakers can speak. This often results in the listener having to wait for the speaker to get to the point, and becoming bored or losing focus. Rather than have his or her mind wander, a listener who "gets ahead" of the speaker should focus on analyzing and paraphrasing what is being heard.
B) Listeners can process information at a much higher rate than speakers can speak. This often results in the listener having to wait for the speaker to get to the point, and becoming bored or losing focus. Rather than have his or her mind wander, a listener who "gets ahead" of the speaker should focus on analyzing and paraphrasing what is being heard.
C) Listeners can process information at a much higher rate than speakers can speak. This often results in the listener having to wait for the speaker to get to the point, and becoming bored or losing focus. Rather than have his or her mind wander, a listener who "gets ahead" of the speaker should focus on analyzing and paraphrasing what is being heard.
D) Listeners can process information at a much higher rate than speakers can speak. This often results in the listener having to wait for the speaker to get to the point, and becoming bored or losing focus. Rather than have his or her mind wander, a listener who "gets ahead" of the speaker should focus on analyzing and paraphrasing what is being heard.

Comment: Listeners can process information at a much higher rate than speakers can speak. This often results in the listener having to wait for the speaker to get to the point, and becoming bored or losing focus. Rather than have his or her mind wander, a listener who "gets ahead" of the speaker should focus on analyzing and paraphrasing what is being heard.

Diff: 2 Type: MC Page Ref: 85
Skill: Concept
Objective: 5
AACSB: Communication Abilities

29. Touch
A) is the least important form of nonverbal communication.
B) should be completely avoided in all business situations.
C) is governed by cultural customs that establish who can touch whom and when.
D) is the great equalizer, putting people of different status on the same footing.

Answer: C

Explanation:
A) Each culture has its own informal rules for touch. In dealing with people from other cultures, it is best to be flexible and adaptable when it comes to touch. This requires, for example, not

being alarmed by an unexpected hug from a pers on from another culture, or feeling miffed when your audience fails to return your handshake vigorously.

B) Each culture has its own informal rules for touch. In dealing with people from other cultures, it is best to be flexible and adaptable when it comes to touch. This requires, for example, not being alarmed by an unexpected hug from a person from another culture, or feeling miffed when your audience fails to return your handshake vigorously.

C) Each culture has its own informal rules for touch. In dealing with people from other cultures, it is best to be flexible and adaptable when it comes to touch. This requires, for example, not being alarmed by an unexpected hug from a person from another culture, or feeling miffed when your audience fails to return your handshake vigorously.

D) Each culture has its own informal rules for touch. In dealing with people from other cultures, it is best to be flexible and adaptable when it comes to touch. This requires, for example, not being alarmed by an unexpected hug from a person from another culture, or feeling miffed when your audience fails to return your handshake vigorously.

Comment: Each culture has its own informal rules for touch. In dealing with people from other cultures, it is best to be flexible and adaptable when it comes to touch, not being alarmed by an unexpected hugged, and not feeling miffed when your audience fails to return your handshake vigorously.

Diff: 2 Type: MC Page Ref: 87
Skill: Concept
Objective: 6
AACSB: Communication Abilities

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

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

Answer: C

Explanation:

A) Personal appearance is a key part of business etiquette, but only the component of personal appearance that is under your immediate control. Therefore, grooming and wardrobe matter in business etiquette, because they are under your immediate control. Your height and weight, on the other hand, are not under your immediate control so they are not considered a part of business etiquette.

B) Personal appearance is a key part of business etiquette, but only the component of personal appearance that is under your immediate control. Therefore, grooming and wardrobe matter in business etiquette, because they are under your immediate control. Your height and weight, on the other hand, are not under your immediate control so they are not considered a part of business etiquette.

C) Personal appearance is a key part of business etiquette, but only the component of personal appearance that is under your immediate control. Therefore, grooming and wardrobe matter in business etiquette, because they are under your immediate control. Your height and weight, on the other hand, are not under your immediate control so they are not considered a part of business etiquette.

D) Personal appearance is a key part of business etiquette, but only the component of personal appearance that is under your immediate control. Therefore, grooming and wardrobe matter in business etiquette, because they are under your immediate control. Your height and weight, on the other hand, are not under your immediate control so they are not considered a part of business etiquette.

Comment: Personal appearance is a key part of business etiquette, but only the component of personal appearance that is under your immediate control. Therefore, grooming and wardrobe matter in business etiquette, because they are under your immediate control. Your height and weight, on the other hand, are not under your immediate control so they are not considered a part of business

etiquette.

Diff: 2 Type: MC Page Ref: 88-89
Skill: Critical Thinking
Objective: 7
AACSB: Communication Abilities

31. When receiving business-related phone calls,
A) it is perfectly acceptable to put the caller on hold without explanation.
B) you should use frequent verbal responses (such as, "I see") to show that you are listening.
C) it is impolite to say things such as, "I understand" while the other person is speaking.
D) do none of the above.
Answer: B
Explanation: A) To inform the speaker that you are following what is being said, short responses of (for example) "I see" or brief clarifying questions are not only acceptable in business phone calls, but highly recommended.
B) To inform the speaker that you are following what is being said, short responses of (for example) "I see" or brief clarifying questions are not only acceptable in business phone calls, but highly recommended.
C) To inform the speaker that you are following what is being said, short responses of (for example) "I see" or brief clarifying questions are not only acceptable in business phone calls, but highly recommended.
D) To inform the speaker that you are following what is being said, short responses of (for example) "I see" or brief clarifying questions are not only acceptable in business phone calls, but highly recommended.
Comment: To inform the speaker that you are following what is being said, short responses of (for example) "I see" or brief clarifying questions are not only acceptable in business phone calls, but highly recommended.
Diff: 3 Type: MC Page Ref: 90
Skill: Concept
Objective: 7
AACSB: Communication Abilities

