

**Test Item File for *Excellence in Business Communication*, Fourth Canadian Edition
Chapter 2**

1) Companies today are looking for people who can work alone, since the trend in business is for most employees to function independently.

- A) True
- B) False

Answer: B

Type: *TF* Page Reference: 34

2) Informal teams are not part of the formal organization but are created to solve problems or work on specific activities.

- A) True
- B) False

Answer: A

Type: *TF* Page Reference: 34

3) Committees are short-lived groups formed to solve a short-term problem.

- A) True
- B) False

Answer: B

Type: *TF* Page Reference: 35

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

- A) True
- B) False

Answer: A

Type: *TF* Page Reference: 36

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

- A) True
- B) False

Answer: A

Type: *TF* Page Reference: 36

6) Free riders are group members who don't contribute their fair share to the team's activities.

- A) True
- B) False

Answer: A

Type: *TF* Page Reference: 36

7) Group members who play task-facilitating roles are motivated to fulfill personal needs so they tend to be less productive than other members.

A) True

B) False

Answer: B

Type: *TF* Page Reference: 41

8) Group members who play team-maintenance roles help everyone to work better together.

A) True

B) False

Answer: A

Type: *TF* Page Reference: 41

9) Until roles and status have stabilized on a team, it may have trouble accomplishing its goals.

A) True

B) False

Answer: A

Type: *TF* Page Reference: 41

10) To facilitate global collaboration, many teams now take advantage of vacant office spaces.

A) True

B) False

Answer: B

Type: *TF* Page Reference: 40

11) Most groupware systems have built-in intelligence to control which team members can read, edit, and save specific files.

A) True

B) False

Answer: A

Type: *TF* Page Reference: 39

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

- A) True
- B) False

Answer: A

Type: TF Page Reference: 41-42

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

- A) True
- B) False

Answer: B

Type: TF Page Reference: 41

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

- A) True
- B) False

Answer: B

Type: TF Page Reference: 42

15) To resolve conflict successfully, it helps to get feelings out in the open before dealing with the main issues.

- A) True
- B) False

Answer: A

Type: TF Page Reference: 44

16) To resolve conflicts successfully, you seek reasons for the problems before seeking solutions.

- A) True
- B) False

Answer: A

Type: TF Page Reference: 44

17) Much of the communication you'll participate in will take place in meetings.

- A) True
- B) False

Answer: A

Type: TF Page Reference: 44

18) If you encounter irrational resistance, avoid calling the person's attention to it.

- A) True
- B) False

Answer: B

Type: TF Page Reference: 44

19) Convincing someone of your viewpoint depends as much on the other person's frame of mind as it does on your arguments.

- A) True
- B) False

Answer: A

Type: TF Page Reference: 44

20) With collaborative writing, the usual outcome is a document that is inferior to one that would have been produced by a single individual.

- A) True
- B) False

Answer: B

Type: TF Page Reference: 37

21) One benefit of wikis is writers don't need to know any of the techniques normally required to create web content.

- A) True
- B) False

Answer: A

Type: TF Page Reference: 38

22) Most people need to improve their listening skills.

- A) True
- B) False

Answer: A

Type: TF Page Reference: 51

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

- A) True
- B) False

Answer: B

Type: TF Page Reference: 51

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

- A) True
- B) False

Answer: B

Type: TF Page Reference: 51

25) Good listeners specialize in one of the three types of listening and apply it to nearly all situations.

- A) True
- B) False

Answer: B

Type: TF Page Reference: 51

26) Defensiveness is a major barrier to effective listening.

- A) True
- B) False

Answer: A

Type: TF Page Reference: 53-54

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

- A) True
- B) False

Answer: B

Type: TF Page Reference: 52

28) People generally have more faith in nonverbal cues than they do in verbal messages.

- A) True
- B) False

Answer: A

Type: TF Page Reference: 55

29) Virtual meetings let team members in different locations interact without the disruption, risk, and cost of travel.

- A) True
- B) False

Answer: A

Type: TF Page Reference: 49

30) Maintaining eye contact is often effective for indicating attention and interest.

