**Chapter 1: Understanding Teams**

**Multiple Choice**

1. Groups are defined by all of the following characteristics except:

a. The members are mutually dependent on each other.

b. There is recognition that people belong to a collective entity.

c. There are rules and roles that control people’s interactions.

\*d. Members of the group are dependent on one another to achieve individual goals.

e. There is satisfaction of personal needs through group membership.

Learning objective: 1-1

Cognitive domain: Knowledge

Answer location: Defining Groups and Teams

Question Type: MC

2. Groups are different from teams because:

a. Groups are typically work-related while teams are sports-related.

b. Teams are typically larger than groups.

\*c. Teams involve greater interaction and coordination among members to achieve a common goal.

d. Teams are more hierarchical than groups.

e. Teams have a leader whereas groups do not.

Learning objective: 1-2

Cognitive domain: Comprehension

Answer location: Defining Groups and Teams

Question Type: MC

3. According to the textbook, which of the following is not a way teams are used by organizations?

a. To provide advice on how to improve quality.

b. To coordinate day-to-day work activities.

c. To design and develop new products.

d. To plan organizational change.

\*e. To discipline employees.

Learning objective: 1-3

Cognitive domain: Knowledge

Answer location: How Teams Are Used by Organizations

Question Type: MC

4. Self-managing teams are different from traditional work groups because:

a. They have fewer members.

b. There is no leader.

c. The teams are more strongly linked to the organization’s hierarchy.

\*d. They make greater use of consensus or democratic decision making.

e. The leader is selected by those outside of the team.

Learning objective: 1-4

Cognitive domain: Comprehension

Answer location: Classifying Teams

Question Type: MC

5. The use of teams by organizations is increasing because:

a. Organizations are getting larger.

b. Employees want their jobs to be simplified.

\*c. Jobs are becoming more complex and interdependent.

d. Organizations are seeking stability.

e. Organizations are becoming more hierarchical.

Learning objective: 1-5

Cognitive domain: Analysis

Answer location: Why Organizations Use Teams

Question Type: MC

6. The historical approach to job design that shows the value of using teams in most modern organizations is called:

a. Scientific management

\*b. Sociotechnical systems theory

c. Hawthorne effect

d. Total quality management

e. Quality of work life theory

Learning objective: 1-6

Cognitive domain: Knowledge

Answer location: Foundations of Teamwork

Question Type: MC

7. The work of Kurt Lewin and his followers changed the study of group dynamics by:

a. Using the individual, rather than the group, as the unit of study.

\*b. Developing an action research approach that demonstrated the value of applied research and theory.

c. Showing how the study of individuals could be used to promote social change.

d. Focusing on leaders as drivers of group processes.

e. Focusing on experimental lab research.

Learning objective: 1-7

Cognitive domain: Knowledge

Answer location: Foundations of Group Dynamics

Question Type: MC

8. Hawthorne discovered that:

a. Studying workers has no impact on worker performance.

\*b. Social factors have an important impact on performance.

c. Breaking up tasks into smaller ones leads to an increase in performance.

d. Teams are no better at performing complex tasks than individuals.

e. The size of a team does not affect performance.

Learning objective: 1-7

Cognitive domain: Knowledge

Answer location: Foundations of Teamwork

Question Type: MC

9. Which of the following is not a type of work team as identified by Sundstrom?

\*a. Executive teams

b. Management teams

c. Parallel teams

d. Service teams

e. Production teams

Learning objective: 1-3

Cognitive domain: Knowledge

Answer location: How Teams Are Used by Organizations

Question Type: MC

10. Triplett’s finding that the presence of other people increases performance is called:

a. Scientific management

\*b. Social facilitation

c. Binging

d. Social identification

e. Social representation

Learning objective: 1-7

Cognitive domain: Knowledge

Answer location: Foundations of Group Dynamics

Question Type: MC

11. According to the social facilitation effect, a person will run \_\_\_\_ when \_\_\_\_\_\_.

\*a. Faster; other people are around

b. Faster; by him/herself

c. Slower; other people are around

d. Faster; s/he will receive a reward

Learning objective: 1-7

Cognitive domain: Application

Answer location: Foundations of Group Dynamics

Question Type: MC

12. In order to keep up with contemporary demands, organizations have been \_\_\_\_ layers of management and replacing managers with \_\_\_\_.

