Ch11

Student: _____

1. Given the availability of human resources, only large companies use teams to produce goods and services.
   True   False

2. Used appropriately, teams can be powerfully effective as a force for innovation, speed and cost control.
   True   False

3. Teams can satisfy important personal needs for their members, such as affiliation and esteem.
   True   False

4. If used properly, teams can be powerfully effective as a building block for organizational structure.
   True   False

5. Groups provide fewer contributions to organizations than can be justified by the costs of managing them.
   True   False

6. A small number of people with complementary skills, who are committed to a common purpose, set of performance goals and approach for which they hold themselves mutually accountable is called a working group.
   True   False

7. Work teams, when they exist, are typically a part of the formal organization structure.
   True   False

8. A team that communicates electronically more than face to face is called an electronic team.
   True   False

9. Self-managed teams coordinate and provide direction to the sub-units under their jurisdiction and integrate work among sub-units.
   True   False

10. Self-managed teams, compared to traditionally managed teams, have more productivity but experience higher costs.
    True   False

11. One major advantage of self-managed teams is that they have no managerial responsibilities.
    True   False

12. Semiautonomous groups are also referred to as self-managing teams.
    True   False

13. During the forming stage, group members agree on their shared goals and norms which results in closer relationships.
    True   False

14. All groups follow the developmental sequence outlined in the text.
    True   False

15. Team leadership, as contrasted with supervisory or participative leadership is demonstrated by the containment of conflict.
    True   False

16. Team effectiveness can be defined by productive output, satisfaction and commitment.
    True   False

17. A team's general purpose should not be reduced to specific, measurable performance goals.
    True   False

18. Some customers for the team's products may be inside the organization.
    True   False

19. Social loafing occurs when individuals believe that their contributions are not important.
    True   False

20. Teamwork is best motivated by tying rewards to individual performance.
    True   False

21. The differing sets of expectations for how various individual team members should behave are called norms.
    True   False

22. Team cohesiveness contributes to member satisfaction, but not to team performance.
    True   False

23. If the task is to make a decision or solve a problem, cohesiveness can lead to poor performance.
    True   False

24. Individual members feel most important in groups that are large.
    True   False

25. Teams do not function in a vacuum; they are interdependent with other teams.
    True   False

26. The most effective strategy for teams to stay abreast of changes and information from outside of the group is the informing strategy.
    True   False

27. Conflict can be constructive for the organization.
    True   False

28. The compromise strategy for conflict resolution emphasizes both cooperation and assertiveness.
    True   False

29. Which of the following is included in the text as a potential contribution of teams?
    A. Quantity
    B. Tempo
    C. Friendships among members
    D. Productivity
    E. Modernism

30. Teams at Move-it Insurance have cut down the considerable amount of time it takes for a new policy to be issued. The use of teams may have caused this improvement in
    A. cost reduction.
    B. quality.
    C. speed.
    D. change.
    E. innovation.

31. XYZ Corporation believes strongly in creating teams that provide new and unique products every year. These teams have successfully introduced new products every year to keep XYZ ahead of its competitors. Teams at XYZ Corporation can be best described as a force for
    A. productivity.
    B. quality.
    C. speed.
    D. change.
    E. innovation.

32. Teams within an organization can be powerfully effective in all but which of the following?
    A. As a force for change
    B. As a force for productivity
    C. As a force for innovation
    D. As a force for strategy
    E. As a force for quality

33. The text differentiates a "real team" from a working group by the
    A. observable interpersonal interactions.
    B. extraordinary efficiencies realized.
    C. achievement of significant performance improvements.
    D. agreement on a common goal to be achieved.
    E. organizational structure.

34. Which of the following describes a collection of people who work in the same area or have been drawn together to undertake a task?
    A. Division
    B. Working team
    C. Working group
    D. Virtual team
    E. Parallel team

35. A small number of people with complementary skills who are committed to a common purpose, set of performance goals and approach for which they hold themselves mutually accountable is referred to as a
    A. team.
    B. quality circle.
    C. work force.
    D. work group.
    E. virtual team.

36. Discouraging risk taking, narrowly defined jobs and having the managers determine and plan the work, are all components of a
    A. virtual environment.
    B. working team.
    C. working group.
    D. team environment.
    E. traditional environment.

37. Which of the following is indicative of a team environment?
    A. Training focuses on technical skills
    B. Information is carefully controlled
    C. Cross-training is recognized as inefficient
    D. Risk taking is discouraged
    E. Workers are expected to continuously improve methods

38. Teams that make or do things like manufacture, assemble, sell or provide service are known as
    A. work teams.
    B. project teams.
    C. parallel teams.
    D. management teams.
    E. transnational teams.

39. Teams that work on long-term projects but disband once the work is completed are known as
    A. parallel teams.
    B. management teams.
    C. traditional work groups.
    D. project and development teams.
    E. transnational teams.

40. Teams that operate separately from the regular work structure and exist temporarily are known as
    A. management teams.
    B. parallel teams.
    C. self-designing teams.
    D. self-managed teams.
    E. transnational teams.

41. Sebastian Stabilio just joined a team of people from throughout his organization whose primary task is to recommend valuable uses for the scrap generated in the manufacturing process. The team meets twice per week; otherwise members work within the usual organizational structure. The team, not permanent, which Sebastian has joined, would be considered a
    A. work team.
    B. working group.
    C. project group.
    D. project team.
    E. parallel team.

42. Which of the following describes a work team?
    A. The team is responsible for making goods or doing services.
    B. They work to solve a particular problem.
    C. They are not a clear part of the formal organizational structure.
    D. They work on long-term projects.
    E. Members come from different units or jobs and are asked to do work that is not normally done.

43. Which of the following describes a project and development team?
    A. The team is responsible for making goods or doing services.
    B. They work to solve a particular problem.
    C. They operate as an essential component of the main work structure of the organization.
    D. They work on long-term projects.
    E. They are relieved of their usual duties while on the team.

44. A parallel team can be best described by which of the following?
    A. The team is responsible for making goods or doing services.
    B. It works to solve a particular problem.
    C. It operates as an essential component of the main work structure of the organization.
    D. It works on long-term projects.
    E. Members are relieved of their usual duties while on the team.

45. _____ teams coordinate and provide directions to the sub-units under their jurisdiction and integrate work among sub-units.
    A. Management
    B. Project
    C. Work
    D. Parallel
    E. Quality circle

46. Work groups composed of multinational members whose activities span multiple countries are referred to as
    A. self-designing teams.
    B. transnational teams.
    C. quality circles.
    D. transformational teams.
    E. virtual teams.

47. Autonomous work groups in which workers are trained to do all or most of the jobs in a unit, have no immediate supervisor and make decisions previously made by first-line supervisors are referred to as
    A. traditional work groups.
    B. self-managed teams.
    C. autonomous work groups.
    D. self-designing teams.
    E. virtual teams.

48. Groups that have no managerial responsibilities are known as
    A. transnational teams.
    B. autonomous work groups.
    C. traditional work groups.
    D. quality circles.
    E. self-designing teams.

49. Which of the following describes a self-managed team?
    A. Workers are trained to do all or most of the jobs in the unit.
    B. Workers rely on management decisions.
    C. Workers have multiple immediate supervisors.
    D. Workers do not report to anyone.
    E. Workers' compensation depends upon their team's profitability.

