

## CHAPTER 5

A supervisor threatens to dismiss any member of the sales team who does not meet the sales quota by the end of the quarter. What type of power is this leader using?

- A. reward power
- B. referent power
- C. legitimate power
- D. coercive power
- E. expert power

Which category of power is operating when a group member nominates someone as a leader by saying, "I recommend that Romero be appointed chair of the building committee given his extensive experience as a successful contractor"?

- A. legitimate power
- B. expert power
- C. referent power
- D. persuasive power
- E. reward power

All of the following behaviors are recommended strategies for becoming an emergent group leader EXCEPT:

- A. Volunteer for meaningful roles.
- B. Talk often.
- C. Know more about important topics.
- D. Avoid expressing your own opinion.
- E. Talk early.

Trait Leadership Theory, also known as the "Great Man" theory, contends that

- A. leaders are made, not born.
- B. leaders are born, not made.
- C. democratic leaders are always best.
- D. women cannot be effective leaders.
- E. charismatic leaders are always best.

Vu tries to maintain strict control over the Spring Festival Planning Committee. He insists on determining the direction and outcome of the committee's discussion. According to Styles Leadership Theory, which leadership style is Vu using?

- A. democratic
- B. autocratic
- C. functional
- D. situational
- E. laissez-faire

Even though Wayne is chairperson of the finance committee, he does little or nothing to help the group. He tends to let the group take charge of its decisions and actions. Which leadership style is Wayne using?

- A. democratic
- B. situational
- C. autocratic
- D. laissez-faire
- E. functional

**Laissez-faire leaders**

- A. work well in mature and highly productive groups.
- B. let the group take charge of decisions and actions.
- C. may generate a climate of open communication.
- D. both a and b
- E. All of the above.

**Fred Fiedler's Contingency Model of Leadership Effectiveness contends that the 3 important dimensions in every leadership situation are**

- A. leader-member relations, task structure, and the leader's amount of power and control.
- B. the leader's style, the leadership situation, and the leader's character.
- C. the leader's use of autocratic, democratic, and laissez-faire styles.
- D. the leader's charisma, vision, and creativity.
- E. the leader's ability to model leadership behavior, to motivate group members, and to make decisions.

**According to the Hersey-Blanchard Situational Leadership Model, a leader should try to \_\_\_\_\_ when group**

**members are able as well as willing and confident.**

- A. tell
- B. participate
- C. tell and sell
- D. sell
- E. delegate

**The participating stage in Hersey-Blanchard's Situational Leadership Model is similar to Tuckman's \_\_\_\_\_ stage of group development.**

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

**Modeling leadership behavior in the 5M Model of Leadership Effectiveness includes all of the following strategies EXCEPT:**

- A. praising group members to others outside the group.
- B. maintaining control at all times.
- C. behaving consistently and assertively.
- D. publicly championing your group and its goals.
- E. demonstrating competence and trustworthiness.

**As the group's leader, Grace makes sure that everyone in her group is committed to the group's common goal. She also helps solve interpersonal problems and conflicts, recognizing outstanding group work. Which of the following leadership functions in the 5M Model of Leadership Effectiveness does Grace's behavior exemplify?**

- A. making decisions
- B. modeling leadership behavior
- C. managing group process
- D. motivating members
- E. mentoring members

Research verifies all of the following conclusions about women and leadership EXCEPT:

- A. women who act "ladylike" are viewed as much more effective than women who behave like strong male leaders.
- B. there is only a slight different in the ways in which men and women lead groups.
- C. the same leadership behavior is often evaluated more positively when attributed to a male than a female.
- D. women leaders who behave like male leaders are often perceived as unfeminine.
- E. women are less likely to be preselected as leaders.

When a person's power is based on their authority to lead this is an example of:

- A. expert power
- B. referent power
- C. coercive power
- D. charismatic power
- E. legitimate power

When a person's power is based on their ability to punish, this is an example of:

- A. expert power
- B. reward power
- C. coercive power
- D. persuasive power
- E. legitimate power

All groups need leadership. Is this statement true or false?

- A. True
- B. False

Bennis and Nanus claim that power is the quality without which leaders cannot lead. Is this statement true or false?

- A. True
- B. False

A designated leader is selected by group members or by an outside authority. Is this statement true or false?

- A. True
- B. False

When someone from within a group is appointed as its leader, the new leader should openly discuss leadership and seek members' help in resolving potential problems. Is this statement true or false?

