



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?

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Select **one** option.

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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.

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

Which of the following is recognised meeting etiquette?

Select **one** option.

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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.

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What action does **not** need to take place to ensure minutes are taken effectively during a meeting?

Select **one** option.

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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.

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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.

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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.

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A manager wishes to build a good relationship with a new customer.

Which approach would start to build rapport?

Select **one** option.

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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.

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Which of the following negotiation styles represents a win/win situation?

Select **one** option.

a Collaborating.

b Competing.

c Avoiding.

d Accommodating.

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

Select **one** option.

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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.

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What competence does a manager require to ensure stakeholder engagement?

Select **one** option.

a Influencing others.

b Time management.

c Delegation.

d Planning.

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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.

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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.

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Which one of these benefits applies to verbal communication?

Select **one** option.

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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.

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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.

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Which option below describes informal communication?

Select **one** option.

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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.

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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.

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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.

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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.

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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.

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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.

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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 Competing.

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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.

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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.

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What is an implication for both the team and manager if conflict is being ignored?

Select **one** option.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.





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What should a manager **not** do to ensure they remain calm when dealing with a difficult situation?

Select **one** option.

a Control body language.

b Listen effectively.

c Be assertive.

d Be self-focussed.

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