Business and Professional Communication Principles and Skills for Leadership 2nd Edition Beebe Test Bank

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TEST BANK

Chapter One

Communicating and Leading at Work

Multiple Choice Questions

1) The process of making sense out of the world and sharing that sense with others by creating meaning through the use of verbal and nonverbal messages is the definition of_____.
   A. communication
   B. transactional communication
   C. human communication
   D. interpersonal communication
   Answer: C
   Skill: Factual   Page Ref: 5

2) In the textbook, the primary distinction between the definition of communication and human communication involves_____.
   A. making sense out of the world
   B. managing relationships
   C. interacting simultaneously
   D. acting upon information
   Answer: A
   Skill: Factual   Page Ref: 4-5

3) While David is talking during a meeting, he notices several team members beginning to shuffle their feet, while others are nodding off. David notices this and adapts his communication by making the meeting more interactive in hopes that it will wake people up. This simultaneous exchange of messages is called_____.
   A. interpersonal communication
   B. transactional communication
   C. feedback
   D. leadership
   Answer: B
   Skill: Applied   Page Ref: 6

4) Using unspoken symbols to communicate the emotional and relational aspects of your message is the description of which communication principle?
   A. Effectively using and interpreting verbal messages
   B. Effectively using and interpreting nonverbal messages
   C. Appropriately adapting your messages to others
   D. Listening and responding thoughtfully to others
   Answer: B
   Skill: Factual   Page Ref: 6

5) The _____ of a communication message is the new information, ideas, or suggested actions the speaker wishes to express.
A. Feedback
B. Noise
C. Channel
D. Content
Answer: D
Skill: Factual   Page Ref: 6

6) Sondra is facilitating a meeting in her company's main boardroom. Because her past meetings were held in a much smaller, more informal meeting room, she is beginning to feel very uncomfortable and nervous. Which of the following elements is most responsible for her uncomfortable and nervous feelings?
A. Source
B. Noise
C. Context
D. Content
Answer: C
Skill: Applied   Page Ref: 6-7

7) Kristen is delivering a presentation to a group of clients, but one of her client's cell phones continues to ring. This causes Kristen to become aggravated because she is worried that the other clients will not hear her message. Which of the following elements is causing Kristen's aggravation?
A. Feedback
B. Noise
C. Channel
D. Context
Answer: B
Skill: Applied   Page Ref: 6-7

8) Laura is talking on the phone to her best friend about her weekend plans. The phone is which component of communication?
A. Noise
B. Feedback
C. Channel
D. Context
Answer: C
Skill: Applied   Page Ref: 7

9) Mark is the newest technician at his company but had seen the need to start a recycling program. Mark takes the initiative to collect recycle bins, post signs and put them by the trash. Mark is being a _____.
A. leader
B. manager
C. supervisor
D. follower
Answer: A
Skill: Applied   Page Ref: 9

10) A _____ is someone who has been appointed to coordinate and facilitate others in accomplishing a task/job.
   A. leader
   B. manager
   C. subordinate
   D. follower
   Answer: A
   Skill: Factual   Page Ref: 9

11) The definition of leadership includes _____.
   A. influencing others to achieve goals
   B. discovering the available means of persuasion
   C. someone who has been appointed to keep things organized and facilitate
   D. translating feelings, thoughts, and ideas into a code
   Answer: A
   Skill: Factual   Page Ref: 9

12) Your textbook describes different perspectives on leadership, which of the following is NOT one?
   A. Leaders make things happen.
   B. Leaders create the extraordinary.
   C. Leaders are born.
   D. Leaders are ethical.
   Answer: C
   Skill: Factual   Page Ref: 9

13) According to your textbook, if you want to end up as a leader, you should NOT do which of the following:
   A. Be absent frequently because absence increases respect and honor.
   B. Do what others ask, but also ask others to do things for you.
   C. Do not forcefully suggest that your ideas are the best ideas.
   D. Offer substantive comments.
   Answer: A
   Skill: Factual   Page Ref: 9

14) According to your textbook, the primary difference between a leader and a manager is

   _____.
   A. a manager is in charge of a few, whereas a leader is in charge of many
   B. a manager is appointed to coordinate and facilitate, whereas a leader influences others
   C. a manager is lower on the corporate ladder than a leader
   D. a manager is focused on the long term, while a leader is focused on short term goals
   Answer: B
   Skill: Conceptual   Page Ref: 9

15) When looking at the difference between leading and following, the best follower is someone who

   _____.
   A. responds to a micromanaging leader
   B. only uses the ideas of the leader
   C. is passive and a noncritical thinker
   D. is both independent and a critical thinker
   Answer: D
   Skill: Applied   Page Ref: 10

16) Bryan is interviewing candidates for a job opening in his department. He describes the person he is looking for as someone who possesses strong leadership skills. Specifically, he is looking for a leader who exhibits competency, honesty, is forward looking, and inspirational. What type of leadership approach is Bryan taking?
A. Trait approach
B. Functional approach
C. Situational leadership approach
D. Transformational leadership approach
Answer: A
Skill: Applied   Page Ref: 11

17) Chris takes a functional approach to leadership. During his weekly staff meetings, he encourages reticent members to talk, mediates conflict, and acts as the gatekeeper. What specific function is Chris performing?
A. Task function
B. Process function
C. Responsibility function
D. Situational function
Answer: B
Skill: Applied   Page Ref: 11

