

- 8) Which of the following is an informal standard of conduct shared between group members, guiding member behavior? 8) _____
A) Orientation
B) Groupthink
C) Alliance
D) Agendas
E) Norms
- 9) Which one of the following is NOT a dysfunctional team role? 9) _____
A) Initiating B) Controlling C) Withdrawing D) Diverting
- 10) Which type of team member role is most likely to work to help a team reach its goals? 10) _____
A) Team maintenance
B) Diverting
C) Self-oriented
D) Task-oriented
E) Performing
- 11) Which of the following is NOT a way that teams help organizations to succeed? 11) _____
A) Increase information and knowledge B) Increase performance levels
C) Increase diversity of views D) Increase groupthink among members
- 12) In a functional team-maintenance role, what do members use to offer verbal and nonverbal support to seek input from other team members? 12) _____
A) Compromise
B) Encouragement
C) Procedure setting
D) Harmonizing
E) Control
- 13) Groupthink refers to 13) _____
A) the four-step decision-making process in groups.
B) the basic rules that underlie a group's behavior and guide the group to make its decisions.
C) the willingness of individual group members to withhold contrary or unpopular opinions, even when those objections are legitimate, and to favor majority opinion.
D) software programs that help groups make decisions.
- 14) During what phase of team evolution do team members discuss their opinions on a topic and become assertive in establishing their roles? 14) _____
A) Orientation
B) Reinforcement
C) Brainstorming
D) Emergence
E) Conflict
- 15) A hidden agenda refers to 15) _____
A) an agenda that members must look for before they can attend a meeting.
B) a meeting agenda that is not revealed to others outside the meeting group.
C) individuals harboring motives, which they conceal from the rest of the group.
D) an approach to group dynamics that helps facilitate group functioning.

- 16) Which of the following approaches to conflict will allow all sides to satisfy at least part of their goals, and minimize losses for everyone? 16) _____
- A) Groupthink
 - B) Win-lose
 - C) Lose-lose
 - D) Win-win
 - E) Brainstorming
- 17) Which of the following best describes proactive behavior as a way to successfully resolve conflict? 17) _____
- A) Insist on fair outcomes instead of following the rules
 - B) Identify factual reasons for the source of the conflict
 - C) Deal with minor conflicts before they become major issues
 - D) Have those involved in the conflict discuss issues on a regular basis
 - E) Encourage members to get feelings out in the open
- 18) Group members who are motivated mainly to fulfill personal needs play a 18) _____
- A) self-oriented role.
 - B) coordinating role.
 - C) task-facilitating role.
 - D) team-maintenance role.
- 19) If group members seem resistant to change, which of the following will encourage them to share their concerns? 19) _____
- A) Form an alliance
 - B) Listen
 - C) Brainstorm
 - D) Encourage flexibility
 - E) Use constructive criticism
- 20) During the _____ of the group-development process, the members of a problem-solving team would begin to discuss their positions and become more assertive in establishing their roles. 20) _____
- A) reinforcement phase
 - B) orientation phase
 - C) conflict phase
 - D) brainstorming phase
- 21) _____ refers to working together to meet complex challenges. 21) _____
- A) Gathering
 - B) Collaboration
 - C) Collation
 - D) Meeting up
- 22) Sometimes, a group member may have a hidden agenda: a private, counterproductive motive that will affect the group's interaction. All of the following EXCEPT the desire to _____ are examples of possible hidden agendas. 22) _____
- A) pursue a business goal that runs counter to the group's mission
 - B) undermine someone else on the team
 - C) reconcile schedule conflicts for group meetings
 - D) take control of the group
- 23) The term _____ refers to the interactions and processes that take place among the members of a team. 23) _____
- A) process reconciliations
 - B) interpersonal rotations
 - C) cross-functional interlocutions
 - D) group dynamics
- 24) _____ are informal standards of conduct that members share and that guide member behavior. 24) _____
- A) Responsibilities
 - B) Expectations
 - C) Norms
 - D) Dynamics

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

- 25) Conflict between persons or groups in an organization is always destructive and must be avoided at all costs. 25) _____
- 26) Conflict can be a constructive part of teamwork. 26) _____

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

- 27) Briefly explain why the ability to work effectively in teams is so important in business.
- 28) What can be done to show team members you are listening when they are resistant to ideas or change?
- 29) Identify the seven steps that can help minimize conflict in team settings.

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

- 30) During collaboration, what should be the main focus of the team? 30) _____
A) Team objectives
B) Group dynamics
C) Individual priorities
D) Hidden agendas
E) Technology
- 31) Which of the following is one of the ways used to encourage collaboration among new team members? 31) _____
A) Assume things are going well if there is no negative feedback
B) Invite all interested parties to collaborate
C) Allow members bonding time
D) Compose written information as a group
E) Encourage each team member to work in a style best suited to their personality
- 32) Which of the following can be used to improve the collaborative writing process when working on conventional websites? 32) _____
A) Virtual communities
B) Wikis
C) Communities of shared practices
D) Content management system
E) PDF files
- 33) Which of the following is one of the benefits of using a wiki when writing collaboratively? 33) _____
A) Workflow features for page design
B) Knowledge from multiple experts can be captured
C) Accuracy of material
D) Freedom to post and revise material
E) Files can only be changed with permission

