

Chapter 1

In a communication transaction, feedback represents

- A. the response or reaction to a message.
- B. anything that interferes with or inhibits effective communication.
- C. a group's physical and psychological environment.
- D. ideas, information, opinions, and/or feelings that generate meaning
- E. the media through which group members share messages.

The cooperative interaction of several factors that results in a combined effect greater than the total of all individual parts is referred to as

- A. working.
- B. interaction.
- C. synergy.
- D. interdependence.
- E. common goals.

A stamp collecting club is an example a

- A. self-help group.
- B. learning group.
- C. social group.
- D. public group.
- E. service group.

Your family is an example of a

- A. social group.
- B. service group.
- C. primary group.
- D. public group.
- E. none of the above

Members of a PTA getting together to hold a carnival for elementary school students represents what type of group.

- A. self-help group.
- B. symposium.
- C. civic group.
- D. governance group.
- E. forum.

Which of the following characteristics demonstrates one of the disadvantages of working in groups?

- A. Members usually enjoy working with others in groups.
- B. Groups are often more creative than members working alone.
- C. Groups require significant time, energy, and resources.
- D. Groups make better decisions when working on complex tasks.
- E. Working in groups enhances member learning.

A virtual group is one which

- A. lacks a leader.
- B. exists only for a short period of time.
- C. has the same dynamic as other groups.
- D. relies on technology to communicate.
- E. lacks a clear purpose

Statements that explain or predict how people communicate are

- A. theories.
- B. strategies.
- C. rules.
- D. resources.
- E. skills.

All of the following pairs of common folk proverbs illustrate the contradictory nature of dialectic tensions EXCEPT:

- A. "Look before you leap" and "He who hesitates is lost."
- B. "Waste not, want not" and "Music makes the world go 'round."
- C. "To know him is to love him" and "Familiarity breeds contempt."
- D. "Two's company, three's a crowd" and "The more the merrier."
- E. "Opposites attract" and "Birds of a feather flock together."

In group dialectic terms, effective groups balance structure and

- A. heterogeneity.
- B. disengagement.
- C. engagement.
- D. spontaneity.
- E. individual goals.

In dialectic terms, effective groups balance conflict with

- A. cohesion.
- B. closed systems.
- C. conformity.
- D. structure.
- E. social dimensions.

The homogeneous ↔ heterogeneous group dialectic can be described as

- A. balancing members' personal goals with the group's goal.
- B. balancing effective leadership with responsible followership.
- C. balancing external support and recognition with internal group solidarity and rewards.
- D. balancing member similarities and differences.
- E. balancing a commitment to group norms and standards with a willingness to differ and change.

A both/and approach to resolving dialectic tensions in groups empowers members. Which of the following examples demonstrates the characteristics of *autonomy* in an empowered group?

- A. The group believes that its work produces significant benefits for other people and organizations.
- B. The group has the freedom to make decisions and implements its decisions.
- C. The group has high morale and understands the value of play as well as work.
- D. The group believes it has the ability to achieve its common goal.
- E. The group believes that its common goal is important and worthwhile.

The ideal size of a small group is dependent upon:

- A. member knowledge.
- B. attitudes.
- C. task.
- D. skills.
- E. all of the above.

The purpose or objective towards which a group is directed is called

- A. goal.
- B. interaction.
- C. working.
- D. interdependence.
- E. context.

The contradictory tensions groups experience as they work together are known as

- A. group dialectics.
- B. group goals.
- C. goal theory.
- D. systems theory.
- E. interdependence.

Employers view proficiency in a field of study as more important than group communication skills. Is this statement true or false?

- A. True
- B. False

The basic components of group communication are members, interaction, independence, goals, and working. Is this statement true or false?

- A. True
- B. False

Feedback is always verbal rather than nonverbal. Is this statement true or false?

- A. True
- B. False

Resolving group dialects requires an *either/or* approach rather than a *both/and* approach. Is this statement true or false?

- A. True
- B. False

In the best of groups, individual goals support the group's common goal. Is this statement true or false?

- A. True
- B. False

The structure spontaneity dialectic relies on both tested procedures to help a group achieve its goal as well as creative thinking. Is this statement true or false?

↔

- A. True
- B. False

Heterogeneous groups include members who are different from one another. Is this statement true or false?