18) Kelley is the leader of her English Club; she will often plan, schedule, and facilitate the weekly meetings. According to your textbook Kelley is performing_____as a leader.
A. task functions
B. process functions
C. responsibility functions
D. situational functions
Answer: A
Skill: Applied   Page Ref: 11

19) The primary difference between a task and process function is_____.
A. task functions focus on getting work done, whereas process functions focus on managing relationships
B. task functions focus on relationship building, whereas process functions focus on procedural tasks
C. task functions focus on leadership, whereas a process function is primarily a role that a follower assumes
D. task functions help the team mediate conflicts, whereas a process role focuses on agenda items
Answer: A
Skill: Factual   Page Ref: 11-12

20) Martha is the director for her division. Since she is in charge and has the most experience, she thinks that the best leadership style is to simply give orders and control her employees. What style of leadership does Martha prescribe to?
A. Democratic leadership
B. Authoritarian leadership
C. Laissez–faire leadership
D. Transformational leadership
Answer: B
Skill: Applied   Page Ref: 12

21) A leader who consults with the group before issuing edicts is considered a＿＿＿＿＿＿＿＿＿＿＿＿.
    A. democratic leader
    B. authoritarian leader
    C. laissez-faire leader
    D. transformational leader
    Answer: A
    Skill: Factual   Page Ref: 13

22) As a leader John often gets input from all members of the group, has them vote on actions to take and
    is focused on the group succeeding and not his own personal success. John demonstrates which type
    of leadership??
    A. Authoritarian leadership
    B. Democratic leadership
    C. Transformational leadership
    D. Laissez-faire leadership
    Answer: B
    Skill: Applied   Page Ref: 13

23) Suzy has been working for the same leader for the past 10 years; however, her old boss just retired
    and she has been assigned to a new supervisor. Her new boss is nothing like her old boss. Her old
    boss would simply make all of the decisions and tell everyone in the area how to perform their job
    effectively. But, her new boss gives minimal direction and rarely volunteers information. What style
    of leadership does her new boss prescribe to?
    A. Authoritarian leadership
    B. Democratic leadership
    C. Transformational leadership
    D. Laissez-faire leadership
    Answer: D
    Skill: Applied   Page Ref: 13

24) Which statement best represents a transformational leadership approach?
    A. Communicating a vision that people can support
    B. Announcing a vision and telling others to get it done
    C. Asking employees what vision they want
    D. Not developing a vision unless asked by someone else
    Answer: A
    Skill: Factual   Page Ref: 14-15

25) An individual that takes a servant leadership approach believes that＿＿＿＿＿＿.
    A. the ends justify the means
    B. to do good and do well
    C. team members should serve them
    D. they are naturally born leaders
    Answer: B
    Skill: Factual   Page Ref: 15

26) As a leader being mindful of your communication and conscious of what motivates you and others to communicate is the description of which communication principle?
   A. Effectively using and interpreting nonverbal messages
   B. Appropriately adapting your message to others
   C. Listening and responding thoughtfully to others
   D. Being aware of your communication with yourself and others
   Answer: D
   Skill: Factual   Page Ref: 17

27) _____ is any communication, other than written or spoken language, that creates meaning for someone.
   A. Verbal communication
   B. Language
   C. Impersonal communication
   D. Nonverbal communication
   Answer: D
   Skill: Factual   Page Ref: 18

28) Actively listening to others, using responses to ensure and demonstrate you have understood the message correctly is the description of which communication principle?
   A. Effectively using and interpreting verbal messages
   B. Effectively using and interpreting nonverbal messages
   C. Appropriately adapting your messages to others
   D. Listening and responding thoughtfully to others
   Answer: D
   Skill: Factual   Page Ref: 18

29) Sue is in a sales meeting with a group of coworkers. Throughout the meeting, she paraphrases others' messages, nods her head, and asks questions to seek clarification. Which principle is Sue demonstrating?
   A. Effectively using and interpreting verbal messages
   B. Effectively using and interpreting nonverbal messages
   C. Appropriately adapting your messages to others
   D. Listening and responding thoughtfully to others
   Answer: D
   Skill: Factual   Page Ref: 18

30) Customizing messages to enhance message clarity and considering the personal, social, and cultural characteristics of listeners is the description of which communication principle?
   A. Effectively using and interpreting verbal messages
   B. Effectively using and interpreting nonverbal messages
   C. Appropriately adapting your messages to others
   D. Listening and responding thoughtfully to others
   Answer: C
   Skill: Factual   Page Ref: 18-19

31) According to the textbook, the primary difference between interpersonal and impersonal communication is:
   A. Interpersonal communication seeks to manage relationships, while impersonal communication treats others as objects.
   B. Interpersonal communication treats others according to their role, while impersonal communication occurs when two people interact to mutually influence one another.
   C. Interpersonal communication occurs when someone is alone, while impersonal communication occurs in a large crowd.
   D. Interpersonal communication is a form of leadership, while impersonal communication occurs when two co-workers seek to mutually influence each other.
   Answer: A
   Skill: Factual   Page Ref: 20-22

32) Which of the following is included in the definition of impersonal communication as discussed in the textbook?
   A. Managing relationships
   B. Mutual influence
   C. Responding to roles
   D. Ongoing connection
   Answer: C
   Skill: Factual   Page Ref: 22

33) The primary difference between a group and a team is_____.
   A. a team is more goal oriented than a group
   B. a team involves face-to-face communication, while a group does not
   C. a team involves mutual influence, while a group does not
   D. a team is more highly structured than a group
   Answer: D
   Skill: Conceptual   Page Ref: 22-23