32. A new co-worker from Russia asks you about North American greeting customs. You explain that in most business contexts,
A) it is not necessary to stand up before shaking hands if you are already seated.
B) women are expected to shake hands differently than men.
C) shaking hands is now widely regarded as an outdated custom.
D) a firm handshake is expected when two people meet.
Answer: D
Explanation: A) Note that the firm handshake is not universal, but instead particular to North America. In Japan, for example, handshakes are completely avoided and replace by bows.
B) Note that the firm handshake is not universal, but instead particular to North America. In Japan, for example, handshakes are completely avoided and replace by bows.
C) Note that the firm handshake is not universal, but instead particular to North America. In Japan, for example, handshakes are completely avoided and replace by bows.
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Comment: Note that the firm handshake is not universal, but instead particular to North America. In Japan, for example, handshakes are completely avoided and replace by bows.
Diff: 2 Type: MC Page Ref: 90
Skill: Application

Objective: 7
AACSB: Communication Abilities, Multicultural and Diversity Understanding

33. When introducing yourself to someone in a business context, you should always include a brief description of
    A) your role in the company.
    B) one of your personal interests or hobbies.
    C) your company's history.
    D) all of the above.

Answer: A

Explanation: A) In most cases, your name is less important than your function in the organization. People need extra clues to place you into a context. Knowing that you are "Mary Smith" is much less helpful than knowing you are "Mary Smith, the IT specialist who developed the current database that the company uses."
B) In most cases, your name is less important than your function in the organization. People need extra clues to place you into a context. Knowing that you are "Mary Smith" is much less helpful than knowing you are "Mary Smith, the IT specialist who developed the current database that the company uses."
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Comment: In most cases, your name is less important than your function in the organization. People need extra clues to place you into a context. Knowing that you are "Mary Smith" is much less helpful than knowing you are "Mary Smith, the IT specialist who developed the current database that the company uses."

Diff: 2 Type: MC Page Ref: 90-91
Skill: Application
Objective: 7
AACSB: Communication Abilities

34. Using mobile phones during meetings is
    A) now restricted or prohibited in many organizations.
    B) routine in today's high-tech workplace.
    C) an effective way to show your professionalism.
    D) all of the above.

Answer: A

Explanation: A) Business etiquette has come around to the realization that phone calls in meetings are highly disruptive. It is now considered poor etiquette to accept even a "super important" phone call without apologizing for taking the call.
B) Business etiquette has come around to the realization that phone calls in meetings are highly disruptive. It is now considered poor etiquette to accept even a "super important" phone call without apologizing for taking the call.
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disruptive. It is now accept even a "super important" phone call without apologizing for taking the call. considered poor etiquette to

Comment: Business etiquette has come around to the realization that phone calls in meetings are highly disruptive. It is now considered poor etiquette to accept even a "super important" phone call without apologizing for taking the call.

Diff: 2 Type: MC Page Ref: 90
Skill: Application
Objective: 7
AACSB: Communication Abilities, Use of IT

35. When it comes to online etiquette,
    A) avoiding "flames" is really all that matters.
    B) you can rest assured that there's almost nothing you can do that will offend your audience.
    C) do not assume that people are available to discuss work matters around the clock.
    D) spelling, punctuation, and capitalization are not important.

Answer: C

Explanation:
A) Electronic communication is now available on a 24-hour basis. However, that does not mean that people's personal boundaries should not be respected. The best policy is to send one-way communications such as emails to people during off hours. Give them the option to respond. You should expect a timely response only during actual business hours.
B) Electronic communication is now available on a 24-hour basis. However, that does not mean that people's personal boundaries should not be respected. The best policy is to send one-way communications such as emails to people during off hours. Give them the option to respond. You should expect a timely response only during actual business hours.
C) Electronic communication is now available on a 24-hour basis. However, that does not mean that people's personal boundaries should not be respected. The best policy is to send one-way communications such as emails to people during off hours. Give them the option to respond. You should expect a timely response only during actual business hours.
D) Electronic communication is now available on a 24-hour basis. However, that does not mean that people's personal boundaries should not be respected. The best policy is to send one-way communications such as emails to people during off hours. Give them the option to respond. You should expect a timely response only during actual business hours.

Comment: Electronic communication is now available on a 24-hour basis. However, that does not mean that people's personal boundaries should not be respected. The best policy is to send one-way communications such as emails to people during off hours. Give them the option to respond. You should expect a timely response only during actual business hours.

Diff: 3 Type: MC Page Ref: 91
Skill: Synthesis
Objective: 7
AACSB: Communication Abilities, Use of IT

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

Answer: True False

Explanation: A team can consist of as few as two people. What makes the association a team is that the people collaboratively work together to achieve some common goal.

Comment: A team can consist of as few as two people. What makes the association a team is that the people collaboratively work together to achieve some common goal.

Diff: 1 Type: TF Page Ref: 72
Skill: Concept
Objective: 1
AACSB: Communication Abilities

37. Solving a temporary problem involving office renovations would call for the formation of a task force rather than a committee.
Answer: True False
Explanation: Committees are formed to address complicated, long-term problems that are often structural in nature. For a short-term renovation, for example, a task force is a better choice. Task forces simply address their task and disband when the task is completed.
Comment: Committees are formed to address complicated, long-term problems that are often structural in nature. For a short-term renovation, a task force is a better choice. Task forces simply address their task and disband when the task is completed.
Diff: 2 Type: TF Page Ref: 72
Skill: Application
Objective: 1
AACSB: Communication Abilities

38. Cross-functional teams perform several roles, but contain employees from the same department or division.
Answer: True False
Explanation: The reverse is true a cross-functional team assembles employees from different departments with different skills for the expressed purpose of solving a single problem or addressing a single issue.
Comment: The reverse is true a cross-functional team assembles employees from different departments with different skills for the expressed purpose of solving a single problem or addressing a single issue.
Diff: 2 Type: TF Page Ref: 72
Skill: Concept
Objective: 1
AACSB: Communication Abilities

39. Teams usually achieve lower performance levels than what would have been accomplished by the members working independently.
Answer: True False
Explanation: In most cases, teams improve performance when compared with individual performance. However, teams can also fail to increase performance or even cause a drop in performance if they are poorly formed, poorly led, or poorly operated.
Comment: In most cases, teams improve performance when compared with individual performance. However, teams can also fail to increase performance or even cause a drop in performance if they are poorly formed, poorly led, or poorly operated.
Diff: 2 Type: TF Page Ref: 72-73
Skill: Concept
Objective: 1
AACSB: Communication Abilities

40. One characteristic of effective teams is that one leader tends to take charge and make all the major decisions.
Answer: True False
Explanation: Teams that are dominated by a single individual tend to be less successful than teams that reach decisions by a more democratic means. Overly-dominant team members tend to erode trust within the team, and trust between team members is usually the most important element for overall team success.
Comment: Teams that are dominated by a single individual tend to be less successful than teams that reach decisions by a more democratic means. Overly-dominant team members tend to erode trust within the team, and trust between team members is usually the most important element for overall team success.