- A) True

B) False

Answer: A

Type: TF Page Reference: 55

31) Your vocal characteristics reveal many things that you are unaware of but that have meaning for your audience.

A) True

B) False

Answer: A

Type: TF Page Reference: 55

32) The one aspect of nonverbal communication that you have little or no control over is your physical attractiveness.

A) True

B) False

Answer: B

Type: TF Page Reference: 55

33) A manager might be comfortable using hugs to express support or congratulations, but his or her subordinates might interpret those hugs as either a show of dominance or sexual interest.

A) True

B) False

Answer: A

Type: TF Page Reference: 57

34) There is no such thing as an unproductive meeting.

A) True

B) False

Answer: B

Type: TF Page Reference: 44

35) Many companies today use intranets and blog postings to distribute meeting minutes.

A) True

B) False

Answer: A

Type: TF Page Reference: 48

36) Free riders are team members who freely give their opinions and ideas to the group.

A) True

B) False

Answer: B

Type: TF Page Reference: 36

37) The more members you have at a meeting the better for making good decisions quickly.

A) True

B) False

Answer: B

Type: TF Page Reference: 45

38) A meeting agenda is just a guideline and doesn't really need to be adhered to.

A) True

B) False

Answer: B

Type: TF Page Reference: 45

39) The main role of the meeting leader is to be passive and let others speak without interference.

A) True

B) False

Answer: B

Type: TF Page Reference: 45

40) In this day and age, there is no need to follow parliamentary procedure in meetings.

A) True

B) False

Answer: B

Type: TF Page Reference: 47

41) In participative management _____

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

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

C) teams are discouraged in favour of individual achievement.

D) an authoritarian management model is used.

Answer: A

Type: MC Page Reference: 34

42) _____ is an advantage of a successful team.

A) Increased diversity of views

- B) Groupthink
- C) Cost
- D) Hidden agenda

Answer: A

Type: MC Page Reference: 35

- 43) Groupthink refers to _____
- A) the willingness of individual group members to set aside their personal opinions and go along with everyone else.
 - B) the four-step decision-making process in groups.
 - C) software programs that help groups make decisions.
 - D) the basic rules that underlie a group's behaviour.

Answer: A

Type: MC Page Reference: 36

- 44) A hidden agenda refers to _____
- A) a meeting agenda that is not revealed to others outside the meeting group.
 - B) individuals' private motives that affect a group's interaction.
 - C) an agenda that members must look for before they can attend a meeting.
 - D) an approach to group dynamics that helps facilitate group functioning.

Answer: B

Type: MC Page Reference: 36

- 45) Unwritten rules that govern the behaviour of group members are referred to as _____
- A) group maintenance roles.
 - B) parliamentary procedure.
 - C) group norms.
 - D) Robert's Rules.

Answer: C

Type: MC Page Reference: 40

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

Answer: C

Type: MC Page Reference: 41

47) Group members who try to help people work well together are able to fill a _____

- A) team-maintenance role.
- B) task-facilitating role.
- C) self-oriented role.
- D) coordinating role.

Answer: A

Type: MC Page Reference: 41

48) During the reinforcement phase of group decision making, members _____

- A) socialize and establish roles.
- B) air all options and discuss their pros and cons.
- C) reach a decision.
- D) are given their assignments for carrying out the group's decision.

Answer: D

Type: MC Page Reference: 42

49) To improve meeting productivity, _____

- A) communicate.
- B) wait for everyone to arrive even if it means starting the meeting 10 minutes late.
- C) work out an agenda that will achieve your objectives.
- D) smile, laugh, enjoy yourself.

Answer: C

Type: MC Page Reference: 47

50) Which of the following is NOT a characteristic of effective teams?

- A) A clear sense of purpose
- B) Open and honest communication
- C) Decision making done primarily by the team leaders
- D) Encouragement of original thinking

Answer: C

Type: MC Page Reference: 35

51) When it comes to resolving conflict in groups, it is a good idea to _____

- A) be flexible.
- B) hold off dealing with minor problems until the conflict becomes major.
- C) avoid all conflict in the first place.
- D) encourage participants to repress their emotions about the situation.

