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Chapter 02 Focusing on Interpersonal and Group Communication

MULTICHOICE

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

(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 one's 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.

Answer : (D)

2. After earning a scholarship for 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) a negative stroke

Answer : (B)

3. Which of the following exemplifies a negative stroke?

(A) An employee receiving an appreciation message from his boss

(B) An employee being congratulated for a promotion

(C) A student being reprimanded by his school principal

(D) A speaker receiving complete attention from an audience

Answer : (C)

4. Area I of the Johari Window is called the _____.

(A) secret area

(B) unknown area

(C) blind area

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(D) open area

Answer : (D)

5. 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 designates 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.

Answer : (C)

6. _____ 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

Answer : (D)

7. 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.

Answer : (A)

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8. 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

Answer : (A)

9. 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.

Answer : (A)

10. Janet is a project manager of Printennia Inc., a content writing firm. During a project briefing session, Janet turned to her subordinate, Juan, and said, "This project is crucial. Please inform 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, Janet expressed her message through _____.

(A) brainstorming

(B) a stroke

(C) a metacommunication

(D) consensus

Answer : (C)

11. 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 looked 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) Excommunication

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(B) A metacommunication

(C) Visual kinesic communication

(D) Vocal kinesic communication

Answer : (C)

12. 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.

Answer : (B)

13. Which of the following is a characteristic of nonverbal messages?

(A) They do not contradict the accompanying verbal messages.

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

(C) They mask details about a sender's background, attitudes, and motives.

(D) They are interpreted in the same way by different people.

Answer : (B)

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

(A) It requires much emotional and 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 tasks.

Answer : (D)

15. 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 the 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 engaged in _____.

(A) casual listening

(B) grapevine communication

(C) intensive listening

(D) kinesic communication

Answer : (C)

16. Mark's marriage to Stephanie 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) over listening

(C) discriminative listening

(D) empathetic listening

Answer : (A)

17. Jakeel, a salesperson at Sensations Inc., attended a regional sales meeting, where he was more of a listener than a participant. Later, when his colleagues were talking about what was discussed in the meeting, Jakeel could not share his viewpoints. Based on this scenario, Jakeel most likely has a bad listening habit of _____.

(A) intensive listening

(B) over listening

(C) discriminative listening

(D) casual listening

Answer : (B)

18. 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 person's shoes

Answer : (A)

19. Which of the following groups is most likely formed for long-term assignments?

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(A) Groups involved in arranging a dinner and program

(B) Groups involved in team auditing for large corporations

(C) Groups involved in changing backdrops for stage shows

(D) Groups involved in decorating an auditorium

Answer : (B)

20. To facilitate effective communication, _____.

(A) a group should be small in size

(B) a group should have a socializer

(C) group members should have differing viewpoints

(D) group members should have different goals

Answer : (A)

21. 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.

Answer : (D)

22. 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 group's 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.

Answer : (C)

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23. 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 presentation are informed in advance, Adam always prepares his presentation at the last moment. As a result, he is often unable to answer questions from the audience post the presentation. In this scenario, Adam is playing the role of a(n) _____.

(A) isolator

(B) dominator

(C) airhead

(D) detractor

Answer : (C)

24. In a group, a(n) _____ plays a positive role.

(A) airhead

(B) socializer

(C) isolator

(D) facilitator

Answer : (D)

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

Answer : (B)

26. 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

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

(D) Keeping tensions low during meetings

Answer : (A)

27. 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.

Answer : (B)

28. 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

Answer : (C)

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

(A) They provide direct human contact.

(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.

Answer : (A)

30. Which of the following statements is true of electronic meetings?

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

(B) They make it easier to reach consensus.

(C) They increase travel budgets and consume professional time.

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(D) They slow down meeting follow-up activities.

Answer : (A)

31. Which of the following is a difference between face-to-face meetings and electronic meetings?

(A) Unlike face-to-face meetings, electronic meetings maximize the environmental impact caused by travel.