- 34) Which of the following is a type of collaborative technology that can help people work on documents simultaneously, share files, and share the knowledge of multiple experts? 34) _____
- A) Unified communication
 - B) Shared workspaces
 - C) Groupware
 - D) Virtual communities
 - E) Communities of practice
- 35) Which of the following allows all group members to have access to the same resources and information through the use of intranets or extranets? 35) _____
- A) Wikis
 - B) Clouds
 - C) Unified communications
 - D) Virtual offices
 - E) Communities of practice
- 36) When an organization links employees with a supplier or customer that shares their interest, what type of network has been developed? 36) _____
- A) Knowledge organization
 - B) Intranet
 - C) Multimedia
 - D) Community of practice
 - E) Unified
- 37) What is the integration of multiple communication channels and capabilities in a single system called? 37) _____
- A) Social networking
 - B) Fixed web collaboration
 - C) Online brainstorming
 - D) Cloud computing
 - E) Unified communication
- 38) Which of the following is a type of feedback designed to focus on the process and outcome of the communication rather than the people involved? 38) _____
- A) Destructive
 - B) Unified
 - C) Parliamentary
 - D) Content
 - E) Constructive
- 39) Which of the following should be the focus of constructive feedback? 39) _____
- A) Providing personal feedback
 - B) Suggested changes
 - C) General behaviors
 - D) Controllable variables
 - E) Flaws in the writer's arguments
- 40) Writing for websites often involves the use of _____, which organize and control content and support teamwork. 40) _____
- A) shared workspaces
 - B) wikis
 - C) content management systems
 - D) word processing software

- 41) When composing collaborative messages, the best strategy is to _____
 A) make the team as large as possible so that every possible area of expertise will be covered.
 B) begin by letting all members "do their own thing" and then seeing what they all produce.
 C) let all members use their own preferred software.
 D) assign the writing task to one person or divide larger projects among multiple writers.
- 42) Social networking technologies can help a company create *virtual communities of practice* that _____
 A) link employees to others with similar professional interests throughout the organization.
 B) discourage socializing so that individual employees can get their work done.
 C) allow employees to develop new workplace skills.
 D) encourage disgruntled employees to express their frustrations.
- 43) _____ focuses on the process and outcomes of communication, whereas _____ delivers criticism with no guidance to stimulate improvement. _____
 A) Circular feedback; linear feedback
 B) Constructive feedback; destructive feedback
 C) Intuitive feedback; rational feedback
 D) Open feedback; closed feedback
- 44) An important aspect of mobile communication in the workplace is _____, which integrates voice, video, instant messaging, and real-time collaboration into a single system. _____
 A) peripatetic communication
 B) digital communication
 C) unified communication
 D) business communication

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

- 45) The outcome of collaborative writing is usually inferior to what a single individual can produce. _____
- 46) Because mobile devices aren't particularly useful for collaborative writing and other workplace communication projects. _____
- 47) When receiving constructive feedback, you should always defend your work to maintain your professional credibility. _____
- 48) All feedback should deliver criticism and allow the receiver to determine how to improve the process. _____

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

- 49) Discuss the concept of *unified communication* as it applies to mobile communication and collaboration.
- 50) What is the advantage of building a unified communication system into a mobile collaboration process?
- 51) How do mobile devices enhance the collaborative writing and project process?
- 52) Discuss the difference between constructive and destructive feedback and include suggestions for making feedback more meaningful.

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

- 53) Which of the following should be defined before shaping the direction and content of the meeting? 53) _____
A) Venue
B) Purpose
C) Agenda
D) Participants
E) Time
- 54) Which of the following is one of the three key questions to ask in order to create a productive agenda? 54) _____
A) How long will the meeting take?
B) Who should attend the meeting?
C) Who should be prepared to supply information?
D) What will be considered a successful meeting?
E) What are the goals of the meeting?
- 55) Which of the following is one of the key responsibilities of a meeting leader? 55) _____
A) Reciting the agenda
B) Taking minutes of the meeting
C) Explaining their knowledge of the subject before allowing others to participate
D) Keeping the discussion on track
E) Limiting participation of members
- 56) Which of the following procedures can be used to run and maintain order in a formal meeting? 56) _____
A) Fixed-web
B) Unified
C) Constructive
D) Clouding
E) Parliamentary
- 57) When acting as a leader of a meeting, how can you best contribute to the progress of the meeting? 57) _____
A) Pay attention to interpersonal dynamics of the group
B) Insist on using parliamentary procedures
C) Ask questions often
D) Demonstrate your knowledge of the subject
E) Have an opinion prepared on every agenda item
- 58) Which of the following is the most important to cover in the close of a meeting? 58) _____
A) Remind participants what follow-up work is needed
B) Use a mobile device to send minute notes
C) Set the date for the next meeting
D) Ask for input from those who have not participated in the meeting yet
E) Close out work on unrelated tasks

- 59) Which of the following can be used by participants to verify impressions and other information after the close of a meeting? 59) _____
- A) Telepresence
 - B) An agenda
 - C) Meeting minutes
 - D) Robert's Rules of Order
 - E) Instant messaging
- 60) Which of the following is a priority when recording meeting minutes? 60) _____
- A) Use of Robert's Rules of Order
 - B) Identification of those who did not contribute
 - C) A list of agenda items
 - D) Those who voiced opinions
 - E) Key information and assigned responsibilities
- 61) Which of the following is one of the steps to take when preparing for a meeting to help improve meeting productivity? 61) _____
- A) Put the results to effective use
 - B) Distribute meeting minutes to participants and other interested parties
 - C) Lead effectively and participate fully
 - D) Make sure the meeting is necessary
 - E) Encourage participation
- 62) Which of the following is one of the ways to effectively lead and improve meeting productivity? 62) _____
- A) Select participants carefully
 - B) Incorporate technology
 - C) Encourage participation
 - D) Distribute minutes
 - E) Choose the venue and time
- 63) Which of the following is one way to put the results of a meeting to effective use? 63) _____
- A) Decide the purpose
 - B) Set an agenda
 - C) Encourage participation
 - D) Make sure the task assignments are clearly communicated
 - E) Keep the meeting on track
- 64) Much of your workplace communication will occur during in-person or online meetings. If you're leading a meeting, you can help to make sure it's productive by 64) _____
- A) conducting the meeting efficiently.
 - B) preparing carefully.
 - C) using meeting technologies wisely.
 - D) all of the above.
- 65) The best time to distribute an agenda for a meeting is 65) _____
- A) after the meeting.
 - B) during the meeting.
 - C) before the meeting.
 - D) at the start of the meeting.
- 66) Use of parliamentary procedure 66) _____
- A) helps meetings run more smoothly.
 - B) tends to slow meetings down.
 - C) is only useful for meetings with more than a dozen participants.
 - D) contributes to dissent among participants.