50. Which of these are voluntary groups of people drawn from various production teams who make suggestions about quality, but have no authority to make decisions or execute?
    A. Management teams
    B. Traditional work teams
    C. Quality circles
    D. Semi-autonomous work groups
    E. Self-designing teams

51. _____ are groups that control decisions about the execution of a complete range of tasks.
    A. Management
    B. Quality circle
    C. Self-designing
    D. Semi-autonomous
    E. Autonomous

52. _____ work groups make decisions about carrying our major production activities, but still get outside support for quality control and maintenance.
    A. Management
    B. Quality circle
    C. Self-designing
    D. Semi-autonomous
    E. Autonomous

53. As groups develop, they go through all which of the following stages?
    A. Growing
    B. Warming
    C. Storming
    D. Regulating
    E. Achieving

54. Which of the following types of teams is the most autonomous?
    A. Self-managing teams
    B. Quality circles
    C. Semiautonomous work group
    D. High-performance work teams
    E. Self-designing teams

55. Groups that make decisions about managing and carrying out major production activities, but still get outside support for quality control and maintenance are referred to as
    A. autonomous work groups.
    B. self-designing teams.
    C. transnational teams.
    D. semiautonomous work groups.
    E. traditional work groups.

56. Groups that control decisions about and execution of a complete range of tasks are referred to as
    A. autonomous work groups.
    B. quality circles.
    C. self-designing teams.
    D. transnational teams.
    E. semiautonomous work groups.

57. Groups that deteriorate over time move into a stage known as
    A. deteriorating.
    B. adjourning.
    C. declining.
    D. maturing.
    E. disbanding.

58. The election committee that you are chairing finally seems to be getting something done. For a while, you thought nothing would be accomplished; it seemed that committee members were more interested in whose ideas were addressed rather than the quality of the ideas. People have now started to "come together" and are establishing some patterns of interaction that seem productive. The members appear to have worked through the _____ stage and entered the _____ stage of group development.
    A. forming, performing
    B. forming, norming
    C. storming, norming
    D. storming, warming
    E. storming, performing

59. Which of the following was identified in the text as a critical period in a group's development?
    A. the second meeting
    B. the midpoint between the first meeting and a deadline
    C. the development of individual performances
    D. the deadline
    E. the last meeting before a deadline

60. The leader of a group that evolves into a team engages in which of the following?
    A. Direct, explain, train
    B. Involve, get input, develop
    C. Manage one-on-one, contain conflict, react to change
    D. Build trust, facilitate, expand capabilities
    E. Coordinate group effort, resolve conflict, implement change

61. Which of the following is indicative of team leadership?
    A. Reacting to change
    B. Getting input for decisions
    C. Managing one-on-one
    D. Coordinating group effort
    E. Foreseeing and influencing change

62. Which of the following is indicative of supervisory leadership?
    A. Conflict is contained
    B. Individual performance is developed
    C. Differences among team members are advantageous
    D. Change is influenced
    E. Input for decisions is encouraged

63. Which of the following was identified in the text as a cause for failure of a group?
    A. Over-training
    B. Not being diplomatic
    C. Failure of employees to give up control
    D. Inadequate or inappropriate compensation
    E. Lack of empowerment

64. Lorenzo Spicer's team feels frustrated. They had forwarded many viable ideas to management for work process improvements. They were allowed to implement some ideas, others they could not but the team was seldom told why not. Most members had quit trying to contribute to the team. The team seems to have failed due to
    A. a lack of interpersonal skills training.
    B. too much responsibility.
    C. management's retention of control and authority.
    D. communication barriers.
    E. a lack of motivation.

65. According to research, what was most cited as a barrier to team success?
    A. Ineffective communication
    B. Lack of role clarity
    C. Lack of trust
    D. Keeping morale high
    E. Lack of goal setting

66. Team effectiveness is defined by which of the following?
    A. Relationship coaching.
    B. Membership is high.
    C. Team members are highly trained.
    D. Team members realize satisfaction of their family needs.
    E. Team members are committed to working together again.

67. The benefits of teams are reduced when they are not
    A. visible.
    B. completely independent from other groups and teams.
    C. empowered.
    D. held to strict standards.
    E. given general goals.

68. A key element of effective teamwork is
    A. commitment to a common purpose.
    B. adequate compensation.
    C. strong interpersonal skills.
    D. homogeneity among workers.
    E. communication.

69. Which of these occurs when individuals believe that their contributions are not important, that others will do the work for them, that their lack of efforts will go undetected or that they will be the lone sucker who works hard while others don't?
    A. Social loafing
    B. Social integrating
    C. Social conflict
    D. Social facilitation effect
    E. Loss of self-esteem

70. Which of the following occurs because individuals usually are more motivated when others are present, they are concerned with what others think of them and they want to maintain a positive self-image?
    A. Social loafing
    B. Social integrating
    C. Social conflict
    D. Social facilitation effect
    E. Loss of self-esteem

71. Working less hard and being less productive when in a group is known as
    A. social facilitation.
    B. laziness.
    C. social loafing.
    D. compromise.
    E. social idleness.

72. Skills required for team members include which of the following?
    A. Practical expertise
    B. Interpersonal skills
    C. Observation skills
    D. Leadership skills
    E. Motivational skills

73. Shared beliefs about how group members should think and behave are referred to as
    A. cultures.
    B. roles.
    C. norms.
    D. religions.
    E. cliques.

74. Which of the following statements about group norms is true?
    A. They are different sets of expectations of how various individuals should behave.
    B. They are usually negative and destructive.
    C. They are shared beliefs about how the group members should think and behave within the group.
    D. They are positive because they are developed toward accomplishing the tasks of the organization.
    E. Norms about knowledge sharing hinder team performance.

75. Which of the following statements about roles within groups is true?
    A. Roles are shared beliefs of how various individuals should behave.
    B. All members of the group perform all of the same roles.
    C. The formal group leader is appointed as a task specialist.
    D. Task specialists keep the group moving toward its objective.
    E. Team maintenance specialists strive to lead the group.

76. Pablo Sanchez really enjoys his job. His team members work hard at producing quality products but didn't lose sight of one another's personal needs. Pablo knows that his attention to maintaining the group's harmonious nature is appreciated and sought when necessary. Pablo seems to be a
    A. team maintenance specialist.
    B. work process specialist.
    C. team leader.
    D. task specialist.
    E. team builder.

77. Group cohesiveness refers to
    A. how attractive the group is to management.
    B. how motivated members are to remain in the group.
    C. the degree to which management influences the group.
    D. the quality of the group's performance.
    E. how homogeneous group members are.

78. Your best friend belonged to the high school yearbook committee while in high school. He spoke of how much fun they had together, the long hours they worked on the yearbook and what a great yearbook they produced. Amazingly, even now, three years later, most of the group members still get together to rehash old times and ask each others' advice. The committee could be considered
    A. unique.
    B. cohesive.
    C. declining.
    D. a command group.
    E. a standing committee.

79. An individual who has more advanced job related skills and abilities than other group members possess is referred to as a
    A. team maintenance specialist.
    B. recruit member.
    C. participative leader.
    D. task specialist.
    E. technical specialist.

80. The degree to which a group is attractive to its members, members are motivated to remain in the group and members influence one another is referred to as
    A. collaboration.
    B. parading.
    C. compromise.
    D. cohesiveness.
    E. richness.

81. Group cohesiveness contributes to
    A. member dissatisfaction.
    B. performance of the group.
    C. role definitions within the group.
    D. social facilitation.
    E. social loafing.

82. The highest group performance occurs when
    A. a highly cohesive group has high-performance norms.
    B. a highly cohesive group has low-performance norms.
    C. a non-cohesive group has high-performance norms.
    D. a non-cohesive group has low-performance norms.
    E. a highly cohesive group has no performance norms.

