BCOM 10th edition Lehman Test Bank

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TRUE/FALSE

1 : According to Abraham Maslow's concept of a hierarchy of needs, physiological needs form the upper-level needs.
A : true
B : false

Correct Answer : B

2 : According to Abraham Maslow's concept of a hierarchy of needs, identity theft, health and fitness, and environmentally friendly commercials appeal to security and safety needs.
A : true
B : false

Correct Answer : A

3 : Getting a pat on the back from a supervisor is a negative stroke.
A : true
B : false

Correct Answer : B

4 : In the Johari Window, area II represents what we know about ourselves and what others know about us.
A : true
B : false

Correct Answer : B

5 : Supportive behavior is characterized by leaders who give detailed rules and instructions and monitor closely that they are followed.
A : true
B : false

Correct Answer : B

6 : In a total quality management environment, decision-making power is distributed to the people closest to the problem in an organization, who usually have the best information sources and solutions.
A : true
B : false

Correct Answer : A

7 : A metacommunication is a message that is expressed in words.
A : true
B : false

Correct Answer : B

8 : Kinesic communication is an idea expressed through a verbal message.
A : true

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B : false

Correct Answer : B

9 : Visual kinesic communication includes gestures, winks, smiles, frowns, sighs, attire, grooming, and all kinds of body movements.
A : true
B : false

Correct Answer : A

10 : Nonverbal messages universally convey the same meaning to different people.
A : true
B : false

Correct Answer : B

11 : Nonverbal messages can contradict the accompanying verbal message and affect whether a message is understood or believed.
A : true
B : false

Correct Answer : A

12 : In the context of styles of listening, listening for pleasure, recreation, amusement, and relaxation is intensive listening.
A : true
B : false

Correct Answer : B

13 : In the context of styles of listening, when listening for information, using an outlining process helps you capture main ideas and supporting sub-points in a logical way.
A : true
B : false

Correct Answer : A

14 : Counselors dealing with their clients are engaged in casual listening.
A : true
B : false

Correct Answer : B

15 : Making spontaneous judgments about others based on their speech delivery is known as storming.
A : true
B : false

Correct Answer : B

16 : Nonverbal messages can be dismissed since they do not contribute to verbal messages.

A : true
B : false

Correct Answer : B

17 : Casual listening is useful when receiving important instructions, resolving conflict, and providing or receiving critical feedback.
A : true
B : false

Correct Answer : B

18 : Many bad listening habits develop simply because the speed of spoken messages is much faster than our ability to receive and process them.
A : true
B : false

Correct Answer : B

19 : In recent years, developments among U.S. businesses have shifted attention away from the employment of traditional organizational subunits as the only mechanisms for achieving organizational goals and toward the increased use of groups.
A : true
B : false

Correct Answer : A

20 : In a flat organizational structure, communicating up and down in a top-heavy hierarchy becomes more important than communicating across the organization chart.
A : true
B : false

Correct Answer : B

21 : Groups formed for short-term tasks spend more time on maintenance than on the task.
A : true
B : false

Correct Answer : B

22 : The larger the group, the more its members have the opportunity to communicate with each other.
A : true
B : false

Correct Answer : B

23 : In the context of positive group roles, a reporter is one who maintains records of events and activities and informs members.
A : true
B : false

Correct Answer : B

24 : In contrast to a team, a group is typified by a clear identity and a high level of commitment on the part of members.
A : true
B : false

Correct Answer : B

25 : Large organizational groupings are more flexible than teams because they can be assembled, deployed, refocused, and disbanded more quickly.
A : true
B : false

Correct Answer : B

26 : Face-to-face meetings are appropriate when issues are especially sensitive.
A : true
B : false

Correct Answer : A

27 : Electronic meetings provide a rich nonverbal context but have logistical issues of schedules and distance.
A : true
B : false

Correct Answer : B

28 : Meetings provide opportunities for participants to enhance their credibility and communicate impressions of power, competence, and status.
A : true
B : false

Correct Answer : A

MULTIPLE CHOICE

29 : In the context of Abraham Maslow's concept of a hierarchy of needs, which of the following is a true statement?
A : In our society, most people satisfy their upper-level needs before satisfying their lower-level needs.
B : Social needs include the need to achieve ones fullest potential through artistic channels.
C : The importance of a need level increases after its needs are satisfied.
D : Effective communicators are able to identify and appeal to need levels in various individuals.