- A. True
- B. False

The leadership-followership dialectic emphasizes the point that leadership is a solo task. Is this statement true or false?

- A. True
- B. False

Chapter 2

In which of Tuckman's Group Development Stages do members resolve status conflicts and learn to work as a cohesive team?

- A. adjourning
- B. forming
- C. performing
- D. norming
- E. storming

You have just joined a newly formed group responsible for developing a recycling program for your community. At first, group members are somewhat uncomfortable working with strangers. Which of Tuckman's stages of group development is your group experiencing?

- A. storming
- B. norming
- C. forming
- D. reforming
- E. performing

Which is the correct order for Tuckman's 5 group development stages?

- A. forming, norming, performing, storming, adjourning
- B. norming, forming, storming, performing, adjourning
- C. norming, storming, performing, forming, adjourning
- D. storming, norming, forming, performing, adjourning
- E. forming, storming, norming, performing, adjourning

Because most members of a new group want to create a good first impression, they tend to be overly polite with one another during their initial meetings. They don't interrupt one another and avoid expressing strong opinions. These behaviors are characteristic of

- A. primary tension.
- B. tertiary tension.
- C. dialectic tension.
- D. secondary tension.
- E. assimilation tension.

In which of which of Carolyn Anderson's group socialization stages do members become fully integrated into the group's culture?

- A. assimilation phase
- B. anticipatory phase
- C. exit phase
- D. antecedent phase
- E. encounter phase

According to Locke and Latham's Goal Theory, all of the following criteria are critical for developing effective group goals EXCEPT:

- A. the goals are specific.
- B. the goals are set by members and the group.
- C. the goals are accepted by members.
- D. the goals allow for member growth.
- E. the goals are simple and easy to achieve.

_____ occur when members' private goals conflict with the group's common goals and represent what people really want rather than what they say they want.

- A. Implicit norms
- B. Primary tension
- C. Tertiary tension
- D. Hidden agendas
- E. The storming stage

Which of the following examples depicts an explicit norm?

- A. Ralph has begun bringing extra copies of the group's agenda to the meeting for members who have forgotten theirs.
- B. Within a few days after work together in a newly formed committee, members begin using one another's first names.
- C. Group members have learned to leave the seat nearest the door for their leader.
- D. Everyone abides by the "be on time; be out on time" rule set on the first day of the group meetings.
- E. After getting the "evil eye" from several members, Ruthie stops checking her BlackBerry during meetings.

Which of the 4 categories of norms is operating in the following example? Your group makes decisions by majority rule. A(n) _____ is operating in this circumstance.

- A. procedural norm
- B. interaction norm
- C. achievement norm
- D. inclusion norm
- E. status norm

Nonconformity

- A. occurs only in the storming stage.
- B. can improve group performance.
- C. will always undermine group performance.
- D. occurs only when stubborn members are present.
- E. occurs under poor leadership.

Which of the following group dialectics is MOST applicable to group motivation?

- A. conflict ↔ cohesion
- B. homogenous ↔ heterogeneous
- C. conformity ↔ nonconformity
- D. engaged ↔ disengaged
- E. structure ↔ spontaneity

Kenneth Thomas describes 4 categories of intrinsic motivation needed to energize and reinforce work. They are:

- A. motivation, assessment, rewards, and punishment
- B. inclusion, affection, control, and openness
- C. meaningfulness, choice, competence, and progress
- D. achievement, responsibility, recognition, and advancement
- E. esteem, belongingness, self-actualization, and safety

Which of the following motivational strategies can help you promote a sense of progress in your group?

- A. let members make decisions about how the group does it's work
- B. recognize and celebrate group accomplishments
- C. become well informed about the group's work
- D. encourage members to volunteer for worthy group tasks that interest them
- E. set high standards for yourself and others

In which of Tuckman's Group Development stages do members compete for status and openly disagree?

- A. storming
- B. adjourning
- C. norming
- D. forming
- E. performing

In which of Tuckman's Group Development stages do members assume appropriate roles and work productively?