- 67) 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? 67) _____
- A) Robert's Rules of Order
 - B) Generally Accepted Accounting Principles
 - C) Fundamental Meeting Management
 - D) SEC Standards of Ethics
- 68) If you're the designated leader of a meeting, 68) _____
- A) try to simply act as an observer, and let the meeting "run itself."
 - B) allow introverted participants to disengage from the meeting.
 - C) don't interfere if the discussion departs from the goals of the meeting.
 - D) do none of the above.
- 69) Formal meetings are conducted according to _____, a time-tested method for planning and running meetings effectively. 69) _____
- A) Emily Post's Rules of Order
 - B) parliamentary procedure
 - C) business etiquette
 - D) parochial protocols
- 70) Which of the following would not be a positive, productive way of using a mobile device during an important meeting, convention, or conference in the workplace? 70) _____
- A) Jotting down some follow-up questions
 - B) Checking your Facebook or working on unrelated tasks
 - C) Tweeting key points from a convention speech
 - D) Taking notes about essential ideas

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

- 71) Unproductive meetings are rare in today's business environment. 71) _____
- 72) If you want to use a mobile device to take notes during a meeting, it's a good idea to let the meeting's leader know ahead of time. 72) _____
- 73) Meeting minutes are a summary of important information shared during a meeting and a record of decisions made. 73) _____
- 74) Destructive feedback offers criticism but does not stimulate improvement. 74) _____

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

- 75) Discuss four planning tasks when preparing for meetings.

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

- 76) Which of the following is an advantage of holding virtual meetings? 76) _____
- A) The venue and time have less of an impact on the success of the meeting
 - B) Reduced cost
 - C) Agendas are easier to set and follow
 - D) There is greater opportunity for participation
 - E) Whiteboards can be accessed

77) Which of the following is an advantage of a virtual meeting for teams? 77) _____
A) The agenda can become more flexible
B) The close of the meeting is stronger and more effective
C) There is access to a wider pool of expertise
D) There is a greater chance of content listening
E) Multiple purposes can be accomplished in one meeting

78) Which of the following is one of the advantages of virtual meetings for employees who participate in them? 78) _____
A) Nonverbal communications are more effective
B) Members have greater interest in interaction
C) Members can take advantage of selective listening techniques
D) There is reduced wear and tear on employees
E) Prejudgment is eliminated

79) Which of the following is/are the simplest form(s) of virtual meetings? 79) _____
A) Online brainstorming
B) Virtual whiteboards
C) Telepresence
D) Instant messaging and teleconferencing
E) Videoconferencing

80) Which of the following is an advantage of using telepresence for virtual meetings? 80) _____
A) The ability to incorporate a shared workspace
B) Improved active listening
C) The ability to convey nonverbal signals
D) The low cost
E) The number of participants that can attend and interact

81) Conducting successful virtual meetings requires _____ before the meeting and _____ during the meeting. 81) _____
A) less planning; more diligence
B) more planning; more diligence
C) less planning; less diligence
D) more planning; less diligence

82) The ability to convey nonverbal subtleties such as facial expressions and hand gestures makes _____ particularly good for negotiations, collaborative problem solving, and other complex discussions. 82) _____
A) instant messages
B) conference calls
C) telepresence
D) video blogs

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

83) Virtual meetings offer more visual contact than traditional, face-to-face meetings. 83) _____

84) The most sophisticated web-based meeting systems incorporate elements of real-time communication, shared workspaces, and videoconferencing. 84) _____

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

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

86) Discuss the additional elements of planning that are involved in virtual meetings.

87) What are the advantages of using virtual meetings when the workforce is geographically dispersed?

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

88) Which skill do the majority of top executives say is the most important skill needed in the workplace? 88) _____

- A) Relationship management
- B) Writing
- C) Listening
- D) Organizing
- E) Speaking

89) Which of the following is an outcome of effective listening in the workplace? 89) _____

- A) Lost opportunities
- B) A premium on communication skills
- C) Stronger organizational relationships
- D) More opportunity to contribute
- E) Less temptation to multitask

90) Which of the following is the goal of content listening? 90) _____

- A) To identify limitations in the communication
- B) To understand and retain information
- C) To evaluate information
- D) To judge speaking style
- E) To understand the meaning of the message

91) Which of the following is one of the goals of critical listening? 91) _____

- A) To understand the information
- B) To understand the speaker's feelings and needs.
- C) To evaluate the strength of the evidence
- D) To identify organizations for innovation
- E) To retain the information of the speaker's message

92) What type of listening skills allows a speaker to use a calm, clear-headed approach in speaking? 92) _____