Correct Answer : D

30 : After earning a scholarship for securing superior grades in school, Miquel receives a congratulatory letter from the dean of the school. This communication interaction is considered _____.
A : visual kinesic communication
B : a positive stroke

C : vocal kinesic communication
D : directive behavior

Correct Answer : B

31 : Area I of the Johari Window is called the _____.
A : hidden area
B : unknown area
C : blind area
D : open area

Correct Answer : D

32 : Which of the following is a difference between area I and area II of the Johari Window?
A : Area I designates things we know about ourselves but that others do not know about us, whereas area II designates things we do not know about ourselves and others do not know about us.
B : Area I represents things we do not know about ourselves and others do not know about us, whereas area II represents things we know about ourselves but that others do not know about us.
C : Area I represents what we know about ourselves and what others know about us, whereas area II designates those things others know about us but that we do not know about ourselves.
D : Area I designates those things others know about us but that we do not know about ourselves, whereas area II represents what we know about ourselves and what others know about us.

Correct Answer : C

33 : _____ of the Johari Window includes things we do not know about ourselves and others do not know about us.
A : Area I
B : Area II
C : Area III
D : Area IV

Correct Answer : D

34 : Which of the following is a difference between area III and area IV of the Johari Window?
A : Area III represents things we know about ourselves but that others do not know about us, whereas area IV includes things we do not know about ourselves and others do not know about us.
B : Area III includes things we do not know about ourselves and others do not know about us, whereas area IV represents things we know about ourselves but that others do not know about us.
C : Area III represents what we know about ourselves and what others know about us, whereas area IV designates those things others know about us but that we do not know about ourselves.
D : Area III designates those things others know about us but that we do not know about ourselves, whereas area IV represents what we know about ourselves and what others know about us.

Correct Answer : A

35 : According to the older, traditional view of management, _____.

A : workers are concerned only about satisfying lower-level needs
B : workers are motivated solely through intrinsic rewards
C : individuals should be given more importance than the job
D : individuals should be treated as adults so that they act as adults

Correct Answer : A

36 : Which of the following is a difference between verbal communication and a metacommunication?
A : Verbal communication is expressed in words, whereas a metacommunication accompanies a message that is expressed in words.
B : Verbal communication includes only speech, whereas a metacommunication includes only writing.
C : Verbal communication implies an idea, whereas a metacommunication explicitly expresses an idea.
D : Verbal communication is expressed through a vocal kinesic message, whereas a metacommunication is expressed through a visual kinesic message.

Correct Answer : A

37 : Janet is a project manager at Printennia Inc., a content writing firm. During a project briefing session with all her subordinates, Janet turned to her subordinate, Juan, and said, "This project is crucial. Please inform me beforehand if you need to take leave." Janet implied that Juan is not dependable, and she assumed that Juan understood what she was implying. In this scenario, the implied message is an example of _____.
A : proxemic communication
B : a positive stroke
C : a metacommunication
D : visual kinesic communication

Correct Answer : C

38 : Alan was being interviewed for the position of business analyst at Amberg Solutions Inc. Susan, the interviewer, looked at him and observed that he was dressed inappropriately and seemed disinterested. Susan assumed that Alan did not care much for the job and subsequently rejected his application. In this scenario, which of the following conveyed the message that Alan was not much interested in the job?
A : Upward communication
B : Horizontal communication
C : Visual kinesic communication
D : Vocal kinesic communication

Correct Answer : C

39 : Which of the following is true of nonverbal messages?
A : They are universal and do not vary between cultures.
B : They can receive more attention than verbal messages.
C : They lack the potential to affect accompanying verbal messages.
D : They are unaffected by the circumstances surrounding the communication.

Correct Answer : B

40 : Which of the following is a characteristic of nonverbal messages?

A : They cannot contradict the accompanying verbal messages.
B : They are influenced by the circumstances surrounding the communication.
C : They mask details about the senders background, attitudes, and motives.
D : They are interpreted in the same way by different people.

Correct Answer : B

41 : Which of the following is an accurate statement about casual listening?
A : It refers to the type of listening in which a person fakes his or her attention
B : It has a negative impact on the emotional health of a person.
C : It involves an empathetic reciprocation of anothers feelings.
D : It provides relaxing breaks from more serious tasks.

Correct Answer : D

42 : Sandra is a manager at Starlight Inc., a laptop manufacturing company and she wants to upgrade the quality of Starlight's products. She calls for a meeting with the technical experts of the company and asks for suggestions on how to achieve this goal. She gathers information by listening to each expert. In this scenario, Sandra is engaged in _____.
A : casual listening
B : grapevine communication
C : intensive listening
D : empathetic listening

Correct Answer : C

43 : Which of the following is true of active listening?
A : It is useful when resolving conflict.
B : It involves listening for pleasure.
C : It illustrates that people are selective listeners.
D : It doesnt require much emotional or physical effort.