34) Your text describes small group communication as a transactional process among three to fifteen people who_____.
   A. meet often
   B. work in the same context
   C. are "in sync" with each other
   D. share a common purpose
   Answer: D
   Skill: Factual   Page Ref: 22

35) Amanda is addressing a gathering of human resource professionals at her company's large lecture auditorium. She is informing them about the new automated careers system, which will let potential employees apply for positions online. According to your textbook, this is considered
   _____.
   A. group communication
   B. team communication
   C. public communication
   D. impersonal communication
   Answer: C
   Skill: Applied   Page Ref: 23

True/False Questions

36) In a recent survey of recruiters from companies with more than 50,000 employees, communication skills were cited as the single most important factor in choosing managers.
Answer: TRUE
Skill: Factual   Page Ref: 3

37) Using the "silent treatment" ensures that a conversation will NOT be transactional.
Answer: FALSE
Skill: Applied   Page Ref: 6

38) While taking an exam, Sam is having difficulty concentrating because people in the hall are talking extremely loud. Sam is experiencing literal noise.
Answer: TRUE
Skill: Applied   Page Ref: 7

39) It is possible for someone to be a leader even without being designated to assume a specific leadership role.
Answer: TRUE
Skill: Conceptual   Page Ref: 9

40) In an effectively led team, team members are less likely to be absent.
Answer: TRUE
Skill: Conceptual   Page Ref: 9

41) You CANNOT have a leader without a follower.
Answer: TRUE
Skill: Factual   Page Ref: 10

42) There is a single set of traits or characteristics that can predict who will be a leader.
Answer: FALSE
Skill: Factual   Page Ref: 11

43) The primary difference between a task and process function is that process functions focus on managing relationships.
Answer: TRUE
Skill: Conceptual   Page Ref: 12

44) It is not possible for someone to perform both task and process functions.
Answer: FALSE
Skill: Conceptual   Page Ref: 12

45) Military leaders often assume an authoritarian leadership style.
Answer: TRUE
Skill: Factual   Page Ref: 12

46) Democratic leaders are more likely than the authoritarian leader to listen and thoughtfully respond to the wishes of the team.
Answer: TRUE
Skill: Conceptual   Page Ref: 13

47) The laissez-faire leader influences the group by his or her participation and activities.
   Answer: FALSE
   Skill: Factual   Page Ref: 13

48) Groups with highly structured goals and a high level of stress may work best with a more
   authoritarian leadership style.
   Answer: TRUE
   Skill: Conceptual   Page Ref: 14

49) Transformational leaders are so effective because they focus most of their energy on the past in order
   to fix mistakes.
   Answer: FALSE
   Skill: Factual   Page Ref: 15

50) A servant leader has a high concern for people, relationships, and team member satisfaction.
   Answer: TRUE
   Skill: Factual   Page Ref: 15

51) Bill wants to be a democratic leader so he takes a "hands off" approach and only gives directions
   when he is asked or instructed to.
   Answer: FALSE
   Skill: Conceptual   Page Ref: 16

52) A servant leader influences group members through listening, supporting, and empathizing.
   Answer: TRUE
   Skill: Factual   Page Ref: 16

53) Our emotions are communicated primarily through verbal messages.
   Answer: FALSE
   Skill: Factual   Page Ref: 17

54) Slamming a door is an example of nonverbal communication.
   Answer: TRUE
   Skill: Applied   Page Ref: 18

55) Interpersonal communication is mutually influential.
   Answer: TRUE
   Skill: Conceptual   Page Ref: 20

56) Impersonal communication is the best way to approach interactions with customers because it speeds
   up the interaction.
   Answer: FALSE
   Skill: Applied   Page Ref: 22

57) Kim is great at public speaking; this means she must also be effective at communicating
   interpersonally and in a group.
   Answer: FALSE
   Skill: Applied   Page Ref: 23

58) The difference between a group and a team is that a team has fewer members.
    Answer: FALSE
    Skill: Factual   Page Ref: 23

59) Public communication tends to be less formal and less structured than interpersonal or team communication.
    Answer: FALSE
    Skill: Conceptual   Page Ref: 23

60) Of the three communication contexts (interpersonal, group, public), public communication has the distinction of being the one that has been formally studied the longest.
    Answer: TRUE
    Skill: Factual   Page Ref: 23

Essay Questions
61) Briefly explain the four key elements of human communication.

    Answer:
- Communication is about making sense. We make sense out of what we experience when we interpret what we see, hear, touch, smell, and taste. Effective communicators attempt to learn as much as possible about his or her listeners so that the message crafted makes sense to the listeners.
- Communication is about sharing sense. We use words as well as nonverbal cues to convey our thoughts and feelings to others.
- Communication is about creating meaning. We create meaning based on our experiences, background, and culture.
- Communication is about verbal and nonverbal messages. We use both words and nonverbal behaviors to create meaning.

    Skill: Factual   Page Ref: 5-6

62) Explain and give an example of how noise can influence transactional communication.

    Answer: Transactional communication is when individuals are both sending and receiving verbal and nonverbal messages at the same time. Noise is anything that interferes with a message being interpreted as it was intended. When either physical or psychological noise interferes with the message then the receiver may not be able to decode the intended message correctly. For example, if two individuals are talking and one it distracted by something in the room, they may nod in agreement to a statement made but not fully understand what was asked of them.
    Skill: Applied   Page Ref: 7

63) Identify and explain at least three differences between a manager and a leader.