a. Increasing; outside consultants

b. Decreasing; outside consultants

c. Increasing; teams

\*d. Decreasing; teams

Learning objective: 1-3

Cognitive domain: Comprehension

Answer location: Organizational Characteristics

Question Type: MC

13. Studies on teamwork originated in the field of:

a. Sociology

b. Business

c. Communication

\*d. Psychology

e. Education

Learning objective: 1-7

Cognitive domain: Knowledge

Answer location: Foundations of Group Dynamics

Question Type: MC

14. A team typically handles decision making using the following methods except:

a. Consultative

\*b. Authoritarian

c. Democratic

d. Consensus

e. Directive

Learning objective: 1-4

Cognitive domain: Comprehension

Answer location: Classifying Teams

Question Type: MC

15. In the 1950s and 1960s, psychologists examining groups primarily focused on studying \_\_\_\_.

a. Group dynamics

b. Encounter groups

\*c. Conformity and helping behavior

d. Self-awareness

e. Education

Learning objective: 1-7

Cognitive domain: Knowledge

Answer location: Foundations of Group Dynamics

Question Type: MC

16. In order to function correctly, the scientific management approach requires that:

\*a. Managers think and control and workers act.

b. Managers work alongside workers.

c. Workers perform tasks in teams, without managers present.

d. Workers focus more on quality than quantity.

e. Workers perform a variety of complex tasks rather than discrete activities.

Learning objective: 1-6

Cognitive domain: Knowledge

Answer location: Why Organizations Use Teams

Question Type: MC

17. Encounter groups, also known as t-groups, are:

a. Parallel teams of production workers who meet to analyze problems.

\*b. Small, unstructured groups encouraged to engage in open and personal discussions.

c. Workers performing tasks in teams, without managers present.

d. Teams that conduct repeated transactions with customers.

e. Teams that engage in brief performances.

Learning objective: 1-7

Cognitive domain: Knowledge

Answer location: Foundations of Group Dynamics

Question Type: MC

18. By the 1990s, research on teamwork:

\*a. Became multi-disciplinary

b. Remained laboratory-based

c. Became more simple

d. Stagnated

e. Focused only on cause-and-effect relationships

Learning objective: 1-7

Cognitive domain: Analysis

Answer location: Foundations of Group Dynamics

Question Type: MC

19. The term equifinality means:

a. People are easily influenced by social norms.

b. Groups can be best understood by studying the individuals in the group.

c. It is easier to change a group than an individual.

\*d. There are many ways for groups to operate successfully.

e. Groups can best be understand in the lab.

Learning objective: 1-7

Cognitive domain: Comprehension

Answer location: Foundations of Group Dynamics

Question Type: MC

20. Which of the following terms was created by the psychologist Kurt Lewin?

a. Scientific management

b. Hawthorne effect

c. Equifinality

\*d. Group dynamics

e. Virtual teams

Learning objective: 1-7

Cognitive domain: Knowledge

Answer location: Foundations of Group Dynamics

Question Type: MC

21. The rise of Japan as a manufacturing power in the 1970s resulted in the creation of:

a. Virtual teams

b. Individualized work processes

c. Increased organizational hierarchy

d. T-groups

\*e. Quality circles

Learning objective: 1-6

Cognitive domain: Knowledge

Answer location: Foundations of Teamwork

Question Type: MC

22. What are two current movements within the field of psychology that are affecting the study of teamwork?

a. Diversity and technology

\*b. Diversity and positive psychology

c. Technology and behaviorism

d. Diversity and scientific management

e. Diversity and quality circles

Learning objective: 1-7

Cognitive domain: Knowledge

Answer location: Foundations of Teamwork

Question Type: MC

23. The influence of positive psychology on the study of teams may mean an alternative definition of:

a. What a team is.

b. How organizations use teams.

c. How teams are structured.

d. Equifinality.

\*e. What makes a team effective.