(B) Unlike face-to-face meetings, electronic meetings consume a lot of professional time.

(C) Unlike face-to-face meetings, electronic meetings make it easier to reach consensus.

(D) Unlike face-to-face meetings, electronic meetings facilitate geographically dispersed groups.

Answer : (D)

32. 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) libel

(C) agenda

(D) norm

Answer : (C)

33. Which of the following guidelines can help ensure that a meeting is productive?

(A) Brainstorming sessions should be discouraged.

(B) Focus should be on personalities, not issues.

(C) An agenda should be distributed after a meeting.

(D) The meeting length and frequency should be limited.

Answer : (D)

TRUEFALSE

34. According to Abraham Maslow's hierarchy of needs, physiological needs form the upper-level needs.

(A) True

(B) False

Answer : (B)

35. According to Abraham Maslow's hierarchy of needs, identity theft, health and fitness, and environmentally friendly commercials appeal to security and safety needs.

(A) True

(B) False

Answer : (A)

36. Getting a pat on the back from a supervisor is a negative stroke.

(A) True

(B) False

Answer : (B)

37. In the Johari Window, Area II represents what we know about ourselves and what others know about us.

(A) True

(B) False

Answer : (B)

38. Supportive behavior is characterized by leaders who give detailed rules and instructions and monitor closely that they are followed.

(A) True

(B) False

Answer : (B)

39. 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

Answer : (A)

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40. A metacommunication is a message that is expressed in words.

(A) True

(B) False

Answer : (B)

41. Kinesic communication is an idea expressed through a verbal message.

(A) True

(B) False

Answer : (B)

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

(A) True

(B) False

Answer : (A)

43. Nonverbal messages universally convey the same meaning to different people.

(A) True

(B) False

Answer : (B)

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

(A) True

(B) False

Answer : (A)

45. Passive people accept responsibility for their feelings and actions.

(A) True

(B) False

Answer : (B)

46. Listening for pleasure, recreation, amusement, and relaxation is intensive listening.

(A) True

(B) False

Answer : (B)

47. Listening in a lecture class is an example of listening for information.

(A) True

(B) False

Answer : (A)

48. While listening for information, using an outlining process helps you capture main ideas and supporting subpoints in a logical way.

(A) True

(B) False

Answer : (A)

49. When you listen to obtain information, solve problems, or persuade or dissuade (as in arguments), you are engaged in intensive listening.

(A) True

(B) False

Answer : (A)

50. Counselors dealing with their clients are engaged in casual listening.

(A) True

(B) False

Answer : (B)

51. While listening empathetically, talking too much and giving strong nonverbal signals of disinterest destroy others' desire to talk.

(A) True

(B) False

Answer : (A)

52. Pretending to listen to a person is known as over listening.

(A) True

(B) False

Answer : (B)

53. Making spontaneous judgments about others based on their speech delivery is known as storming.

(A) True

(B) False

Answer : (B)

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

(A) True

(B) False

Answer : (B)

55. 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)

56. 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

Answer : (A)

57. 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)

58. Status is the task an employee assumes that can involve power and authority that surpass his or her formal position on the organization chart.

(A) True

(B) False

Answer : (B)

59. When excessive competition replaces the cooperation necessary for organizational and individual success, communication can be diminished, if not eliminated.

(A) True

(B) False

Answer : (A)

60. 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)

61. Groups formed for short-term tasks spend more time on maintenance than on the task.

(A) True

(B) False

Answer : (B)

62. The larger the group, the more its members have the opportunity to communicate with each other.

(A) True

(B) False

Answer : (B)

63. 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

Answer : (B)

64. 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

Answer : (B)

65. 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)

66. Face-to-face meetings are appropriate when issues are especially sensitive.

(A) True

(B) False

Answer : (A)

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

(A) True

(B) False

Answer : (B)

68. Face-to-face meetings allow companies to reduce travel budgets, save professional time, and minimize the environmental impact caused by travel.

