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Chapter 2 Focusing on Interpersonal and Group Communication

TRUEFALSE

1. Positive strokes might include receiving a hurtful comment, being avoided or left out of conversation, and receiving a reprimand from a superior.

(A) True

(B) False

Answer : (B)

2. Supportive behavior is characterized by a leader's giving detailed rules and instructions and monitoring closely that they are followed.

(A) True

(B) False

Answer : (B)

3. In a Total Quality Management environment, decision-making power is distributed to the people closest to the problem, who usually have the best information sources and solutions.

(A) True

(B) False

Answer : (A)

4. Vocal kinesic communication includes gestures, winks, smiles, frowns, sighs, attire, grooming, and all kinds of body movements.

(A) True

(B) False

Answer : (B)

5. Nonverbal messages can contradict the accompanying verbal message and affect whether a message is understood or believed.

(A) True

(B) False

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Answer : (A)

6. Listening for pleasure, recreation, amusement, and relaxation is casual listening.

(A) True

(B) False

Answer : (A)

7. When people listen to obtain information, solve problems, or persuade or dissuade (as in arguments), they are engaged in empathetic listening.

(A) True

(B) False

Answer : (B)

8. 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

Answer : (B)

9. 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

Answer : (B)

10. When the members of a group cooperate, one person's success is not achieved at the expense or exclusion of another.

(A) True

(B) False

Answer : (A)

11. In effective groups, the focus on a common goal allows members to overcome individual differences of opinion and to negotiate acceptable solutions.

(A) True

(B) False

Answer : (A)

12. Large organizational groupings are more flexible than teams because they can be assembled, deployed, refocused, and disbanded more quickly.

(A) True

(B) False

Answer : (B)

13. Electronic meetings provide a rich nonverbal context, but have logistical issues of schedules and distance.

(A) True

(B) False

Answer : (B)

14. Electronic meetings allow companies to reduce travel budgets, save professional time, and minimize the environmental impact caused by travel.

(A) True

(B) False

Answer : (A)

15. Meetings provide opportunities for participants to enhance their credibility, and communicate impressions of power, competence, and status.

(A) True

(B) False

Answer : (A)

MULTICHOICE

16. Which of the following statements is true according to Abraham Maslow's concept of a hierarchy of needs?

(A) People satisfy their upper-level needs before satisfying their lower-level needs.

(B) A dissatisfied worker is more productive than a satisfied worker.

(C) The importance of a level increases after its needs are satisfied.

(D) Effective communicators recognize ways to help people satisfy their needs.

Answer : (D)

17. A(n) _____ is an emotional response one gets in a communication interaction that has either a positive or negative effect on feelings about oneself and others.

(A) interference

(B) slander

(C) stroke

(D) norm

Answer : (C)

18. Miquel, after earning a scholarship for superior grades in school, receives a congratulatory letter from the dean of the school. This communication interaction is considered a _____.

(A) visual kinesic communication

(B) positive stroke

(C) vocal kinesic communication

(D) negative stroke

Answer : (B)

19. According to the older view of management, labeled as theory X by McGregor, management _____.

(A) sought to motivate an individual solely through external incentives

(B) strove to balance control and individual freedom

(C) lessened the need for external motivation by treating an individual as a mature person

(D) emphasized more concern for an individual than the job

Answer : (A)

20. _____ is characterized by the leader's giving detailed rules and instruction and monitoring closely that they are followed.

(A) Directive behavior

(B) Supportive behavior

(C) Visual kinesic communication

(D) Vocal kinesic communication

Answer : (A)

21. Janet is the manager of Printennia, a content writing firm. During a project briefing session, Janet turned to her subordinate, Juan, and said, "Don't be late for work." Although Janet did not say it verbally, she implied that Juan is not dependable, and she assumed that Juan understood what she was implying. In this scenario, Janet tried to express her message through _____.

(A) upward communication

(B) electronic communication

(C) metacommunication

(D) telecommunication

Answer : (C)

22. Alan was being interviewed for the position of business analyst at Amberg Tech Solutions. Susan, an interviewer, looked at him and observed that he was dressed inappropriately and looked disinterested. Susan assumed that Alan did not care much for the job and subsequently rejected his application. In this scenario, Susan got the message that he was not much interested in the job through _____.

(A) telecommunication

(B) metacommunication

(C) visual kinesic communication

(D) vocal kinesic communication

Answer : (C)

23. Which of the following statements is true about nonverbal messages?

(A) They have the same meaning across cultures.

(B) They are influenced by the circumstances surrounding the communication.

(C) They are always beneficial and never harmful.

(D) They always have the same meaning for different people.

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Answer : (B)

24. Which of the following is an accurate statement about casual listening?

(A) It requires much emotional or physical effort.

(B) It negatively affects our emotional health.