    Answer:
- A manager is someone who is appointed to coordinate and facilitate, whereas a leader influences others even if he/she has not been designated to assume a specific leadership role.
- Managers focus on keeping things organized and emphasize the importance of accomplishing the immediate task at hand. Leaders are focused not only on the short term, but additionally on achieving goals over the long term.

- Leaders often typically seek to change, whereas managers are usually interested in simply making the current situation or process operate effectively.

Skill: Conceptual   Page Ref: 9-10

64) You are a member of a group trying to solve a technical problem where you work. What should you do to be an effective follower?

Answer: The primary task of a follower is to ethically and appropriately respond to the influence of a leader. Good followers use their own ideas and strategies to achieve their work goals, they are independent and critical thinkers, and they actively engage in the task at hand. In a complex task such as solving a problem as a follower I would want to bring up critical questions in a respectful manner, complete my assigned tasks on time and try to approach the problem from a different angle to facilitate discussion.

Skill: Applied   Page Ref: 10

65) Define task and process functions and provide three examples of roles specific to each.

Answer:
- Task functions are those behaviors that help the team or organization get the work done. Setting the agenda, recording what is accomplished, determining when a meeting begins and ends, distributing information before a meeting, initiating or proposing new ideas, seeking information and opinions, giving information, elaborating on the ideas of others, and evaluating ideas are examples of task roles.
- Process functions are those that help maintain a harmonious climate by encouraging amiable relationships among others. Examples of process roles include encouraging reticent members to talk, mediating conflict, compromising or helping others to compromise, and gatekeeping.

Skill: Applied   Page Ref: 11-12

66) Define the three leadership styles presented in the textbook and explain when each style would be most effective.

Answer:
- Authoritarian leaders influence by giving orders and seeking to control others. This style of leadership is most effective in crisis, high-stress situations or in a military setting, when people need a quick-thinking, decisive leader who can orchestrate what needs to be done.
- Democratic leaders consult with the group before issuing edicts. The democratic leadership style is most effective in team-based situations or when new ideas are being developed.
- Laissez-faire leaders take a hands-off, laid-back approach to influencing others and are most effective when striving to be well liked and maintain a positive image.

Skill: Applied   Page Ref: 12-13

67) Define servant leadership and identify how it attempts to influence people.

Answer: Servant leadership is when the individual explicitly views themselves as being of service to the group or team:
- Being altruistic: sacrificing for others.
- Being an emotional healer: Listening, supporting and empathizing.
- Being wise: thinking about the future as well as the present.
- Being persuasive: using arguments, reasoning, logic and information to convince others rather demanding change.
- Being and organizational steward: striving to leave the organization better than he or she found it.

Skill: Factual   Page Ref: 16

68) Describe the five communication principles and how they can be applied as a leader at work.

Answer:
- The first principle is that leaders to be aware of their communication with themselves and others. This can be applied by being "present" when communicating by considering what motivates a person to communicate and how people may perceive the same situation differently.
- The second principle is that leaders should effectively use and interpret verbal messages. A leader can apply this principle by considering what words are used to convey a message; such as the use of jargon and technical terms.
- The third principles states that leaders should effectively use and interpret nonverbal messages. Because nonverbal communication often conveys the emotion of a message a leader in the workplace can observe the nonverbal cues of people they are working with and the leader can use appropriate nonverbal cues to reinforce their own message.
- The fourth principle is that leaders should listen and respond thoughtfully to others. Leaders in the workplace can choose to be better listeners by being "other oriented" by considering the needs, motives and desires of the co-worker they are communicating with.
- The fifth and final principle is that leaders should appropriately adapt their messages to others. An effective leader will consider the personal, social, and cultural characteristics of the listener to enhance message clarity.

Skill: Applied   Page Ref: 19

69) Define and explain the difference between interpersonal and impersonal communication.

Answer: Interpersonal communication occurs when two people interact to mutually influence each other for the purpose of managing relationships. Impersonal communication occurs when people are treated as objects, or when others respond to people's roles rather than to whom they are as unique people. The primary difference between these two types of communication is that interpersonal communication seeks to manage relationships, while impersonal communication treats others as objects.

Skill: Conceptual   Page Ref: 21-22

70) Explain the differences between each of the three contexts of communication.

Answer: The primary difference between the three contexts of communication is related to purpose.
- Interpersonal communication is mutually influential and its primary purpose is to develop and manage relationships.
- Team communication arises with a coordinated group of people who collaborate to achieve a specific common goal.
- Public communication occurs when a speaker addresses a gathering of people with the intent to inform, persuade, or entertain.

Skill: Conceptual   Page Ref: 20-23

Chapter Two

Being Aware of Self and Others

Multiple Choice Questions

1) When someone has an awareness of their own and others' thoughts, actions, and motivations, they are considered to be_____.
   A. competent
   B. aware
   C. adaptable
   D. mindful
   Answer: D
   Skill: Factual   Page Ref: 28

2) According to your textbook which of the following is something the mindful leader does NOT focus their awareness on?
   A. Leadership assumptions
   B. Organizational culture
   C. Ethics
   D. Systematic flow
   Answer: D
   Skill: Factual   Page Ref: 28

3) A pattern of communication behaviors that others observe when you interact with them is
   _____.
   A. social style
   B. mindfulness
   C. nonverbal communication
   D. assertiveness
   Answer: A
   Skill: Factual   Page Ref: 28