- A. True
- B. False

Functional Leadership Theory claims that an effective group can have more than one member serving in a leadership role. Is this statement true or false?

- A. True
- B. False

## CHAPTER 6

Which of the following focuses on how you use words and language?

- A. nonverbal
- B. verbal
- C. concrete
- D. abstract
- E. denotation

Which of the following is an example of an abstract word?

- A. table
- B. meeting
- C. fairness
- D. computer
- E. dictionary

we use to assess group work.

- A. Provisionalism
- B. Bypassing
- C. Connotation
- D. Team talk
- E. Climate

Which of the following statements illustrates the Conflict Management Dimension of team talk?

- A. "How many of you think that Lee is right?"
- B. "Does this meet our standard for good work?"
- C. "We've finished this in record time."
- D. "Hey guys, let's find out where Lee stands on this before we do anything this far out."
- E. "Could we back up and look at this from a different angle?"

All of the following communication strategies can help improve a group's team talk EXCEPT:

- A. Express your individual needs.
- B. Use the pronouns "we," "us," and "our."
- C. Speak in a specific and active voice.
- D. Listen to dissenters.
- E. Ask more "what if" questions.

Researchers claim that men and women use language differently. Men are more likely to

- A. include qualifiers and tag questions in their sentences.
- B. speak tentatively.
- C. use communication to maintain relationships and cooperate with others.
- D. assert their ideas and verbally compete with others.
- E. provide more supporting or explanatory details before getting to the point.

The variations in vocabulary, pronunciation, syntax, and style that distinguish speakers from different ethnic groups and geographic areas are referred to as

- A. codeswitching.
- B. jargon.
- C. dialects.
- D. denotative differences.
- E. abstract meaning.

Research suggests that nonverbal communication accounts for between \_\_\_\_\_% of the meaning we communicate to others.

- A. 60-70
- B. 40-50
- C. 20-30
- D. 50-60
- E. 30-40

The study of body movement and physical expression is referred to as

- A. territoriality.
- B. kinesics.
- C. word stress.
- D. proxemics.
- E. polychronic.

Posture, touch, and gestures are examples of

- A. territoriality.
- B. denotation.
- C. polychronics.
- D. intimate distance.
- E. kinesics.

Toby presents a proposed solution to a group problem and says "If it's okay with everyone, I'd like to explain how this solution worked in a group I once belonged to and how we pulled together to make it work. It may help us with this problem." Which supportive behavior is exemplified in Toby's statement?

- A. empathy
- B. description
- C. spontaneity
- D. provisionalism
- E. equality

All of the following nonverbal behaviors are characteristics of nonverbal immediacy EXCEPT

- A. more leaning back.
- B. more touching.
- C. more laughing and smiling.
- D. more relaxed posture.
- E. more eye contact.

In this dimension of team talk, members use language that acknowledges shared needs and expresses the need for cooperation.

- A. negotiation
- B. social equity
- C. conflict management
- D. interdependence
- E. identification

In this dimension of team talk, members may use casual language, nicknames, or avoid using titles when interacting.

- A. conflict management
- B. social equality
- C. negotiation
- D. identification
- E. interdependence

Group members' tone of voice, eye contact, and physical proximity can tell you as much or more about their thoughts and feelings than the words they speak. Is this statement true or false?

- A. True
- B. False

Nonverbal messages express the emotional meaning of messages. Is this statement true or false?

- A. True
- B. False

Abstract words refer to ideas or concepts you cannot see or touch, such as dignity, hope, and faith. Is this statement true or false?

- A. True
- B. False

Concrete words refer to specific things you perceive with your senses things you can see, hear, touch, smell, or taste. Is this statement true or false?

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- A. True
- B. False

In Donnellon's recommendations for effective team talk, you would use the negotiation strategy to ask "what if" questions, propose solution criteria, and summarize areas of agreement. Is this statement true or false?

- A. True
- B. False

## CHAPTER 7

\_\_\_\_\_ is the ability to understand, analyze, respect, and respond to the meaning of another person's spoken and nonverbal messages

- A. Working memory
- B. Feedback
- C. The Golden Listening Rule
- D. Self-centered listening
- E. Listening

Studies have found that listening occupies \_\_\_\_\_ of a college student's communicating time.

