8410-318 Communication and Building Relationships – Sample test

This document contains sample test questions relating to the Communication and Building Relationships units of the ILM Level 3 Diploma for Managers.

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Which of the following statements reflects the purpose of an agenda when planning a meeting?

Select one option.

a) Records the attendance of the meeting.

b) Informs attendees of the date and content of the meeting.

c) Identifies individual/s responsible for taking the action/s.

d) Records the official actions/decisions of the meeting.
A highly sensitive document needs to be viewed as part of a meeting and the chairperson needs to ensure confidentiality is maintained.

What is the most appropriate action(s) that could be taken to ensure this happens?

Select one option.

a. Mark the document as "confidential".

b. Inform the group the content is only to be discussed in the room and ensure all copies are collated at the end of the meeting.

c. Inform the group of the sensitivity of the document and ask them to bring it to the meeting.

d. All attendees are managers therefore aware of what is required and do not need prompting.
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Time Remaining: 00:39:43

Question 3

Effectively managed meetings follow a recognised etiquette which is promoted by the chairperson.

Which of the following is recognised meeting etiquette?

Select one option.

a. Minute taker leads the meeting.

b. Attendees arrive promptly for the start of the meeting.

c. Attendees ask questions at the end of the meeting.

d. Attendees can interrupt each other during the meeting.
During a meeting the chairperson notices that a couple of people have not contributed to the discussion.

What action can they take to make sure everyone has had an opportunity to contribute to the meeting?

Select one option.

- Complete a round robin.
- Stick to the agenda.
- Make sure the meeting finishes on time.
- Ensure everybody is introduced.
What action does **not** need to take place to ensure minutes are taken effectively during a meeting?

Select one option.

- **a** Introduce everybody at the beginning of the meeting.
- **b** Follow the agenda.
- **c** Summarise before moving onto the next agenda item.
- **d** Ensure everybody is in agreement with the outcome.
Which is the most appropriate action that needs to be taken to ensure information is distributed correctly after the meeting?

Select one option.

a. Minute taker distributes minutes to the chairperson.

b. Minutes are finalised and distributed to attendees at the next meeting.

c. Minutes are finalised and distributed to attendees promptly after the meeting.

d. Chairperson distributes minutes to the minute taker.
What are two key responsibilities that a chairperson needs to undertake to ensure a meeting is prepared effectively?

Select two options.

a. Clarify the purpose of a meeting.

b. Create a terms of reference.

c. Determine the ground rules.

d. Create and circulate an agenda.

e. Ensure everybody invited can attend.
What information should effectively produced minutes contain?
Select one option.

a. A detailed account of the discussion and who said what.

b. A summary of the discussion and who said what.

c. A record of decisions made, agreed actions and responsibility.

d. A summary of the discussion and a record of agreed actions.
A manager wishes to build a good relationship with a new customer.

Which approach would start to build rapport?

Select one option.

a. Share personal experiences of working with other customers.

b. Use small talk to establish common ground and shared interests.

c. Repeat everything the customer says to demonstrate listening skills.

d. Discuss the contract details first, then think about how to build trust.
A manager plans to identify a customer's needs and wants.
Which is not a suitable communication approach?
Select one option.

a. Present solutions based on other similar customers.
b. Ask questions to get more information and clarify.
c. Paraphrase at key points to confirm understanding.
d. Listen to gain understanding of the customer's perspective.
Which of the following negotiation styles represents a win/win situation?

Select one option.

a. Collaborating.

b. Competing.

c. Avoiding.

d. Accommodating.
Which of these is a benefit of using a customer relationship management (CRM) system?

Select one option.

a. Tracking customer orders and when they were fulfilled.

b. Reducing the training needed for customer service staff.

c. Automating all customer interactions to reduce staff.

d. Increasing customer base and sales volumes.
A manager has conducted a stakeholder analysis, and has mapped several stakeholders with high interest and high power.

What approach should be taken to manage these stakeholders?

Select one option.

a. Minimal monitoring.

b. Keep satisfied.

c. Keep informed.

d. Fully engage.
What competence does a manager require to ensure stakeholder engagement?

Select one option.

a. Influencing others.
b. Time management.
c. Delegation.
d. Planning.
How does stakeholder relationship management (SRM) differ from customer relationship management (CRM)?

Select one option.

a. SRM is a practical tool for storing sales related information.

b. SRM is about understanding different stakeholders and their impact.

c. SRM is a process for allocating work to different team members.

d. SRM is a tool that is used to conduct online surveys.
A customer is angry about the service being provided by an organisation, and calls to make a complaint.

Why is it important to acknowledge the customer's perspective?

Select one option.

a. It will establish the organisation's position.

b. It will prolong the potential conflict.

c. It will help to calm the customer down.

d. It will ensure records are kept up-to-date.
Which one of these benefits applies to verbal communication?

Select one option.

a  Able to give a quick response.

b  Allows time to think before responding.

c  Provides plausible evidence.

d  Avoids misunderstanding of voice tone.
A management team have discussed a number of communication methods to support staff who are currently feeling uneasy about a proposed change.

Which method would provide the **least** support to the staff?

Select one option.

a. Consultation exercise.

b. Information memorandum displayed in the staff room.

c. Team meeting with the manager.

d. Presentation with a questions and answer session.
A team member is upset by a decision that has been made.

What form of communication should a manager use to ensure the situation is dealt with appropriately?

Select one option.

a. Speak to them face to face.

b. Speak to them via the telephone.

c. Send them an email.

d. Send them a letter.
Which option below describes informal communication?
Select one option.

a) Relates to work matters.
b) Serves organisational purposes.
c) Is planned in advance.
d) Relates to work and social matters.
A manager needs to communicate with two teams to discuss a new project and agree shared goals.