4) Nick is an intern at a local news network. Management at the network is very impressed with Nick because he actively disagrees with other coworkers, is not afraid to make requests, and can stand up for himself without attacking someone else. What social dimension is Nick exhibiting?
   A. Responsiveness
   B. Adaptability
   C. Expressiveness
   D. Assertiveness
   Answer: D
   Skill: Applied   Page Ref: 29

5) Mark is seen as a good listener and others seem to be very comfortable talking to him. What social dimension best describes this part of Mark's social style?
   A. Assertiveness
   B. Responsiveness
   C. Adaptability
   D. Mindfulness
   Answer: B
   Skill: Applied   Page Ref: 30

6) Patty enjoys her work as a nurse because she feels that it gives her an opportunity to be supportive and helpful to her patients. Patty's social style is best characterized as_____.
   A. driver
   B. amiable
   C. expressive
   D. analytical
   Answer: B
   Skill: Applied   Page Ref: 30

7) Rosa is a corporate trainer for a large banking organization. Her favorite aspects about the position are that it allows her to be noticed by others, use her communication skills, and receive a lot of attention. Rosa's social style is best characterized as_____.
   A. amiable
   B. analytical
   C. driver
   D. expressive
   Answer: D
   Skill: Applied   Page Ref: 30

8) Rose is an engineer. Her colleagues think that she is too critical and much too serious. What social style does Rose exhibit?
   A. Amiable
   B. Analytical
   C. Driver
   D. Expressive
   Answer: B
   Skill: Applied   Page Ref: 30

9) Dennis has been the governor of the state of Texas for the past 5 years. He loves being given so much responsibility and he enjoys being able to direct others. What social style best describes Dennis?
   A. Amiable
   B. Analytical
   C. Driver
   D. Expressive
   Answer: C
   Skill: Applied   Page Ref: 30

10) According to your textbook a person with high assertiveness and low responsiveness is considered to
   have a(n)_____social style.
   A. expressive
   B. amiable
   C. analytical
   D. driver
   Answer: D
   Skill: Factual   Page Ref: 31

11) Why is it important to know how other people perceive your social style?
   A. Their perception influences how they treat you.
   B. Their perception influences how you perceive yourself.
   C. Their perception doesn't matter; it only matters how you see yourself.
   D. You can never know how another person perceives you, so you shouldn't try.
   Answer: A
   Skill: Conceptual   Page Ref: 32

12) Athena has an analytical social style; however, she is leading a project with a group of expressive
   people. Because of this difference, she adapts her style to be more enthusiastic and friendly.
   Athena's ability to adapt is called_____.
   A. awareness
   B. style flexing
   C. position flexing
   D. classical leadership
   Answer: B
   Skill: Factual   Page Ref: 33

13) Which of the following is NOT a reason that style flexing is important?
   A. it enhances leadership effectiveness
   B. it helps you tailor your message
   C. it helps you maximize the fit between you and another person
   D. it pushes other people to grow by forcing them adapting to you.
   Answer: D
   Skill: Factual   Page Ref: 33

14) According to your textbook a classical approach to leadership relies on_____to motivate
   employees.
   A. benefits and rewards
   B. personal relationships
   C. internal motivation
   D. decision making opportunities
   Answer: A
   Skill: Factual   Page Ref: 34

15) Which leadership concept assumes that there is one best way to perform a specific task within an organization with maximum efficiency, and that a leader's job is to influence workers to behave in this way?
A. Classical leadership
B. Human relations leadership
C. Human resource leadership
D. Systems assumptions leadership
Answer: A
Skill: Factual   Page Ref: 34

16) Having the opportunity to be promoted is an example of a(n)_____.
A. leadership perk
B. motivation factor
C. hygiene factor
D. artifact
Answer: B
Skill: Factual   Page Ref: 35

17) Having an office with a window is an example of a(n)_____.
A.   leadership perk
B. motivation factor
C. hygiene factor
D. artifact
Answer: C
Skill: Factual   Page Ref: 35

18) Abraham Maslow's theory of human needs is used to help describe which leadership assumption?
A. Classical
B. Human relations
C. Human resources
D. Systems
Answer: B
Skill: Factual   Page Ref: 35

19) The primary difference between hygiene and motivation factors is that_____.
A. hygiene factors are concerned with recognition, while motivation factors are concerned with working conditions
B. hygiene factors are concerned with job responsibility, while motivation factors are concerned with the quality of supervision
C. hygiene factors are concerned with the amount of responsibility, while motivation factors are concerned with working conditions
D. hygiene factors are concerned with satisfaction, while motivation factors are concerned with motivation
Answer: D
Skill: Conceptual   Page Ref: 35

20) The Big Shore Company gives out free tacos every Tuesday, provides day care for the children of their workers, and allows casual Fridays. What type of motivational approach does Big Shore Company have?
   A. Classical leadership
   B. Human relations leadership
   C. Human resources leadership
   D. Systems leadership
   Answer: B
   Skill: Applied   Page Ref: 35

21) Which of the following statements most accurately describes the human resources leadership approach?
   A. Workers are viewed as resources that can enhance an organization.
   B. Workers are motivated by rewards and punishment.
   C. Views organizations and teams as complex interconnected sets of elements.
   D. People are motivated by their individual needs.
   Answer: A
   Skill: Conceptual   Page Ref: 36

22) According to your textbook, communication in organizations that operate using human relations leadership assumptions is typically_____.
   A. downward
   B. upward
   C. multidirectional
   D. tall
   Answer: C
   Skill: Factual   Page Ref: 37