- A) Active
- B) Premium
- C) Content
- D) Empathic
- E) Critical

93) Which listening skill is being used when biases are minimized and there is an attempt to understand what the other party is saying? 93) _____

- A) Active
- B) Critical
- C) Content
- D) Empathetic
- E) Persuasive

- 94) During which phase of the listening process does the listener acknowledge hearing the message through nonverbal clues? 94) _____
A) Evaluating
B) Remembering
C) Receiving
D) Responding
E) Decoding
- 95) Which of the following is the process of assigning meaning to sound, based on your values and beliefs? 95) _____
A) Evaluating
B) Receiving
C) Remembering
D) Responding
E) Decoding
- 96) During which phase of the listening process do you store information for future use? 96) _____
A) Receiving
B) Responding
C) Evaluating
D) Decoding
E) Remembering
- 97) Which type of listening skill requires applying critical thinking skills and evaluating the quality of evidence? 97) _____
A) Receiving
B) Evaluating
C) Responding
D) Decoding
E) Remembering
- 98) Which of the following is the stage of the listening process where the listener reacts to the message? 98) _____
A) Remembering
B) Responding
C) Evaluating
D) Decoding
E) Receiving
- 99) Which of the following is an outcome of selective listening? 99) _____
A) More focus on the speaker
B) Remembering what you think the speaker probably said
C) Extensive questions
D) More meaningful nonverbal feedback
E) Passive listening
- 100) Which of the following is a tool used by effective listeners to increase focus on the speaker? 100) _____
A) Staying focused on the speaker and content
B) Identifying stylistic differences
C) Passive listening
D) Using the same style in all situations
E) Taking as few notes as possible

- 101) Which of the following can be used to improve listening skills? 101) _____
 A) Multitask
 B) Don't give nonverbal feedback
 C) Assume you already know everything that is important on the subject
 D) Make little or no eye contact
 E) Overlook stylistic differences and focus on the message
- 102) Which of the following takes place when the listener makes up their mind about a message before fully hearing the message? 102) _____
 A) Paraphrasing
 B) Defensive listening
 C) Categorizing
 D) Misinterpreting
 E) Visual listening
- 103) Which of the following can help when trying to store information in long-term memory? 103) _____
 A) Use passive listening techniques
 B) Overlook stylistic differences
 C) Look for opportunities to learn
 D) Make distinctions between main points and supporting details
 E) Categorize new information into logical groups
- 104) Which of the following can improve your understanding of a message when you and the speaker don't share enough of the same language? 104) _____
 A) Visualize words and ideas as pictures
 B) Create acronyms and rhymes for key ideas
 C) Save questions until an appropriate time
 D) Paraphrase the idea and have the speaker confirm what you think you heard
 E) Give the speaker nonverbal cues
- 105) If you are listening mainly to understand the speaker's message, you are engaging in 105) _____
 A) active listening. B) content listening.
 C) critical listening. D) empathic listening.
- 106) An effective listener tries to practice _____ in an effort to hear and understand what the other party is saying. 106) _____
 A) content listening B) active listening
 C) emphatic listening D) critical listening
- 107) Some people use _____ to tune out anything that doesn't conform to their beliefs or their self-images. 107) _____
 A) empathetic listening B) defensive listening
 C) egocentric listening D) constricted listening
- 108) The goal of _____ is to understand and evaluate a speaker's message based on elements such as logic, evidence, and validity, as well as the speaker's intentions and motives. 108) _____
 A) critical listening B) cerebral listening
 C) covert listening D) content listening

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

- 109) Now that technology is so vital in the workplace, few executives view listening as an important skill. 109) _____
- 110) The primary goal of empathic listening is to solve the speaker's problem. 110) _____
- 111) Your ability to listen effectively will have little effect on your long-term career prospects. 111) _____
- 112) One reason listening is often difficult is because people speak faster than the listener can think. 112) _____

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

- 113) List at least three benefits of effective listening in business.
- 114) List at least three strategies to keep your mind from wandering while listening to a speaker.
- 115) Discuss ways to retain information when the information is important and might be used later.
- 116) Identify five ways to become a more effective listener.
- 117) Identify and explain the five steps in the listening process.

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

- 118) Which of the following is defined as the process of sending and receiving information without using written or spoken language? 118) _____
A) Nonverbal communication
B) Virtual communication
C) Listening
D) Focus
E) Etiquette
- 119) Which nonverbal signal indicates the intensity of feelings and conveys emotions? 119) _____
A) Personal appearance
B) Touch
C) Time and space
D) Facial expression
E) Slouching
- 120) How can a communicator intentionally influence messages using vocal characteristics? 120) _____
A) By adopting their style to match those whom they wish to impress
B) By controlling pitch, pace, and stress
C) By demonstrating their own importance or disregard for others
D) By supporting the message with touch that conveys warmth and reassurance
E) By asserting authority and implying intimacy