Answer: A

Type: MC Page Reference: 44

52) The best way to handle an emotional reaction in a business setting is to _____

- A) focus on your argument and ignore the emotional elements.
- B) repeat yourself in hopes that this will help diffuse emotions.
- C) express understanding.
- D) agree with the other person's emotional reaction.

Answer: C

Type: MC Page Reference: 44

53) Working with other writers to produce a single document is called _____

- A) groupthink.
- B) participative management.
- C) collaborative writing.
- D) task facilitating.

Answer: C

Type: MC Page Reference: 47

54) Successful collaboration requires a number of steps, from selecting the right partners and agreeing on project goals to _____

- A) establishing clear processes and avoiding writing as a group.
- B) setting timelines and meeting at the same location.
- C) making sure all members speak more than one language.
- D) creating agendas and controlling creativity.

Answer: A

Type: MC Page Reference: 37

55) In collaborative writing, it is a good idea to _____

- A) make sure tools and techniques are ready and compatible across the team.
- B) begin by letting all members "do their own thing" and then seeing what they all produce.
- C) let all members use their own preferred software.
- D) make the team as big as possible so that every possible area of expertise will be covered.

Answer: A

Type: MC Page Reference: 38

56) When questioned about material they have just listened to, most people are likely to _____

- A) remember nearly all of the content correctly.
- B) get the facts mixed up.
- C) remember almost nothing.

D) fake an answer.

Answer: B

Type: MC Page Reference: 51

57) If you are listening mainly to understand and retain information imparted by a speaker, you are engaging in _____

- A) content listening.
- B) critical listening.
- C) empathic listening.
- D) active listening.

Answer: A

Type: MC Page Reference: 51

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

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

Answer: C

Type: MC Page Reference: 51

59) If you are listening mainly to understand the speaker's needs and wants, you are engaging in _____

- A) content listening.
- B) critical listening.
- C) empathic or active listening.
- D) sustained listening.

Answer: C

Type: MC Page Reference: 51

60) The first step in the basic listening process is _____

- A) physically receiving the message.
- B) interpreting the message.
- C) evaluating the message.
- D) encoding the message.

Answer: A

Type: MC Page Reference: 52

61) Poor listeners may create a barrier to listening by _____

- A) relating what they hear to their own experience.
- B) thinking of related questions.

- C) checking their watch or PDA.
- D) focusing on the message.

Answer: C

Type: MC Page Reference: 52

- 62) "Selective listening" refers to _____
- A) a highly focused form of listening.
 - B) when the listener's mind wanders until something relevant is said.
 - C) a form of defensive listening.
 - D) listening only long enough to get a word in edgewise.

Answer: B

Type: MC Page Reference: 52

- 63) Nonverbal differs from verbal communication in that it _____
- A) rarely occurs spontaneously.
 - B) lacks intent.
 - C) often reveals information without your consent.
 - D) doesn't provide a message.

Answer: C

Type: MC Page Reference: 54

- 64) If a person says one thing but sends a conflicting message nonverbally, _____
- A) people are more likely to believe the verbal message.
 - B) people are more likely to believe the nonverbal message.
 - C) people are more likely to just stop listening.
 - D) People will think the speaker does not know what he/she is saying.

Answer: B

Type: MC Page Reference: 54-55

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

Answer: D

Type: MC Page Reference: 55, 57

- 66) One of the biggest mistakes in holding meetings is _____
- A) not having a specific goal.
 - B) not inviting enough participants.

- C) circulating the agenda too far in advance.
- D) sticking too closely to the agenda.

Answer: A

Type: MC Page Reference: 44-45

- 67) In an informational meeting, _____
- A) the participants share information and coordinate actions.
 - B) the group rarely arrives at some kind of decision.
 - C) brainstorming sessions are avoided.
 - D) participants dress casually.

Answer: A

Type: MC Page Reference: 45

- 68) A meeting agenda _____
- A) is a formality that most groups skip these days.
 - B) should be circulated a in advance of the meeting to give participants time to prepare.
 - C) should be general rather than specific so participants can add to topics to it during the meeting.
 - D) is only a guideline, and deviations are common and expected.