Diff: 2 Type: TF Page Ref: 73
Skill: Concept
Objective: 1
AACSB: Communication Abilities

41. In the phenomenon of groupthink, the team may arrive at poor-quality decisions and even act unethically.
Answer: True False
Explanation: Groupthink can lead a team into making disastrous decisions. The essence of groupthink usually lies in two dynamics□one person or a few people dominating the agenda, and others in the group who are either afraid to speak up or are drowned out when they do speak up. The result is a false consensus in which the group seems to have debated all of the important issues and arrived at an optimum outcome, when in reality the group saw only a small part of the entire picture and came to somewhat arbitrary, rather than informed, conclusions.
Comment: Groupthink can lead a team into making disastrous decisions. The essence of groupthink usually lies in two dynamics◎one person or a few people dominating the agenda, and others in the group who are either afraid to speak up or are drowned out when they do speak up. The result is a false consensus in which the group seems to have debated all of the important issues and arrived at an optimum outcome, when in reality the group saw only a small part of the entire picture and came to somewhat arbitrary, rather than informed, conclusions.
Diff: 2 Type: TF Page Ref: 73
Skill: Concept
Objective: 1
AACSB: Communication Abilities

42. Despite the advantages of teamwork, the costs can be high.
Answer: True False
Explanation: Devoting oneself to a team takes considerable effort on the part of team members with respect to time, preparation, and overall effort and energy. That is why teams should be taken seriously by both team leaders and team members alike, to make sure that no one's time gets wasted.
Comment: Devoting oneself to a team takes considerable effort on the part of team members with respect to time, preparation, and overall effort and energy. That is why teams should be taken seriously by both team leaders and team members alike, to make sure that no one's time gets wasted.
Diff: 1 Type: TF Page Ref: 73
Skill: Concept
Objective: 1
AACSB: Communication Abilities

43. Group members who play team-maintenance roles help everyone to work better together.
Answer: True False
Explanation: Every team needs at least one person to perform maintenance roles to make sure that team members are happy in their roles and team organization and planning runs as smoothly as possible.
Comment: Every team needs at least one person to perform maintenance roles to make sure that team members are happy in their roles and team organization and planning runs as smoothly as possible.
Diff: 2 Type: TF Page Ref: 74
Skill: Concept
Objective: 1
AACSB: Communication Abilities

44. Group members who play task-facilitating roles are motivated to fulfill personal needs, so they tend to be

less productive than other members.

Answer: True False

Explanation: Task-facilitating roles focus on clarifying issues and focusing the team on goals rather than fulfilling personal needs.

Comment: Task-facilitating roles focus on clarifying issues and focusing the team on goals rather than fulfuilling personal needs.

Diff: 2 Type: TF Page Ref: 74
Skill: Concept
Objective: 1
AACSB: Communication Abilities

45. When making a decision, groups usually go through five phases: orientation, conflict, brainstorm, emergence, and reinforcement.

Answer: True False

Explanation: Each stage is distinct, but stages can blend or combine with one another, and in many cases stages can be skipped or re-ordered. For example, a brainstorming phase of team development might occur before team conflict arises, or role assignments could continue well past the conflict stage of development.

Comment: Each stage is distinct, but stages can blend or combine with one another, and in many cases stages can be skipped or re-ordered. For example, a brainstorming phase of team development might occur before team conflict arises, or role assignments could continue well past the conflict stage of development.

Diff: 2 Type: TF Page Ref: 74
Skill: Concept
Objective: 1
AACSB: Communication Abilities

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

Answer: True False

Explanation: Conflict can be constructive or destructive. If conflict serves to bring critical team issues and concerns to light, it is considered constructive. If for any reason conflict diverts the team from its objectives, it is termed destructive.

Comment: Conflict can be constructive or destructive. If conflict serves to bring critical team issues and concerns to light, it is considered constructive. If for any reason conflict diverts the team from its objectives, it is termed destructive.

Diff: 2 Type: TF Page Ref: 75
Skill: Concept
Objective: 1
AACSB: Communication Abilities

47. In productive teams, conflict is always handled politely--regardless of how strongly team members feel about their viewpoints.

Answer: True False

Explanation: Team issues sometimes get so heated that emotions rise and politeness and decorum can be temporarily pushed aside. Momentary flare-ups are acceptable if they are infrequent and, most importantly, mutual respect between participants is never breached.

Comment: Team issues sometimes get so heated that emotions rise and politeness can be temporarily pushed aside. Momentary flare-ups are acceptable if they are infrequent and, most importantly, mutual respect between participants is never breached.