(A) True

(B) False

Answer : (B)

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

(A) True

(B) False

Answer : (A)

SHORTANSWER

70. Behavioral Theories That Impact Communication

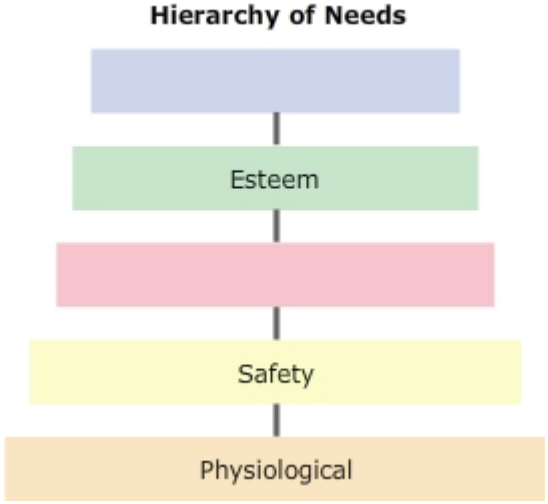
Knowledge from the fields of psychology and sociology provides valuable insights into how to achieve effective workplace communication. Understanding how human needs, trust, and motivation affect interpersonal behavior can improve your effectiveness as a communicator.

Choose the correct term to complete the sentence.The ability to read, empathize with, and understand others is called _____.
A. networking
B. interpersonal intelligence
C. business savvy
Answer : interpersonal intelligence

71. Behavioral Theories That Impact Communication

Knowledge from the fields of psychology and sociology provides valuable insights into how to achieve effective workplace communication. Understanding how human needs, trust, and motivation affect interpersonal behavior can improve your effectiveness as a communicator.

Study the image of Maslow's hierarchy of needs, and then identify the missing need in the hierarchy.

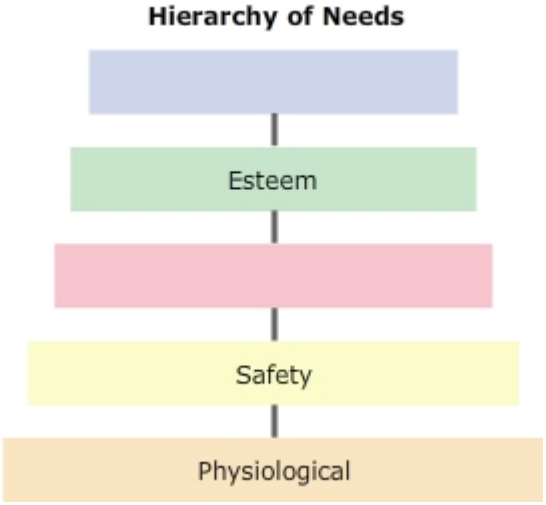


The missing step directly above the Esteem step is _____.
A. Psychological
B. Self-Realization
C. Self-Actualization
Answer : Self-Actualization

72. Behavioral Theories That Impact Communication

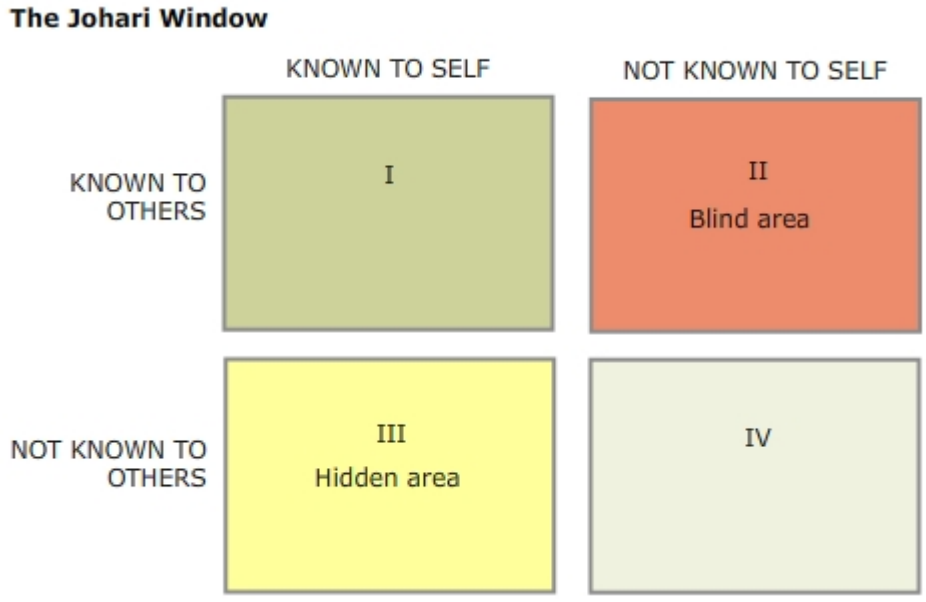
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The missing step directly below the Esteem step is _____.
A. Love
B. Self-Actualization
C. Openness
Answer : Love

