

## Chapter 4

1. What is the primary disadvantage of email?
  - a. Fewer opportunities to gather information
  - b. Provides way to inexpensively and widely disseminate information
  - c. Important information can get lost in the shuffle
  - d. Shorter time to process the information
2. When should a manager schedule a private meeting?
  - a. Information that affects everyone in the company
  - b. Individual performance reviews
  - c. A new ad campaign
  - d. New trends in the industry
3. In which situation should the manager schedule a large meeting for everyone to attend?
  - a. Individual performance reviews
  - b. When imparting decisions that affect the entire company
  - c. When the information affects only a couple of people
  - d. Personal problems or disciplinary action affecting certain individuals
4. What is the *BEST* format to compile lasting information that can be edited and revised?
  - a. Blogs
  - b. Wikis
  - c. Really Simple Syndication
  - d. Loose-leaf notebooks
5. Which of the following catalogs content and becomes an instant messenger that alerts users to new information?
  - a. Blogs
  - b. Wikis
  - c. Email
  - d. Really Simple Syndication
6. One way to encourage attendance at an office meeting is to
  - a. regularly and consistently schedule meetings.
  - b. schedule the times randomly to keep everyone on their toes.
  - c. publicize the agenda.
  - d. regularly run overtime since there are so many topics to discuss.
7. What format should the manager use when he needs to control the delivery of important information as well as to identify how the information is received?
  - a. Email the information
  - b. Circulate a memo that must be signed by each person
  - c. Hold a face-to-face meeting
  - d. Send out text messages

8. Which action is *LEAST* likely to deliver an effective message at a business meeting?
  - a. Speaking off the cuff
  - b. Picking the right topic
  - c. Practicing in advance
  - d. Choosing humor wisely
  
9. When using electronic communication, which of the following is the number one rule?
  - a. Respond quickly
  - b. Read before hitting send
  - c. Think about legal liability
  - d. Avoid any information that might be considered controversial
  
10. What is a distinctive quality of classic decision making?
  - a. Putting out fires
  - b. "Shooting from the hip"
  - c. Waiting until all the facts are known
  - d. Following a set of rational and logical steps
  
11. Why do people generally dislike attending business meetings?
  - a. They dislike the other participants.
  - b. People are afraid that they will be subject to a performance review.
  - c. The information should have been delivered by a memo or report.
  - d. People hate surprises.
  
12. A manager must deliver the news that the company is going to close an office, relocate several staff, and let others go. What is the *BEST* way for the manager to deliver this news to all 125 affiliate licensees?
  - a. Send an email to everyone so that they get the information at the same time
  - b. Schedule face-to-face meetings with those who will be most affected by the move
  - c. Tell a few people and ask them to pass on the information
  - d. Pass the responsibility to your secretary
  
13. Written communications are preferable to oral ones when the manager
  - a. has a lot of detailed information to impart.
  - b. does not want to confront a person face-to-face.
  - c. needs feedback.
  - d. does not have time to talk to a person about an important issue.
  
14. What is one negative part of publishing a meeting agenda ahead of the actual meeting?
  - a. It forces the presenter to plan remarks ahead of time.
  - b. It makes more efficient use of the actual meeting time.
  - c. People can form opinions before hearing all the information and come prepared with their remarks.
  - d. People can decide to avoid the meeting if they don't like the topic.

15. What is the key to effective public speaking?
  - a. Telling people what the manager thinks they want to hear
  - b. Preparing the presentation the hour before
  - c. Winging it
  - d. Good writing, rewritten, and rehearsed
  
16. All of the following should be included in a presentation *EXCEPT*
  - a. explain the general outline of the talk.
  - b. apologize for not being a more forceful public speaker.
  - c. present the material in a precise manner.
  - d. review the topics that you just covered.
  
17. Decisions that resolve problems, crises, or dilemmas are referred to as
  - a. entrepreneurial decisions.
  - b. corrective decisions.
  - c. resource decisions.
  - d. mediation decisions.
  
18. What is solved by an entrepreneurial decision?
  - a. Significant strategic directions, policies, or fundamental systems
  - b. Problems, dilemmas, or crises
  - c. Allocation of personnel or money
  - d. Negotiated solutions
  
19. What is the very first step when faced with a decision-making dilemma?
  - a. Develop alternatives
  - b. Evaluate the outcome
  - c. Select an appropriate alternative
  - d. Define the situation
  
20. An announcement should not only communicate a decision but also
  - a. encourage everyone to second-guess the decision.
  - b. enhance the likelihood that it will be implemented.
  - c. focus attention on the format of the delivery.
  - d. justify and defend the decision.

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1. c Because of the sheer volume of email, it is easy for important information to get lost in the shuffle. 64
2. b Performance reviews or disciplinary problems should be handled in private meetings, not in a public forum. 63
3. b Group forums are usually preferable for transmitting company decisions that affect everyone. 67
4. b Wikis are vast repositories of information that, through collaborative efforts, can become a forum where the technical knowledge and skills of a number of people can be coordinated electronically into a useful outcome. 65
5. d A Really Simple Syndication (RSS) catalogs content from blogs and wikis and delivers it in an easy-to-find fashion. RSS is a huge advantage over emails that get lost in inbox clutter. 65-66
6. c Publicizing the meeting agenda can inspire attendance because it shows people that there is actually a plan and it assists them getting into the proper mind-set. The manager should not schedule a meeting unless there is a good reason. Meetings should begin and end on time. 67
7. c Even with the reliance on electronic communication, managers should still schedule face-to-face meetings when they need to control the delivery of information and receive both verbal and nonverbal feedback. 63
8. a The least effective public speaking is done off the cuff. Keys to effective public speaking include good planning, picking the right topic, planning an approach, and practicing ahead of time. 69
9. b Reread the comment or document before hitting send. Instant messages tend to be instant reactions that can have disastrous consequences. 66
10. d Classic decision making is a deliberate, methodical process involving a set of very rational or logical steps. There is no room for snap comments and quick decisions. 72
11. c A meeting has to rise above all the competition so that people don't feel that it's another time-wasting exercise. The major culprits to active participation are meetings devoted to information that should have been delivered by a memo or a report. 67
12. b Face-to-face meetings serve a purpose that can't be achieved otherwise. The most obvious is the ability to share negative information with a number of people at the same time to allow everyone to engage in controlled group discussion. 63
13. a Written communications are preferred to oral when the manager has a lot of detailed information to impart. They should not be used to avoid feedback or meeting with a person face-to-face. 64
14. c Sometimes, disgruntled attention seekers or ringleaders of resistance will attempt to seize the moment to advance their own causes and may come to the meeting with planned opinions, ready to take on the manager. 68
15. d The key to effective public speaking is good preparation, certainly more than can be accomplished in a panicked hour before the scheduled event. 69
16. b Never apologize for your presentation. The message should normally flow beginning with a brief outline of what you intend to cover, then the presentation, and then a review of what you did cover. 69
17. b Corrective decisions resolve problems, dilemmas, or crises that require solutions to keep the organization on track or to maintain order in its systems and processes, in other words, solve problems. 71
18. a Entrepreneurial or institutional decisions involve significant strategic directions, policies, or fundamental systems within the organization. Resource decisions involve the allocation of personnel or money. Mediation decisions are essentially negotiated solutions, primarily involving customer service and personnel issues. 71

19. d The first step in the classic decision-making process is to define the situation by clearly describing the problem or circumstance and the cause or causes. Only then can you begin to consider alternatives. 72
20. b The objective of an effective announcement is to communicate a decision and to enhance the likelihood that it will be implemented. It should not seek to justify and defend the decision or to reopen the topic for discussion. 75