(C) It involves the search for data or material.

(D) It provides relaxing breaks from more serious task.

Answer : (D)

25. Mark's marriage to Stephanie was in trouble. He was depressed and spoke to Gladwin, his best friend, about his personal issues. In this scenario, Gladwin was involved in _____.

(A) casual listening

(B) listening for information

(C) intensive listening

(D) empathetic listening

Answer : (D)

26. Sandra is a manager at Starlight Inc. She wants to upgrade the quality of Starlight's products. She calls for a meeting with the technical experts of her company and asks for suggestions on how to achieve this goal. She gathers information by listening to each of the experts. In this scenario, Sandra is involved in _____.

(A) casual listening

(B) listening for information

(C) intensive listening

(D) empathetic listening

Answer : (C)

27. Jakeel is a new salesperson with Sensations Inc. He attends a regional sales meeting, followed by a reception. At the reception, he converses with three new salespeople and half an hour later he remembers neither their names nor the topics they discussed. In this scenario, Jakeel has a bad listening habit of _____.

(A) faking attention

(B) over listening

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(C) stereotyping

(D) allowing disruptions

Answer : (A)

28. In Total Quality Management (TQM) programs, the emphasis is on:

(A) distributing the decision-making power throughout an organization.

(B) limiting the role of each employee in an organization.

(C) increasing functional and departmental boundaries.

(D) motivating employees through traditional extrinsic incentives.

Answer : (A)

29. In effective groups, participants _____.

(A) have dissimilar goals, interests, or benefits.

(B) compete for the leadership position.

(C) share the same ranking.

(D) establish norms for behavior and expectations.

Answer : (D)

30. Createsols is a content writing company. During a project debriefing session, representatives from different departments of the company were arguing relentlessly over who is to take blame for the project's failure. Amy, the project lead, requested everyone to stop pointing fingers at others and to calm down. In this scenario, Amy was playing the role of a _____ in the meeting.

(A) facilitator

(B) harmonizer

(C) detractor

(D) digresser

Answer : (B)

31. In a group, which of the following activities is assumed by the one who takes on the role of a reporter?

(A) Preparing material for submission

(B) Maintaining records of events and activities

(C) Making sure everyone gets to talk and be heard

(D) Keeping tensions low

Answer : (A)

32. A _____ brings together employees from various departments to solve a variety of problems such as, productivity issues, contract estimations and planning, and multidepartment difficulties.

(A) taskforce

(B) cross-functional team

(C) quality assurance team

(D) self-managing teams

Answer : (B)

33. In the _____ stage of team development, team members deal with conflicting personalities, goals, and ideas.

(A) airheading

(B) digressing

(C) storming

(D) detracting

Answer : (C)

34. Which of the following is an advantage of face-to-face meetings?

(A) They provide a rich nonverbal context and direct human contact.

(B) They allow companies to reduce travel budget.

(C) They save professional time.

(D) They minimize the environmental impact caused by travel.

Answer : (A)

35. _____ allows companies to reduce travel budgets, save professional time, and minimize the environmental impact caused by travel.

(A) Electronic meeting

(B) Face-to-face meeting

(C) Traditional meeting

(D) Conventional meeting

Answer : (A)

36. Which of the following is a meeting outline that includes important information: date, beginning and ending times, place, topics to be discussed, and responsibilities of those involved?

(A) Consensus

(B) A libel

(C) The agenda

(D) A norm

Answer : (C)

37. _____ 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.

(A) An agenda

(B) Consensus

(C) A norm

(D) Status

Answer : (B)

ESSAY

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

Answer :

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:

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- 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.

39. How did Douglas McGregor attempt to distinguish between the older, traditional view and the more contemporary view about workforce motivation?

Answer :

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 the 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 the individual as a mature person, management lessens the need for external motivation; treated as adults, people will act as adults.

40. Discuss in detail the situational leadership model developed by Paul Hersey and Kenneth Blanchard.

Answer :

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 the leader's 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.

41. What is metacommunication? Explain with the help of an example.

Answer :

A metacommunication is a message that, although not expressed in words, accompanies a message that is expressed in words. Whether people are speaking or writing, people can be confident that those who receive a message will be sensitive to the message expressed in words and to the accompanying messages that are present but not expressed in words. For example, "Don't be late for work" communicates caution; yet the sentence might imply (but not express in words) such additional ideas as "You are frequently late, and I'm warning you," or "I doubt your dependability."

42. What are the characteristics of nonverbal messages?

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Answer :

Nonverbal communication includes metacommunication and kinesic messages. Metacommunications and kinesic messages have characteristics that all communicators should take into account.