Diff: 2 Type: TF Page Ref: 75
Skill: Concept

Objective: 1
AACSB: Communication Abilities

48. To resolve conflict successfully, it helps to get feelings out in the open before dealing with the main issues.
Answer: True False
Explanation: If bottled up, resentment can prevent conflicts from being resolved in a satisfactory way. Therefore, the first step in dealing with conflict is to allow parties to express their feelings openly, with insistence that respect be maintained at all times.
Comment: If bottled up, resentment can prevent conflicts from being resolved in a satisfactory way. Therefore, the first step in dealing with conflict is to allow parties to express their feelings openly, with insistence that respect be maintained at all times.
Diff: 2 Type: TF Page Ref: 75
Skill: Concept
Objective: 1
AACSB: Communication Abilities

49. Dealing directly with resistance to change is never good for team maintenance.
Answer: True False
Explanation: When one or more team members is resistant to change they can undermine the efforts of an entire team. The only way to combat resistance to change is to get issues out into the open and allow members to fully express how they feel.
Comment: When one or more team members are resistant to change they can undermine the efforts of an entire team. The only way to combat resistance to change is to get issues out into the open and allow members to fully express how they feel.
Diff: 2 Type: TF Page Ref: 75
Skill: Concept
Objective: 1
AACSB: Communication Abilities

50. To resolve conflicts successfully, it is helpful to get opponents to fight together against an "outside force" (such as increased competition) instead of against each other.
Answer: True False
Explanation: When conflicting parties see common ground in combatting a common problem or foe, they are often able to view one another in a more positive light and gain mutual trust. Once mutual trust is established, the conflict is often either resolved or reduced to a level that is much easier to address.
Comment: When conflicting parties see common ground in combatting a common problem or foe, they are often able to view one another in a more positive light and gain mutual trust. Once mutual trust is established, the conflict is often either resolved or reduced to a level that is much easier to address.
Diff: 2 Type: TF Page Ref: 75
Skill: Application
Objective: 1
AACSB: Communication Abilities

51. With collaborative writing, the usual outcome is a document that is inferior to one that would have been produced by a single individual.
Answer: True False
Explanation: Collaborative writing often results in a product that is superior to that of an individual. The advantage to collaborative writing is that the collective insights and judgment of many different people can be pooled to create the final document.
Comment: Collaborative writing often results in a product that is superior to that of an individual. The

advantage to is that the collective insights and judgment of many different people can be pooled to create the final collaborative writing document.

Diff: 2 Type: TF Page Ref: 76
Skill: Concept
Objective: 2
AACSB: Communication Abilities

52. A wiki is a website that allows anyone with access to add new material and edit existing material in collaborative documents.
Answer: True False
Explanation: A wiki is the ultimate in collaboration, allowing people from around the world to contribute to a common site. The most famous and successful wiki is Wikipedia, the online encyclopedia that has emerged as a trusted source of information, even though it has been almost exclusively an all-volunteer effort.
Comment: A wiki is the ultimate in collaboration, allowing people from around the world to contribute to a common site. The most famous and successful wiki is Wikipedia, the online encyclopedia that has emerged as a trusted source of information, even though it has been almost exclusively an all-volunteer effort.
Diff: 2 Type: TF Page Ref: 77
Skill: Application
Objective: 2
AACSB: Communication Abilities, Use of IT

53. Cloud computing offers little that can affect how teams conduct virtual meetings.
Answer: True False
Explanation: Cloud computing allows files to be stored in common sites with remote access so that, for example, everyone participating in a virtual meeting can have easy access to all relevant sources and materials.
Comment: Cloud computing allows files to be stored in common sites with remote access so that everyone participating in a virtual meeting can have easy access to all relevant sources and materials.
Diff: 2 Type: TF Page Ref: 77-78
Skill: Concept
Objective: 2
AACSB: Communication Abilities, Use of IT

54. Unproductive meetings are rare in today's business environment.
Answer: True False
Explanation: Unfortunately, many meetings in today's business world are poorly planned, poorly prepared for, or in some cases unnecessary to begin with. The result is frustration and an erosion of trust on the part of many in the business community. After too many unproductive meetings, individuals begin to balk when informed that a meeting is being scheduled.
Comment: Unfortunately, many meetings in today's business world are poorly planned, poorly prepared for, or in some cases unnecessary to begin with. The result is frustration and an erosion of trust on the part of many in the business community. After too many unproductive meetings, individuals begin to balk when informed that a meeting is being scheduled.
Diff: 1 Type: TF Page Ref: 79
Skill: Concept
Objective: 3
AACSB: Communication Abilities

55. If you are trying to solve a problem or make a decision, the more people in your meeting the better.
Answer: True False
Explanation: When it comes to meetings, the policy should be that only those who are truly involved in the issue and can truly benefit from being at the meeting should attend. Extra participants for the sake of quantity is a mistake.
Comment: When it comes to meetings, the policy should be that only those who are truly involved in the issue and can truly benefit from being at the meeting should attend. Extra participants for the sake of quantity is a mistake.
Diff: 2 Type: TF Page Ref: 80
Skill: Concept
Objective: 3
AACSB: Communication Abilities

56. The main role of the meeting leader is to be passive and let others speak without interference.
Answer: True False
Explanation: Being passive is a mistake for a meeting leader. The leader should focus on keeping the agenda of the meeting on track and making sure that all parties and all views get a fair hearing.
Comment: Being passive is a mistake for a meeting leader. The leader should focus on keeping the agenda of the meeting on track and making sure that all parties and all views get a fair hearing.
Diff: 2 Type: TF Page Ref: 81
Skill: Concept
Objective: 3
AACSB: Communication Abilities

57. Although virtual meetings have become popular, evidence suggests that companies do not save much money by utilizing them.
Answer: True False
Explanation: With the enormous cost of travel and all of its attendant expenses, it is clear that virtual meetings can be enormous money-savers if conducted well. Participants in a virtual meeting get to interact in real time and not only hear one another, but see each others' physical and emotional responses. Almost equally important, documents, images, and data can be shared in a virtual meeting for all to see and examine at the same time.
Comment: With the enormous cost of travel and all of its attendant expenses, it is clear that virtual meetings can be enormous money-savers if conducted well. Participants in a virtual meeting get to interact in real time and not only hear one another, but see each others' physical and emotional responses. Almost equally important, documents, images, and data can be shared in a virtual meeting for all to see and examine at the same time.
Diff: 2 Type: TF Page Ref: 81
Skill: Application
Objective: 4
AACSB: Communication Abilities, Use of IT

58. Now that technology is so vital in the workplace, few executives view listening as an important skill.
Answer: True False
Explanation: In fact, 80 percent of top executives name listening as the most important skill an employee can have.
Comment: In fact, 80 percent of top executives name listening as the most important skill an employee can have.
Diff: 2 Type: TF Page Ref: 84
Skill: Concept
Objective: 5