Answer: B

Type: MC Page Reference: 45

- 69) When conducting a meeting, _____
- A) if some people are too quiet, leave them alone; they probably have nothing to contribute.
 - B) if some people dominate the conversation, let them do so, since they are probably the most knowledgeable attendees.
 - C) try to simply act as an observer, and let the meeting "run itself."
 - D) be sure to follow the agenda.

Answer: D

Type: MC Page Reference: 47

- 70) Use of parliamentary procedure _____
- A) tends to slow meetings down.
 - B) contributes to dissension among participants.
 - C) aids in planning and running effective meetings.
 - D) is only useful for highly formalized, important meetings with more than a dozen participants.

Answer: C

Type: MC Page Reference: 47

71) Instant messaging and teleconferencing are _____
A) the most complex forms of virtual meetings.
B) are not classified as virtual meetings.
C) the simplest forms of virtual meetings.
D) are not used in business correspondence.

Answer: C
Type: MC Page Reference: 49

72) A(n) _____ is a unit of two or more people who work together to achieve a goal.

Answer: team
Type: FB Page Reference: 34

73) _____ management is a way of involving employees in the company's decision making.

Answer: Participative
Type: FB Page Reference: 34

74) Group loyalty can lead members into _____, a willingness to set aside personal opinions and to go along with everyone else, even if everyone else is wrong.

Answer: groupthink
Type: FB Page Reference: 36

75) Some group members have a(n) _____: private motives that affect the group's interaction.

Answer: hidden agenda
Type: FB Page Reference: 36

76) _____ are the interactions and processes that take place in a meeting.

Answer: Group dynamics
Type: FB Page Reference: 40

77) Group _____ are informal standards of conduct that members share and that guide member behaviour.

Answer: norms
Type: FB Page Reference: 40

78) A lack _____ of is cited as the most common reason for the failure of teams.

Answer: trust

Type: FB Page Reference: 37

79) Teams need to learn how to resolve _____ over differences in ideas, power struggles, or basic differences in personalities.

Answer: Conflict/conflicts

Type: FB Page Reference: 43

80) In _____ writing, a team of writers works together to produce a single document.

Answer: collaborative

Type: FB Page Reference: 37

81) _____ contributors need to let go of traditional expectations of authorship, including individual recognition.

Answer: Wiki

Type: FB Page Reference: 38

82) The goal of _____ listening is to evaluate the message at several levels.

Answer: critical

Type: FB Page Reference: 51

83) The goal of _____ listening is to understand the speaker's feelings.

Answer: empathic

Type: FB Page Reference: 51

84) In the _____ stage of listening, you apply critical thinking skills and separate fact from opinion.

Answer: evaluating

Type: FB Page Reference: 52

85) You are engaging in _____ when you tune out a speaker until you hear a word or phrase that gets your attention once more.

Answer: selective listening

Type: FB Page Reference: 52

86) When it comes to nonverbal communication, your _____ are especially effective for indicating attention and interest, regulating interaction, and establishing dominance.

Answer: eyes

Type: *FB* Page Reference: 55

87) _____ is knowing how to behave properly in a given situation.

Answer: Etiquette/etiquette/business etiquette

Type: *FB* Page Reference: 56

88) When planning a meeting, the person holding the meeting prepares a(n) _____ of items to discuss.

Answer: agenda

Type: *FB* Page Reference: 45

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

Answer: While 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.

Type: *FB* Page Reference: 35

90) 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.

Type: *ES* Page Reference: 34-35

91) What are four 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, while free riders do not contribute to the team's work. Finally, the cost of coordinating group activities can be unreasonably high.

Type: *ES* Page Reference: 35

92) Describe three functional team roles and discuss how these roles aid in achieving project goals.

Answer: Functional roles = Encouraging (drawing out other members by showing verbal and non-verbal support, praise, or agreement), Harmonizing (Reconciling differences among team members through mediation or by using humour to relieve tension),

Compromising (offering to yield on a point in the interest of reaching a mutually acceptable decision).

Type: ES Page Reference: 41

93) Describe three dysfunctional team roles and how these roles do NOT aid the team in achieving project goals.