- A. less than 30%
- B. less than 10%
- C. about 95%
- D. more than 70%
- E. more than 50%

Stephen Covey, author of *The 7 Habits of High Effective People*, uses listening to illustrate the 3 components of an effective habit. According to Covey, which of the following answers is a critical component of an effective listening habit?

- A. empathy
- B. opportunity
- C. desire
- D. memory
- E. hearing

Suppose your group suggests having a meeting on Saturday morning. Nicole seems upset. You want to understand how she feels about the proposed meeting. When she explains her concerns, you should focus your efforts on

- A. discriminative listening.
- B. empathic listening.
- C. comprehensive listening.
- D. appreciative listening.
- E. analytical listening.

You can become a more effective analytical listener by

- A. paying attention to the clarity of a member's words.
- B. evaluating the quality of arguments and evidence
- C. maintaining a strong belief in your own position.
- D. avoiding evaluative reactions.
- E. doing all of the above.

Good listeners use their extra thought speed productively. They do all of the following EXCEPT:

- A. Identify and summarize main ideas.
- B. Pay extra attention to nonverbal behavior.
- C. Analyze arguments.
- D. Listen exclusively for specific facts and statistics..
- E. Assess the relevance of a speaker's comments.

Differences in personality types may affect the way group members listen. Which of the Myers-Briggs personality types may be the best comprehensive listeners in a group?

- A. judgers
- B. introverts
- C. feelers
- D. extroverts
- E. all of the above

A study of ways in which the college students from different cultures listen concludes that \_\_\_\_\_ students are less willing and less patient listeners than students from other cultures.

- A. European
- B. African
- C. South American
- D. Asian
- E. U.S. American

Which of the following is NOT part of the HURIER Listening Model?

- A. responding
- B. hearing
- C. interpreting
- D. evaluating
- E. repeating

When engaging in this poor listening habit, a member may interpret critical remarks by others as a personal attack.

- A. selective listening
- B. superficial listening
- C. disruptive listening
- D. defensive listening
- E. pseudo listening

Which type of listening focuses on understanding a person's situation, feelings, or motives ?

- A. empathic listening
- B. analytical listening
- C. memory listening
- D. responsive listening
- E. comprehensive listening

Effective listeners make themselves listen even when the topic or members' comments are boring. Is this statement true or false?

- A. True
- B. False

Surveys of business leaders often point to listening as the communication skill most lacking in new employees. Is this statement true or false?

- A. True
- B. False

Stephen Covey, author of *The 7 Habits of Highly Effective People* , defines a habit as a practice requiring knowledge, skills, and desire. Is this statement true or false?

- A. True
- B. False

You can enhance listening comprehension by asking good questions during a discussion. Is this statement true or false?

- A. True
- B. False



Effective comprehensive listeners ask themselves, "Can I accurately identify the main ideas and evidence used to support a group member's claims?" Is this statement true or false?

- A. True
- B. False

Evaluating evidence while it is being presented interferes with good listening skills. Is this statement true or false?

- A. True
- B. False

Effective leaders fake attention when listening to others as a way of showing that they are interested in all members and their comments. Is this statement true or false?

- A. True
- B. False

## CHAPTER 8

The members of a civic association's committee on community safety disagree on whether to install more expensive street lighting throughout the development. What type of conflict is the group experiencing?

- A. procedural
- B. collaborative
- C. substantive
- D. competitive
- E. affective

The members of a civic association committee charged with addressing safety issues in the community disagree over whether to begin by surveying residents about their safety concerns or to start by consulting local law enforcement for safety suggestions. What type of conflict is the group experiencing?

- A. substantive
- B. competitive
- C. procedural
- D. collaborative
- E. affective

Which of the following statements characterizes constructive conflict?

- A. Members resist change and try to maintain traditional procedures.
- B. Members focus on the issues.
- C. Members avoid conflict.
- D. Members' contributions are devalued.
- E. Members protect and defend their own ideas.

When a member is more concerned with his or her own goals than meeting the needs of the group, which conflict style is the member using?

- A. compromise
- B. collaboration
- C. accommodation
- D. avoidance
- E. competition

Which conflict style would be appropriate if the issue is very important to others but is not very important to you; you realize that you are wrong or that you have changed your mind; it is more important to preserve group harmony than resolve the issue?

- A. accommodation
- B. competition
- C. collaboration
- D. compromise
- E. avoidance

Nang tries to change the subject whenever group members argue. She also refuses to comment on controversial issues. What conflict style does Nang use?