- 121) Which of the following nonverbal communication cues can be altered in order to adopt the style of the people you want to impress? 121) _____
- A) Etiquette
 - B) Technology
 - C) Personal appearance
 - D) Empathy
 - E) Listening
- 122) Which of these nonverbal cues helps to reveal the intensity of a speaker's feelings? 122) _____
- A) Use of technology
 - B) Eye contact
 - C) Etiquette
 - D) Time management
 - E) Listening
- 123) Which of the following is one way to improve your understanding of nonverbal communication? 123) _____
- A) Communicate at a time that works best for you
 - B) Watch for cues from gestures and posture
 - C) Avoid physical touch if warmth and understanding needs to be displayed
 - D) Separate nonverbal signals from the communication process
 - E) Avoid replacing words with cues
- 124) Which of the following nonverbal cues is being sent when a group member arrives promptly to a meeting as a show of respect? 124) _____
- A) Facial expression
 - B) Time and space
 - C) Personal appearance
 - D) Gestures and postures
 - E) Vocal characteristics
- 125) Body movement can send an unintentional message based of which nonverbal cue? 125) _____
- A) Vocal characteristics
 - B) Personal appearance
 - C) Time and space
 - D) Gesture and posture
 - E) Facial expression
- 126) Which of the following statements about nonverbal communication is FALSE? 126) _____
- A) Nonverbal signals can be used to assert both authority and intimacy.
 - B) Facial expressions are a primary means of conveying emotions.
 - C) A person's voice carries both intended and unintended nonverbal cues.
 - D) Mastering nonverbal signals will allow you to "read someone like a book."
- 127) Nonverbal signals can _____ a verbal message. 127) _____
- A) weaken
 - B) strengthen
 - C) replace
 - D) all of the above

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

- 128) People are often judged based on the way they dress. 128) _____

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

- 129) List at least three general categories of nonverbal communication.
- 130) If you are new to a company, what is the best way to decide what type of dress is appropriate in that organization?
- 131) List and briefly explain the three roles nonverbal communication plays in communication.
- 132) Discuss how nonverbal communications skills can affect your speaking and listening skills.
- 133) Identify and discuss the 6 types of nonverbal communication signals.

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

- 134) What are the variety of behaviors, manners, and habits used in the workplace referred to as? 134) _____
 - A) Cues
 - B) Etiquette
 - C) Professionalism
 - D) Nonverbal skills
 - E) Grooming
- 135) Because phone calls lack the visual richness of face-to-face conversations, which of the following can be used to convey professionalism? 135) _____
 - A) Attitude and tone of voice
 - B) Gestures and posture
 - C) Facial expression
 - D) Etiquette
 - E) Listening skills
- 136) Which of the following is needed when practicing business etiquette when in teams and in meetings? 136) _____
 - A) Participative management
 - B) Formal rules of behavior
 - C) Integration of mobile communication and social media
 - D) Creativity
 - E) Mutual respect and consideration among participants
- 137) Which of these is an example of courteous phone behavior? 137) _____
 - A) Verify you are calling at a good time
 - B) Use voicemail to screen calls
 - C) Increasing the audience's knowledge level
 - D) Vary pitch and inflection
 - E) Forward all calls you cannot answer directly
- 138) Which of the following is a good example of business etiquette in a social situation? 138) _____
 - A) Don't look guests from other cultures in the eye
 - B) Briefly describe your role in the company when you introduce yourself
 - C) Only shake hands when someone else extends their hand first
 - D) Finishing a text message while introducing yourself to someone
 - E) A personal comment that includes mild flattery

- 139) Which of the following is an important etiquette guideline when you are representing your company online? 139) _____
- A) Assume corporate networks are private
 - B) Only use personal attacks on blog postings and social media sites
 - C) Strongly state your opinions so they sound like facts
 - D) Use texting style whenever possible to keep messages short and to the point
 - E) Stay focused on the original topic; if you need to change the subject, start a new message thread
- 140) Which of these is an important online etiquette rule? 140) _____
- A) Send messages when it works best for you, knowing the audience will respond when convenient
 - B) Use "Reply All" whenever possible
 - C) Use commenting mechanisms whenever possible
 - D) Assume a message sent to one recipient will remain private
 - E) Avoid multitasking while using IM
- 141) If you want to change the subject of an ongoing email thread, which of these steps should you take? 141) _____
- A) Invite the intended recipients to a blog site to view the message
 - B) Indicate who the new message goes to by inserting their name above the message
 - C) Change the text in the subject line
 - D) Do not use the "Reply All" function
 - E) Start a new message thread
- 142) When using digital media, how can you be sure you are presenting facts instead of your opinion? 142) _____
- A) Include supporting evidence
 - B) Assume others will view the message
 - C) Open a discussion forum
 - D) Include links to Wikis
 - E) Avoid text language
- 143) When conducting business over a meal, when does the business aspect of the meal begin? 143) _____
- A) After relaxing the group by sharing a few jokes
 - B) After getting to know your guest by asking about personal matters
 - C) After the entrée is finished
 - D) After drinks
 - E) After small talk about religion or politics
- 144) When working with people from other cultures, which of the following will help ensure proper etiquette in social settings? 144) _____
- A) Explain your role in the organization
 - B) Invite the group to dinner and cocktails to learn more about each other
 - C) Introduce yourself with a humorous comment
 - D) Don't shake hands unless invited to
 - E) Learn about the customs of the other cultures

