**Chapter 12: Creativity**

**Multiple Choice**

1. Creativity is defined as:

a. something that is both novel and useful.

b. a process that uses divergent thinking.

c. a process that uses convergent thinking.

**\***d. all of the above are true.

Learning Objective: 12-1

Cognitive Domain: Knowledge

Answer Location: Creativity and Its Characteristics

Question Type: MC

2. People are more creative when:

a. they can work inside their own paradigms.

**\***b. they are intrinsically motivated.

c. their work is critically evaluated.

d. they have monetary performance rewards.

Learning Objective: 12-2

Cognitive Domain: Knowledge

Answer Location: Individual Creativity

Question Type: MC

3. \_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_ are the main reasons group interaction leads to less creativity than when individuals work alone.

\*a. Cognitive interference; social inhibition.

b. Extrinsic rewards; evaluation apprehension.

c. Social interference; internal paradigms.

d. Cognitive interference; evaluation apprehension.

Learning Objective: 12-3

Cognitive Domain: Knowledge

Answer Location: Problems with Group Creativity

Question Type: MC

4. Research on group creativity shows that:

a. groups are more creative than individuals.

b. groups generate more unique ideas than individuals.

c. individuals are more creative when working in the presence of others.

**\***d. highly creative teams are composed of members who are somewhat familiar with each other.

Learning Objective: 12-4

Cognitive Domain: Comprehension

Answer Location: Strengths of Group Creativity

Question Type: MC

5. The goal of brainstorming is to encourage creativity by:

**\***a. reducing criticisms of novel ideas.

b. developing social relationships in the group.

c. focusing ideas and reducing wild suggestions.

d. reducing the number of creative ideas that need to be evaluated.

Learning Objective: 12-7

Cognitive Domain: Comprehension

Answer Location: Brainstorming

Question Type: MC

6. Research on brainstorming shows:

a. it is the best way to enhance group creativity.

b. it is superior to individuals working alone.

\*c. it is not superior to individuals working alone.

d. traditional brainstorming is more effective than virtual brainstorming.

Learning Objective: 12-7

Cognitive Domain: Knowledge

Answer Location: Brainstorming

Question Type: MC

7. Which of the following are NOT findings from research on virtual brainstorming?

a. It is superior to traditional brainstorming.

b. Group size increases the number of ideas.

c. Anonymity encourages people to comment more on others’ ideas.

\*d. It is not possible to use brainstorming with virtual teams.

Learning Objective: 12-7

Cognitive Domain: Analysis

Answer Location: Brainstorming

Question Type: MC

8. From an organizational perspective, creativity:

a. is needed under situations of uncertainty.

\*b. is necessary to encourage innovation and change.

c. is fostered without organizational support.

d. involves little risk.

Learning Objective: 12-6

Cognitive Domain: Analysis

Answer Location: Organizational Environment and Creativity

Question Type: MC

9. Organizations can encourage creativity by:

a. using vague goals.

b. stimulating employees to work harder.

c. providing a bureaucratic job structure.

\*d. promoting collaborative generosity.

Learning Objective: 12-6

Cognitive Domain: Analysis

Answer Location: Organizational Environment and Creativity

Question Type: MC

10. A study (Farh, Lee, & Farh, 2010) of Chinese IT teams shows how \_\_\_\_\_\_\_ relates to the creativity of teams.

a. leadership

**\***b. conflict

c. intelligence

d. culture

Learning Objective: 12-4

Cognitive Domain: Knowledge

Answer Location: Strengths of Team Creativity

Question Type: MC

11. Which of the following factors would NOT enhance group creativity?

a. Conflict

\*b. Competition

c. Experience

d. Familiarity of team members

Learning Objective: 12-4

Cognitive Domain: Analysis

Answer Location: Strengths of Team Creativity

Question Type: MC

12. Why must organizations rely on team creativity?

\*a. Because problems they face are too complex for individual solution

b. Because teams are more creative than individuals

c. Because teams are more efficient

d. Because teams take more risks

Learning Objective: 12-6

Cognitive Domain: Comprehension

Answer Location: Organizational Environment and Creativity

Question Type: MC

13. Organizations that support the social aspects of creativity do all of the following EXCEPT they:

a. allow the open expression of ideas.

b. encourage risk taking.

\*c. encourage competition.

d. reflect confidence in employees.

Learning Objective: 12-6

Cognitive Domain: Analysis

Answer Location: Organizational Environment and Creativity

Question Type: MC

14. What approach combines the benefits of individual and group creativity?

a. Nominal group technique

b. Brainwriting

c. Brainstorming

\*d. a and b.

Learning Objective: 12-7

Cognitive Domain: Knowledge

Answer Location: Nominal Group Technique and Brainwriting

Question Type: MC

15. In the nominal group technique, individuals generate their ideas:

\*a. in writing.

b. only as a group.

c. virtually.

d. verbally.

Learning Objective: 12-7

Cognitive Domain: Knowledge

Answer Location: Nominal Group Technique and Brainwriting

Question Type: MC

16. Which of the following statements is FALSE about brainwriting?

a. Individuals generate their ideas in writing.

b. It is an effective alternative to traditional brainstorming.

c. It combines the benefits of individual and group creativity.

\*d. It cannot be conducted virtually.