Correct Answer : A

44 : Mark and Stephanie's marriage was in trouble. He was depressed and spoke to his best friend, Gladwin, about his personal issues. In this scenario, Gladwin was most likely involved in _____.
A : casual listening
B : selective listening
C : discriminative listening
D : empathetic listening

Correct Answer : D

45 : Jakeel, a salesperson at Sensations Inc., attended a regional sales meeting where he was more of a listener than a participant. During the meeting, he tried to jot down as many of the discussion details as possible in his notebook. Later, when his colleagues were talking about what was discussed in the meeting, Jakeel could not share his viewpoints. This scenario illustrates that Jakeel most likely has a bad listening habit of _____.
A : faking attention
B : over-listening
C : stereotyping
D : casual listening

Correct Answer : B

46 : Which of the following is a bad listening habit?
A : Making spontaneous judgments about others based on mannerisms
B : Observing the speaker and interpreting his or her nonverbal cues
C : Putting in much emotional and physical effort
D : Putting oneself in another persons shoes

Correct Answer : A

47 : Which of the following interpersonal communication styles involves verbally attacking someone else, being controlling, provoking, and maybe even physically intimidating or violent?
A : The aggressive communication style
B : The assertive communication style
C : The passive communication style
D : The directive communication style

Correct Answer : A

48 : The_____ communication style involves retaliating in an indirect manner rather than expressing negative feelings, such as anger, directly.
A : passive
B : directive-assertive
C : passive-aggressive
D : aggressive

Correct Answer : C

49 : The passive communication style involves:
A : being physically intimidating or violent.
B : withdrawing in an attempt to avoid confrontation.
C : accepting responsibility for ones feelings and actions.
D : verbally attacking someone else.

Correct Answer : B

50 : In the context of interpersonal communication styles, _____ involves expressing feelings and needs directly and honestly without violating the rights of others.
A : submissive behavior
B : passive behavior
C : assertive behavior
D : passive-aggressive behavior

Correct Answer : C

51 : Which of the following groups are most likely formed for long-term assignments?
A : Groups involved in arranging a dinner and program
B : Groups involved in auditing for major corporations
C : Groups involved in changing backdrops for stage shows
D : Groups involved in decorating an auditorium

Correct Answer : B

52 : To facilitate effective communication, _____.
A : a group should be small in size
B : a group should have a socializer
C : group members should follow a passive communication style
D : group members should have different goals to ensure variety

Correct Answer : A

53 : In effective groups, members:
A : have unique goals, interests, and benefits.
B : do not have a leader.
C : share the same status.
D : establish norms for standard behavior.

Correct Answer : D

54 : In the context of group roles, which of the following is a difference between an isolator and a dominator?
A : An isolator strives to keep tensions low in a group, whereas a dominator deviates from the groups purpose.
B : An isolator does not do his or her fair share of the work in a group, whereas a dominator constantly criticizes and complains about others work in the group.
C : An isolator is physically present but fails to participate in group activities, whereas a dominator speaks too often and too long in a group.
D : An isolator pursues only the social aspect of a group, whereas a dominator makes sure everyone in the group gets to talk and be heard.

Correct Answer : C

55 : Adam is a member of a research group at a university. One of his tasks as a group member is to present the group's research progress before the university's faculty every month. Even though the dates of the presentations are announced in advance, Adam is never prepared with the complete presentation. As a result, he is often unable to answer questions from the audience after the presentation. Based on this information, it can be said that Adam most likely plays the role of a(n) _____ in his research group.
A : isolator
B : aggressor
C : airhead
D : detractor

Correct Answer : C

56 : In a group, a(n) _____ plays a positive role.
A : dominator
B : socializer
C : isolator
D : facilitator

Correct Answer : D

57 : Createsols Inc. is a content writing company. During a project debriefing session, representatives from different departments of the company were arguing relentlessly over who

was to be blamed for the project's failure. Amy, a representative from the finance department, requested everyone to stop pointing fingers at each other and to calm down. In this scenario, Amy was most likely playing the role of a _____ in the meeting.
A : facilitator
B : harmonizer
C : dominator
D : socializer

Correct Answer : B

58 : In a group, which of the following activities is undertaken by a group member playing the role of a reporter?
A : Preparing materials for submission
B : Maintaining records of events and activities
C : Making sure everyone gets to talk and be heard
D : Keeping tensions low during meetings

Correct Answer : A

59 : Which of the following is true of product development teams?
A : They primarily deal with improving existing products.
B : They are usually cross-functional in nature.
C : They consist of members from a single department.
D : They are also known as task forces.

Correct Answer : B

60 : In the _____ stage of team development, team members are involved in developing strategies and activities that promote goal achievement.
A : storming
B : performing
C : norming
D : forming

Correct Answer : C

61 : In the forming stage of virtual team formation, members:
A : review software and hardware requirements.
B : solve most technical problems they encounter.
C : express opinions and debate substantive issues.
D : resolve issues related to organizational environments.