23) Neal is a new manager at a production company that puts an emphasis on production and accepts a high turnover rate. On the Managerial Grid where should Neal try to place himself?
   A. Country club management
   B. Team management
   C. Impoverished management
   D. Authority-compliance
   Answer: D
   Skill: Applied   Page Ref: 37

24) Paul has a very high concern for people, as well as a high concern for production. Where does Paul fall on the Managerial Grid?
   A. Country club management
   B. Team management
   C. Impoverished management
   D. Authority-compliance
   Answer: B
   Skill: Applied   Page Ref: 37

25) Sally has worked for the same company for 15 years and really cares for her employees. Sally does not give her employees deadlines or demanding tasks, but believes they will get them done when they need to be. Sally is a(n)_____type of manager on the Managerial Grid.
A. country club management
B. team management
C. impoverished management
D. authority-compliance
Answer: A
Skill: Applied   Page Ref: 37

26) Being aware of the organizational culture is important because?
A. It influences how you communicate with others.
B. It is nice to know.
C. So you can explain it to others.
D. So you can know what to wear.
Answer: A
Skill: Conceptual   Page Ref: 37

27) According to your textbook, a group's set of distinctive beliefs, values, assumptions, and rules that distinguish them from another is described as their_____.
A. leader
B. hygiene factor
C. system
D. culture
Answer: D
Skill: Factual   Page Ref: 38

28) The learned patterns of beliefs, values, assumptions, rules, and norms that are shared by the people in an organization are called_____.
A. organizational awareness
B. organizational culture
C. ceremonies
D. organizational stories
Answer: B
Skill: Factual   Page Ref: 38

29) Stan has worked at his organization for 30 years. In recognition of his long career and hard work, his organization will be hosting a dinner party. This celebration represents which factor of organizational culture?
A. Artifacts and décor
B. Metaphors
C. Ceremonies
D. Stories
Answer: C
Skill: Applied   Page Ref: 40

30) Bob just walked into his new office area and saw that everyone was sitting in a cubicle, there were no pieces of art on the walls, and all of the furniture matched. His observations represent what factor of an organization's culture?
A. Metaphors
B. Stories
C. Artifacts and décor
D. Written rules and policies
Answer: C
Skill: Applied   Page Ref: 40

31) The idea that there can be several different cultures within a single organization is best represented by which statement?
A. Organizational culture is created through communication.
B. Organizational culture is communicated both explicitly and implicitly.
C. Organizational culture includes multiple factors.
D. Organizational culture is multilayered and multifaceted.
Answer: D
Skill: Factual   Page Ref: 40

32) According to your textbook organizational cultures_____.
A. never change
B. change only when the business is failing
C. constantly change
D. only change when a new CEO is hired
Answer: C
Skill: Factual   Page Ref: 42

33) The beliefs, values, and moral principles by which we determine what is right and wrong are called
_____.
A. leadership style
B. opinions
C. ethics
D. responsibility
Answer: C
Skill: Factual   Page Ref: 42

34) Pam is a newly appointed manager at a local restaurant. Since the last manager was fired due to ethics issues, she is making it a point to model ethical conduct at all times. She has hired a trainer to deliver workshops on ethics in order to help prevent the unethical treatment of others. What challenge is Pam trying to confront?
A. Challenge of deceit
B. Challenge of responsibility
C. Challenge of consistency
D. Challenge of ethics
Answer: B
Skill: Applied   Page Ref: 43

35) When a leader informs team members of the criteria they use for making decisions, they are managing the challenge of _____.
    A. deceit
    B. responsibility
    C. consistency
    D. decision making
    Answer: C
    Skill: Factual   Page Ref: 44

True/False Questions

36) Being aware of your motivations, actions, and thoughts is being mindful.
    Answer: TRUE
    Skill: Factual   Page Ref: 28

37) Krista thinks she is great at leading meetings, but the rest of her team does not agree. This understanding represents mindfulness.
    Answer: FALSE
    Skill: Applied   Page Ref: 28

38) Your social style is unique; no one has a social style that perfectly matches your own.
    Answer: TRUE
    Skill: Conceptual   Page Ref: 28

39) Your social style is a combination of two primary dimensions – assertiveness and responsiveness.
    Answer: TRUE
    Skill: Factual   Page Ref: 29-30

40) Because Ryan isn't afraid to make requests or actively disagree with others, he has a high level of responsiveness.
    Answer: FALSE
    Skill: Applied   Page Ref: 29-30

41) You are considered to have an amiable social style if you enjoy working in supportive and helpful roles.
    Answer: TRUE
    Skill: Factual   Page Ref: 30

42) Analytical social styles are considered social specialists.
    Answer: FALSE
    Skill: Factual   Page Ref: 30

43) Becoming aware of your own and others' social styles gives you important information that you can use to more effectively lead others.
    Answer: TRUE
    Skill: Factual   Page Ref: 32

44) Style flexing is the process of your team adapting to your social style.
    Answer: FALSE
    Skill: Factual   Page Ref: 33

45) Bart is described as being flexible because he adapts his social style and communication to best fit the group he is working with. Bart is demonstrating social flexing.
Answer: TRUE
Skill: Applied   Page Ref: 33

46) According to classical leadership assumptions, there is more than one best way for a team or organization to perform a given task.
Answer: FALSE
Skill: Conceptual   Page Ref: 34

47) From a classical point of view, organizations can be described as being either tall or flat.
Answer: TRUE
Skill: Factual   Page Ref: 34