- Nonverbal messages cannot be avoided.
- Nonverbal messages can have different meanings for different people.
- Nonverbal messages vary between and within cultures.
- Nonverbal messages can be intentional or unintentional.
- Nonverbal messages can contradict the accompanying verbal message and affect whether your message is understood or believed.
- Nonverbal messages can receive more attention than verbal messages.
- Nonverbal messages provide clues about the sender's background, attitudes, and motives.
- Nonverbal messages are influenced by the circumstances surrounding the communication.
- Nonverbal messages can be beneficial or harmful.

43. How do bad listening habits develop? What are the different types of bad listening habits?

Answer :

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. Most of us have developed bad listening habits in one or more of the following areas:

- Faking attention,
- Allowing disruptions,
- Over listening,
- Stereotyping,
- Dismissing subjects as uninteresting,
- Failing to observe nonverbal aids.

44. What are the characteristics of effective groups?

Answer :

Groups form for synergistic effects. Through pooling their efforts, members can achieve more collectively than they could individually.

Consider the following factors of group communication, try to visualize their relationship to the groups to which you have belonged, such as in school, religious organizations, athletics, and social

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activities.

- 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.
- Role perception. People who are invited to join groups have perceptions of how the group should operate and what it should achieve. In addition, each member has a self-concept that dictates how he or she will behave.
- Longevity. Groups formed for short-term tasks, such as arranging a dinner and program, will spend more time on the task than on maintenance.
- 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.
- 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.
- Group norms. A norm is a standard or average behavior. All groups possess norms.
- Leadership. The performance of groups depends on several factors, but none is more important than leadership.

45. Describe five positive group roles. How does their presence in a group help counteract negative roles that might emerge?

Answer :

The five positive group roles are the following:

- A facilitator (gatekeeper) makes sure everyone gets the chance to be heard.
- A harmonizer keeps tensions low.
- A record keeper maintains records of team events and activities.
- A reporter interfaces between the group and external group and parties.
- A leader assumes a directive role.

A facilitator can make sure the dominator and isolate roles do not emerge and keep digressers on track. The harmonizer can minimize the effect of a detractor. The record keeper can keep an airhead or free rider accountable for his/her actions. The reporter can help keep a socializer on task, and the leader can help coordinate the positive efforts of the team.

46. Discuss in detail the advantages and disadvantages of face-to-face meetings.

Answer :

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:

- When you need the richest nonverbal cues, including body, voice, proximity, and touch.

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- When the issues are especially sensitive.
- When the participants don't know one another.
- When establishing group rapport and relationships is crucial.
- When the participants can be in the same place at the same time.

While 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.

47. Discuss in detail the advantages and disadvantages of electronic meetings.

Answer :

Electronic meetings allow companies to reduce travel budgets, save professional time, and minimize the environmental impact caused by travel. A variety of technologies is available to facilitate electronic meetings. Electronic meetings offer certain advantages. They facilitate geographically dispersed groups because they provide the choice of meeting at different places/same time, different places/different times, same place/same time, or same place/different times. Electronic meetings also speed up meeting follow-up activities because decisions and action items can be recorded electronically. Electronic meetings have the following limitations:

- 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.
- 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.
- 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.

48. Effective Communication with Telecommuter
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, on-time, and reliable. Lately, however, her performance has faltered. Monitors listening in to her calls find she is not selling the new additional products as it is required. Using the theories discussed in the chapter, how would you as Sue's supervisor motivate her to increase her productivity and satisfaction?

Answer :

Even if you have not done this in the past, it is never too late to use positive *stroking*; tell Sue how much you appreciate her years of service and good work. *Listen* intently to her expression of frustration; ask specifically what hinders her from selling additional products. By paying more attention to her needs, you may make her feel more appreciated. *Empower* her to be a better salesperson by explaining the rationale for the new offers and listening to her input about them. Including her in strategy development may make her more willing to sell.

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49. Negative Metacommunications

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.

Answer :

Metacommunication examples 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."
>
> "Maybe you could do some of your work at home when you can't 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 co-workers could include the following:

> Visual--frowns, avoiding eye contact, ignoring Rhamel, and not engaging in friendly conversation.
>
> Vocal--sarcasm, unfriendly tone, terse verbal exchange of job-related information. No expressed interest in Rhamel's physical condition and prolonged illness.

50. Team Formation and Operation

Juanita has just been asked to head up 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
- Kumar tries to make sure everyone is heard

As they meet the first couple of times, Tom and Monica 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 are Tom and Monica trying to operate, and what stages and work need to be done before strategies are developed?

Answer :

The following roles are represented in the team:

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Positive group roles: Juanita (leader), Robert (harmonizer), and Kumar (facilitator)

Negative group roles: Tom (dominator), Jim (airhead), and Monica (detractor)

Generally, negative roles are diminished as the group communicates openly about its goals and expectations. Tom and Monica seem to be at the Norming stage (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.

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