Correct Answer : A

62 : Virtual groups resolve issues related to differences in time, distance, technology, member cultures, and organizational environments during the _____ stage of virtual team formation.
A : adjourning
B : performing
C : forming
D : norming

Correct Answer : D

63 : Which of the following is one of the stages of virtual team formation?
A : Lobbying
B : Adjourning
C : Benchmarking
D : Stroking

Correct Answer : B

64 : Which of the following is an advantage of face-to-face meetings?
A : They provide a rich nonverbal context.
B : They allow companies to reduce travel budget.
C : They restrict dominance by high-status members.
D : They minimize the environmental impact caused by travel.

Correct Answer : A

65 : Which of the following statements is true of electronic meetings?
A : They speed up meeting follow-up activities.
B : They make it easier to reach consensus.
C : They are most helpful when groups are trying to build group values and trust.
D : They are the most used meeting format in most organizations today.

Correct Answer : A

66 : Identify a true statement about electronic meetings.
A : They tend to waste significant professional time.
B : They make it easier to reach consensus.
C : They are common for those working in virtual teams.
D : They aid a new groups efforts of building group values and emotional ties.

Correct Answer : C

67 : Unlike face-to-face meetings, electronic meetings:
A : are better in establishing group rapport and relationships.
B : consume a lot of professional time.
C : make it easier to reach consensus.
D : make it harder to interpret the strength of other team members commitment to their proposals.

Correct Answer : D

68 : Which of the following guidelines can help ensure that a meeting is productive?
A : Brainstorming sessions should be discouraged.
B : Employees should avoid conflicts at all costs.
C : The agenda should be distributed after the meeting.
D : The meeting length and frequency should be limited.

Correct Answer : D

69 : A(n) _____ is a meeting outline that includes important information—date, beginning and ending times, place, topics to be discussed, and responsibilities of those involved.
A : writ
B : policy
C : agenda

D : norm

Correct Answer : C

70 : Proxemics revolves around two concepts, which are _____ and personal space.
A : kinesics
B : polychronic time
C : haptics
D : territoriality

Correct Answer : D

71 : Which of the following is true of people belonging to cultures that follow polychronic time?
A : They equate time with money and view it as linear and manageable.
B : They respect private property and rarely borrow or lend
C : They work on several activities simultaneously.
D : They detest interruptions in their daily schedules.

Correct Answer : C

ESSAY

72 : Discuss in detail Abraham Maslow's concept of a hierarchy of needs.

Correct Answer : Answers will vary. Psychologist Abraham Maslow developed the concept of a hierarchy of needs through which people progress. In our society, most people have reasonably satisfied their two lower-level needs: physiological needs (food and basic provision) and security and safety needs (shelter and protection from the elements and physical danger). Beyond these two basic need levels, people progress to satisfy the three upper-level needs: social needs for love, acceptance, and belonging; ego or esteem needs to be heard, appreciated, and wanted; and self-actualizing needs, including the need to achieve one's fullest potential through professional, philanthropic, political, educational, and artistic channels.As people satisfy needs at one level, they move on to the next. The levels that have been satisfied still are present, but their importance diminishes. Effective communicators are able to identify and appeal to need levels in various individuals or groups. Advertising is designed to appeal to need levels. Luxury car and dream vacation ads appeal to ego needs; teeth whitening and anti-aging product messages appeal to social needs; and identity theft, health and fitness, and environmentally friendly commercials appeal to security and safety needs. REJ: Please see the section "Behavioral Theories That Impact Communication" for more information.

73 : What is a stroke? How does it affect a person's emotions?

Correct Answer : Answers will vary. People engage in communication with others in the hope that the outcome might lead to mutual trust, mutual pleasure, and psychological well-being. The communication exchange is a means of sharing information about things, ideas, tasks, and selves.Each communication interaction, whether casual or formal, provides an emotional stroke that can have either a positive or a negative effect on your feelings about yourself and others. Getting a pat on the back from a supervisor, receiving a congratulatory phone call or text message, and being listened to by another person are examples of everyday positive strokes.

Negative strokes might include receiving a hurtful comment, being avoided or left out of conversation, and receiving a reprimand from a superior. By paying attention to the importance of strokes, managers can greatly improve communication and people's feelings about their work. REJ: Please see the section "Behavioral Theories That Impact Communication" for more information.

74 : Sue has worked from home for four years, taking phone orders for a national catalog retailer. Sue feels unappreciated for her efforts and detached from the management and coworkers. In the past, Sue had been very efficient, responsible, punctual, and reliable. Lately, however, her performance has faltered. The quality analyst who is monitoring her calls finds that she is not selling the new additional products as is required of her. Using the concept of stroking, how can Sue's supervisor motivate her to increase her productivity and job satisfaction?