AACSB: Communication Abilities

59. The goal of content listening is to evaluate the logic, validity, and implications of a message.
Answer: True False
Explanation: Content listening is listening for comprehension only. Judgment and evaluation of content is suspended during content listening and the listener focuses exclusively on understanding what is being said.
Comment: Content listening is listening for comprehension only. Judgment and evaluation of content is supended during content listening and the listener focuses exclusively on understanding what is being said.
Diff: 2 Type: TF Page Ref: 84
Skill: Concept
Objective: 5
AACSB: Communication Abilities

60. Good listeners specialize in one of the three types of listening and apply it to nearly all situations.
Answer: True False
Explanation: Good listeners need to be skilled in all forms of listening. They must also be able to adjust their listening style to the situation and style of the speaker.
Comment: Good listeners need to be skilled in all forms of listening. They must also be able to adjust their listening style to the situation and style of the speaker.
Diff: 2 Type: TF Page Ref: 84
Skill: Concept
Objective: 5
AACSB: Communication Abilities

61. The primary goal of empathic listening is to solve the speaker's problem.
Answer: True False
Explanation: The primary goal for empathic listening is to let the speaker know that his or her concerns are being heard and appreciated.
Comment: The primary goal for empathic listening is to let the speaker know that his or her concerns are being heard and appreciated.
Diff: 2 Type: TF Page Ref: 84
Skill: Concept
Objective: 5
AACSB: Communication Abilities

62. Most people need to improve their listening skills.
Answer: True False
Explanation: Studies show that people listen with a 25 percent efficiency rate, meaning that they are missing 75 percent of what is being said.
Comment: Studies show that people listen with a 25 percent efficiency rate, meaning that they are missing 75 percent of what is being said.
Diff: 1 Type: TF Page Ref: 84
Skill: Concept
Objective: 5
AACSB: Communication Abilities

63. Selective listening is an important skill for professionals, since it helps them filter out information that is not

relevant to their jobs.

Answer: True False

Explanation: Selective listening is not something that good listeners engage in. Selective listening is the act of tuning people out and catching only small parts of what they are saying.

Comment: Selective listening is not something that good listeners engage in. Selective listening is the act of tuning people out and catching only small parts of what they are saying.

Diff: 2 Type: TF Page Ref: 85
Skill: Concept
Objective: 5
AACSB: Communication Abilities

64. Most audiences are unable to process information as quickly as a speaker talks, so they get behind in comprehending what the speaker is saying.

Answer: True False

Explanation: In fact, most listeners process information at a much greater speed than speakers speak. Typically, comprehension rates are two or three times greater than speaking rates. So rather than getting behind what the speaker is saying, listeners are instead often too far ahead of what the speaker is saying to fully understand what is being said.

Comment: In fact, most listeners process information at a much greater speed than speakers speak. Typically, comprehension rates are two or three times greater than speaking rates. So rather than getting behind what the speaker is saying, listeners are instead often too far ahead of what the speaker is saying.

Diff: 2 Type: TF Page Ref: 85
Skill: Concept
Objective: 5
AACSB: Communication Abilities

65. Nonverbal communication includes facial expressions and hand gestures, but not the clothes people wear, the way they sit, or the way they walk.

Answer: True False

Explanation: Nonverbal communication includes everything a person presents to the audience except actual spoken communication. So a person's clothing□whether appropriate or inappropriate□or whether the person slouches when sitting, are relevant as forms of nonverbal communication.

Comment: Nonverbal communication includes everything a person presents to the audience except actual spoken communication. So a person's clothing◎whether appropriate or inappropriate◎or whether the person slouches when sitting◎are relevant as forms of nonverbal communication.

Diff: 1 Type: TF Page Ref: 86-87
Skill: Concept
Objective: 6
AACSB: Communication Abilities

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

Answer: True False

Explanation: In many instances, nonverbal signals are very different between different cultures. Personal space, for example, is seen differently in different cultures. Some cultures regularly practice what North Americans might condemn as an "invasion of personal space," by standing too closely or touching too frequently.

Comment: In many instances, nonverbal signals are very different between different cultures. Personal space, for example, is seen differently in different cultures. Some cultures regularly practice what North Americans might condemn as an "invasion of personal space," by standing too closely or touching too frequently.

Diff: 2 Type: TF Page Ref: 87
Skill: Concept
Objective: 6
AACSB: Communication Abilities, Multicultural and Diversity Understanding

67. The use of time and space can send powerful nonverbal signals.
Answer: True False
Explanation: A typical "power play" that people employ is to disrespect the time of others by making them wait. The person causing the wait feels "superior" to the waiters because he or she has controlled their time. The people who wait feel resentment toward the person who delayed them.
Comment: A typical "power play" that people employ is to disrespect the time of others by making them wait. The person causing the wait feels "superior" to the waiters because he or she has controlled their time. The people who wait feel resentment toward the person who delayed them.
Diff: 2 Type: TF Page Ref: 87
Skill: Concept
Objective: 6
AACSB: Communication Abilities

68. When it comes to personal appearance in the workplace, it's best to match your style to the expectations of your organization.
Answer: True False
Explanation: The values of the organization are recognized by observing a wide variety of people and matching their style. Keep in mind that a high executive within a company might dress in a very different manner than a supervisor or a line worker.
Comment: The values of the organization are recognized by observing a wide variety of people and matching their style. Keep in mind that a high executive within a company might dress in a very different manner than a supervisor or a line worker.
Diff: 1 Type: TF Page Ref: 89
Skill: Concept
Objective: 6
AACSB: Communication Abilities

69. These days, no one is bothered when employees use mobile phones in meetings.
Answer: True False
Explanation: The business community has reacted to the disruption that mobile phone calls create in meetings. Many organizations now ban the use of phones during meetings.
Comment: The business community has reacted to the disruption that mobile phone calls create in meetings. Many organizations now ban the use of phones during meetings.
Diff: 2 Type: TF Page Ref: 90
Skill: Concept
Objective: 7
AACSB: Communication Abilities, Use of IT

70. When conducting business over a meal, you should wait to bring out business papers until after the entrée plates have been removed.
Answer: True False
Explanation: Convention holds that business may be discussed only casually during the major part of the meal. The real "nitty-gritty" of the business, including data and documents, should be reserved for after the entrée has been served and the diners are relaxed and ready to focus.
Comment: Convention holds that business may be discussed only casually during the major part of the meal.