83. The worst performance results from
    A. a highly cohesive group with high-performance norms.
    B. a highly cohesive group with low-performance norms.
    C. a non-cohesive group with high-performance norms.
    D. a non-cohesive group with low-performance norms.
    E. a highly cohesive group with no performance norms.

84. Which of the following will help to create a work group that has high performance norms and is cohesive?
    A. Maintain low entrance and socialization standards
    B. Presenting a challenge from inside the group
    C. Keeping the group small
    D. Tying rewards to individual performance
    E. Publicizing individual successes

85. The parading strategy for teams
    A. concentrates primarily on internal team processes.
    B. attempts to focus on both internal team building and external visibility simultaneously.
    C. is the most effective strategy for teams of the future.
    D. requires team members to interact regularly with outsiders.
    E. centralizes an activity to which a large number of other units gain access.

86. A team strategy that entails the group concentrating first on internal team process to achieve a state of performance readiness, then making outsiders aware of its intentions is known as
    A. informing.
    B. parading.
    C. probing.
    D. collaboration.
    E. empowerment.

87. A team strategy that entails simultaneously emphasizing internal team building and achieving external visibility is referred to as
    A. probing.
    B. accommodation.
    C. parading.
    D. avoidance.
    E. informing.

88. Prior to hiring a consultant to assist with a departmental reorganization, the department manager was required to get the project (and the project's expense) approved by two other departments: accounting and human resources. This type of requirement facilitates _____ relationships in the organization.
    A. service
    B. advisory
    C. audit
    D. stabilization
    E. liaison

89. Managers at the local bottling company are encouraged to contact the human resources department whenever they are considering discharging a troublesome employee. It is hoped that potential problems with the discharge (or even the discharge itself) might be avoided by speaking first with the HR folks. This type of relationship within an organization is referred to as
    A. service.
    B. advisory.
    C. audit.
    D. stabilization.
    E. liaison.

90. Coordination throughout an organization improves when
    A. liaison relationships are avoided.
    B. diverse work groups exist.
    C. lateral relationships are maintained.
    D. conflict is discouraged.
    E. the mission is periodically updated.

91. De-emphasizing or smoothing over a disagreement is
    A. a form of forcing agreement.
    B. a form of avoidance.
    C. never appropriate.
    D. a good method to solve the disagreement.
    E. a strong response in which people focus on their own wishes.

92. A reaction to conflict that involves either ignoring the problem by doing nothing at all or by deemphasizing the disagreement is known as
    A. accommodation.
    B. avoidance.
    C. probing.
    D. compromise.
    E. competing.

93. Which of these is the ideal approach to conflict?
    A. Avoidance
    B. Smoothing
    C. Accommodation
    D. Compromise
    E. Collaboration

94. A style of dealing with conflict involving cooperation on behalf of the other party but not being assertive about one's own interests is referred to as
    A. probing.
    B. accommodation.
    C. collaboration.
    D. compromise.
    E. competing.

95. A style of dealing with conflict involving emphasizing both cooperation and assertiveness in order to maximize both parties' satisfaction is known as
    A. collaboration.
    B. superordinate goals.
    C. compromise.
    D. social facilitation.
    E. accommodation.

96. A useful strategy for optimizing the results of conflict among groups is to
    A. attempt to force the superior group's position.
    B. de-emphasize the disagreement between the groups involved.
    C. invoke superordinate goals.
    D. use a mediator.
    E. ask HR specialists to help.

97. A third party who intervenes to help others manage their conflict is called
    A. a collaborator.
    B. a mediator.
    C. a resolutionist
    D. a negotiator.
    E. a judge.

98. Explain at least four ways that teams can help organizations.

99. Compare and contrast the traditional environment with the new team environment.

100. Describe the process by which groups become real teams.

101. Discuss at least three reasons why groups fail.

102. Cohesiveness is an interesting concept. It can both help and hurt the effectiveness of a team. Discuss the pros and cons to cohesiveness, including when it works in your team's favor and when it might work against you.

103. Provide an example of a stabilization relationship. Discuss why assessing working relationships is necessary.

104.Discuss the conflict management strategies. When are each most appropriate?

Your organization uses teams extensively. In your new position as District Manager, you will be responsible for managing several different teams:

1. You are now a member of the District Managers' Team. This team is made up of District Managers who coordinate the work of the district employees. As with all members of this team, you were named to this team when you were promoted to District Manager.

2. You now supervise the Salary Survey Team. This team is made up of employees from around the district who have been assigned to study the organization's current salary policies and recommend changes to make your organization more competitive for the best job candidates.

3. Several of your employees have also been assigned to the Service Enhancement Team, which has been formed to design new services for your organization to provide to customers. Each member of the team was selected for his/her technical expertise and knowledge.

4. Finally, the Local Managers in your district have formed their own team which meets each week via videoconference. They decided to do this so that they would be able to discuss similar issues they experienced in their jobs. They chose the videoconferencing method for their meetings since they are not able to meet regularly face-to-face.

105.The Salary Survey Team is an example of which type of team?
    A. Work team
    B. Project and development team
    C. Parallel team
    D. Management team
    E. Virtual team

106.The Service Enhancement Team is an example of which type of team?
    A. Work team
    B. Project and development team
    C. Parallel team
    D. Management team
    E. Virtual team

107.The District Managers' Team is an example of which type of team?
    A. Work team
    B. Project and development team
    C. Parallel team
    D. Management team
    E. Virtual team

108.The local managers' team which meets by videoconferencing is an example of which type of team?
    A. Work team
    B. Project and development team
    C. Parallel team
    D. Management team
    E. Virtual team

You and a group of classmates decide to form a management club at your college or university. During this process the following occurs:

1. Initially, a group of interested classmates meets to decide what you want to do in the club. Many great ideas are put on the table and enthusiasm is high.

2. A few meetings later, things are quite different. Now, individuals who put some of the original ideas on the table are fighting hard for their agenda and tempers are flaring. Some individuals are also causing conflict in their efforts to gain leadership positions in the club; the President's job is particularly hotly contested.

3. After a few weeks of conflict, the members realize that if they don't come together, nothing will get done. The leadership roles have been decided now and group members begin to, as they said, "bond" and work together more.

4. By the end of the first semester, the group is "running like a top!" The projects are on track, members are executing their assigned tasks and the group feels a sense of success.

109. At the point of the club's initial meeting, which stage of group formation would you use to describe their status?
A. Declining
B. Storming
C. Forming
D. Performing
E. Norming

110. At the point that the club's members are in conflict, which stage of group formation would you use to describe their status?
A. Declining
B. Storming
C. Forming
D. Performing
E. Norming

111. At the point that the club considers themselves to be "bonding," which stage of group formation would you use to describe their status?
A. Declining
B. Storming
C. Forming
D. Performing
E. Norming

112. At the point that the club is "running like a top," which stage of group formation would you use to describe their status?
A. Declining
B. Storming
C. Forming
D. Performing
E. Norming

You are assigned a team project in one of your most important classes. You are concerned about this project because a large portion of your grade is dependent upon this team's performance. There are, in general, some hard-working and committed students on your team. However, you have one team member, whose nickname is "Man," who feels that the course is not important and that he has other, more important, things to do. "Man" has decided to let the others do the work. There are a few other team members who work hard as long as you are all together, but don't work well on their own.