Correct Answer : Answers will vary. Sue's supervisor can tell Sue how much he appreciates her years of service and good work. He can also listen intently to her while she is expressing her frustration and ask specifically what hinders her from selling additional products. By paying more attention to her needs, the supervisor may make her feel more appreciated. Moreover, the supervisor can empower her to be a better salesperson by explaining the rationale for the new offers and listening to her input about them. He can include her in strategy development to make her more willing to sell. REJ: Please see the section "Behavioral Theories That Impact Communication" for more information.

75 : Explain the Johari Window.

Correct Answer : Answers will vary. As relationships develop, the people involved continue to learn about each other and themselves, as represented by the Johari Window. Area I, the free or open area, represents what we know about ourselves and what others know about us. Area II, the blind area, designates those things others know about us but that we do not know about ourselves. For example, you are the only person who cannot see your physical self as it really is. Things we know about ourselves but that others do not know about us occupy the hidden or secret area III. Area IV includes the unknown: things we do not know about ourselves and others do not know about us, such as our ability to handle emergency situations if we have never been faced with them.Each of the window areas can vary in size according to the degree to which we learn about ourselves and are willing to disclose things about ourselves to others. Reciprocal sharing occurs when people develop trust in each other. When a confidant demonstrates that he or she can be trusted, trust is reinforced and leads to an expansion of the open area of the Johari Window. Usually we are willing to tell people about various things that are not truly personal. But we share personal thoughts, ambitions, and inner feelings only with selected others—those whom we have learned to trust. The relationships existing between supervisor and employee, doctor and patient, and lawyer and client are those of trust, but only in specific areas. In more intimate relationships with significant others, siblings, and parents, deeper, personal feelings are entrusted to each other.The idea that trust and openness lead to better communication between two people also applies to groups. Managers engaged in organizational development (OD) are concerned with developing successful organizations by building effective small groups. They believe small-group effectiveness evolves mostly from a high level of mutual trust among group members. The aim of OD is to open emotional as well as task-oriented communication. To accomplish this aim, groups often become involved in encounter sessions designed to enlarge the open areas of the Johari Window. REJ: Please see the section "Behavioral Theories That Impact Communication" for more information.

76 : How did Douglas McGregor attempt to distinguish between the older, traditional view and the more contemporary view about workforce motivation? Explain the situational leadership

model proposed by Paul Hersey and Kenneth Blanchard.

Correct Answer : Answers will vary. Douglas McGregor, a management theorist, attempted to distinguish between the older, traditional view that workers are concerned only about satisfying lower-level needs and the more contemporary view that productivity can be enhanced by assisting workers in satisfying higher-level needs. Under the older view, management exercised strong control, emphasized the job to the exclusion of concern for an individual, and sought to motivate solely through external incentives—a job and a paycheck. McGregor labeled this management style Theory X. Under the contemporary style, Theory Y, management strives to balance control and individual freedom. By treating an individual as a mature person, management lessens the need for external motivation; treated as adults, people will act as adults.The situational leadership model developed by Paul Hersey and Kenneth Blanchard does not prescribe a single leadership style, but advocates that what is appropriate in each case depends on the follower (subordinate) and the task to be performed. Directive behavior is characterized by a leader giving detailed rules and instructions and monitoring closely that they are followed. The leader decides what is to be done and how. In contrast, supportive behavior is characterized by the leader's listening, communicating, recognizing, and encouraging. Different degrees of directive and supportive behavior can be desirable, given the situation. REJ: Please see the section "Behavioral Theories That Impact Communication" for more information.

77 : Explain a metacommunication and kinesic communication. What are the characteristics of nonverbal messages?

Correct Answer : Answers will vary. A metacommunication is a message that, although not expressed in words, accompanies a message that is expressed in words. For example, "Do not be late for work" communicates caution; yet the sentence might imply such additional ideas as "You are frequently late, and I am warning you," or "I doubt your dependability." "Your solution is perfect" might also convey a metacommunication such as "You are efficient," or "I certainly like your work." Whether you are speaking or writing, you can be confident that those who receive your messages will be sensitive to the messages expressed in words and to the accompanying messages that are present but not expressed in words.Kinesic communication is an idea expressed through nonverbal behavior. Receivers gain additional meaning from what they see and hear—the visual and the vocal. Visual kinesic communication includes gestures, winks, smiles, frowns, sighs, attire, grooming, and all kinds of body movements. Vocal kinesic communication includes intonation, projection, and resonance of the voice.Nonverbal communication includes metacommunications and kinesic messages. Metacommunications and kinesic messages have characteristics that all communicators should take into account. Nonverbal messages cannot be avoided. They can have different meanings for different people. They vary between and within cultures. They can be intentional or unintentional. They can contradict the accompanying verbal message and affect whether your message is understood or believed. They can receive more attention than verbal messages. They provide clues about the sender's background, attitudes, and motives. They are influenced by the circumstances surrounding the communication. They can be beneficial or harmful. REJ: Please see the section "Nonverbal Communication" for more information.

