

## Chapter 9

Problem solving occurs when a group

- A. develops a plan for reducing or eliminating the harmful effects of a problem.
- B. analyzes the history, causes, and effects of a problem.
- C. chooses among alternatives.
- D. reaches a conclusion.
- E. passes judgment on an issue under consideration.

All of the following guidelines help a group achieve consensus EXCEPT:

- A. Get everyone involved in the discussion.
- B. Don't be stubborn and argue only for your own position.
- C. Listen carefully to other members.
- D. Welcome differences of opinion.
- E. Use techniques such as trading one decision for another.

There are 12 members in your group. How many members must be in favor of a proposal when deciding by authority rule?

- A. 7
- B. 1
- C. 6
- D. 12
- E. 10

"How many of our company employees hire a daycare provider to watch their children during the workday?" This group discussion question represents a question of

- A. conjecture.
- B. value.
- C. fact.
- D. procedure.
- E. policy.

"How can the company assist employees with their childcare needs?" This group discussion question represents a question of

- A. procedure.
- B. policy.
- C. value.
- D. conjecture.
- E. fact.

"Who will be the next student government president?" This discussion question represents a question of

- A. value.
- B. conjecture.
- C. fact.
- D. policy.
- E. procedure.

In their book, *Decision Making Styles*, Suzanne Scott and Reginald Bruce look at 5 decision-making styles. Group members who say "It just feels like the right thing to do" are most likely using the \_\_\_\_\_ decision-making style.

- A. avoidant
- B. intuitive
- C. dependent
- D. spontaneous
- E. rational

All of the following steps are part of the Standard Agenda format for group problem solving EXCEPT:

- A. solution suggestions
- B. establishment of procedure
- C. problem identification
- D. fact finding
- E. task clarification

The first 3 steps in the Standard Agenda format of group problem solving are

- A. fact finding, solution criteria, solution selection.
- B. problem identification, fact finding, solution evaluation and selection.
- C. problem identification, task clarification, solution implementation.
- D. fact finding, problem identification, task clarification.
- E. task clarification, problem identification, fact finding.

The Functional Theory approach to problem solving focuses on

- A. generating as many ideas as possible in a short period of time.
- B. planning and coordinating the many steps needed to carry out a solution or agreed-upon action.
- C. allowing ideas to be generated by individuals working alone rather than emerging from group interaction.
- D. giving group members a chance to hear and understand the opinions and needs of others.
- E. preparation, competence, and communication.

Which of the following characteristics makes the Single Question Format different compared to the Standard Agenda?

- A. It focuses on task clarification solution implementation.
- B. It focuses on seeking consensus and avoiding false consensus.
- C. It focuses on the competent performance of each problem-solving phase.
- D. It focuses on goal clarity and cultivating a supportive communication climate.
- E. It focuses on decision making and creativity.

All of the following answers represent basic stages in the development of group creativity EXCEPT:

- A. incubation.
- B. investigation.
- C. insight.
- D. imagination.
- E. interpretation.

All of the following are considered guidelines for effective brainstorming EXCEPT:

- A. Avoid combining ideas.
- B. Evaluate ideas only at the end.
- C. Post the ideas for all to see.
- D. Wait awhile for group members to think before starting the brainstorming.
- E. Do not praise other members' ideas as they're suggested.

Which is the correct order of the four steps in the Decreasing Options Technique?

- A. dot ideas, sort ideas, post ideas, generate ideas
- B. post ideas, generate ideas, sort ideas, dot ideas
- C. generate ideas, post ideas, dot ideas, sort ideas
- D. post ideas, generate ideas, dot ideas, sort ideas
- E. generate ideas, post ideas, sort ideas, dot ideas

One of the reasons groups are often reluctant to think creatively is that they have preconceived notions about what can and can't be done. In such cases, your group may want to try the \_\_\_\_\_ method of enhancing creativity.

- A. use metaphors
- B. encourage innovation
- C. ask "what if?"
- D. use imitation
- E. control judgment

There are several problem-solving realities that can prevent a group from working effectively and ethically. For example, if members resist or dismiss information that doesn't mesh with their personal inclinations and attitudes, what problem-solving reality may impair group effectiveness?

- A. power
- B. polychronics
- C. pre-existing preferences
- D. procedural paralysis
- E. politics

There are several problem-solving realities that can prevent a group from working effectively and ethically. For example, a member may side with a group leader into order to gain the leader's attention and backing. In this particular case, \_\_\_\_\_ will likely affect the outcome of every decision and problem the group confronts.

- A. pre-existing preferences
- B. procedural paralysis
- C. politics
- D. polychronics
- E. power

General criteria that should be considered when evaluating a solution to a problem include each of the following EXCEPT:

- A. Does the solution protect the group's values?
- B. Is the solution supported by consensus?
- C. Are there resources to implement the solution?
- D. Is there enough time to implement the solution?
- E. Is the solution reasonable?