113. In this situation, the student nicknamed "Man" is illustrating which of the following concepts?
    A. Cooptation
    B. A virtual team
    C. Social loafing
    D. Social facilitation effect
    E. Norms

114. In this situation, the students who only perform well when the group works together illustrate which of the following concepts?
    A. cooptation
    B. a virtual team
    C. social loafing
    D. social facilitation effect
    E. norms

115. In this situation, for your team to perform well (and for you to get a good grade!), you would like for the team to form a set of _____ that are positive and productive.
    A. Norms
    B. Forms
    C. Rules
    D. Standards
    E. Morals

While walking to your desk, you overhear three co-workers fighting about what to get for lunch for the office. Eric wants to have Italian food while Jared wants Mexican. Brody said that he wants to eat something healthy, like a salad. Becoming frustrated with the situation, Jared said he didn't care and walked away. Eric suggested to Brody that most Italian places tend to have salad on the menu, so they both could get what they wanted. Brody, concerned for Jared's feelings, said that they should get Mexican food and he would just find something to eat.

116. In this situation, Eric is utilizing which approach to conflict?
    A. Avoidance
    B. Collaboration
    C. Accommodation
    D. Compromise
    E. Competition

117. In this situation, Jared is utilizing which approach to conflict?
    A. avoidance
    B. Collaboration
    C. Accommodation
    D. Compromise
    E. Competition

118. In this situation, Brody is utilizing which approach to conflict?
    A. avoidance
    B. collaboration
    C. accommodation
    D. compromise
    E. competition

Ch11 Key

1.
(p. 252) Given the availability of human resources, only large companies use teams to produce goods and services.
FALSE

2.
(p. 254) Used appropriately, teams can be powerfully effective as a force for innovation, speed and cost control.
TRUE

Teams also can increase productivity, improve quality, and reduce costs. Teams also can enhance speed and be powerful forces for innovation and change.

3.
(p. 254) Teams can satisfy important personal needs for their members, such as affiliation and esteem.
TRUE

Members learn about the company and themselves, and they acquire new skills and performance strategies. The team can satisfy important personal needs, such as affiliation and esteem.

4.
(p. 254) If used properly, teams can be powerfully effective as a building block for organizational structure.
TRUE

5.
(p. 254) Groups provide fewer contributions to organizations than can be justified by the costs of managing them.
FALSE

Teams can be powerfully effective as a building clock for organization structure. Teams can also increase productivity, improve quality, and reduce costs. By adopting a team structure and culture, Battle Creek, Michigan - based Summit Pointe, a mental health organization has saved millions of dollars while improving patient care. Honeywell's teams saved more than $11 million after reducing production times and shipping more than 99 percent of orders on time.

6.
(p. 255) A small number of people with complementary skills, who are committed to a common purpose, set of performance goals and approach for which they hold themselves mutually accountable is called a working group.
FALSE

7.
(p. 255) Work teams, when they exist, are typically a part of the formal organization structure.
TRUE

8.
(p. 256) A team that communicates electronically more than face to face is called an electronic team.
FALSE

9.
(p. 258) Self-managed teams coordinate and provide direction to the sub-units under their jurisdiction and integrate work among sub-units.
FALSE

10.
(p. 258) Self-managed teams, compared to traditionally managed teams, have more productivity but experience higher costs.
FALSE

When companies have introduced teams that reach a point of being truly self-managed, results have included lower costs and greater levels of team productivity, quality and customer satisfaction.

11.
(p. 257) One major advantage of self-managed teams is that they have no managerial responsibilities.
FALSE

12.
(p. 257) Semiautonomous groups are also referred to as self-managing teams.
FALSE

13.
(p. 258)
During the forming stage, group members agree on their shared goals and norms which results in closer relationships.
FALSE

14.
(p. 258-259)
All groups follow the developmental sequence outlined in the text.
FALSE

Groups are not always successful. They do not always engage in the developmental activities that turn them into effective, high performing teams. Groups do not necessarily keep progressing from one "stage" to the next; they may remain permanently in the supervisory level or become participative but never make it to true team leadership.

15.
(p. 259, Figure 11.2)
Team leadership, as contrasted with supervisory or participative leadership is demonstrated by the containment of conflict.
FALSE

With team leadership, teams make the most of team differences. Conflict is contained with supervisory leadership and resolved with participative leadership.

16.
(p. 260-261)
Team effectiveness can be defined by productive output, satisfaction and commitment.
TRUE

17.
(p. 261)
A team's general purpose should not be reduced to specific, measurable performance goals.
FALSE

The team's general purpose should be translated into specific, measurable performance goals. Team-based performance goals help define and distinguish the team's product, encourage communication within the team, energize and motivate team members, provide feedback on progress, signal team victories (and defeats), and ensure that the team focuses clearly on results. Teams with both difficult goals and specific incentives to attain them achieve the highest performance levels.

18. *(p. 261)* Some customers for the team's products may be inside the organization.
TRUE

19. *(p. 262)* Social loafing occurs when individuals believe that their contributions are not important.
TRUE

20. *(p. 262)* Teamwork is best motivated by tying rewards to individual performance.
FALSE

Ultimately, teamwork is motivated by tying rewards to team performance. If team performance can be measured validly, team-based rewards can be given accordingly.

21. *(p. 263)* The differing sets of expectations for how various individual team members should behave are called norms.
FALSE

22. *(p. 265)* Team cohesiveness contributes to member satisfaction, but not to team performance.
FALSE

Cohesiveness contributes to member satisfaction and has a major impact on performance.

23. *(p. 265)* If the task is to make a decision or solve a problem, cohesiveness can lead to poor performance.
TRUE

If the task is to make a decision or solve a problem, cohesiveness can lead to poor performance. Groupthink occurs when a tightly knit group is so cooperative that agreeing with one another's opinions and refraining from criticizing others' ideas become norms. For a cohesive group to make good decisions, it should establish a norm of constructive disagreement.

24. Individual members feel most important in groups that are large.
(p. 266) **FALSE**

The larger the group, the less important members may feel. Small teams make individuals feel like large contributors.

25. Teams do not function in a vacuum; they are interdependent with other teams.
(p. 266) **TRUE**

26. The most effective strategy for teams to stay abreast of changes and information from outside of the
(p. 267) group is the informing strategy.
FALSE

When teams have a high degree of dependence on outsiders, probing is the best strategy. Parading teams perform at an intermediate level, and informing teams are likely to fail. They are too isolated from the outside groups on which they depend.

27. Conflict can be constructive for the organization.
(p. 267) **TRUE**

Some conflict can be constructive for the organization. Typically, conflict can foster creativity when it is about ideas, rather than personalities.

28. The compromise strategy for conflict resolution emphasizes both cooperation and assertiveness.
(p. 268) **FALSE**

29. Which of the following is included in the text as a potential contribution of teams?
A. Quantity
B. Tempo
C. Friendships among members
D. Productivity
E. Modernism

30. Teams at Move-it Insurance have cut down the considerable amount of time it takes for a new policy
to be issued. The use of teams may have caused this improvement in
A. cost reduction.
B. quality.
C. speed.
D. change.
E. innovation.

Teams also can enhance *speed* and be powerful forces for *innovation* and *change*. The Rock Insurance issues the new policy in less time, thus the teams have increased speed.

31. XYZ Corporation believes strongly in creating teams that provide new and unique products every
year. These teams have successfully introduced new products every year to keep XYZ ahead of its competitors. Teams at XYZ Corporation can be best described as a force for
A. productivity.
B. quality.
C. speed.
D. change.
E. innovation.

Teams also can enhance *speed* and be powerful forces for *innovation* and *change*. 3M and many other companies are using teams to create new products faster. At XYZ Corporation, they are a force for innovation as they are creating new products every year.

32. Teams within an organization can be powerfully effective in all but which of the following?
(p. 254)
A. As a force for change
B. As a force for productivity
C. As a force for innovation
D. As a force for strategy
E. As a force for quality

Teams also can increase *productivity,* improve *quality,* and reduce *costs*. Teams also can enhance *speed* and be powerful forces for *innovation* and *change*.