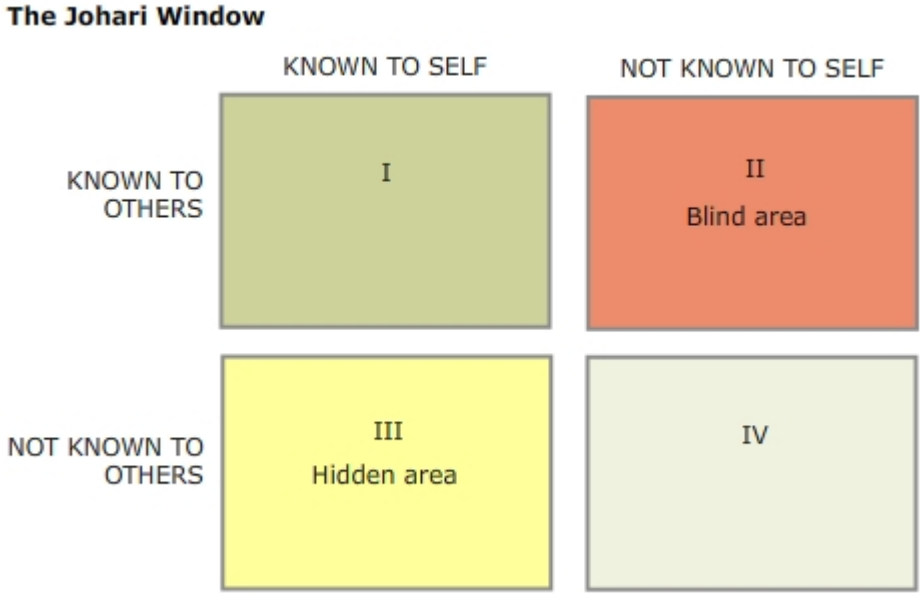
73. Consider the image of the Johari Window, and answer the question.



Identify the missing area in the Johari Window.
I: _____

A. Unknown area
B. Hidden area
C. Free or open area
D. Blind area
Answer : Free or open area

74. Consider the image of the Johari Window, and answer the question.



Identify the missing area in the Johari Window.
IV: _____.
A. Hidden area
B. Blind area
C. Unknown area
D. Free or open area
Answer : Unknown area

75. Nonverbal Communication

Nonverbal communication conveys significant meaning in a conversation. Understanding how nonverbal messages work can make you a more effective manager and communicator.

Complete the sentence about nonverbal communication.In certain situations, nonverbal communication can account for more than _____ of the meaning conveyed in a message.
A. 90 percent
B. 50 percent
C. 38 percent
Answer : 90 percent

76. Group Communication

The work of teams, groups, and committees is crucial to almost any organization today. Understanding how teams and groups function effectively will allow you to communicate more successfully within team settings that are common in all work environments today.

Due to the contextual forces influencing business today, many corporations have eliminated layers of

management. In a flattened organizational structure where decision making is spread throughout the company, effective _____ become critical for success.A. rules and regulations
B. top-down communications
C. lateral communications
Answer : lateral communications

77. Group Communication

The work of teams, groups, and committees is crucial to almost any organization today. Understanding how teams and groups function effectively will allow you to communicate more successfully within team settings that are common in all work environments today.