- A. avoidance
- B. competition
- C. compromise
- D. accommodation
- E. collaboration

When a member searches for new solutions that will achieve both the individual goals of group members and the group goals, what conflict style is the member using?

- A. competition
- B. accommodation
- C. compromise
- D. avoidance
- E. collaboration

Which dialectic tension is represented in the 5 traditional conflict styles: accommodation, avoidance, collaboration, competition, and compromise?

- A. reliance on emotions ↔ reliance on reasoning and logic
- B. reward ↔ punish
- C. homogeneous ↔ heterogeneous
- D. open system ↔ closed system
- E. concern for personal goals ↔ concern for group goals

Your textbook offers all of the following guidelines for making an effective apology EXCEPT:

- A. Express regret.
- B. Explain why your actions are justified.
- C. Take responsibility for your actions with "I" statements.
- D. Clearly identify the behavior that was wrong.
- E. Acknowledge how others might feel.

Which of the following is NOT part of the 4R method of Conflict Management?

- A. Resolution
- B. Reinterpretation
- C. Reasons
- D. Reactions
- E. Results

If you assume that group members mean well and you feel free to express your feelings and ideas to others, you are on your way to dealing with conflict using

- A. arbitration.
- B. the 4Rs Method.
- C. negotiation.
- D. the A-E-I-O-U Model.
- E. mediation.

Which method of conflict resolution employs the services of an impartial third party for the purpose of guiding, coaching, and encouraging the disputants toward agreement?

- A. the 4Rs Method
- B. negotiation
- C. the A-E-I-O-U Model
- D. arbitration
- E. mediation

When helping group members from collectivist cultures maintain and save "face," you should keep in mind all of the following perspectives about conflict and "face" EXCEPT

- A. In individualistic cultures, "saving face" is more important than winning an argument.
- B. Conflict resolution requires that "face" issues be mutually managed before discussing other issues.
- C. Conflict resolution succeeds when group members save "face" and also claim they have "won."
- D. The need to save "face" during a conflict derives from the personal relationships among members.
- E. Cultures that place a great deal of value on "saving face" discourage personal attacks.

Which of the following statements is characteristic of a cohesive group?

- A. Members interact with each other less.
- B. Members make a lot of negative statements about the group.
- C. Members want to conform to group expectations.
- D. The group lacks creativity.
- E. None of the above.

Which symptom of groupthink is expressed when one group member confronts another by saying "Why aren't you in favor of this? You're the only one who's against it. Give it up!"?

- A. rationalization
- B. self-censorship
- C. illusion of invulnerability
- D. pressure on dissent
- E. mindguarding

Which symptom of groupthink is expressed when a group member says "Of course, we're right. We have a perfect safety record, have done this many times, and nothing's gone wrong"?

- A. illusions of invulnerability
- B. illusion of unanimity
- C. morality
- D. mindguarding
- E. stereotyping outsiders

The statement, "I know that all of us want this project to succeed" is an example of what part of the AEIOU Model?

- A. outcomes you expect are made clear
- B. express your feelings
- C. identify what you would like to happen
- D. understanding on a mutual basis is achieved
- E. assume that the other person means well

Substantive conflict in groups can improve group problem solving, promote cohesiveness, increase group knowledge, enhance creativity, and help members achieve the group's common goal. Is this statement true or false?

- A. True
- B. False

Constructive conflict is characterized by competition and conflict avoidance. Is this statement true or false?

- A. True
- B. False

All 5 of the traditional conflict styles reflect 2 factors: concern for individual goals and concern for group goals. Is this statement true or false?

- A. True
- B. False

Avoidance is the most useful and safest conflict style. Is this statement true or false?

- A. True
- B. False

The collaborative conflict style searches for new solutions that achieve *both* the goals of individual members *and* the goals of the group. Is this statement true or false?

- A. True
- B. False

Avoiding conflict at all costs can help groups preserve solidarity, thus helping them to look more critically at issues. Is this statement true or false?

- A. True
- B. False

Compromise is the most effective method for resolving a conflict. Is this statement true or false?

- A. True
- B. False

A mediator does not take sides in a dispute. Is this statement true or false?

- A. True
- B. False

Cultures that place a great deal of value on "saving face" discourage personal attacks and outcomes in which one person "loses." Is this statement true or false?

- A. True
- B. False