Which of the following is the stage of the creative problem solving process in which group members allow for a period of time to reflect on ideas in new ways?

- A. imagination
- B. investigation
- C. insight
- D. incubation
- E. interrogation

Which of the following is the stage of the creative problem solving process in which group members recognize a breakthrough and work to build upon or improve an idea?

- A. incubation
- B. insight
- C. investigation
- D. interrogation
- E. imagination

## Chapter 10

Argumentation is

- A. the thinking we use to analyze what we read, see, and hear in order to arrive at a justified conclusion.
- B. the way we advocate proposals, examine competing ideas, and influence one another.
- C. a form of debating in which a judge makes the final decision.
- D. a hostile confrontation between two or more people.
- E. a claim supported by evidence and reasons for accepting it.

An argument is

- A. a claim supported by evidence and reasons for accepting it.
- B. the way in which we use critical thinking to advocate proposals, examine competing ideas, and influence one another.
- C. a form of debating in which a judge makes the final decision.
- D. the thinking we use to analyze what we read, see, and hear in order to arrive at a justified conclusion.
- E. a hostile confrontation between two or more people.

Effective argumentation in groups

- A. promotes groupthink.
- B. prevents persuasion.
- C. promotes critical thinking.
- D. promotes hostility.
- E. promotes misunderstanding.

Which of the following statements best describes a highly argumentative group member?

- A. The member is less likely to be persuaded by others.
- B. The member is less likely to be chosen as the group leader.
- C. The member has less influence in group decision making.
- D. The member is not confrontational.
- E. all of the above

Which component of the Toulmin Model of Argument explains why the evidence supports the claim?

- A. evidence
- B. qualifier
- C. reservation
- D. warrant
- E. backing

Which component of the Toulmin Model of Argument is represented in Part I of the following argument? I. Joan would be a good leader. / II. Good leaders are effective communicators. / III. Joan got an A in the communication course she took.

- A. warrant
- B. claim
- C. evidence
- D. backing
- E. reservation

Which component of the Toulmin Model of Argument is represented in Part III of the following argument? I. Joan would be a good leader. / II. Good leaders are effective communicators. / III. Joan got an A in the communication course she took.

- A. warrant
- B. evidence
- C. reservation
- D. qualifier
- E. claim

Which component of the Toulmin Model of Argument is indicated by words in a claim such as "likely," "possibly," or "probably"?

- A. qualifier
- B. data
- C. warrant
- D. reservation
- E. evidence

Which of the following answers is an example of the kind of evidence you could use in an argument?

- A. definitions and descriptions
- B. examples and illustrations
- C. facts and opinions
- D. statistics
- E. all of the above

"Sufism is not a sect of Islam, like Shiism or Shunnism, but rather the mystical sides of Islam: a personal, experiential approach to Allah, which contrasts with the more prescriptive, doctrinal approach of fundamentalism like the Taliban."

What type of evidence is used in this example?

- A. illustration
- B. statistic
- C. description
- D. definition
- E. fact

The president and chief executive of a virtual web space in which users can share comments claims that "The best innovations occur when you have networks of people with diverse backgrounds gathering around a problem." What type of evidence is used in this example?

- A. illustration
- B. example
- C. fact
- D. statistic
- E. opinion

"According to NORML (National Organization to Reform Marijuana Laws), marijuana is a harmless drug that has no long-term side effects." What criticism should be made about this piece of evidence?

- A. It's not statistically valid.
- B. It's not consistent.
- C. It's not identified.
- D. It's not recent.
- E. It's biased.

"According to a 1984 article in the *Midland Times Herald*, gang activity is not a significant problem in the community."

What criticism should be made about this piece of evidence?

- A. It's not recent.
- B. It's not identified.
- C. It's not consistent.
- D. It's not statistically valid.
- E. It's biased.

You should ask all of the following questions when trying to determine the objectivity or accuracy of evidence from an internet source EXCEPT:

- A. Does it account for opposing points of view?
- B. Are the sources of information available so you can verify their claims?
- C. Is the information free of grammatical, spelling, and typographical errors that could indicate a lack of quality control?
- D. Is statistical data well labeled and easy to read?
- E. Do you agree with the source's claims and point of view?

When presenting an argument, in which order should you use the following steps?

- A. state your claim, summarize your argument, provide reasons, support your claim
- B. summarize your argument, provide reasons, support your claim, state your claim
- C. state your claim, support your claim, provide reasons, summarize your argument
- D. provide reasons, summarize your argument, state your claim, support your claim
- E. support your claim, summarize your argument, state your claim, provide reasons

What are the first 4 steps in refuting an argument?