33. The text differentiates a "real team" from a working group by the
(p. 255)
A. observable interpersonal interactions.
B. extraordinary efficiencies realized.
C. achievement of significant performance improvements.
D. agreement on a common goal to be achieved.
E. organizational structure.

A working group is a collection of people who work in the same area or have been drawn together to undertake a task but do not necessarily come together as a unit and achieve significant improvements.

34. Which of the following describes a collection of people who work in the same area or have been
(p. 255) drawn together to undertake a task?
A. Division
B. Working team
C. Working group
D. Virtual team
E. Parallel team

35. A small number of people with complementary skills who are committed to a common purpose, set of
(p. 255) performance goals and approach for which they hold themselves mutually accountable is referred to as a
A. team.
B. quality circle.
C. work force.
D. work group.
E. virtual team.

36. Discouraging risk taking, narrowly defined jobs and having the managers determine and plan the
(p. 255, Table 11.1) work, are all components of a
A. virtual environment.
B. working team.
C. working group.
D. team environment.
E. traditional environment.

37. Which of the following is indicative of a team environment?
(p. 255) A. Training focuses on technical skills
B. Information is carefully controlled
C. Cross-training is recognized as inefficient
D. Risk taking is discouraged
E. Workers are expected to continuously improve methods

38. Teams that make or do things like manufacture, assemble, sell or provide service are known as
(p. 255) **A.** work teams.
B. project teams.
C. parallel teams.
D. management teams.
E. transnational teams.

39. Teams that work on long-term projects but disband once the work is completed are known as
(p. 255) A. parallel teams.
B. management teams.
C. traditional work groups.
D. project and development teams.
E. transnational teams.

40. Teams that operate separately from the regular work structure and exist temporarily are known as
(p. 255) A. management teams.
B. parallel teams.
C. self-designing teams.
D. self-managed teams.
E. transnational teams.

41.
(p. 255) Sebastian Stabilio just joined a team of people from throughout his organization whose primary task is to recommend valuable uses for the scrap generated in the manufacturing process. The team meets twice per week; otherwise members work within the usual organizational structure. The team, not permanent, which Sebastian has joined, would be considered a
A. work team.
B. working group.
C. project group.
D. project team.
E. parallel team.

Parallel teams operate separately from the regular work structure of the firm on a temporary basis. Members often come from different units or jobs and are asked to do work that is not normally done by the standard structure. Their charge is to recommend solutions to specific problems. Sebastian's team is recommending solutions for the scrap generated from the manufacturing process. Additionally, the team is temporary and not part of the formal organizational structure.

42.
(p. 255) Which of the following describes a work team?
A. The team is responsible for making goods or doing services.
B. They work to solve a particular problem.
C. They are not a clear part of the formal organizational structure.
D. They work on long-term projects.
E. Members come from different units or jobs and are asked to do work that is not normally done.

43.
(p. 255) Which of the following describes a project and development team?
A. The team is responsible for making goods or doing services.
B. They work to solve a particular problem.
C. They operate as an essential component of the main work structure of the organization.
D. They work on long-term projects.
E. They are relieved of their usual duties while on the team.

44.
(p. 255) A parallel team can be best described by which of the following?
A. The team is responsible for making goods or doing services.
B. It works to solve a particular problem.
C. It operates as an essential component of the main work structure of the organization.
D. It works on long-term projects.
E. Members are relieved of their usual duties while on the team.

45. _____ teams coordinate and provide directions to the sub-units under their jurisdiction and
(p. 256) integrate work among sub-units.
A. Management
B. Project
C. Work
D. Parallel
E. Quality circle

46. Work groups composed of multinational members whose activities span multiple countries are
(p. 256) referred to as
A. self-designing teams.
B. transnational teams.
C. quality circles.
D. transformational teams.
E. virtual teams.

47. Autonomous work groups in which workers are trained to do all or most of the jobs in a unit, have
(p. 257) no immediate supervisor and make decisions previously made by first-line supervisors are referred to
as
A. traditional work groups.
B. self-managed teams.
C. autonomous work groups.
D. self-designing teams.
E. virtual teams.

48. Groups that have no managerial responsibilities are known as
(p. 257) A. transnational teams.
B. autonomous work groups.
C. traditional work groups.
D. quality circles.
E. self-designing teams.

49. Which of the following describes a self-managed team?
(p. 257) **A.** Workers are trained to do all or most of the jobs in the unit.
B. Workers rely on management decisions.
C. Workers have multiple immediate supervisors.
D. Workers do not report to anyone.
E. Workers' compensation depends upon their team's profitability.

50. Which of these are voluntary groups of people drawn from various production teams who make
(p. 257) suggestions about quality, but have no authority to make decisions or execute?
   A. Management teams
   B. Traditional work teams
   C. Quality circles
   D. Semi-autonomous work groups
   E. Self-designing teams

51. _____ are groups that control decisions about the execution of a complete range of tasks.
(p. 257) A. Management
   B. Quality circle
   C. Self-designing
   D. Semi-autonomous
   E. Autonomous

52. _____ work groups make decisions about carrying our major production activities, but still get
(p. 257) outside support for quality control and maintenance.
   A. Management
   B. Quality circle
   C. Self-designing
   D. Semi-autonomous
   E. Autonomous

53. As groups develop, they go through all which of the following stages?
(p. 258) A. Growing
   B. Warming
   C. Storming
   D. Regulating
   E. Achieving

54. Which of the following types of teams is the most autonomous?
(p. 257) A. Self-managing teams
   B. Quality circles
   C. Semiautonomous work group
   D. High-performance work teams
   E. Self-designing teams

55.
(p. 257)
Groups that make decisions about managing and carrying out major production activities, but still get outside support for quality control and maintenance are referred to as

A. autonomous work groups.
B. self-designing teams.
C. transnational teams.
D. semiautonomous work groups.
E. traditional work groups.

56.
(p. 257)
Groups that control decisions about and execution of a complete range of tasks are referred to as

A. autonomous work groups.
B. quality circles.
C. self-designing teams.
D. transnational teams.
E. semiautonomous work groups.

57.
(p. 258)
Groups that deteriorate over time move into a stage known as

A. deteriorating.
B. adjourning.
C. declining.
D. maturing.
E. disbanding.

58.
(p. 258)
The election committee that you are chairing finally seems to be getting something done. For a while, you thought nothing would be accomplished; it seemed that committee members were more interested in whose ideas were addressed rather than the quality of the ideas. People have now started to "come together" and are establishing some patterns of interaction that seem productive. The members appear to have worked through the _____ stage and entered the _____ stage of group development.

A. forming, performing
B. forming, norming
C. storming, norming
D. storming, warming
E. storming, performing

The storming stage is where hostilities and conflicts arise, and people jockey for positions of power and status. This is what was occurring when the committee members were arguing about whose ideas were addressed. In the norming stage, group members agree on their shared goals, and norms and closer relationships develop. This is what occurred when people started "coming together."

59.   Which of the following was identified in the text as a critical period in a group's development?
(p. 258)   A. the second meeting
       B. the midpoint between the first meeting and a deadline
       C. the development of individual performances
       D. the deadline
       E. the last meeting before a deadline

The first such critical period is in the forming stage, at the first meeting, when rules and roles are established that set long-lasting precedents. A second critical period is the midway point between the initial meeting and a deadline (for instance, completing a project or making a presentation). At this point, the group has enough experience to understand its work; it comes to realize that time is becoming a scarce resource and the team must "get on with it"; and enough time remains to change its approach if necessary.