What is the most appropriate communication method to use?

Select one option.

- a Send an email to all team members.
- b An individual telephone conversation with all team members.
- c An instant messaging discussion with team leaders.
- d A face to face team meeting with all members.
Cross-functional teams work together to achieve organisational goals.

Which of these are challenges of cross-team working?

Select two options.

a. Team members are empowered to make decisions.
b. Conflict between teams who have different perspectives.
c. Can be difficult to manage teams on different sites.
d. Performance reviews are not completed on time.
e. Individuals learn about the organisation from each other.
Cross-functional teams work together to achieve organisational goals.

Which of these are benefits of cross-team working?

Select **two** options.

a. Creating shared purpose across teams.

b. Ensuring compliance with organisational procedures.

c. Broadening the range of skills within the team.

d. Reducing the team leader's accountability.

e. Updating stakeholders by several teams.
Three teams need to build relationships so that they will work effectively together.

What should the manager do to facilitate this process?

Select one option.

a. Ensure all teams’ roles remain unchanged.

b. Agree formal and informal communication methods.

c. Report potential problems to senior management.

d. Re-arrange teams’ sitting positions.
What can a manager do to empower individuals to achieve cross-team organisational objectives?

Select one option.

a. Encourage creativity and respect for different ideas.

b. Give specific instructions that all teams need to follow.

c. Set working patterns that everyone should adhere to.

d. Adopt an autocratic management style and approach.
Which statement does **not** reflect Daniel Goleman's model of emotional intelligence?

Select one option.

- a. Understands others emotions.
- b. Has an inner vision of what is important to life.
- c. Gets the job done.
- d. Finds common ground and rapport.
According to Thomas-Kilmann there are five modes for responding to conflict situations.

Which two options are included in the Thomas-Kilmann model?

Select two options.

a. Conflicting.
b. Accepting.
c. Compromising.
d. Adhering.
e. Compeling.
A manager is copied to an email dispute between two members of their team and decides to speak with each one individually. Why is it important to do so?

Select one option.

a. To tell each member of the team off.
b. To show authority.
c. To force an agreement.
d. To attempt to resolve the conflict.
Which of the following is not an added benefit of an emotionally intelligent team?

Select one option.

a. Better working relationships.
b. Conflict situations do not arise.
c. Improved leadership capabilities.
d. Settle disputes well.
What is an implication for both the team and manager if conflict is being ignored?

Select one option.

a. The team respects the manager for allowing them time to work it out for themselves.

b. Less argument within the team.

c. Decreased respect for the manager in performing their role.

d. Increased respect for the manager in performing their role.
Which of the following best describes the effect emotional intelligence could have on building effective relationships in the workplace?

Select one option.

a. It helps to manage and control other peoples emotions.

b. It helps you to manage and complete tasks to specific deadlines.

c. It helps you to express how you feel and understand how others feel.

d. It helps to manage how others complete tasks assigned to deadlines.
What could be a consequence on the team of the manager not demonstrating emotional intelligence?

Select one option.

a. Inability to meet targets.

b. Good time management.

c. Unresolved conflicts.

d. Good team communication.
Why is it important to identify the purpose of a conversation when preparing for a difficult conversation?

Select one option.

a. To have a clear idea of what each party's views of the situation are.

b. To have a clear idea of what is to be achieved by the conversation.

c. To be able to manage emotions better during the conversation.

d. To be able to choose the right place to hold the conversation.
Which of the following should be used to help to gather objective evidence when preparing for a challenging conversation?

Select one option.

a. Facts, statements and reports.

b. The opinions of others.

c. Your own views and opinions.

d. The views of the other individual.
During a site visit the manager tells a staff member off in front of the whole team.

Which option best describes the nature of the communication in relation to the type of feedback given?

Select one option.

a. Constructive as it provides clear direction and leadership by asserting authority.

b. Unconstructive as it is upsetting for the manager having to provide negative feedback in front of others.

c. Unconstructive as it is belittling to the individual receiving the feedback in front of colleagues.

d. Constructive as feedback is integral to team building and should be revisited at the next team meeting.
There is an individual that continues to disrupt the team.

What is the correct action to take to effectively manage the challenging situation?

Select one option.

a. Speak to the individual and tell them how they must improve.

b. Assess information and make a judgement on how to proceed.

c. Refer to policy and speak to the individual on an informal basis.

d. Refer to policy and make an informed decision on how to proceed.
A staff member is unhappy with the feedback they received earlier today and felt the language used was negative with limited examples of good practice, leaving them feeling demotivated and lacking confidence.

Using CORB’s as an effective communication model, which principle of the model the manager has failed to demonstrate?

Select one option.

a. Clear.

b. Owned.

c. Regular.

d. Balanced.
Which of the following are possible reasons why a situation would need to be escalated to a senior manager following a difficult conversation?

Select two options.

a. The staff member demands a review of the evidence relating to the feedback received.

b. The staff member is very defensive.

c. The staff member is quite challenging.

d. The staff member is withdrawn and the manager does most of the talking.

e. The staff member makes a number of derogatory comments about another staff member.
Which option best describes how a manager can apply active listening skills during a challenging conversation?

Select one option.

a. Stay still during the whole conversation.
b. Modify what has been said in light of own view.
c. Make up their mind before hearing the whole story.
d. Ask questions avoiding interrupting.
What should a manager **not** do to ensure they remain calm when dealing with a difficult situation?

Select one option.

- Control body language.
- Listen effectively.
- Be assertive.
- Be self-focused.