The real "nitty-gritty" of the business, including data and documents, should be reserved for after the entrée has been served and the diners are relaxed and ready to focus.

Diff: 2 Type: TF Page Ref: 91
Skill: Application
Objective: 7
AACSB: Communication Abilities

71. _____ refers to working together to meet complex challenges.
Answer: Collaboration
Explanation: Collaboration occurs only if the parties working together actually enhance the function of one another.
Comment: Collaboration occurs only if the parties working together actually enhance the function of one another.
Diff: 1 Type: SA Page Ref: 72
Skill: Concept
Objective: 1
AACSB: Communication Abilities

72. _____ management is a way of involving employees in the company's decision making.
Answer: Participative
Explanation: Participative management involves seeking the input of workers in decision making that in the past was exclusively the domain of executives. A mobile phone company, for example, might solicit the input of its engineers to see what they think of the features that the phone has. The insights of the engineers might cause management to change its plans or its design for the product.
Comment: Participative management involves seeking the input of workers in decision making that in the past was exclusively the domain of executives. A mobile phone company, for example, might solicit the input of its engineers to see what they think of the features that the phone has. The insights of the engineers might cause management to change its plans or its design for the product.
Diff: 2 Type: SA Page Ref: 72-73
Skill: Concept
Objective: 1
AACSB: Communication Abilities

73. Group loyalty can lead members into _____, a willingness to set aside personal opinions and go along with everyone else, even if everyone else is wrong.
Answer: groupthink
Explanation: Groupthink occurs when group members for some reason intimidation, risk aversion, or over-dominant group leadership, for example are unwilling to provide meaningful input into the group. Typically this results in the group making decisions that do not take the views of all group members into account. Frequently, this failure to see all sides of the issue yields poor decisions and poor outcomes.
Comment: Groupthink occurs when group members for some reason intimidation, risk aversion, or over-dominant group leadership, for example are unwilling to provide input into the group. Typically this results in the group making decisions that do not take the views of all group members into account. Frequently, this failure to see all sides of the issue yields poor decisions and poor outcomes.
Diff: 1 Type: SA Page Ref: 73
Skill: Concept
Objective: 1
AACSB: Communication Abilities

74. Some group members have _____ _____ made up of private motives that affect the group's interaction.
Answer: hidden agendas
Explanation: A hidden agenda is an unexpressed goal that a group member has that underlies much of his or her behavior. For example, a member of a group exploring new video game ideas might have a hidden agenda to avoid all games that include violence. This goal may be admirable, but it will cause trouble for the group if the member fails to state the position about violence openly.
Comment: A hidden agenda is an unexpressed goal that a group member has that underlies much of his or her behavior. For example, a member of group exploring new video game ideas might have a hidden agenda to avoid all games that include violence. This goal may be admirable, but it will cause trouble for the group if the member fails to state the position about violence openly.
Diff: 2 Type: SA Page Ref: 73
Skill: Concept
Objective: 1
AACSB: Communication Abilities

75. Group _____ are the interactions and processes that take place in a meeting.
Answer: dynamics
Explanation: Group dynamics refer to all of the relationships that exist within the group. For example, one group may have three subgroups that always align with one another. Another group may be very individualistic and not have any alignments.
Comment: Group dynamics refer to all of the relationships that exist within the group. For example, one group may have three subgroups that always align with one another. Another group may be very individualistic without any alignments.
Diff: 2 Type: SA Page Ref: 73
Skill: Concept
Objective: 1
AACSB: Communication Abilities

76. Group _____ are informal standards of conduct that members share and that guide member behavior.
Answer: norms
Explanation: Group norms are the unwritten rules of conduct that members must follow in order for a successful group interaction. Different groups may have different norms but all groups should establish limits to behavior. For example, one group might be quite contentious and tolerate a great deal of discord and high emotions, while a second group may put a stop to the slightest display of "hot" emotion.
Comment: Group norms are the unwritten rules of conduct that members must follow in order for a successful group interaction. Different groups may have different norms but all groups should establish limits to behavior. For example, one group might be quite contentious and tolerate a great deal of discord and high emotions, while a second group may put a stop to the slightest display of "hot" emotion.
Diff: 2 Type: SA Page Ref: 73
Skill: Concept
Objective: 1
AACSB: Communication Abilities

77. In the _____ phase of team evolution, team members reach a decision and find a solution that is acceptable enough for all members to support (even if they have reservations).
Answer: emergence
Explanation: The emergence stage is the stage in which the group comes together and finds a solution to the problem it is attempting to solve that all find acceptable. Note that the solution may not be ideal in the minds of all group members, but it at least meets the minimum requirements of their approval.

Comment: The emergence stage is the stage in which the group comes together and finds a solution to the problem it is attempting to solve that all find acceptable. Note that the solution may not be ideal in the minds of all group members, but it at least meets the minimum requirements of their approval.
Diff: 3 Type: SA Page Ref: 74
Skill: Concept
Objective: 1
AACSB: Communication Abilities

78. Teams need to learn how to handle _____ : clashes over differences in ideas, opinions, goals, or procedures.
Answer: conflict(s)
Explanation: Conflict is a natural part of group interaction. When handled well, conflict can be a constructive element for the group. When handled poorly, conflict can prevent a group from achieving its goal.
Comment: Conflict is a natural part of group interaction. When handled well, conflict can be a constructive element for the group. When handled poorly, conflict can prevent a group from achieving its goal.
Diff: 2 Type: SA Page Ref: 75
Skill: Concept
Objective: 1
AACSB: Communication Abilities