60.   The leader of a group that evolves into a team engages in which of the following?
(p. 259,   A. Direct, explain, train
Figure   B. Involve, get input, develop
11.2)   C. Manage one-on-one, contain conflict, react to change
       D. Build trust, facilitate, expand capabilities
       E. Coordinate group effort, resolve conflict, implement change

Figure 14.2 indicates the behaviors of supervisory leadership, participative leadership, and team leadership. The actions indicated in D above are examples of team leadership.

61.   Which of the following is indicative of team leadership?
(p. 259,   A. Reacting to change
Figure   B. Getting input for decisions
11.2)   C. Managing one-on-one
       D. Coordinating group effort
       E. Foreseeing and influencing change

Foreseeing and influencing change is indicative of team leadership. Reacting to change and managing one-on-one are indicative of supervisory leadership. Getting input for decisions and coordinating group effort are indicative of participative leadership.

62.

(p. 259, Figure 11.2)

Which of the following is indicative of supervisory leadership?

A. Conflict is contained
B. Individual performance is developed
C. Differences among team members are advantageous
D. Change is influenced
E. Input for decisions is encouraged

Containing conflict is indicative of supervisory leadership. Developing individual performance and getting input for decisions are indicative of participative leadership while influencing change and making the most of team differences are indicative of team leadership.

63.

(p. 260)

Which of the following was identified in the text as a cause for failure of a group?

A. Over-training
B. Not being diplomatic
C. Failure of employees to give up control
D. Inadequate or inappropriate compensation
E. Lack of empowerment

Teams should be truly empowered. The benefits of teams are reduced when they are not allowed to make important decisions.

64.

(p. 260)

Lorenzo Spicer's team feels frustrated. They had forwarded many viable ideas to management for work process improvements. They were allowed to implement some ideas, others they could not but the team was seldom told why not. Most members had quit trying to contribute to the team. The team seems to have failed due to

A. a lack of interpersonal skills training.
B. too much responsibility.
C. management's retention of control and authority.
D. communication barriers.
E. a lack of motivation.

The benefits of teams are reduced when they are not allowed to make important decisions—in other words, when management doesn't trust them with important responsibilities. If teams must obtain permission for every innovative idea, they will revert to making safe, traditional decisions. This is the case for Lorenzo's team. Management did not fully empower the team to make decisions, so they reverted to making safe decisions and decided not to contribute to the team.

65. According to research, what was most cited as a barrier to team success?
(p. 260) **A.** Ineffective communication
B. Lack of role clarity
C. Lack of trust
D. Keeping morale high
E. Lack of goal setting

66. Team effectiveness is defined by which of the following?
(p. 261) A. Relationship coaching.
B. Membership is high.
C. Team members are highly trained.
D. Team members realize satisfaction of their family needs.
E. Team members are committed to working together again.

Team effectiveness is defined by three criteria: productive output, team members realize satisfaction of their personal needs, and team members remain committed to working together again.

67. The benefits of teams are reduced when they are not
(p. 260) A. visible.
B. completely independent from other groups and teams.
C. empowered.
D. held to strict standards.
E. given general goals.

The benefits of teams are reduced when they are not allowed to make important decisions—in other words, when management doesn't trust them with important responsibilities. If teams must obtain permission for every innovative idea, they will revert to making safe, traditional decisions.

68. A key element of effective teamwork is
(p. 261) **A.** commitment to a common purpose.
B. adequate compensation.
C. strong interpersonal skills.
D. homogeneity among workers.
E. communication.

69.
(p. 262)
Which of these occurs when individuals believe that their contributions are not important, that others will do the work for them, that their lack of efforts will go undetected or that they will be the lone sucker who works hard while others don't?

A. Social loafing
B. Social integrating
C. Social conflict
D. Social facilitation effect
E. Loss of self-esteem

70.
(p. 262)
Which of the following occurs because individuals usually are more motivated when others are present, they are concerned with what others think of them and they want to maintain a positive self-image?

A. Social loafing
B. Social integrating
C. Social conflict
D. Social facilitation effect
E. Loss of self-esteem

71.
(p. 262)
Working less hard and being less productive when in a group is known as

A. social facilitation.
B. laziness.
C. social loafing.
D. compromise.
E. social idleness.

72.
(p. 263)
Skills required for team members include which of the following?

A. Practical expertise
B. Interpersonal skills
C. Observation skills
D. Leadership skills
E. Motivational skills

73.
(p. 263)
Shared beliefs about how group members should think and behave are referred to as

A. cultures.
B. roles.
C. norms.
D. religions.
E. cliques.

74.	Which of the following statements about group norms is true?
A. They are different sets of expectations of how various individuals should behave.
B. They are usually negative and destructive.
C. They are shared beliefs about how the group members should think and behave within the group.
D. They are positive because they are developed toward accomplishing the tasks of the organization.
E. Norms about knowledge sharing hinder team performance.

Norms are shared beliefs about how people should think and behave. For example, some people like to keep information and knowledge to themselves, but teams should try to establish a norm of knowledge sharing because it can improve team performance. From the organization's standpoint, norms can be positive or negative. In some teams, everyone works hard; in other groups, employees are opposed to management and do as little work as possible. Some groups develop norms of taking risks, others of being conservative.

AACSB: Analytic
Bateman - Chapter 11 #74
Blooms: Comprehension
Learning Objective: 11-05 Describe how to build an effective team.
Level of Difficulty: Medium
Topic: Building Effective Teams

75.	Which of the following statements about roles within groups is true?
A. Roles are shared beliefs of how various individuals should behave.
B. All members of the group perform all of the same roles.
C. The formal group leader is appointed as a task specialist.
D. Task specialists keep the group moving toward its objective.
E. Team maintenance specialists strive to lead the group.

Although norms apply generally to all team members, different roles exist for different members within the norm structure. Task specialist roles are filled by individuals who have particular job-related skills and abilities. These employees keep the team moving toward accomplishment of the objectives. Team maintenance specialists develop and maintain harmony within the team. They boost morale, give support, provide humor, soothe hurt feelings, and generally exhibit a concern with members' well-being. These behaviors need not be carried out only by one or two leaders; any member of the team can assume them at any time. Both types of roles can be performed by different individuals to maintain an effectively functioning work team.

AACSB: Analytic
Bateman - Chapter 11 #75
Blooms: Comprehension
Learning Objective: 11-05 Describe how to build an effective team.
Level of Difficulty: Medium
Topic: Building Effective Teams

76. Pablo Sanchez really enjoys his job. His team members work hard at producing quality products but
(p. 264) didn't lose sight of one another's personal needs. Pablo knows that his attention to maintaining the group's harmonious nature is appreciated and sought when necessary. Pablo seems to be a
A. team maintenance specialist.
B. work process specialist.
C. team leader.
D. task specialist.
E. team builder.

Team maintenance specialists develop and maintain harmony within the team. They boost morale, give support, provide humor, soothe hurt feelings, and generally exhibit a concern with members' well-being. This is the role that Pablo is playing as he is concerned with the personal needs of his team members and maintains the group's harmony.

77. Group cohesiveness refers to
(p. 265) A. how attractive the group is to management.
B. how motivated members are to remain in the group.
C. the degree to which management influences the group.
D. the quality of the group's performance.
E. how homogeneous group members are.

78. Your best friend belonged to the high school yearbook committee while in high school. He spoke
(p. 264) of how much fun they had together, the long hours they worked on the yearbook and what a great yearbook they produced. Amazingly, even now, three years later, most of the group members still get together to rehash old times and ask each others' advice. The committee could be considered
A. unique.
B. cohesive.
C. declining.
D. a command group.
E. a standing committee.