Learning Objective: 12-7

Cognitive Domain: Knowledge

Answer Location: Nominal Group Technique and Brainwriting

Question Type: MC

17. Which of the following is an environmental factor that does NOT stimulate creativity?

a. Freedom

b. Encouragement

\*c. Competition

d. Challenge

Learning Objective: 12-6

Cognitive Domain: Knowledge

Answer Location: Organizational Environment and Creativity

Question Type: MC

18. What types of tasks do NOT generate creativity?

a. Challenging

b. Interesting

c. Important

\*d. Routine

Learning Objective: 12-6

Cognitive Domain: Knowledge

Answer Location: Organizational Environment and Creativity

Question Type: MC

19. Multiple voting is an approach to:

a. democraticize the group creativity process.

\*b. help select from many solutions generated by brainstorming.

c. generate as many ideas as possible.

d. generate high quality ideas.

Learning Objective: 12-7

Cognitive Domain: Comprehension

Answer Location: Selecting a Solution

Question Type: MC

20. Which of the following guidelines will help a virtual leader gain the advantages of virtual creativity?

\*a. Limit the influence of one idea on another

b. Ensure members are easily identified.

c. Choose members who share the same values.

d. Meet face-to-face.

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: Leading Virtual Teams: Virtual Creativity

Question Type: MC

**True/False**

1. Time pressures help increase group creativity.

a. True

\*b. False

Learning Objective: 12-3

Cognitive Domain: Comprehension

Answer Location: Multiple-Stage Creativity Approaches

Question Type: TF

1. Group brainstorming produces more creative ideas than individuals alone.

a. True

\*b. False

Learning Objective: 12-3

Cognitive Domain: Knowledge

Answer Location: Brainstorming

Question Type: TF

1. It is not possible to have virtual groups engage in creative tasks.

a. True

\*b. False

Learning Objective: 12-7

Cognitive Domain: Comprehension

Answer Location: Leading Virtual Teams: Virtual Creativity

Question Type: TF

1. Cognitive interference relates to anxiety about how others will evaluate one’s ideas.

a. True

\*b. False

Learning Objective: 12-2

Cognitive Domain: Knowledge

Answer Location: Problems with Group Creativity

Question Type: TF

1. The best-known and most widely used group creativity technique is brainwriting.

a. True

\*b. False

Learning Objective: 12-7

Cognitive Domain: Knowledge

Answer Location: Brainstorming

Question Type: TF

6. Conflict or dissent is positive for group creativity.

\*a. True

b. False

Learning Objective: 12-4

Cognitive Domain: Knowledge

Answer Location: Strengths of Team Creativity

Question Type: TF

7. Organizational climates that encourage risk-taking have more creativity.

\*a. True

b. False

Learning Objective: 12-7

Cognitive Domain: Comprehension

Answer Location: Organizational Environment and Creativity

Question Type: TF

8. Extrinsic rewards can hurt creativity.

\*a. True

b. False

Learning Objective: 12-2

Cognitive Domain: Knowledge

Answer Location: Individual Creativity

Question Type: TF

**Short Answer/Essay**

1. Why do groups have problems in developing creative ideas?

\*a. Groups may develop negative communication climates and interpersonal conflicts that discourage creativity. Conformity pressure and domineering members can also hurt creativity. Also, cognitive interference and social inhibition lead to less group creativity.

Learning Objective: 12-3

Cognitive Domain: Comprehension

Answer Location: Problems with Group Creativity

Question Type: ESS

2. What organizational factors improve groups’ abilities to be creative?

\*a. Freedom regarding work processes; supportive management; encouragement to be creative; recognition for being creative; cooperation and collaboration; time; challenging tasks; and effective motivation.

Learning Objective: 12-4 12-4

Cognitive Domain: Knowledge

Answer Location: Organizational Environment and Group

Question Type: ESS

3. Explain how teams can encourage creativity as an ongoing team process, and discuss how Pixar is a good example of ongoing team creativity.

\*a. To encourage creativity as an ongoing team process, teams need to have both constructive controversy and psychological safety. Constructive controversy supports creativity because it results in team members sharing a wider range of ideas, more closely analyzing ideas, and developing more original solutions. However, this only occurs when the team has sufficient psychological safety that creates an open learning climate for discussion and innovative thinking. In order for creativity to flourish, team members need to feel comfortable expressing their opinions as well as giving and receiving feedback from others. Pixar provides a good example of the ongoing team creative process. When animators and technologists start the development process for a new film, they do not plan the entire film at the beginning. Through group discussion, they identify creative ideas and the teams develop prototypes based on these ideas. These creative ideas come from the integration of art and technology. The teams meet regularly to analyze the prototypes and creatively develop ways to improve on them. Creativity is emphasized throughout the process of developing the film through these feedback interactions.

Learning Objective: 12-5

Cognitive Domain: Analysis

Answer Location: Creativity as an Ongoing Team Process

Question Type: ESS

4. Why is virtual brainstorming more effective than traditional brainstorming by groups?

\*a. In traditional brainstorming, people are forced to wait their turn which limits the quantity of ideas. Also, evaluation apprehension may exist which limits the openness of expressing ideas. In contrast, virtual brainstorming minimizes these problems of production blocking and evaluation apprehension as members can develop their own ideas and review others at their leisure. Furthermore, anonymity may be allowed so members do not withhold ideas in fear of evaluation by others.

Learning Objective: 12-7

Cognitive Domain: Comprehension

Answer Location: Brainstorming

Question Type: ESS