- A. norming
- B. performing
- C. forming
- D. storming
- E. adjourning

All of the following are suggested for reducing primary tension EXCEPT:

- A. be positive
- B. be open-minded
- C. be aggressive
- D. be energetic
- E. be patient

All of the following statements are true about group norms EXCEPT:

- A. Norms help the group survive.
- B. Norms help the group function.
- C. Norms express the values of the group.
- D. Norms represent what people really want.
- E. Norms define appropriate social behavior.

Norms which determine the quality and quantity of work expected from group members are called

- A. interactive norms.
- B. status norms.
- C. procedural norms.
- D. achievement norms.
- E. implicit norms.

The frustration and personality conflicts that occur in groups as members compete for acceptance and status are the source of primary tension. Is this statement true or false?

- A. True
- B. False

Groups resolve primary tension by being positive and energetic, patient and open-minded, and well prepared. Is this statement true or false?

- A. True
- B. False

During Tuckman's performing stage of group development, members focus their energies on both the task and social dimensions of group work as they make major decisions and solve critical problems. Is this statement true or false?

- A. True
- B. False

Locke and Latham's Goal Theory concludes that groups function best when their goals are easy to accomplish and are set by a strong leader. Is this statement true or false?

- A. True
- B. False

Hidden agendas occur when a member's private goal conflicts with the group's goal. Is this statement true or false?

- A. True
- B. False

Explicit norms are rarely discussed or openly communicated, whereas implicit norms are put in writing or stated verbally. Is this statement true or false?

- A. True
- B. False

Constructive nonconformity occurs when a member resists a norm while still working to promote a group goal. Is this statement true or false?

- A. True
- B. False

In Carl Larson and Frank LaFasto's three-year study of characteristics that explain how and why effective groups develop, they put "a clear and elevated goal" at the top of their list. Is this statement true or false?

- A. True
- B. False

CHAPTER 3

According to Schutz's FIRO Theory, a group member who tries to attract attention to compensate for feelings of inadequacy is an

- A. underpersonal member.
- B. ideal social member.
- C. ideal personal member.
- D. oversocial member.
- E. undersocial member.

When a group member exhibits a unique set of skills or behavioral patterns that serve specific functions within the group, that member has assumed a(n) _____.

- A. autocratic function
- B. leadership function
- C. abdicratic function
- D. role
- E. norm

_____ functions describe a groups ability to achieve its common goal by focusing on behaviors that help get the job done.

- A. Task**
- B. Participation
- C. Maintenance
- D. Self-centered
- E. All of the above.

_____ functions describe group members who strive to get along and satisfy one another's needs while pursuing a shared goal.

- A. Self-centered
- B. Participation
- C. Task
- D. Maintenance
- E. All of the above.

_____ functions describe negative roles in which individual needs are put ahead of both the group's goal and other members' needs.

- A. Task
- B. Participation
- C. Self-centered**
- D. Maintenance
- E. All of the above.

"I will check our Affirmative Action Policy and see what it says about. . . ." This statement would most likely be made by a group member functioning in which of the following task roles?

- A. opinion seeker
- B. clarifier-summarizer
- C. information giver
- D. information seeker**
- E. opinion giver

All of the following functions are group maintenance roles EXCEPT:

- A. gatekeeper.
- B. observer-interpretor.
- C. harmonizer.
- D. information giver.
- E. tension releaser.

R. Meredith Belvin's Team-Role Theory differs from the older Benne and Sheats's role classifications in that Belvin's roles

- A. focus on how members interact with one another in a variety of roles.
- B. recognize that group members seek out and perform roles that are most natural to them.
- C. apply to most groups regardless of their context.
- D. include gatekeeper and harmonizer.
- E. apply to most groups regardless of their goal.

"That's fine with me. Just tell me what to do." This statement would most likely be made by a group member functioning in which of the following roles?

- A. **teamworker-follower**
- B. deserter
- C. tension releaser
- D. blocker
- E. harmonizer

18.

19.

20.

ID: 3.MC.18

_____ refers to the level of fear or anxiety associated with either real or anticipated communication with another person or persons.

- A. Communication apprehension
- B. Confidence
- C. Self-concept
- D. Assertiveness
- E. Feedback

Which of the following descriptions is likely to be true of highly apprehensive group members compared to low apprehensive members?