- A. listen to the argument, assess the evidence, state the claim you oppose, give an overview of your objections
- B. give an overview of your objections, assess the evidence, state the claim you oppose, summarize your refutation
- C. summarize your claim, provide reasoning, state your claim, support your claim
- D. summarize your claim, provide reasoning, state your claim, support your claim
- E. state the claim you oppose, assess the evidence, assess the reasoning, summarize your Refutation

"My opponent says we can lower taxes. He can't be believed or trusted. Ten years ago, he admitted to being an alcoholic." What fallacy is being committed in this statement?

- A. appeal to authority
- B. *ad hominem* attack
- C. hasty generalization
- D. appeal to popularity
- E. faulty cause

"Everyone in our group has signing the petition. You should, too." What fallacy is being committed in this statement?

- A. appeal to tradition
- B. *ad hominem* attack
- C. appeal to authority
- D. appeal to popularity
- E. none of the above

"I knew I wouldn't win the lottery because a black cat crossed my path right after I bought the ticket." What fallacy is being committed in this statement?

- A. faulty analogy
- B. appeal to authority
- C. *ad hominem* attack
- D. appeal to tradition
- E. faulty cause

"If lawyers develop their cases with help from other lawyers, why can't I write my term paper with help from other students?" What fallacy is being committed in this statement?

- A. faulty analogy
- B. *ad hominem* attack
- C. faulty cause
- D. hasty generalization
- E. appeal to authority

According to your textbook, one of the most significant cultural differences in argumentation is the way in which people use evidence to support a claim. In which of the following cultures is physical evidence often rejected because no connection is seen between the physical world and human actions?

- A. some African cultures
- B. highly religious Muslim culture
- C. Chinese culture
- D. European-American cultures
- E. highly religious Christian culture

## Chapter 11

Which two group dialectics are particularly relevant when planning and conducting meetings?

- A. engaged ↔ disengaged and open system ↔ closed system
- B. individual goals ↔ group goals and conformity ↔ nonconformity
- C. structure ↔ spontaneity and leadership ↔ followership
- D. heterogeneous ↔ homogeneous and conflict ↔ cohesion
- E. both b and c

Which of the following answers depicts the 3 elements of a meeting described in the textbook?

- A. structure, schedule, chairperson
- B. conflict, cohesion, engagement
- C. structure, leadership, followership
- D. chairperson, agenda, minutes
- E. members, leaders, engagement

All of the following criteria should be considered when determining who should be invited to a meeting EXCEPT

- A. individuals who are uninvolved in the issues scheduled for discussion.
- B. individuals who will be affected directly by the outcome.
- C. individuals with special expertise.
- D. individuals who disagree or represent minority viewpoints.
- E. individuals who have the power to implement decisions.

According to the guidelines presented in the textbook, when is the best time to address important and difficult issues?

- A. these items do not need to be placed on the agenda
- B. at the beginning of the meeting
- C. during the middle portion of the meeting
- D. at the end of the meeting
- E. during the last third of the meeting

Your textbook suggests all of the following strategies for keeping a meeting moving at a comfortable pace EXCEPT

- A. Schedule another meeting to discuss unfinished business.
- B. Place a time limit on each agenda item.
- C. Stay focused on the meeting's goal.
- D. Stick to the agenda.
- E. Do not begin the meeting until all the important group members are present.

What does your textbook suggest a group can do to curb the disruptive behavior of a loudmouth?

- A. Ask for viewpoints from other members.
- B. Interrupt the loudmouth.
- C. Have that person take minutes.
- D. Acknowledge that you understand the person's positions.
- E. Do any or all of the above.

A sentence such as "Let Debbo finish her point first, and then we'll hear other viewpoints" can help a group deal with a member whose disruptive behavior fits the description of a

- A. tension releaser.
- B. latecomer.
- C. interrupter.
- D. whisperer.
- E. loudmouth.

All of the following guiding principles form the basis for parliamentary procedure EXCEPT

- A. The group balances speaking time and opportunities between members who support and those who oppose a proposal.
- B. The group uses a 2/3 vote to ensure that the majority rules.
- C. The group follows an approved agenda that promotes orderly business.
- D. The group protects the rights of all members by guaranteeing everyone the right to speak.



E. The group accepts the will of the majority even though some members do not like that decision.

Complexity Theory helps explain

- A. why groups hold long, unnecessary meetings.
- B. why groups need agendas to structure their meetings.
- C. why groups need to balance dialectic tensions.
- D. why groups should ask why, who, when, where, and what questions as part of the meeting planning process.
- E. why groups should rely on minutes to make sure that assigned tasks are completed.