Learning objective: 1-7

Cognitive domain: Analysis

Answer location: Foundations of Teamwork

Question Type: MC

**True/False**

1. One key feature of a team is that members work together toward a common goal for which they all are accountable.

\*a. True

b. False

Learning Objective: 1-2

Cognitive Domain: Knowledge

Answer Location: Defining Groups and Teams  
Question Type: TF

2. An important distinction of teams from groups is how often they work together.

a. True

\*b. False

Learning Objective: 1-2

Cognitive Domain: Comprehension

Answer Location: Defining Groups and Teams  
Question Type: TF

3. Social identification in groups is based on an “us vs. them” mentality.

\*a. True

b. False

Learning Objective: 1-2

Cognitive Domain: Knowledge

Answer Location: Defining Groups and Teams  
Question Type: TF

4. Under work conditions where the scientific management approach is best, teams are not needed.

\*a. True

b. False

Learning Objective: 1-3

Cognitive Domain: Comprehension

Answer Location: Why Organizations Use Teams  
Question Type: TF

5. There is a clear and commonly agreed upon distinction between groups and teams.

\*a. True

b. False

Learning Objective: 1-2

Cognitive Domain: Comprehension

Answer location: Defining Groups and Teams

Question Type: TF

6. The teamwork movement started because workers felt they were being treated unfairly.

a. True

\*b. False

Learning Objective: 1-5

Cognitive Domain: Comprehension

Answer location: Why Organizations Use Teams

Question Type: TF

7. Quality circles are a type of team found in Japan.

\*a. True

b. False

Learning Objective: 1-6

Cognitive Domain: Knowledge

Answer location: Foundations of Teamwork

Question Type: TF

8. The majority of companies with over 100 employees use at least one type of work team.

\*a. True

b. False

Learning Objective: 1-5

Cognitive Domain: Knowledge

Answer location: Foundations of Teamwork

Question Type: TF

9. The study of transnational teams combines research on positive psychology and scientific management.

a. True

\*b. False

Learning Objective: 1-7

Cognitive Domain: Comprehension

Answer location: Foundations of Teamwork

Question Type: TF

**Short Answer/Essay**

1. From a psychological perspective, explain the two processes that define a group.

\*a. Two processes define a group from a psychology perspective: social identification and social representation. “Social identification refers to the recognition that a group exists separately from others. It is the creation of a belief in ‘us versus them.’ Identification is both a cognitive process (classifying the world into categories) and an emotional process (viewing one’s group as better than other groups). Social representation is the shared values, ideas, and beliefs that people have about the world. Over time, belonging to a group changes the ways its members view the world. The group develops a shared worldview through member interactions.”

Learning Objective: 1-1

Cognitive Domain: Comprehension

Answer location: Defining Groups and Teams

Question Type: ESS

2. Compare and contrast a work group, team, and self-managing team in terms of power, leadership, decision making, and activities or tasks.

\*a. A work group is part of the organization’s hierarchy, controlled by a manager/supervisor, with authoritarian or consultative decision-making, and independent activities. In contrast, a team is linked to the organization’s hierarchy, with some shift of power to team; the leader has limited managerial power; decision-making is consultative, democratic, or by consensus; and activities are interdependent and coordinated by the team leader. Compared to the work group and team, the self-managing team has increasing use of power and independence, although it is still linked to the organization’s hierarchy. The self-managing team leader is selected by its members, and decision-making is democratic or by consensus. The activities or tasks are highly interdependent and coordinated by team members.

Learning Objective: 1-4

Cognitive Domain: Analysis

Answer location: Classifying Teams

Question Type: ESS

3. What major discovery did Hawthorne uncover in his research? How did he come across this finding?

\*a. Hawthorne found that social factors played a large role in performance. Initially he was interested in how environmental factors affected worker performance. However, when he found that workers increased their performance while being observed, he found that it was a social, not environmental, factor that was in effect. It was also found that social norms in a group can affect performance.

Learning Objective: 1-6

Cognitive Domain: Comprehension

Answer location: Foundations of Teamwork

Question Type: ESS

4. Discuss how the change from routine to nonroutine work and shift to simpler organizational hierarchies have increased the importance of teamwork in organizations.

\*a. Nonroutine jobs have more complexity, interdependence, uncertainty, variety, and change than do routine jobs. These factors require multiple skills and perspectives that can come only from a team of workers. The shift to simpler organizational hierarchies means a reduction in layers of management, with teams being used to integrate and coordinate the various parts of an organization. Teams execute tasks better, learn faster, and change more easily than do traditional work structures, all characteristics required by the changing contemporary organization.

Learning Objective: 1-5

Cognitive Domain: Analysis

Answer location: Job Characteristics

Question Type: ESS

5. Discuss two current movements within psychology that impact the study of teams.

\*a. Two current movements within psychology that are affecting the study of teamwork are multiculturalism and diversity. Diversity research examines the variety of effects of the different types of diversity within teams. Because of communications technology, the study of transnational teams combines research on international diversity with the impacts of technology. The second movement is the rise of positive psychology, which is the study of people’s strengths and how to promote positive functioning. Many positive psychology factors relate to the study of teamwork, such as supportive personal relations, reflexivity and learning, empowerment, and appreciative inquiry. In addition, positive psychology provides an alternative perspective on the meaning of team success and how to achieve it.

Learning Objective: 1-7

Cognitive Domain: Comprehension

Answer location: Foundations of Teamwork

Question Type: ESS