Cohesiveness refers to how attractive the team is to its members, how motivated members are to remain in the team, and the degree to which team members influence one another. In general, it refers to how tightly knit the team is. Your friend's yearbook committee continues to influence one another three years later and still get together because the team is attractive to its members.

79. An individual who has more advanced job related skills and abilities than other group members
(p. 264) possess is referred to as a
A. team maintenance specialist.
B. recruit member.
C. participative leader.
D. task specialist.
E. technical specialist.

80. The degree to which a group is attractive to its members, members are motivated to remain in the
(p. 264) group and members influence one another is referred to as
A. collaboration.
B. parading.
C. compromise.
D. cohesiveness.
E. richness.

81. Group cohesiveness contributes to
(p. 265) A. member dissatisfaction.
B. performance of the group.
C. role definitions within the group.
D. social facilitation.
E. social loafing.

Cohesiveness is important for two primary reasons: It contributes to *member satisfaction* and it has a major impact on *performance*.

82. The highest group performance occurs when
(p. 265) **A.** a highly cohesive group has high-performance norms.
B. a highly cohesive group has low-performance norms.
C. a non-cohesive group has high-performance norms.
D. a non-cohesive group has low-performance norms.
E. a highly cohesive group has no performance norms.

Cohesive groups are more effective than noncohesive groups at norm enforcement. The highest performance occurs when a cohesive team has high-performance norms. But if a highly cohesive group has low-performance norms, that group will have the worst performance.

83.   The worst performance results from
(p. 265)   A. a highly cohesive group with high-performance norms.
       B. a highly cohesive group with low-performance norms.
       C. a non-cohesive group with high-performance norms.
       D. a non-cohesive group with low-performance norms.
       E. a highly cohesive group with no performance norms.

       Cohesive groups are more effective than noncohesive groups at norm enforcement. The highest
       performance occurs when a cohesive team has high-performance norms. But if a highly cohesive
       group has low-performance norms, that group will have the worst performance.

84.   Which of the following will help to create a work group that has high performance norms and is
(p. 266)   cohesive?
       A. Maintain low entrance and socialization standards
       B. Presenting a challenge from inside the group
       C. Keeping the group small
       D. Tying rewards to individual performance
       E. Publicizing individual successes

       Maintaining high entrance and socialization standards, presenting a challenge from outside the group,
       keeping the team small, tying rewards to team performance and publicizing a team's successes are all
       ways to create high performing and cohesive work groups.

85.   The parading strategy for teams
(p. 266)   A. concentrates primarily on internal team processes.
       B. attempts to focus on both internal team building and external visibility simultaneously.
       C. is the most effective strategy for teams of the future.
       D. requires team members to interact regularly with outsiders.
       E. centralizes an activity to which a large number of other units gain access.

86.   A team strategy that entails the group concentrating first on internal team process to achieve a state of
(p. 266)   performance readiness, then making outsiders aware of its intentions is known as
       A. informing.
       B. parading.
       C. probing.
       D. collaboration.
       E. empowerment.

87. A team strategy that entails simultaneously emphasizing internal team building and achieving external
(p. 266) visibility is referred to as
A. probing.
B. accommodation.
C. parading.
D. avoidance.
E. informing.

88. Prior to hiring a consultant to assist with a departmental reorganization, the department manager
(p. 267) was required to get the project (and the project's expense) approved by two other departments:
accounting and human resources. This type of requirement facilitates _____ relationships in the
organization.
A. service
B. advisory
C. audit
D. stabilization
E. liaison

Stabilization relationships involve auditing before the fact. In other words, teams sometime must
obtain clearance from others before they act. The department manager must get approval from the
other departments before the project can go through.

89. Managers at the local bottling company are encouraged to contact the human resources department
(p. 267) whenever they are considering discharging a troublesome employee. It is hoped that potential
problems with the discharge (or even the discharge itself) might be avoided by speaking first with the
HR folks. This type of relationship within an organization is referred to as
A. service.
B. advisory.
C. audit.
D. stabilization.
E. liaison.

Advisory relationships are created when teams with problems call on centralized sources of expert
knowledge. For example, staff members in the human resources or legal department advise work
teams. The managers are encouraged to contact the human resources department because that
department is a centralized source of expert knowledge on dealing with employees.

90. Coordination throughout an organization improves when
(p. 267)
   A. liaison relationships are avoided.
   B. diverse work groups exist.
   C. lateral relationships are maintained.
   D. conflict is discouraged.
   E. the mission is periodically updated.

Teams should assess each working relationship with another unit by asking basic questions: "From whom do we receive, and to whom do we send work? What permissions do we control, and to whom must we go for authorizations?" In this way, teams can better understand whom to contact and when, where, why, and how to do so. Coordination throughout the working system improves, problems are avoided or short-circuited before they get too serious, and performance improves.

91. De-emphasizing or smoothing over a disagreement is
(p. 268)
   A. a form of forcing agreement.
   B. a form of avoidance.
   C. never appropriate.
   D. a good method to solve the disagreement.
   E. a strong response in which people focus on their own wishes.

A common reaction to conflict is avoidance. In this situation, people do nothing to satisfy themselves or others. They either ignore the problem by doing nothing at all or address it by merely smoothing over or deemphasizing the disagreement. This, of course, fails to solve the problem or clear the air.

92. A reaction to conflict that involves either ignoring the problem by doing nothing at all or by
(p. 268)
deemphasizing the disagreement is known as
   A. accommodation.
   B. avoidance.
   C. probing.
   D. compromise.
   E. competing.

93. Which of these is the ideal approach to conflict?
(p. 268)
   A. Avoidance
   B. Smoothing
   C. Accommodation
   D. Compromise
   E. Collaboration

Collaboration emphasizes both cooperation and assertiveness. The goal is to maximize satisfaction for both parties.

94. A style of dealing with conflict involving cooperation on behalf of the other party but not being
(p. 268) assertive about one's own interests is referred to as
   A. probing.
   B. accommodation.
   C. collaboration.
   D. compromise.
   E. competing.

95. A style of dealing with conflict involving emphasizing both cooperation and assertiveness in order to
(p. 268) maximize both parties' satisfaction is known as
   A. collaboration.
   B. superordinate goals.
   C. compromise.
   D. social facilitation.
   E. accommodation.

96. A useful strategy for optimizing the results of conflict among groups is to
(p. 269)
   A. attempt to force the superior group's position.
   B. de-emphasize the disagreement between the groups involved.
   C. invoke superordinate goals.
   D. use a mediator.
   E. ask HR specialists to help.

An important technique is to invoke superordinate goals—higher-level organizational goals toward which everyone should be striving and that ultimately need to take precedence over personal or unit preferences.

97.   A third party who intervenes to help others manage their conflict is called
(p. 270)   A. a collaborator.
    B. a mediator.
    C. a resolutionist
    D. a negotiator.
    E. a judge.

98.   Explain at least four ways that teams can help organizations.
(p. 254)

    Answers will vary.

99.   Compare and contrast the traditional environment with the new team environment.
(p. 255,
Table 11.1)
    Answers will vary.

100.   Describe the process by which groups become real teams.
(p. 258-
259)
    Answers will vary.

101.   Discuss at least three reasons why groups fail.
(p. 260)

    Answers will vary.

102. Cohesiveness is an interesting concept. It can both help and hurt the effectiveness of a team. Discuss
the pros and cons to cohesiveness, including when it works in your team's favor and when it might
work against you.

(p. 264-266)

Answers will vary.