- 145) When leaving a voicemail message, which of these should you be sure to include? 145) _____
- A) Detail questions or instruction
 - B) A list of all issues that need to be covered
 - C) Who else you are calling
 - D) A specific date and time when you will try to call again
 - E) The best time to return your call
- 146) Which of the following is an example of a way to increase the clarity of communication and display courtesy when ending a business call? 146) _____
- A) Indicate that the follow up will be complicated
 - B) Close with a personal comment about your working relationship
 - C) Make an appointment to continue the phone call at a later date
 - D) Double-check vital information such as meeting times and dates
 - E) Suggest that a voice mail is as effective as a conversation and saves time
- 147) Which of the following steps should be taken when you have an important or complicated message to deliver by phone? 147) _____
- A) Leave a detailed voice message describing when you will call and what the discussion will be about
 - B) Plan what you want to say before calling
 - C) Establish the needs of the person you are calling
 - D) Be courteous
 - E) Be short and to the point, with more detailed information sent electronically
- 148) Successful teamwork, productive meetings, effective listening, and nonverbal communication all depend on _____ among all participants. 148) _____
- A) mutual respect and consideration
 - B) common cultural reference points
 - C) the use of the latest communication technology
 - D) face-to-face contact
- 149) A new coworker from Russia asks you about North American greeting customs. You explain that in most business contexts, 149) _____
- A) it is not necessary to stand up before shaking hands if you are already seated.
 - B) shaking hands is an outdated custom in North America.
 - C) women are not expected to shake hands.
 - D) a firm handshake is expected when two people meet.
- 150) When you're using a mobile device, making any of the following choices EXCEPT _____ will reflect negatively on your professionalism. 150) _____
- A) texting during a meal or while someone is talking to you
 - B) asking for permission before using your device's camera
 - C) talking loudly in open offices or public places
 - D) allowing incoming calls/texts to interrupt meetings or discussions
- 151) Because phone calls lack the visual richness of face-to-face conversations, you'll need to use _____ to convey confidence and professionalism. 151) _____
- A) smartphones and apps
 - B) context and subject matter
 - C) questions and social media
 - D) attitude and tone of voice

- 152) All of the following EXCEPT _____ are best practices when using phones at work. 152) _____
- A) enabling your voicemail, even if you don't check messages regularly
 - B) being positive and professional when you answer the phone
 - C) ending your calls with courtesy and clarity
 - D) varying your vocal pitch and inflections so people know you're interested

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

- 153) The business aspect of a dinner meeting usually begins after entrée plates have been removed. 153) _____
- 154) The habits you exhibit while using your mobile device exemplify your attitude toward the people around you. 154) _____

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

- 155) While having lunch with a client, what should you do with the business papers you brought to discuss? Why?
- 156) Discuss etiquette rules that should always be followed when doing business online.
- 157) Identify and discuss five tips that can help you use the phone confidently and professionally.
- 158) How can you prepare to have good etiquette and manners in social settings?

Answer Key

Testname: UNTITLED3

- 1) C
- 2) A
- 3) A
- 4) A
- 5) A
- 6) A
- 7) B
- 8) E
- 9) A
- 10) D
- 11) D
- 12) B
- 13) C
- 14) E
- 15) C
- 16) D
- 17) C
- 18) A
- 19) B
- 20) C
- 21) B
- 22) C
- 23) D
- 24) C
- 25) FALSE
- 26) TRUE
- 27) 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.
- 28) Whenever you encounter resistance, your first instinct might be to argue even more forcefully for the proposed change. However, this approach is often counterproductive because it doesn't get at the roots of the resistance, and the other party is likely to dig in even deeper. Rather than pushing even harder, stop talking and start listening. Let people express their reservations about the change, using the active listening skills. Make sure the other party knows you are listening by choosing your nonverbal gestures carefully and expressing interest in and sympathy for their concerns. Listening encourages others to open up about their concerns which can help you address them and can unveil legitimate issues that you have failed to consider.
When a line of communication opens, recognize that your primary goal is not to win the argument but rather to build a relationship that can lead to solving the dilemma at hand. Even if you have the authority to force the change, you'll create resentment and probably fail to get the level of emotional agreement needed for true success if you rely on force alone. As you establish a comfortable working relationship, continue to listen for elements of resistance that remain unspoken. Ask questions to make sure you understand the resistance and to confirm your understanding of it, then acknowledge the other party's concerns.

Answer Key

Testname: UNTITLED3

- 29) • Proactive behavior. Deal with minor conflict before it becomes major conflict. In team settings, conflict between two people can spread if it isn't addressed early.
- Communication. Get those directly involved in a conflict to participate in resolving it. These participants should choose their words and nonverbal gestures carefully in order to maintain focus on the problem at hand and to avoid further inflaming an already uncomfortable situation.
 - Openness. Get feelings out in the open before dealing with the main issues.
 - Research. Seek factual reasons for a problem before seeking solutions.
 - Flexibility. Don't let anyone lock into a position before considering other solutions.
 - Fair play. Insist on fair outcomes and don't let anyone avoid a fair solution by hiding behind the rules.
 - Alliance. Get opponents to fight together against an "outside force" instead of against each other.
- 30) A
- 31) C
- 32) D
- 33) D
- 34) C
- 35) D
- 36) D
- 37) E
- 38) E
- 39) D
- 40) C
- 41) D
- 42) A
- 43) B
- 44) C
- 45) FALSE
- 46) FALSE
- 47) FALSE
- 48) FALSE
- 49) Today's mobile systems can do virtually everything that fixed-web collaboration systems can do, from writing on virtual whiteboards to sharing photos, videos, and other multimedia files. Therefore, they add another layer of options for collaborative writing and other communication projects, particularly when used with cloud computing. Given the flexibility of mobile devices, however, an important aspect of mobile collaboration and communication in general is *unified communication*, which integrates such capabilities as voice and video calling/conferencing, instant messaging, and real-time collaboration software in a single system. By minimizing or eliminating the need to manage multiple communication systems and devices, *unified communication* can improve response times, productivity, and collaboration.
- 50) An important aspect of mobile collaboration and mobile communication in general is unified communication, which integrates such capabilities as voice and video calling, voice and video conferencing, instant messaging, and real-time collaboration software into a single system. By minimizing or eliminating the need to manage multiple communication systems and devices, unified communication promises to improve response times, productivity, and collaboration efforts.
- 51) Mobile devices add another layer of options for collaborative writing and other communication projects, particularly when used with cloud computing. Today's mobile systems can do virtually everything that fixed-web collaboration systems can do, from writing on virtual whiteboards to sharing photos, videos, and other multimedia files. Mobility lets workers participate in online brainstorming sessions, seminars, and other formal or informal events from wherever they happen to be at the time. This flexibility can be particularly helpful during the review and production stages of major projects, when deadlines are looming and decisions and revisions need to be made quickly.