48) Abraham Maslow's theory of human needs is used to help understand the human resources leadership approach.
Answer: FALSE
Skill: Factual   Page Ref: 35

49) Communication based on the human relations approach to leadership concerns both task and relationship issues.
Answer: TRUE
Skill: Factual   Page Ref: 35

50) According to the human relations approach to leadership, people are only motivated by the current working conditions such as the working environment and salary, not recognition and how interesting the work is.
Answer: FALSE
Skill: Factual   Page Ref: 35

51) Bill no longer enjoys his work because he was passed over for a promotion and does not believe he will advance any further in the company. Bill is suffering from a lack of motivation factors.
Answer: TRUE
Skill: Applied   Page Ref: 35

52) According to the human relations leadership perspective, people are motivated by their individual needs.
Answer: TRUE
Skill: Conceptual   Page Ref: 36

53) Upward communication is emphasized in the human resources approach.
Answer: TRUE
Skill: Conceptual   Page Ref: 37

54) Impoverished management occurs when a manager has a low concern for people and a low concern for production.
Answer: TRUE
Skill: Factual   Page Ref: 37

55) From a human relations approach, communication between workers is encouraged.
    Answer: TRUE
    Skill: Conceptual   Page Ref: 37

56) Organizational culture affects all aspects of how the work gets accomplished.
    Answer: TRUE
    Skill: Conceptual   Page Ref: 38

57) All of an organization's culture can be learned by reading the employee handbook.
    Answer: FALSE
    Skill: Factual   Page Ref: 39

58) The use of metaphors can help someone understand an organization's culture.
    Answer: TRUE
    Skill: Factual   Page Ref: 40

59) An organization's culture will never change.
    Answer: FALSE
    Skill: Factual   Page Ref: 41

60) A good leader treats every coworker differently and does not explain how or why.
    Answer: FALSE
    Skill: Applied   Page Ref: 44

Essay Questions

61) Explain why "becoming aware of your communication with yourself and others" is the first principle and the two steps it typically take to become self-ware.

    Answer: Becoming aware of your own communication and others is the first principle because all of the other principles rely on this first step. If you are not aware of how you are communicating then it is not possible to use verbal and non-verbal communication, listen, or adapt my message. A person typically follows a two step process to becoming aware. The first step is being aware of how you and others communicate. The second step is to determine if the way you are communicating with others is effective.
    Skill: Factual   Page Ref: 27

62) Explain the importance of being aware of your own and other's social styles.

    Answer: Your social style is unique and, similar to a signature; no one has a social style that perfectly matches your own. Becoming a mindful communicator and leader involves becoming aware of your own social style and others' social styles. This awareness allows you to more effectively adapt your communication to others.
    Skill: Conceptual   Page Ref: 28

63) Distinguish between "assertiveness" and "responsiveness."

Answer: Assertiveness is an individual's capacity to make requests, actively disagree, express positive and negative personal feelings, and stand up for himself or herself without attacking another. Responsiveness is an individual's capacity to be sensitive to the communication of others, be seen as a good listener, and to make others comfortable in communicating.
Skill: Conceptual   Page Ref: 29-30

64) Identify and briefly describe each of the 4 social styles using the assertiveness and responsiveness grid, as well as characteristics of each social style.

Answer: The four social styles are amiable, analytical, driver, and expressive.
- An amiable social style is characterized by high responsiveness and low assertiveness. People with this style are considered relationship specialists; they enjoy working in supportive and helpful roles and can be described as conforming, unsure, pliable, dependent, awkward, supportive, respectful, willing, dependable, and agreeable.
- An analytical social style is characterized by low responsiveness and assertiveness. Individuals with this social style are considered technical specialists; they enjoy working in technical positions and can be described as critical, indecisive, stuffy, picky, moralistic, industrious, persistent, serious, exacting, and orderly.
- A driver social style is characterized by high assertiveness and low responsiveness. Persons with this social style are considered control specialists; they often enjoy working in leadership and management positions and can be described as pushy, severe, tough, dominating, harsh, strong-willed, independent, practical, decisive, and efficient.
- An expressive social style is characterized by high assertiveness and responsiveness. Individuals with this social style are considered social specialists; they are able to use their communication skills to gain recognition and attention, enjoy being noticed by others, and can be described as competent, excitable, versatile, reacting, ambitious, stimulating, enthusiastic, dramatic, and friendly.
Skill: Conceptual   Page Ref: 30

65) What is style flexing and how can style flexing impact communication?

Answer: Style flexing is the process of adapting your communication to how others communicate. Style flexing can improve the effectiveness of your communication. For example, if you exhibit an amiable social style and you are working with a team of drivers, you will enhance your leadership effectiveness if you communicate more like a driver and are direct with members of the team and focus on outcomes. Style flexing allows you to maximize the fit between you and another person or team and provides a more productive and effective work environment.
Skill: Conceptual   Page Ref: 32

66) Jamey is very enthusiastic, ambitious, dramatic, and friendly. She enjoys recognition and attention, but many of her team members such as Juan are technical specialists who are serious, picky, critical, and are resistant to communicating with others. What is Jamey and Juan's social styles and how should Jamey approach communicating with Juan?

Answer: Jamey has an expressive social style because she is high on both responsiveness and assertiveness. Juan in contrast has an analytical social style and is low in both responsiveness and assertiveness. Jamey should approach communicating Juan by being tasked focused, on time, systematic, and minimizing dramatic gestures and vocal intensity.
Skill: Applied   Page Ref: 33

67) List and define each of the three main approaches to leadership.