79. When planning a meeting, the group leader prepares a(n) _____ of items to discuss, topics to present, or decisions to make.
Answer: agenda
Explanation: The agenda outlines what will actually take place during the meeting, and in what order topics will be taken up. A well-written agenda adds structure to a meeting that greatly increase the chance of achieving group goals.
Comment: The agenda outlines what will actually take place during the meeting, and in what order topics will be taken up. A well-written agenda adds structure to a meeting that greatly increase the chance of achieving group goals.
Diff: 1 Type: SA Page Ref: 80
Skill: Concept
Objective: 3
AACSB: Communication Abilities

80. _____ procedure is a time-tested method for planning and running effective meetings.
Answer: Parliamentary
Explanation: The advantage to using parliamentary procedure is that it is fair and it provides a clear-cut authority to resolve any issue.
Comment: The advantage to using parliamentary procedure is that it is fair and it provides a clear-cut authority to resolve any issue.
Diff: 1 Type: SA Page Ref: 81
Skill: Concept
Objective: 3
AACSB: Communication Abilities

81. _____ technologies enable realistic virtual meetings in which participants thousands of miles apart seem to be in the same room.
Answer: Telepresence
Explanation: Telepresence allows meeting participants to view one another as well as documents, images, and data that is relevant to the proceeding.

Comment: Telepresence allows meeting participants to view one another as well as documents, images, and data that is relevant to the proceeding.
Diff: 2 Type: SA Page Ref: 82
Skill: Concept
Objective: 4
AACSB: Communication Abilities, Use of IT

82. The goal of _____ listening is to evaluate the logic, conclusions, and other aspects of the message.
Answer: critical
Explanation: Critical listening should be reserved for situations in which the listener needs to make a judgment about what the speaker is saying or presenting. For example, when a speaker is presenting a company's strategic plan, listeners should be evaluating the plan to see if it is logical, supported by facts, and able to be carried out in a real-world setting.
Comment: Critical listening should be reserved for situations in which the listener needs to make a judgment about what the speaker is saying or presenting. For example, when a speaker is presenting a company's strategic plan, listeners should be evaluating the plan to see if it is logical, supported by facts, and able to be carried out in a real-world setting.
Diff: 2 Type: SA Page Ref: 84
Skill: Concept
Objective: 5
AACSB: Communication Abilities

83. When it comes to nonverbal communication, your _____ are especially effective for indicating attention and interest, regulating interaction, and establishing dominance.
Answer: eyes
Explanation: People look to a person's eyes for signs of interest and enthusiasm. Listeners find it difficult to look another person squarely in the eye when the listener has no respect for the speaker or interest in what he or she is saying. Therefore, the speaker interprets "good" eye contact as a sign of respect and genuine interest.
Comment: People look to a person's eyes for signs of interest and enthusiasm. Listeners find it difficult to look another person squarely in the eye when the listener has no respect for the speaker or interest in what he or she is saying. Therefore, the speaker interprets "good" eye contact as a sign of respect and genuine interest.
Diff: 2 Type: SA Page Ref: 86
Skill: Concept
Objective: 6
AACSB: Communication Abilities

84. A firm _____ can help make a positive first impression in business contexts, while a "dead fish" version does just the opposite.
Answer: handshake
Explanation: Note that handshakes are considered to be much more important among North American business people than people from other cultures. So one should take the nationality of a hand-shaker into account before passing ultimate judgment of a "dead fish" grip.
Comment: Note that handshakes are considered to be much more important among North American business people than people from other cultures. So one should take the nationality of a hand-shaker into account before passing ultimate judgment of a "dead fish" grip.
Diff: 1 Type: SA Page Ref: 90
Skill: Concept
Objective: 7
AACSB: Communication Abilities

85. Online _____ refers to such practices as using virus protection, avoiding personal attacks, and avoiding multitasking while using IM.
Answer: etiquette
Explanation: Etiquette online is similar to everyday etiquette: consideration for the other person is key. So, for example, using virus protection is good etiquette because it allows others to avoid the trouble that computer viruses can bring.
Comment: Etiquette online is similar to everyday etiquette: consideration for the other person is key. So, for example, using virus protection is good etiquette because it allows others to avoid the trouble that computer viruses can bring.
Diff: 3 Type: SA Page Ref: 91
Skill: Concept
Objective: 7
AACSB: Communication Abilities, Use of IT

86. Describe the primary difference between a committee and a task force.
Answer: Whereas a committee is normally a long-standing team (and can even become part of the organizational structure), a task force is a temporary team formed to deal with a temporary problem or issue.
Comment:
Diff: 2 Type: ES Page Ref: 72
Skill: Concept
Objective: 1
AACSB: Communication Abilities

87. Briefly explain why the ability to work effectively in teams is so important in business.
Answer: Companies look for employees who work well in teams for a number of reasons, but primarily because successful teams improve productivity, creativity, employee involvement, and even job security. Teams also involve employees in company decision making through participative management.
Comment:
Diff: 3 Type: ES Page Ref: 73
Skill: Concept
Objective: 1
AACSB: Communication Abilities

88. What are three potential disadvantages of working in teams?
Answer: While teams yield numerous benefits, it is important to recognize the possible drawbacks of working in teams. Groupthink occurs when team members value team harmony more than effective decision making. Some team members may have hidden agendas that can impede the team's progress. Finally, the cost of coordinating group activities can be unreasonably high.
Comment:
Diff: 2 Type: ES Page Ref: 73
Skill: Concept
Objective: 1
AACSB: Communication Abilities

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

Answer: The team won't function to its potential if even one member doesn't contribute, and this individual may be tuning out without really knowing why. It would be important to encourage him or her to participate by asking questions such as, "You've done a lot of work in this area. What do you think?"
Comment:
Diff: 3 Type: ES Page Ref: 81
Skill: Critical Thinking
Objective: 3
AACSB: Communication Abilities

90. List at least three benefits of effective listening in business.
Answer: Effective listening strengthens organizational relationships, alerts an organization to opportunities for innovation, and allows the organization to manage growing diversity both in the workforce and in the customers it serves.
Comment:
Diff: 3 Type: ES Page Ref: 84
Skill: Concept
Objective: 5
AACSB: Communication Abilities