Answer: Dysfunctional roles = Controlling (dominating others by exhibiting superiority or authority), Withdrawing (Retiring from the team either by becoming silent or by refusing to deal with a particular aspect of the team's work), Attention seeking (calling attention to oneself and demanding recognition from others), **Possible alternate answer:** Diverting (focusing the team's discussion on topics of interest to the individual rather than on those relevant to the task).

Type: ES Page Reference: 41

94) Discuss two advantages as well as two disadvantages of online meetings compared to face-to-face meetings.

Answer: Advantages of online meetings = they can reach global participants quickly thus saving travel expenses; speed up teamwork due to not having to have everyone in one place at the same time (no travel, no waiting for a manager to return from a trip); includes body language cues; more personal and may be viewed as more sincere; participants can work from home or office or other location; group software tools enable quick edits and easy file sharing.

Disadvantages of online meetings = participants may not be tech-savvy and may have trouble installing or running software; participants may not be willing to be video-taped, recorded, or have their written words archived; without video in an online meeting participants lose body language cues; time zones may affect meeting times, participants may not have access to technology; cultural norms may prefer face-to-face meetings with handshakes or such.

Type: ES Page Reference: 49

95) 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 seem cool to this idea. Have I made some faulty assumptions?" or "You've done a lot of work in this area. What do you think?"

Type: ES Page Reference: 44

96) Describe three types of listening: critical listening, content listening, and empathic listening.

Answer: Critical listening is to understand and evaluate the meaning of the speaker's message on several levels: the logic of the argument, the strength of the evidence, and the validity of the conclusions. You also want to analyze the implications of the message for you and your organization, the speaker's intentions and motives, and the omission of any important or relevant points. When you engage in empathic listening you pay attention to feelings, needs, and wants—not just the spoken word. When you're listening for content, the emphasis is on information and understanding.

Type: ES Page Reference: 51

97) Proper introductions are an important part of business etiquette. Describe the introduction you would use in each of the following cases:

- 1) Introducing yourself to a stranger
 - 2) Introducing someone younger to someone older
 - 3) Introducing a junior executive to a senior executive
 - 4) Introducing a fellow executive to a client or customer
-
- 1) Answer: When you are introducing yourself to a stranger, include a short, matter-of-fact description of your role, followed by a question about your new acquaintance.
 - 2) Mr. Older Executive, I would like you to meet Mr. Younger Executive.
 - 3) Ms. Senior Executive, I would like to introduce Mr. Junior Executive.
 - 4) Claire Waters, I'd like you to meet Kelly Martin, our head of engineering. Kelly, this is Mrs. Walters, one of our newest clients.

Type: ES Page Reference: 56

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

Answer: Effective listening strengthens organizational relationships, enhances product delivery, alerts the organization to opportunities for innovation, and allows the organization to manage growing diversity both in the workforce and in the customers it serves.

Type: ES Page Reference: 50

99) List at least three strategies for keeping one's mind from wandering while listening to a speaker.

Answer: Although we can think faster than we (and others) can speak, there are several techniques that can help. They include focusing on the speaker, analyzing the message, and formulating questions we need to ask.

Type: ES Page Reference: 53

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

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

Type: ES Page Reference: 55,57

101) 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. Cross-functional teams bring together people from different areas of the organization to combine their talents on some project. Quality assurance teams ensure products and services meet prescribed practices. Task forces are informal teams that assemble to resolve specific issues and disband once their goal has been accomplished. Committees are formal teams that usually have a long lifespan and can become a part of the permanent part of the organizational structure.

Type: ES Page Reference: 34-35

102) Discuss four strategies to use when planning an effective meeting.

Answer: The first task is to decide whether the meeting will serve mostly informational or decision-making purposes, and whether it will achieve both. Next, meeting participants should be chosen carefully, limiting selections to those whose presence is absolutely essential. Then the location 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.

Type: ES Page Reference: 45

103) 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).

Type: ES Page Reference: 51

104) List and briefly explain the three roles nonverbal communication plays in communication.

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

Type: ES Page Reference: 54