Read the scenario about teams, and then answer the corresponding question.Five colleagues in human resources (HR) were tasked with reviewing options for employee benefits, researching less costly alternatives, and making recommendations to the HR director.
This team has spent a month researching and reporting back. The group is finally in the last stages of preparing a recommendation report for the director. The process went smoothly and worked well. In general, the team had a strong balance of expertise, which allowed each member to contribute equally and valuably. At the team's final review meeting, Joe stepped up to assign parts for the final proofread; Cherice made certain that everyone's ideas were heard; Lenny stepped in with a comment that eased tension when there were slight disagreements; Marsha kept minutes and compiled the final revisions; and Lance, as always, wanted to talk about the weekend.
Consider the following team roles

Team Roles	
Reporter:	Prepares records and materials.
Free rider:	Doesn't do his or her share.
Socializer:	Pursues only the social aspect.
Airhead:	Prepares little or not at all.
Harmonizer:	Keeps tensions low.
Facilitator:	Makes certain that everyone is heard.
Leader:	Assumes a directive role.
Detractor:	Criticizes constantly

Determine which role best describes the team member.

Team Member	Team Role
Joe	_____

A. Facilitator
B. Harmonizer
C. Leader
D. Reporter
E. Socializer
Answer : Leader

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Leader: Assumes a directive role.
Detractor: Criticizes constantly.

Determine which role best describes the team member.

Team Member Team Role
Lenny _____

A. Facilitator
B. Harmonizer
C. Leader
D. Reporter
E. Socializer

Answer : Harmonizer

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Facilitator: Makes certain that everyone is heard.
Leader: Assumes a directive role.
Detractor: Criticizes constantly.

Determine which role best describes the team member.

Team Member Team Role
Marsha _____

A. Facilitator
B. Harmonizer
C. Leader
D. Reporter
E. Socializer

Answer : Reporter

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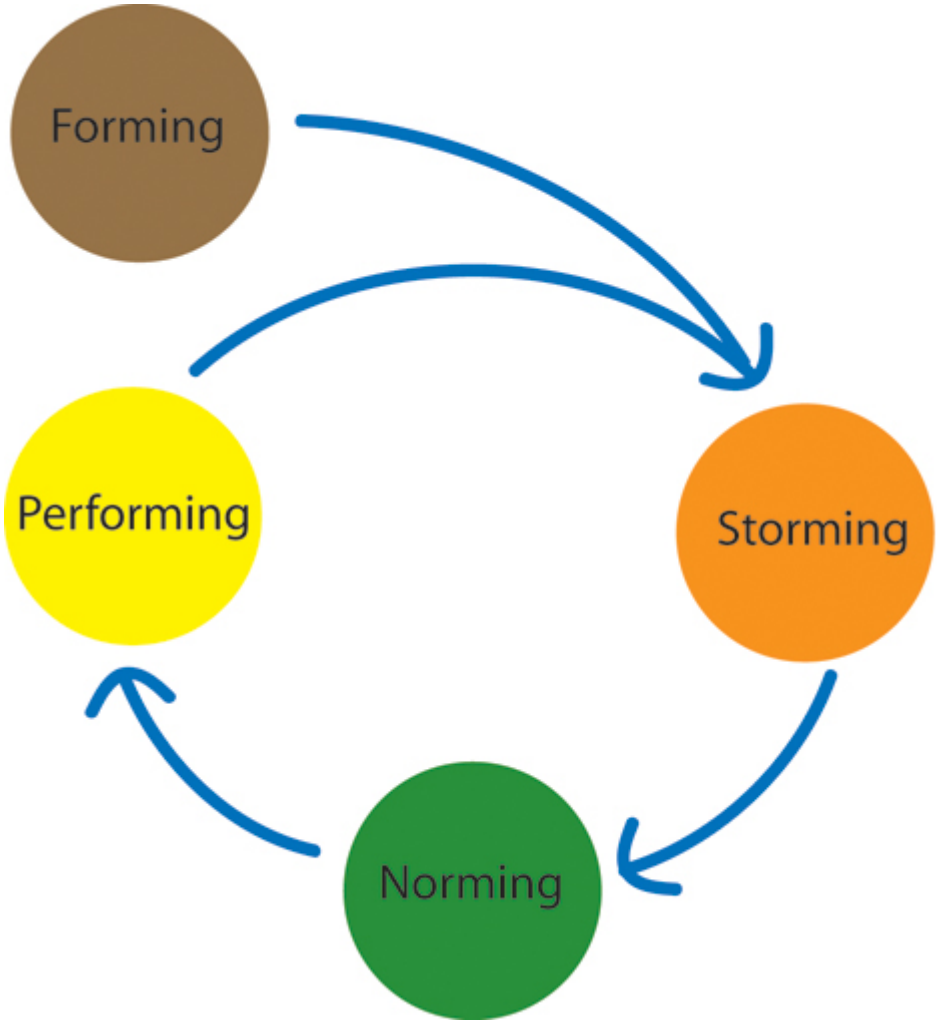
Team Member Team Role
Lance _____