103. Provide an example of a stabilization relationship. Discuss why assessing working relationships is
necessary.

(p. 267)

Answers will vary.

104. Discuss the conflict management strategies. When are each most appropriate?

(p. 267-270)

Answers will vary.

Your organization uses teams extensively. In your new position as District Manager, you will be
responsible for managing several different teams:
1. You are now a member of the District Managers' Team. This team is made up of District Managers
who coordinate the work of the district employees. As with all members of this team, you were named
to this team when you were promoted to District Manager.
2. You now supervise the Salary Survey Team. This team is made up of employees from around the
district who have been assigned to study the organization's current salary policies and recommend
changes to make your organization more competitive for the best job candidates.
3. Several of your employees have also been assigned to the Service Enhancement Team, which has
been formed to design new services for your organization to provide to customers. Each member of
the team was selected for his/her technical expertise and knowledge.
4. Finally, the Local Managers in your district have formed their own team which meets each week
via videoconference. They decided to do this so that they would be able to discuss similar issues they
experienced in their jobs. They chose the videoconferencing method for their meetings since they are
not able to meet regularly face-to-face.

105. The Salary Survey Team is an example of which type of team?
(p. 255-256)
A. Work team
B. Project and development team
C. Parallel team
D. Management team
E. Virtual team

Project and development teams have specific assignments, such as research or new-product development, and members usually must contribute expert knowledge and judgment. This describes the Salary Survey Team because it was formed to design new and because each member of the team was selected for his/her technical expertise and knowledge.

106. The Service Enhancement Team is an example of which type of team?
(p. 255)
A. Work team
B. Project and development team
C. Parallel team
D. Management team
E. Virtual team

Parallel teams operate separately from the regular work structure of the firm on a temporary basis. Members often come from different units or jobs. Their charge is to recommend solutions to specific problems. The Salary Survey Team is a parallel team because its purpose is to recommend changes and is made up of people from all over the organization.

107. The District Managers' Team is an example of which type of team?
(p. 256)
A. Work team
B. Project and development team
C. Parallel team
D. Management team
E. Virtual team

Management teams coordinate and give direction to the subunits under their jurisdiction and integrate work among subunits. The District Manager's team is a management team because the managers that comprise the group coordinate the work of the district employees.

108. The local managers' team which meets by videoconferencing is an example of which type of team?
(p. 256)

    A. Work team
    B. Project and development team
    C. Parallel team
    D. Management team
    E. Virtual team

Virtual teams communicate electronically more than face-to-face. Because the local managers' team communicates by videoconferencing, which is a form of electronic media, the team is a virtual team.

You and a group of classmates decide to form a management club at your college or university.
During this process the following occurs:
1. Initially, a group of interested classmates meets to decide what you want to do in the club. Many great ideas are put on the table and enthusiasm is high.
2. A few meetings later, things are quite different. Now, individuals who put some of the original ideas on the table are fighting hard for their agenda and tempers are flaring. Some individuals are also causing conflict in their efforts to gain leadership positions in the club; the President's job is particularly hotly contested.
3. After a few weeks of conflict, the members realize that if they don't come together, nothing will get done. The leadership roles have been decided now and group members begin to, as they said, "bond" and work together more.
4. By the end of the first semester, the group is "running like a top!" The projects are on track, members are executing their assigned tasks and the group feels a sense of success.

109. At the point of the club's initial meeting, which stage of group formation would you use to describe
(p. 258) their status?
    A. Declining
    B. Storming
    C. Forming
    D. Performing
    E. Norming

In the forming stage, members attempt to lay ground rules for what types of behavior are acceptable. This is what is occurring when the club members provide great ideas and are enthusiastic.

110. At the point that the club's members are in conflict, which stage of group formation would you use to
(p. 258) describe their status?
A. Declining
B. Storming
C. Forming
D. Performing
E. Norming

In the storming stage, hostilities and conflict arise, and people jockey for positions of power and status. This is what is occurring when the club members begin fighting for their individual agenda and for leadership of the club.

111. At the point that the club considers themselves to be "bonding," which stage of group formation would
(p. 258) you use to describe their status?
A. Declining
B. Storming
C. Forming
D. Performing
E. Norming

In the norming stage, members agree on their shared goals, and norms and closer relationships develop. This is what is occurring when the club members begin "bonding," they are becoming closer.

112. At the point that the club is "running like a top," which stage of group formation would you use to
(p. 258) describe their status?
A. Declining
B. Storming
C. Forming
D. Performing
E. Norming

In the performing stage, the group channels its energies into performing its tasks This is what is occurring when the club members are executing tasks and feeling a sense of success.

You are assigned a team project in one of your most important classes. You are concerned about this project because a large portion of your grade is dependent upon this team's performance. There are, in general, some hard-working and committed students on your team. However, you have one team member, whose nickname is "Man," who feels that the course is not important and that he has other, more important, things to do. "Man" has decided to let the others do the work. There are a few other team members who work hard as long as you are all together, but don't work well on their own.

113.
(p. 262)
In this situation, the student nicknamed "Man" is illustrating which of the following concepts?
A. Cooptation
B. A virtual team
C. Social loafing
D. Social facilitation effect
E. Norms

Social loafing occurs when individuals believe that their contributions are not important, others will do their work for them, their lack of effort will go undetected, or they will be the lone sucker if they work hard but others don't. "Man" is a social loafer because he has decided to let others do the work for him.

114.
(p. 262)
In this situation, the students who only perform well when the group works together illustrate which of the following concepts?
A. cooptation
B. a virtual team
C. social loafing
D. social facilitation effect
E. norms

The social facilitation effect occurs because individuals are more motivated in the presence of others, are concerned what others think of them, and want to maintain a positive self-image. These students who only perform well when the group works together but do not work well by themselves. Working together with the group is motivating them.

115.
(p. 263)
In this situation, for your team to perform well (and for you to get a good grade!), you would like for the team to form a set of _____ that are positive and productive.
A. Norms
B. Forms
C. Rules
D. Standards
E. Morals

Norms are shared beliefs about how people should think and behave. Because the other members of your group are exhibiting undesirable behaviors, establishing norms may help correct the problems and help your team perform well.

While walking to your desk, you overhear three co-workers fighting about what to get for lunch for the office. Eric wants to have Italian food while Jared wants Mexican. Brody said that he wants to eat something healthy, like a salad. Becoming frustrated with the situation, Jared said he didn't care and walked away. Eric suggested to Brody that most Italian places tend to have salad on the menu, so they both could get what they wanted. Brody, concerned for Jared's feelings, said that they should get Mexican food and he would just find something to eat.

116.   In this situation, Eric is utilizing which approach to conflict?
(p. 268)
A. Avoidance
B. Collaboration
C. Accommodation
D. Compromise
E. Competition

Compromise involves moderate attention to both parties' concerns, being neither highly cooperative nor highly assertive. Eric is paying attention to both his wants and Jared's but still is not entirely cooperative by still suggesting Italian food.

117.   In this situation, Jared is utilizing which approach to conflict?
(p. 268)
A. avoidance
B. Collaboration
C. Accommodation
D. Compromise
E. Competition

With avoidance, people either ignore the problem by doing nothing at all or address it by merely smoothing over or deemphasizing the disagreement. Jared attempted to deemphasize the problem by saying he didn't care and then ignored the problem by walking away.

118.   In this situation, Brody is utilizing which approach to conflict?
(p. 268)
A. avoidance
B. collaboration
C. accommodation
D. compromise
E. competition

Accommodation means cooperating on behalf of the other party but not being assertive about one's own interests. Brody was more concerned with Jared's wants and was not assertive about his desire to eat something healthy.

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