Answer: The four leadership assumptions are classical leadership, human relations leadership, human resources leadership, and systems leadership.
- Classical leadership assumes that there is one best way to perform a specific task within an organization with maximum efficiency, and that a leader's job is to influence workers to behave in this way.
- Human relations leadership assumes that people are motivated by their individual needs and that it is important to have a positive, pleasant work climate to achieve maximum worker productivity.
- Human resources leadership is an approach that views workers as resources who can be full partners in enhancing a team or organization.
Skill: Applied   Page Ref: 34-37

68) Dana works as a technician at Happy Times Inc., her manager is very open about the decision making process the company uses and involves the whole team in discussion about work procedures and outcomes. Dana believes she has a better way to do her job, how should she approach communicating this according to your textbook's description of leadership approaches?

Answer: Dana appears to be working in a company that takes a human resources approach to leadership because the management values her input, communicates with her about decisions and see her as a partner. In a company that uses the human resources approach Dana should approach her supervisor about her idea because upward communication is encouraged. In contrast if Dana worked in an organization that emphasized human relations she would communicate more horizontally with her coworkers.
Skill: Applied   Page Ref: 37

69) Define the concept of organizational culture and explain why it is important.

Answer: Organizational culture is the learned pattern of beliefs, values, assumptions, rules, and norms that are shared by the people in an organization. It is the way it feels to be a part of an organization and affects all aspects of how the work is accomplished. Organizational culture is important because it influences how we communicate with others. If you are not aware of the organizational culture and fail to adapt to cultural expectations, conflict and stress may arise. Additionally, the culture within an organization influences the way work gets done such as how closely you adhere to deadlines, how often to take personal calls during the day, etc.
Skill: Conceptual   Page Ref: 38

70) Describe how organizational culture can be communicated both explicitly and implicitly.

Answer: Organizational culture can be explicitly communicated through written policies and verbal directives that prescribe the time you are to arrive at work, when and if breaks are allowed, and what time it is acceptable to leave at the end of the day. Culture can also be implicitly communicated through the example set by others. If the organization does not have many written rules, than the implicit actions of others is what determines the expectations of workers.
Skill: Conceptual   Page Ref: 39

71) Describe the five factors that help identify an organization's culture according to your textbook and give an example of each.

Answer: The five factors that contribute to an organization's culture are written rules and policies, stories, metaphors, ceremonies, and artifacts and décor.
- Written rules and policies are those aspects of the organization's culture which are explicitly stated. An employee handbook is an example of written rules and policies.
- Stories influence an organization's culture by identifying who and what is valued in the company. For example, if a story of a manager doing whatever it took to meet a deadline, including cutting corners, is circulated around the office and admired then you can assume that productivity is valued in that organization's culture.
- Metaphors are used to simply describe the culture of an organization for others to understand. For example when people say, "We're all like a family."
- Ceremonies such as rewards and rituals help identify what is valued in the company. A 10 year anniversary dinner suggests that the company values loyalty and longevity.
- Artifacts and décor demonstrate the organization's culture by how the company is decorated and sets up their office space. Facebook's corporate office is very open and colorful to encourage the organizational culture of cooperation.
Skill: Applied   Page Ref: 39-40

72) Explain how leaders can influence organizational culture.

Answer: Leaders influence the culture of an organization by the symbols they use, both verbally (what they say) and nonverbally (what they do). Leaders can communicate organizational culture in five ways: by what they focus on and pay attention to; how they react to major events; their actions as role models, coaches, or teachers; the criteria they use to reward others; and the criteria used to recruit, promote, and excommunicate others from the group.
Skill: Conceptual   Page Ref: 41-42

73) Define ethics and identify some of the key elements associated with being an ethical leader.

Answer: Ethics are the beliefs, values, and moral principles by which we determine what is right and wrong. Being honest, sensitive to others' needs, keeping sensitive information private, and not intentionally decreasing others' feelings of self-worth are all key elements associated with being an ethical leader.
Skill: Conceptual   Page Ref: 42

Test Bank for Business and Professional Communication

74) Renji has just taken over as a manager at New Stuff Incorporated. The last manager was fired because they showed favoritism to some of their employees. According to your textbook how should Renji approach the ethical challenge of consistency?

Answer: Every team member is unique and in different situations, making it difficult to treat everyone exactly the same. In fact the effective leader will adapt their leadership to meet the needs of each team member. To remain ethical and not be perceived as having favorites Renji should proactively communicate that each member will be treated as an individual, inform team members how decisions will be made, and share what decision were made.
Skill: Applied   Page Ref: 44

75) Describe each of the three ethical challenges and provide an example of each challenge.

Answer: The challenge of deceit relates to a leader's access to powerful information. If this information is disclosed, they may violate someone's trust. On the other hand, if they keep the information to themselves, they might mislead others who may need the information. An example of a challenge of deceit is the Enron scandal. The challenge of responsibility relates to a leader's responsibility for the ethical behavior of not only himself or herself, but that of all team members. A leader has indirect control over team member's behavior by the ethical tone that he/she sets. For example, if team members see their leader stealing office supplies or consistently leaving work early, chances are they will exhibit the same behavior. Finally, the challenge of consistency occurs when team members perceive leaders treating team members differently. For example, if a leader treats all followers in a consistent manner, then some team member's needs go unmet. But, if a leader treats team members differently, then some team members may perceive the leader as having favorites. Skill: Applied   Page Ref: 42-43