91. List at least three strategies to keep your mind from wandering while listening to a speaker.
Answer: Although people can think faster than they (and others) can speak, there are several techniques that can help. They include lowering barriers to physical reception, focusing on the speaker, analyzing what you hear, and keeping an open mind.
Comment:
Diff: 2 Type: ES Page Ref: 86
Skill: Concept
Objective: 5
AACSB: Communication Abilities

92. List at least three general categories of nonverbal communication.
Answer: The general categories of nonverbal communication include (1) facial expression, (2) gesture and posture, (3) vocal characteristics, (4) personal appearance, (5) touch, and (6) use of time and space.
Comment:
Diff: 2 Type: ES Page Ref: 86-87
Skill: Concept
Objective: 6
AACSB: Communication Abilities

93. If you are new to a company, what is the best way to decide what type of dress is appropriate in that organization?
Answer: The best way to learn what type of dress is right for those who work in a particular organization is to pay attention to the style of dress of other employees and adjust your style to match. If you're not sure, dress moderately and simply.
Comment:
Diff: 2 Type: ES Page Ref: 88-89
Skill: Concept
Objective: 6
AACSB: Communication Abilities

94. During a meeting with coworkers, your mobile phone rings. Should you answer it? Why or why not?
Answer: Generally speaking, it would be best to avoid answering a mobile phone in situations such as this, since doing so can cause disruption and signal disrespect toward your colleagues. Such disruptions have become such a problem that some senior executives have banned the use of mobile phones during meetings.
Comment:
Diff: 2 Type: ES Page Ref: 89-90
Skill: Synthesis
Objective: 7
AACSB: Communication Abilities, Use of IT

95. While having lunch with a client, what should you do with the business papers you brought to discuss? Why?
Answer: Since the business part of most meals does not begin until after entrée plates have been removed, you should place the papers under your chair or under the table until then.
Comment:
Diff: 2 Type: ES Page Ref: 91
Skill: Application
Objective: 7
AACSB: Communication Abilities

96. Describe at least three common types of teams companies often create.
Answer: Teams can be formal or informal, depending on whether they are part of the organization's structure. Problem-solving teams or task forces are temporary teams created to solve temporary problems. A committee, on the other hand, is usually more permanent and can become a permanent part of the organization. Finally, virtual teams bring together employees in different geographic areas to interact, share information, and accomplish goals.
Comment:
Diff: 2 Type: ES Page Ref: 72
Skill: Concept
Objective: 1
AACSB: Communication Abilities

97. Once you have decided that a meeting is necessary, what four strategies can help you plan it effectively?
Answer: The first task is to decide whether the meeting will serve mostly informational or decision-making purposes, or whether it will be geared toward both. Next, meeting participants should be chosen carefully, limiting selections to those whose presence is absolutely essential. Then the venue and time must be selected and reserved. Finally, the meeting planner should develop a suitable agenda and distribute it among the participants several days before the meeting.
Comment:
Diff: 3 Type: ES Page Ref: 80
Skill: Concept
Objective: 3
AACSB: Communication Abilities

98. Briefly describe at least three meeting technologies that make it easy for virtual teams to interact.
Answer: One of the newest virtual tools is online brainstorming, in which companies conduct "idea campaigns" to generate ideas from people across the organization. Another example is groupware, an umbrella term for systems that let people communicate, share files, present materials, and work on documents simultaneously. Shared workspaces are "virtual offices" that give everyone on a team access to a

variety of materials. Videoconferencing combines audio communication with live video, enabling team members to see each other, demonstrate products, and transmit other visual information. Web-based meeting systems allow teams to collaborate in real time simply by logging on from any computer or smartphone from almost anywhere in the world.

Comment:
Diff: 3 Type: ES Page Ref: 81-83
Skill: Synthesis
Objective: 4
AACSB: Communication Abilities, Use of IT

99. Differentiate among the three primary types of listening.
Answer: Content listening focuses on understanding and retaining what the speaker is saying. Critical listening, in contrast, is often more useful when the speaker is presenting an argument. In this type of listening, the listener's goal is to evaluate the message on various levels. Finally, empathic listening is most useful when a speaker is primarily interested in sharing feelings. In this case, the listener's goal is to appreciate the speaker's point of view (whether or not the listener agrees with it).
Comment:
Diff: 3 Type: ES Page Ref: 84
Skill: Critical Thinking
Objective: 5
AACSB: Communication Abilities

100. List and briefly explain the three roles nonverbal communication plays in communication.
A) The first role of nonverbal communication is complementing verbal language. Nonverbal signals can strengthen, weaken, or even replace verbal messages. The second role is revealing truth. It is much more difficult to deceive others with nonverbal signals than with verbal ones. Finally, nonverbal communication conveys information efficiently, since nonverbal signals can convey both nuance and rich amounts of information in an instant.
Answer: A
Explanation: A)
Comment:
Diff: 3 Type: MC Page Ref: 86
Skill: Concept
Objective: 6
AACSB: Communication Abilities

1. D
2. B
3. B
4. B
5. A
6. A
7. B
8. D
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11. D
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15. D
16. D
17. A
18. C
19. B
20. D
21. A
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32. D

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36. TRUE

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71. Collaboration

72. Participative

73. groupthink

74. hidden agendas

75. dynamics

76. norms

77. emergence

78. conflict(s)

79. agenda

80. Parliamentary

81. Telepresence

82. critical

83. eyes

84. handshake

85. etiquette

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

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

88. While teams yield numerous benefits, it is important to recognize the possible drawbacks of working in teams. Groupthink occurs when team members value team harmony more than effective decision making. Some team members may have hidden agendas that can impede the team's progress. Finally, the cost of coordinating group activities can be unreasonably high.

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

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

91. Although people can think faster than they (and others) can speak, there are several techniques that can help. They include lowering barriers to physical reception, focusing on the speaker, analyzing what you hear, and keeping an open mind.

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

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

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

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

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

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

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

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

100. A

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