- A. Highly apprehensive members are more likely to become group leaders.
- B. Highly apprehensive members appear more confident.
- C. Highly apprehensive members assert themselves and their beliefs.
- D. Highly apprehensive members talk more in group discussions.
- E. Highly apprehensive members agree with others rather than voice disagreement.

Cognitive restructuring is an anxiety reduction technique that involves

- A. realizing that you are not the only person who gets nervous when called upon to speak in front of others.
- B. substituting worrisome, irrational thoughts about communicating with more positive thoughts.
- C. relaxing physically in order to relax your mind.
- D. learning communication skills such as following an agenda, speaking clearly, and becoming more sensitive to feedback.
- E. taking time to visualize yourself communicating effectively.

Group members with low levels of communication apprehension can help members with high apprehension reduce their level of fear and anxieties about communicating by using all of the following strategies EXCEPT:

- A. openly discuss a member's apprehension with the entire group.
- B. actively encourage and include anxious members in group discussions.
- C. stop talking.
- D. provide supportive and constructive feedback.
- E. ask questions that the apprehensive members know how to answer.

Assertiveness seeks an appropriate balance between

- A. conflict and cohesion.
- B. engagement and disengagement.
- C. high apprehension and low apprehension.
- D. passivity and aggression.
- E. conformity and nonconformity.

Which of the following strategies and skill are effective when you need to and should say "No" to someone?

- A. Ask permission to say "No" such as "Will you be upset if I don't do this?"
- B. Use assertive words but passive nonverbal communication.
- C. Don't say "Yes" or "No" until you hear and understand a specific request
- D. Anticipate the person's request before you hear the question so you can stop him or her from asking.
- E. Avoid saying "No" if the other person won't like your answer.

Needs that reflect our desire to be liked by others are called

- A. inclusion needs.
- B. control needs.
- C. safety needs.
- D. affection needs.
- E. physiological needs.

"Lyle, what do you think? Will it work?" This question would most likely be made by a group member functioning in which of the following task roles?

- A. evaluator-critic
- B. orienter
- C. information giver
- D. elaborator
- E. opinion seeker

"That's fine with me. Just tell me when it's due." This statement would most likely be made by a group member functioning in which of the following maintenance roles?

- A. encourager-supporter
- B. tension releaser
- C. gatekeeper
- D. follower
- E. harmonizer

"I know we're starting to get on each other's nerves. Let's put aside our differences and finish up." This statement would most likely be made by a group member functioning in which of the following maintenance roles?

- A. gatekeeper
- B. encourager-supporter
- C. tension releaser
- D. harmonizer
- E. follower

"As the only person here to have ever won the company's prestigious top achiever award " This statement would most likely be made by a group member functioning in which of the following self-centered roles?

- A. recognition seeker
- B. blocker
- C. self-confessor
- D. aggressor
- E. dominator

Control needs reflect one's need to feel accepted by members of the group. Is this statement true or false?

- A. True
- B. False

Will Schutz's FIRO theory examines the impact of 3 interpersonal needs: the need for inclusion, control, and affection. Is this statement true or false?

- A. True
- B. False

You can help satisfy a member's control need by giving that person responsibility for and leadership of a special project or a highly visible and important subcommittee. Is this statement true or false?

- A. True
- B. False

One group member can function effectively in several different roles at the same time. Is this statement true or false?

- A. True
- B. False

According to Belvin, a successful coordinator/chair role is filled by a person who is calm, trusting, mature, confident, and decisive. Is this statement true or false?

- A. True
- B. False

Assertiveness can help raise a group member's level of confidence and reduce communication apprehension. Is this statement true or false?

- A. True
- B. False

Passive group members are rarely satisfied with their group experiences. Is this statement true or false?

- A. True
- B. False

Members with low levels of communication apprehension may appear more confident. Is this statement true or false?

- A. True
- B. False

CHAPTER 4

When analyzing and adapting group member diversity, you should consider members'

- A. age.
- B. race.
- C. sexual orientation.
- D. gender.
- E. All of the above.

During the 1990s, _____ were the fastest growing racial/ethnic group.

- A. European Americans
- B. Hispanic/Latino Americans
- C. African Americans
- D. Native Americans
- E. Asian Americans

In the homogeneous ↔ heterogeneous group dialectic, homogeneous refers to

- A. a group with a mixed sexual orientation.
- B. a group composed of members who are different from one another.
- C. a group of men.
- D. a group composed of members who are the same or similar.
- E. a group of women.

