

Name: _____

Date: _____

EXAMINATION

Multiple-Choice Directions: *Read each question carefully, and choose the best answer from the four choices.*

1. Nonverbal communications account for ____ percent of the messages we send.
 - a. 25
 - b. 50
 - c. 65
 - d. 80

 2. Fire/Emergency medical services (EMS) written communications may be read by
 - a. lawyers, judges.
 - b. insurance adjusters, news media.
 - c. medical professionals.
 - d. all of the above.

 3. Email at work is subject to
 - a. Freedom of Information Act (FOIA) requests.
 - b. legal discovery.
 - c. social networking rules.
 - d. both a and b.

 4. Negative organizational tattoos on a person may be stopped by
 - a. allowing the tattoo to fade.
 - b. replacing the negative tattoo with a positive tattoo.
 - c. stopping the behavior that caused the negative tattoo.
 - d. all of the above.

 5. Negative organizational tattoos are
 - a. funny.
 - b. part of the fire/EMS culture.
 - c. destructive.
 - d. useful.
-

6. The Vroom-Yetton Decision-Making Model includes four styles of decisionmaking. If performed properly, the group process style will result in:
 - a. the leader delegating the decision to the group after providing adequate parameters.
 - b. all group members accepting the final decision and being committed to supporting the implementation of the decision.
 - c. the leader sharing the decision issue with relevant group members to derive input.
 - d. the leader delegating responsibility for the decision to the group but guiding them in the direction desired.

 7. If commitment by subordinates is critical to the effective implementation of a decision, the one style of decisionmaking that should **not** be used is
 - a. delegating.
 - b. autocratic.
 - c. consulting.
 - d. group-process.

 8. The style of decisionmaking where the leader and the subordinates work together until they arrive at a consensus decision is referred to as
 - a. group-process.
 - b. consulting.
 - c. delegating.
 - d. autocratic.

 9. The relative importance of a decision is related to
 - a. how many people will be affected.
 - b. the consequences of a bad decision, how many people will be affected, and whether or not the decision impacts on mission and goals.
 - c. whether or not you have the information.
 - d. the intelligence of the person deciding.

 10. When the leader decides to delegate, it means
 - a. letting others work the problem but retains the decision.
 - b. looking for consensus from others.
 - c. the leader has, in effect, let others work it out themselves.
 - d. the leader is still involved in the solution.
-

11. The responsibility for identifying and solving problems at the company level rests with
- management.
 - the company itself.
 - fire department administration.
 - the Company Officer (CO).
12. The Nominal Group Technique (NGT) is a five-step process. What is the correct sequence?
- Silent generation of ideas, recording, clarification, voting, and scoring.
 - Silent generation of ideas, clarification, recording, voting, and scoring.
 - Silent generation of ideas, recording, voting, clarification, and scoring.
 - None of the above.
13. In the NGT during the "record ideas" step, the leader should
- permit only a "little" discussion about each idea.
 - permit no discussion about the ideas being listed.
 - encourage participants to evaluate the appropriateness of the ideas.
 - have each person explain their ideas.
14. The **first** critical step you should take in problem-solving is
- identify and prioritize problems.
 - establish goals.
 - develop objectives.
 - evaluate outcomes.
15. "Force field analysis" is a tool for organizing and analyzing information during the situation analysis step. Which of the following is true regarding its use?
- Considers only the actual situation (problem) and its analysis.
 - Does not consider the restraining forces until the goal is determined.
 - Can be used only by a group.
 - Can be used individually or by a group.
16. The technique or process, which can be used in problem identification that maximizes individual participation and minimizes domination by any individual is **best** referred to as the
- group process (GP).
 - brainstorming (BR).
 - NGT.
 - democratic decisionmaking.
-

17. There are four problem-solving methods described. Which one of the following is not one of the four presented?
- a. Maximum effort.
 - b. Intuitive.
 - c. Systematic.
 - d. Minimum effort.
18. A well-written action plan would include
- a. the assignment of tasks and a means of documenting their completion.
 - b. plans for monitoring and evaluating.
 - c. a timeframe.
 - d. all of the above.
19. The difference between a goal and an objective is that
- a. a goal is the specific outcome to be attained in an identified period of time while an objective is a generalized statement of what one hopes to accomplish sometime in the future.
 - b. a goal is a broad, general description of what one desires to accomplish while an objective is a specific description of an expected outcome over an identified period of time.
 - c. goals are more specific in all dimensions than are objectives.
 - d. there is no significant difference between a goal and an objective.
20. A well-written objective will include which of the following?
- a. The audience.
 - b. The desired behavior, a timeframe, and the quantity expected.
 - c. The expected behavior, a tentative timeframe, the quantity expected, and the quality expected.
 - d. The audience, the behavior, the conditions, and the degree.
-

Name: _____

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EXAMINATION ANSWER SHEET

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____

- 11. _____
- 12. _____
- 13. _____
- 14. _____
- 15. _____
- 16. _____
- 17. _____
- 18. _____
- 19. _____
- 20. _____

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-

EXAMINATION ANSWER SHEET KEY

1. c

2. d

3. d

4. d

5. c

6. b

7. b

8. a

9. b

10. c

11. d

12. a

13. b

14. a

15. d

16. c

17. a

18. d

19. b

20. d