Answer Key

Testname: UNTITLED3

- 52) Good feedback provides a valuable opportunity to learn and to improve the quality of your work. Constructive feedback, sometimes called constructive criticism, focuses on the process and outcomes of communication, not on the people involved. In contrast, destructive feedback delivers criticism with no guidance to stimulate improvement. For example, "This proposal is a confusing mess, and you failed to convince me of anything" is destructive feedback. The goal is to be more constructive: "Your proposal could be more effective with a clearer description of the manufacturing process and a well-organized explanation of why the positives outweigh the negatives." When giving feedback, avoid personal attacks and give the person clear guidelines for improvement.
- 53) B
- 54) E
- 55) D
- 56) E
- 57) A
- 58) A
- 59) C
- 60) E
- 61) D
- 62) C
- 63) D
- 64) D
- 65) C
- 66) A
- 67) A
- 68) D
- 69) B
- 70) B
- 71) FALSE
- 72) TRUE
- 73) TRUE
- 74) TRUE
- 75) First, define your purpose. Meetings can focus on exchanging information, reaching decisions, or collaborating to solve problems or identify opportunities. Whatever your purpose, define the best possible result of the meeting (such as "we carefully evaluated all three product ideas and decided which one to invest in"). Use this hoped-for result to shape the direction and content of the meeting.
- Second, select participants for the meeting. The rule here is simple: Invite everyone who really needs to be involved, and don't invite anyone who doesn't. For decision-making meetings, for example, invite only those people who are in a direct position to help the meeting reach its objective. The more people you have, the longer it will take to reach consensus. Meetings with more than 10 or 12 people can become unmanageable if everyone is expected to participate in the discussion and decision making.
- Third, choose the venue and the time. Online meetings are often the best way and sometimes the only way to connect people in multiple locations or to reach large audiences. For in-person meetings, review the facility and the seating arrangements. Is theater-style seating suitable, or do you need a conference table or some other layout? Pay attention to room temperature, lighting, ventilation, acoustics, and refreshments; these details can make or break a meeting. If you have control over the timing, morning meetings are often more productive because people are generally more alert and not yet engaged with the work of the day.
- Fourth, set the agenda. The success of a meeting depends on the preparation of the participants. Distribute a carefully written agenda to participants, giving them enough time to prepare as needed (see Figure 2.4 in the text). A productive agenda answers three key questions: (1) What do we need to do in this meeting to accomplish our goals? (2) What issues will be of greatest importance to all participants? (3) What information must be available in order to discuss these issues?
- 76) B

Answer Key

Testname: UNTITLED3

- 77) C
- 78) D
- 79) D
- 80) C
- 81) B
- 82) C
- 83) FALSE
- 84) TRUE
- 85) 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.
- 86) Conducting successful virtual meetings requires extra planning beforehand and more diligence during the meeting. Recognizing the limitations of the virtual meeting format is a key to using it successfully. Because virtual meetings offer less visual contact and nonverbal communication than in-person meetings, for example, leaders need to make sure everyone stays engaged and has the opportunity to contribute. Participants have a responsibility to pay attention and avoid the temptation to work on other tasks. To keep everyone focused, make sure the meeting time is dedicated to discussion and interaction, rather than getting everyone up to speed on the issues. Distribute background information before the meeting so that participants can join the meeting ready to collaborate.
- 87) Today's companies use a number of technologies to enhance or even replace traditional in-person meetings. Holding virtual meetings can dramatically reduce costs and resource usage, reduce wear and tear on employees, and give teams access to a wider pool of expertise
- 88) C
- 89) C
- 90) B
- 91) C
- 92) D
- 93) A
- 94) C
- 95) E
- 96) E
- 97) B
- 98) B
- 99) B
- 100) A
- 101) E
- 102) B
- 103) E
- 104) D
- 105) B
- 106) B
- 107) B
- 108) A
- 109) FALSE
- 110) FALSE
- 111) FALSE
- 112) FALSE