A. Facilitator
B. Harmonizer
C. Leader
D. Reporter
E. Socializer

Answer : Socializer

81. Consider the image of the stages of team development. Identify the correct stage in team development to complete the sentence.The Stages of Team Development

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Newly created teams must learn to deal with one another's conflicting personalities, goals, and ideas. This process is called _____.
A. forming
B. storming
C. norming
D. performing
Answer : storming

82. The terms group and team are often used interchangeably; however, a team has a clear identity and exhibits _____ once it is in the performing stage.A. comprehension
B. passion
C. commitment
Answer : commitment

83. Chapter 2 Review

Interpersonal intelligence is the first step in developing strong professional relationships and good group communication practices. These questions will test your knowledge of the various aspects of interpersonal and group communication covered in Chapter 2.

Successful teams are critical for business success. Small-group and team effectiveness evolves primarily from a high level of _____ between individuals.A. reflective language

B. hierarchical structure
C. mutual trust
Answer : mutual trust

84. _____ is one of the four key behaviors that performing teams exhibit.A. Groupthink
B. Individualism
C. Contribution
Answer : Contribution

ESSAY

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

Graders Info :

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.

86. What is a stroke? How does it affect a person's emotions?

Graders Info :

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.

87. Explain the Johari Window.

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Graders Info :

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.

88. 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.

Graders Info :

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

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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.

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

Graders Info :

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.

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

Graders Info :

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 while we are not.
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.

91. How does a flat organizational structure affect communication?

Graders Info :

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 organization 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.

92. Explain how heightened focus on cooperation affects communication.

Graders Info :

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.

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

Graders Info :

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 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.

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

Graders Info :

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 touch
b. When issues are especially sensitive

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c. When participants do not know one another
d. When establishing group rapport and relationships is crucial
e. When 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. 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.

95. Discuss nine guidelines for effective meetings.

Graders Info :

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. While 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. While 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

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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.

96. SCENARIO-BASED QUESTIONS

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, punctual, and reliable. Lately, however, her performance has faltered. The quality analyst who is monitoring her calls find 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?

Graders Info :

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.

97. SCENARIO-BASED QUESTIONS

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.

Graders Info :

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.

98. SCENARIO-BASED QUESTIONS

Team Formation and Operation

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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, 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 of team development are Tom and Monica operating, and what stages should the team go through before strategies are developed

Graders Info :

The following roles are represented in the team:
a. Positive group roles:
i. Juanita-leader
ii. Robert-harmonizer
iii. Kumar-facilitator

b. Negative group roles:
i. Tom-dominator
ii. Jim-airhead
iii. Monica-detractor

Negative roles are extinguished as a group communicates openly about its goals, strategies, and expectations.
Tom and Monica 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.

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