People who believe that their culture is better than other cultures or that their culture should be the role model for other cultures would be classified as

- A. racist.
- B. ethnocentric.
- C. discriminatory.
- D. prejudiced.
- E. stereotypical.

Holding a generalization about a group of people that oversimplifies their characteristics is an example of

- A. prejudice.
- B. acceptance.
- C. discrimination.
- D. stereotyping.
- E. ethnocentrism.

Wanda tends to focus on details of the group project. She prefers to concentrate on one task at a time. Of all the group members, Wanda may be the most practical and realistic. Which Myers-Briggs personality trait best describes Wanda?

- A. sensor
- B. perceiver
- C. feeler
- D. intuitive
- E. thinker

Kim is people-oriented. She wants everyone in the group to get along. She often spends extra time helping other group members. Which Myers-Briggs personality trait best describes Kim?

- A. feeler
- B. perceiver
- C. thinker
- D. intuitive
- E. sensor

Jason appears to be a very private person. He carefully thinks about what he is going to say before speaking. He enjoys the group but would prefer to work alone. Which Myers-Briggs personality trait best describes Jason?

- A. judger
- B. introvert
- C. extrovert
- D. perceiver
- E. None of the above.

Which of the following cultural dimensions is ranked very high in the United States?

- A. high context
- B. collectivism
- C. high power distance
- D. individualism
- E. low power distance

Which of the following groups of countries is the most collectivist?

- A. Holland, Belgium, and France
- B. Australia, Canada, and New Zealand
- C. Italy, Denmark, and Sweden
- D. Central and South America
- E. the United States and England

Collectivist cultures place greater value on

- A. personal freedom.
- B. collaboration and cooperation.
- C. directness of communication.
- D. esteem and self-actualization needs.
- E. uncertainty.

Which characteristics are common in monochronic time cultures?

- A. Members like thinking about several tasks at one time.
- B. Members are frequently late for appointments.
- C. Relationships are far more important than schedules.
- D. Members like to concentrate on one job before moving to another.
- E. Members feel comfortable holding 2 or 3 conversations at the same time.

High power distance is characterized by beliefs that

- A. there should be no more rules than are strictly necessary.
- B. people in positions of power should be compassionate.
- C. all people are not created equal.
- D. power distinctions are minimized.
- E. assertiveness is a valuable skill.

Which cultural dimension would be characterized by the following components: (1) subordinates should be consulted; (2) privileges and status symbols are frowned upon; (3) parents treat their children as equals; and (4) teachers expect students to express their opinions in class?

- A. uncertainty avoidance
- B. collectivism
- C. individualism
- D. low power distance
- E. high power distance

The statement, "men are good at home repairs, while women are good at home decorating" is an example of

- A. prejudice.
- B. ethnocentrism.
- C. discrimination.
- D. internalized oppression.
- E. stereotyping.

The statement, "I don't want a person with disabilities working on our group project" is an example of

- A. ethnocentrism.
- B. prejudice.
- C. internalized oppression.
- D. discrimination.
- E. stereotyping.

A culture is a learned set of shared interpretations about beliefs, values, and norms which affect the behaviors of a relatively large group of people. Is this statement true or false?

- A. True
- B. False

American Indian tribes, African Americans, Hispanic/Latino Americans, Asian Americans, Arab Americans, Irish/Americans, and members of large and small religious groups are all examples of co-cultures. Is this statement true or false?

- A. True
- B. False

4 barriers to working in diverse groups are ethnocentrism, stereotyping, prejudice, and discrimination. Is this statement true or false?

- A. True
- B. False

The Myers-Briggs Type Indicator looks at the different ways in which people *prefer* to use their minds: specifically, the way they perceive and the way they make judgments. Is this statement true or false?

- A. True
- B. False

4 of Geert Hofstede's cultural dimensions are individualism-collectivism, power distance, uncertainty avoidance, and masculine-feminine values. Is this statement true or false?

- A. True
- B. False

Member diversity helps groups make better decisions because it adds perspectives that would otherwise be absent. Is this statement true or false?

- A. True
- B. False