78 : In the past few months, Rhamel has frequently called in sick to work. He has received medical treatment for a respiratory infection, but the infection continues to recur. He has missed several important deadlines, and his sick leaves are dwindling quickly. Rhamel's supervisor has been patient and supportive through this illness, but other employees have recently been asked to handle Rhamel's work in addition to their own workload. His coworkers have started feeling resentful, and this is evident in their nonverbal communication with Rhamel when he is at work. Give three examples of negative metacommunication and two examples of kinesic messages that coworkers may communicate to Rhamel to express their frustration and resentment.

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Correct Answer : Answers will vary. Metacommunication can include comments such as "Maybe you should go to another doctor who might solve this problem," "You need to take better care of yourself so that you are more resistant to sickness," and "Maybe you could do some of your work at home when you cannot come to the office." These kinds of statements imply criticism of Rhamel's choice of his doctor, overall level of fitness, and other important choices he has made about his work and job.Kinesic messages from disgruntled coworkers could include the following:a. Visual kinesic communication—frowning, avoiding eye contact, ignoring Rhamel, and not engaging in friendly conversationb. Vocal kinesic communication—sarcasm, unfriendly tone, terse verbal exchange of job-related information, no expressed interest in Rhamel's physical condition and prolonged illnessREJ: Please see the section "Nonverbal Communication" for more information.

79 : Briefly describe active listening.

Correct Answer : Answers will vary. Active listening requires that the listener fully concentrates, understands, responds and then remembers what is being said. It is useful when receiving important instructions, resolving conflict, and providing or receiving critical feedback. When listening actively:a. observe the speaker's behavior and body language. Having the ability to interpret a person's body language lets the listener develop a more accurate understanding of the speaker's message.b. paraphrase the speaker's words. In doing so, the listener is not necessarily agreeing with the speaker—simply stating what was said to ensure understanding.c. ask questions as needed to ensure accurate understanding. REJ: Please see the section "Listening as a Communication Skill" for more information.

80 : How do bad listening habits develop? Explain the different types of bad listening habits.

Correct Answer : Answers will vary. Many bad listening habits develop simply because the speed of spoken messages is far slower than our ability to receive and process them. Normal speaking speeds are between 100 and 150 words a minute. The human ear can actually distinguish words in speech in excess of 500 words a minute, and many people read at speeds well beyond 500 words a minute. Finally, our minds process thoughts at thousands of words a minute.A second reason for poor listening habits is that it takes effort to listen as opposed to simply hearing. We need to take steps to concentrate on what we are hearing to eliminate distractions, take notes and engage in active listening techniques.Most of us have developed bad listening habits in one or more of the following areas:a. Faking attention: We can look directly at a person, nod, smile, and pretend to be listening.b. Allowing disruptions: We welcome disruptions of almost any sort when we are engaged in somewhat difficult listening.c. Over-listening: When we attempt to record many details in writing or in memory, we can over-listen and miss the speaker's major points.d. Stereotyping: We make spontaneous judgments about others based on such issues as appearances, mannerisms, dress, and speech delivery. If a speaker does not meet our standards in these areas, we simply turn off our listening and assume the speaker cannot have much to say.e. Dismissing subjects as uninteresting: People tend to use disinterest as a rationale for not listening. Unfortunately, a decision is usually made before a topic is ever introduced.d. Failing to observe nonverbal aids: To listen effectively, you must observe the speaker. Facial expressions and body motions always accompany speech and contribute much to messages. REJ: Please see the section "Listening as a Communication Skill" for more information.

81 : How does a flat organizational structure affect communication?

Correct Answer : Answers will vary. Many businesses today have downsized and eliminated layers of management. Companies implementing Total Quality Management programs are

reorganizing to distribute the decision-making power throughout the organization. The trend is to eliminate functional or departmental boundaries. Instead, work is reorganized in cross-disciplinary teams that perform broad core processes (e.g., product development and sales generation) and not narrow tasks (e.g., forecasting market demand for a particular product).In a flat organizational structure, communicating across the organization chart (among cross-disciplinary teams) becomes more important than communicating up and down in a top-heavy hierarchy. An individual can take on an expanded role as important tasks are assumed. This role can involve power and authority that surpass the individual's status, or formal position in the organizational chart. Much of the communication involves face-to-face meetings with team members rather than numerous, time-consuming "handoffs" as a product moves methodically from one department to another. Companies such as IKEA, the Swedish furniture manufacturer and retailer, are using flat organizational structures within stores to build an employee attitude of job involvement and ownership. REJ: Please see the section "Group Communication" for more information.

82 : Explain how heightened focus on cooperation affects communication.