Answer Key

Testname: UNTITLED3

- 113) 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.
- 114) Although people can think faster than they (and others) can speak, several techniques can help. They include lowering barriers to physical reception, focusing on the speaker, analyzing what you hear, and keeping an open mind.
- 115) If the information you hear will be important to use later, write it down or otherwise record it. Don't rely on your memory. If you do need to memorize, you can hold information in short-term memory by repeating it silently or organizing a long list of items into several shorter lists. To store information in long-term memory, four techniques can help: (1) associate new information with something closely related (such as the restaurant in which you met a new client), (2) categorize the new information into logical groups (such as alphabetizing a list of names), (3) visualize words and ideas as pictures, and (4) create mnemonics such as acronyms or rhymes.
- 116) There are 11 ways to improve your listening skills identified in Table 2.3 in the text. Those include:
- Listen actively.
 - Take careful and complete notes, when applicable.
 - Make frequent eye contact with the speaker (depends on culture to some extent).
 - Stay focused on the speaker and the content.
 - Mentally paraphrase key points to maintain attention level and ensure comprehension. Adjust listening style to the situation.
 - Give the speaker nonverbal cues (such as nodding to show agreement or raising eyebrows to show surprise or skepticism).
 - Save questions or points of disagreement until an appropriate time.
 - Overlook stylistic differences and focus on the speaker's message.
 - Make distinctions between main points and supporting details.
 - Look for opportunities to learn.
- 117) 1. Receiving. You start by physically hearing the message and acknowledging it. Physical reception can be blocked by noise, impaired hearing, or inattention. Some experts also include nonverbal messages as part of this stage because these factors influence the listening process as well.
2. Decoding. Your next step is to assign meaning to sounds, which you do according to your own values, beliefs, ideas, expectations, roles, needs, and personal history.
3. Remembering. Before you can act on the information, you need to store it for future processing. Incoming messages must first be captured in short-term memory before being transferred to long-term memory for more permanent storage.
4. Evaluating. The next step is to evaluate the message by applying critical thinking skills to separate fact from opinion and evaluate the quality of the evidence.
5. Responding. After you've evaluated the speaker's message, you react. If you're communicating one-on-one or in a small group, the initial response generally takes the form of verbal feedback. If you're one of many in an audience, your initial response may take the form of applause, laughter, or silence. Later on, you may act on what you have heard.
- 118) A
- 119) D
- 120) B
- 121) C
- 122) B
- 123) B
- 124) B
- 125) D
- 126) D
- 127) D
- 128) TRUE
- 129) 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

Answer Key

Testname: UNTITLED3

- 130) 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.
- 131) 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.
- 132) Paying attention to nonverbal cues will make you a better speaker and a better listener. When you're talking, be more conscious of the nonverbal cues you could be sending. Also consider the nonverbal signals you send when you're not talking—the clothes you wear, the way you sit, the way you walk. Whether or not you think it is fair to be judged on superficial matters, the truth is that you are judged this way. Don't let careless choices or disrespectful habits undermine all the great work you're doing on the job. When you listen, be sure to pay attention to the speaker's nonverbal cues.
- 133) 1. Facial expression. Your face is the primary vehicle for expressing your emotions; it reveals both the type and the intensity of your feelings.
2. Gesture and posture. The way you position and move your body expresses both specific and general messages, some voluntary and some involuntary.
3. Vocal characteristics. Voice carries both intentional and unintentional messages. A speaker can intentionally control pitch, pace, and stress to convey a specific message.
4. Personal appearance. People respond to others on the basis of their physical appearance, sometimes fairly and other times unfairly.
5. Touch. Touch is an important way to convey warmth, comfort, and reassurance—as well as control. Touch is so powerful, in fact, that it is governed by cultural customs that establish who can touch whom and how in various circumstances.
6. Time and space. Like touch, time and space can be used to assert authority, imply intimacy, and send other nonverbal messages.
- 134) B
- 135) A
- 136) E
- 137) A
- 138) B
- 139) E
- 140) E
- 141) E
- 142) A
- 143) C
- 144) E
- 145) E
- 146) D
- 147) B
- 148) A
- 149) D
- 150) B
- 151) D
- 152) A
- 153) TRUE
- 154) TRUE
- 155) 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.

Answer Key

Testname: UNTITLED3

- 156) Avoid personal attacks and stay focused on the original topic. Don't present opinions as facts and support facts with evidence. Basic expectations of spelling, punctuation, and capitalization should be followed. Virus protection should be used and kept up to date. Additionally, use difficult-to-break passwords on email, Twitter, and other accounts. Ask if this is a good time for an IM chat and avoid multitasking while using IM and other tools. Watch your language and keep your emotions under control. Never assume privacy and don't use "Reply All" in email unless everyone can benefit from your reply. Respect boundaries of time and virtual space. Don't waste others' time with sloppy, confusing, or incomplete messages. Lastly, be careful of online commenting mechanisms.
- 157) When you're using the phone at work, you have to rely on your attitude and tone of voice to convey confidence and professionalism. Here are some tips that can help: Be conscious of how your voice sounds. Avoid monotone; vary your pitch and inflections. Slow down when talking with people whose native language isn't the same as yours. Be courteous when you call someone. Identify yourself and your organization, briefly explain why you're calling, verify that you've called at a good time, and minimize the noise level in your environment. Convey a positive, professional attitude when you answer the phone. Answer promptly (with a smile), and identify yourself and your company. Determine the caller's needs by asking, "How may I help you?" If you can't answer the caller's questions, forward the call to a colleague who can or tell the caller how to get his or her questions resolved. If you plan to forward a call, put the caller on hold and verify that the colleague is available. Close in a positive manner and double-check all vital information. Use your own voicemail features to help callers. Record a brief, professional-sounding outgoing message for regular use. When you'll be away from the phone for an extended period, record a temporary greeting that tells callers when you'll respond to messages. If you don't check your messages regularly or at all, disable your voicemail. Be considerate when leaving voicemail messages. Unless voicemail is the best or only choice, consider leaving a message through other means, such as text messaging or email. If you leave a voicemail, keep it brief: your name, number, reason for calling, and times you can be reached.
- 158) Make sure your appearance and actions are appropriate to the situation. Get to know the customs of other cultures when it comes to meeting new people. When introducing yourself, include a brief description of your role in the company. When introducing two other people, speak their first and last names clearly and then try to offer some information (perhaps a shared professional interest) to help the two people ease into a conversation. Business is often conducted over meals, and knowing the basics of dining etiquette will make you more effective in these situations. Remember that business meals are a forum for business. Don't discuss politics, religion, or any other topic likely to stir up emotions. Don't complain about work, don't ask deeply personal questions, avoid profanity, and be careful with humor.