Correct Answer : Answers will vary. Competition has been a characteristic way of life in U.S. companies. Organizations and individuals compete for a greater share of scarce resources, for a limited number of positions at the top of organizations, and for esteem in their professions. Such competition is a healthy sign of the human desire to succeed, and, in terms of economic behavior, competition is fundamental to the private enterprise system. At the same time, when excessive competition replaces the cooperation necessary for success, communication can be diminished, if not eliminated.Although competition is appropriate and desirable in many situations, many companies have taken steps through open communication and information and reward systems to reduce competition and to increase cooperation. Cooperation is more likely when competitors have an understanding of and appreciation for others' importance and functions. This cooperative spirit is characterized as a "win/win" philosophy. One person's success is not achieved at the expense or exclusion of another. Groups identify a solution that everyone finds satisfactory and is committed to achieving. Reaching this mutual understanding requires a high degree of trust and effective interpersonal skills, particularly empathetic and intensive listening skills, and the willingness to communicate long enough to agree on an action plan acceptable to everyone. REJ: Please see the section "Group Communication" for more information.

83 : Discuss seven factors of group communication. List and describe five positive group roles.

Correct Answer : Answers will vary. The factors of group communication are discussed below.a. Common goals: In effective groups, participants share a common goal, interest, or benefit. This focus on goals allows members to overcome individual differences of opinion and to negotiate acceptable solutions.b. Role perception: People who are invited to join groups have perceptions of how a group should operate and what it should achieve. In addition, each member has a self-concept that dictates how he or she will behave.c. Longevity: Groups formed for short-term tasks, such as arranging a dinner and program, will spend more time on the task than on maintenance. However, groups formed for long-term assignments, such as an accounting team auditing a major corporation, may devote much effort to maintenance goals. Maintenance includes division of duties, scheduling, recordkeeping, reporting, and assessing progress.d. Size: The smaller the group, the more its members have the opportunity to communicate with each other. Large groups often inhibit communication because the opportunity to speak and interact is limited.e. Status: Some group members will appear to have higher ranking than others. People are inclined to communicate with peers as their equals, but they tend to speak upward to their supervisor and downward to lower-level employees. In general, groups require balance in status and expertise.f. Group norms: A norm is a standard or average behavior. All

groups possess norms. People conform to norms because conformity is easy and nonconformity is difficult and uncomfortable. Conformity leads to acceptance by other group members and creates communication opportunities.g. Leadership: The performance of groups depends on several factors, but none is more important than leadership. The ability of a group leader to work toward task goals while contributing to the development of group and individual goals is often critical to group success.The five positive group roles are listed and described below.a. Facilitator: A facilitator makes sure everyone gets to talk and be heard. He or she is also known as a gatekeeper.b. Harmonizer: A harmonizer keeps tensions low.c. Record keeper: A record keeper maintains records of team events and activities and informs members.d. Reporter: A reporter assumes responsibility for preparing materials for submission.e. Leader: A leader assumes a directive role. REJ: Please see the section "Group Communication" for more information.

84 : Juanita has just been asked to head a cross-functional team at work, assuming a directive role. Members of her team exhibit various behaviors: Tom speaks long and often, Robert tries to keep tensions low, Jim is never prepared, Monica constantly complains, and Kumar tries to make sure everyone is heard. As they meet the first couple of times, Robert and Kumar push to develop strategies to achieve their goals.Discuss the various negative and positive roles found in the group. In what ways can the negative roles be diminished? At what stage of team development are Robert and Kumar operating, and what stages should the team go through before strategies are developed?

Correct Answer : Answers will vary. The following roles are represented in the team:a. Positive group roles:i. Juanita—leaderii. Robert—harmonizeriii. Kumar—facilitatorb. Negative group roles:i. Tom—dominatorii. Jim—airheadiii. Monica—detractorNegative roles are extinguished as a group communicates openly about its goals, strategies, and expectations.Robert and Kumar seem to be at the norming stage as they are involved in developing strategies and activities that promote goal achievement. The team could benefit by first spending time forming (becoming acquainted with each other and the assigned task) and storming (dealing with conflicting personalities and ideas). The team could then more effectively develop strategies to accomplish its tasks and more likely reach its optimal performance level. REJ: Please see the section "Group Communication" for more information.

85 : Discuss five situations when face-to-face meetings are most appropriate to use. Discuss the limitations of face-to-face meetings and electronic meetings.

Correct Answer : Answers will vary. Face-to-face meetings continue to be the most-used meeting format in most organizations. They offer distinct advantages and are appropriate in the following situations:a. When you need the richest nonverbal cues, including body, voice, proximity, and touchb. When issues are especially sensitivec. When participants do not know one anotherd. When establishing group rapport and relationships is cruciale. When participants can be in the same place at the same timeAlthough face-to-face meetings provide a rich nonverbal context and direct human contact, they also have certain limitations. In addition to the obvious logistical issues of schedules and distance, face-to-face meetings may be dominated by overly vocal, quick-to-speak, and high-status members.Electronic meetings have the following limitations:a. They cannot replace face-to-face contact, especially when group efforts are just beginning and when groups are trying to build group values, trust, and emotional ties.b. They can make it harder to reach consensus, because more ideas are generated and because it might be harder to interpret the strength of other members' commitment to their proposals.c. The success of same-time meetings is dependent on all participants having excellent keyboarding skills to engage in rapid-fire, in-depth discussion. This limitation might be overcome as the use of voice input systems becomes more prevalent. REJ: Please see the section "Meeting Management" for more information.

86 : Discuss nine guidelines for effective meetings.

Correct Answer : Answers will vary. Whether you engage in face-to-face or electronic meetings, observing the following guidelines can help ensure that your meetings are productive:a. Identify the purpose of a meeting. Meetings typically have various purposes: to inform, to gather information, to make decisions. Consider whether sending an email would be a better option as a channel choice.b. Limit meeting length and frequency. Any meeting held for longer than an hour or more frequently than once a month should be scrutinized. Ask yourself whether the meeting is necessary. Perhaps the purpose can be achieved in another way, such as email, instant messaging, or telephone.c. Make satisfactory arrangements. Select a date and time convenient for the majority of expected participants. For face-to-face meetings, plan the meeting site with consideration for appropriate seating for attendees, media equipment, temperature and lighting, and necessary supplies. For electronic meetings, check hardware and software and connectivity components.d. Distribute an agenda well in advance. An agenda is a meeting outline that includes important information: date, beginning and ending times, place, topics to be discussed, and responsibilities of those involved. Having the agenda prior to the meeting allows participants to know what is expected of them.e. Encourage participation. Although it is certainly easier for one person to make decisions, the quality of the decision making is often improved by involving the team. Rational decision making may begin with brainstorming, the generation of many ideas from among team members. Brainstormed ideas can then be discussed and ranked, followed by some form of voting.f. Maintain order. An organized democratic process ensures that the will of the majority prevails, the minority is heard, and group goals are achieved as expeditiously as possible. Proper parliamentary procedure may be followed in formal meetings. For less formal meetings, the use of parliamentary procedure may not be necessary to ensure effective contribution by attendees.g. Manage conflict. In an autocratic organization, conflict might be avoided because employees are conditioned to be submissive. Such an environment, however, leads to smoldering resentment. On the other hand, conflict is a normal part of any team effort and can lead to creative discussion and superior outcomes. Maintaining focus on issues and not personalities helps ensure that conflict is productive rather than destructive.h. Seek consensus. Although unanimous agreement on decisions is an optimal outcome, total agreement cannot always be achieved. Consensus represents the collective opinion of a group, or the informal rule that all team members can live with at least 70% of what is agreed upon.i. Prepare thorough minutes. Minutes provide a concise record of meeting actions, ensure the tracking and follow-up of issues from previous meetings, and assist in the implementation of previously reached decisions. REJ: Please see the section "Meeting Management" for more information.

87 : Discuss the first three steps involved in effective group decision making.

Correct Answer : Answers will vary. Effective group decision making includes the following steps:1. Analyzinge the decision to be made by adequately assessing the present situation.: To analysze something is to break it down into its smaller components. Research suggests that how a group analyszes the information can dramatically affect the group's decision.Having too little evidence—or none— is one of the reasons groups sometimes fail to analyze the present situation accurately. Even if group members do have ample evidence, it may prove to be defective if they have not applied the proper tests to ensure the quality of the evidence. Whether the information a group has is good or bad, group members will tend to use the information if all members receive it, group members discuss it, and at least one group member champions the information. Just having information does not mean the group will use it well. Reasoning is the process of drawing conclusions from information. Flawed reasoning, like flawed data, can contribute to a bad decision.2. Seeking input from each member.: One primary reason to work in groups and teams is the opportunity to tap the knowledge base of many people rather than

just a few individuals. Research by John Oetzel documents what makes intuitive sense: Groups make better decisions when there is more equal participation in the discussion. Conversely, if several members dominate the conversation, decision quality suffers. Group members who believe they did not have an opportunity to voice their opinions and share information with others will not perceive the decision to have been reached fairly. 3. Identifying and clarifying the goals of the decision.: After assessing the current situation, the group should identify its objectives. A group uncertain about its task will have difficulty making a quality decision. If its goal is clear, a group can begin to identify alternatives and then weight each as to its ability to meet that goal. A group that has not clearly spelled out what it hopes to accomplish by making a decision has no means of assessing the effectiveness of the decision. REJ: Please see the section "Group Communication" for more information.

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