**Chapter 15: Virtual Teamwork**

**Multiple Choice**

1. A virtual team is any team mediated by all of the below EXCEPT:

\*a. synchronicity.

b. distance.

c. technology.

d. time.

Learning Objective: 15-2

Cognitive Domain: Knowledge

Answer location: Use of Communication Technologies

Question Type: MC

2. Which of the following is FALSE about virtual teams?

a. Virtuality is a matter of degree; there is a continuum from face-to-face to fully virtual teams.

b. Most virtual teams have some face-to-face contact.

c. About half of companies use virtual teams to some degree.

\*d. The impact of technology on teams does not depend on individual member differences.

Learning Objective: 15-2

Cognitive Domain: Comprehension

Answer location: Use of Communication Technologies

Question Type: MC

3. The secondary effects of a technology:

a. have less social impacts than the primary effects.

\*b. are the unanticipated social effects.

c. are the hidden resource costs of the technology.

d. are relatively easy to predict in advance.

Learning Objective: 15-1

Cognitive Domain: Knowledge

Answer location: Use of Communication Technologies

Question Type: MC

4. Which of the following is a secondary effect of communication technologies on organizations?

a. Work design

b. Organizational design

\*c. Social relations

d. Communication patterns

Learning Objective: 15-1

Cognitive Domain: Knowledge

Answer location: Use of Communication Technologies

Question Type: MC

5. Which of the following is NOT a way for technology to support teamwork?

\*a. Helps teams resolve conflicts

b. Helps team members communicate both internally and externally

c. Helps teams process information

\*d. Gathers and presents information

Learning Objective: 15-2

Cognitive Domain: Application

Answer location: Communication Technologies and Teams

Question Type: MC

6. The various types of meetings created by communication technology vary in terms of:

a. time and distance.

\*b. time and place.

c. place and structure.

d. structure and cost.

Learning Objective: 15-2

Cognitive Domain: Knowledge

Answer location: Communication Technologies and Teams

Question Type: MC

7. A videoconference is an example of a \_\_\_\_\_\_ type of meeting.

a. STSP

\*b. STDP

c. DTSP

d. DTDP

Learning Objective: 15-2

Cognitive Domain: Knowledge

Answer location: Communication Technologies and Teams

Question Type: MC

8. For teams whose members work from home, it is best to use \_\_\_\_ meetings.

a. STSP

b. STDP

\*c. DTSP

d. DTDP

Learning Objective: 15-2

Cognitive Domain: Application

Answer location: Communication Technologies and Teams

Question Type: MC

9. Axley (1996) uses the following four criteria for evaluating communication methods:

\*a. speed, reach, interactivity, and richness.

b. reach, interactivity, richness, and social presence.

c. speed, interactivity, richness, and ability to document messages.

d. reach, richness, social presence, and ability to document messages.

Learning Objective: 15-3

Cognitive Domain: Knowledge

Answer location: Characteristics of Communication Technologies

Question Type: MC

10. The level of uncertainty in the task increases the importance of \_\_\_\_\_\_\_\_ in the communication method.

a. speed

b. reach

\*c. richness

d. ability to document messages

Learning Objective: 15-3

Cognitive Domain: Analysis

Answer location: Characteristics of Communication Technologies

Question Type: MC

11. Research on student groups shows that \_\_\_\_\_ are reduced in virtual groups.

\*a. status differences

b. stress levels

c. performance levels

d. all of the above

Learning Objective: 15-4

Cognitive Domain: Knowledge

Answer location: Status Differences

Question Type: MC

12. Members of virtual groups are more anonymous, which leads to \_\_\_\_\_, a loss of self-awareness and evaluation apprehension.

a. polarization

b. conformity

c. social loafing

\*d. deindividuation

Learning Objective: 15-4

Cognitive Domain: Knowledge

Answer location: Anonymity

Question Type: MC

13. In a laboratory study, recipients of an email message that contained grammatical errors assumed the sender lacked:

a. sociability.

\*b. conscientiousness.

c. trustworthiness.

d. agreeableness.

Learning Objective: 15-4

Cognitive Domain: Knowledge

Answer location: Miscommunication

Question Type: MC

14. The use of electronic communications technology tends to:

a. increase the importance of status differences among communicators.

b. reduce the need to establish communication norms.

\*c. reduce conformity pressure in group decisions.

d. decrease the sense of participation in an organization.

Learning Objective: 15-4

Cognitive Domain: Comprehension

Answer location: Anonymity

Question Type: MC

15. Compared to face-to-face teams, virtual teams tend to:

a. have much higher productivity.

\*b. have poorer social relations.

c. be easily distracted from the task.

d. have less equal participation in decision making.

Learning Objective: 15-6

Cognitive Domain: Analysis

Answer Location: Challenge of Virtual Teams

Question Type: TF

16. Disadvantages of the virtual team to individual members include all of the following EXCEPT:

\*a. decreased performance.

b. increased miscommunication.

c. increased conflict.

d. isolation.

Learning Objective: 15-6

Cognitive Domain: Comprehension

Answer Location: Task Performance in Virtual Teams

Question Type: TF

17. When members and teams are\_\_\_\_\_\_\_\_\_\_\_\_\_, overall performance of virtual teams as compared to face-to-face teams tends to be similar.

a. new

b. stressed

c. cohesive

\*d. experienced

Learning Objective: 15-6

Cognitive Domain: Comprehension

Answer Location: Task Performance in Virtual Teams

Question Type: TF

18. Which of the following tasks is NOT suited for virtual teams?

\*a. Negotiation

b. Problem solving

c. Brainstorming

d. Information gathering

Learning Objective: 15-7

Cognitive Domain: Knowledge

Answer Location: Task Performance in Virtual Teams

Question Type: TF

19. During decision making, virtual teams, as compared to face-to-face teams, are more likely to:

a. focus on emotions of members.

b. focus on social characteristics of group members.

c. be distracted by irrelevant social information.

\*d. share unique information.

Learning Objective: 15-7

Cognitive Domain: Knowledge

Answer Location: Decision Making

Question Type: TF

20. When selecting a new type of communication technology, it is important to remember that:

a. the more powerful (rich) technology is usually the best.

b. one type of communication technology should be used in all parts of the organization.

\*c. the right communication technology depends on the situational context.

d. most new communication technologies are easily adopted by users.

Learning Objective: 15-7

Cognitive Domain: Comprehension

Answer location: Factors to Consider When Selecting Technology

Question Type: TF

**True/False**

1. A team may be considered virtual only if it never meets face-to-face.

a. True

\*b. False

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: Use of Communication Technologies

Question Type: TF

2. The availability of technology really means face-to-face meetings are no longer necessary or important.

a. True

\*b. False

Learning Objective:

Cognitive Domain: Comprehension

Answer Location: Use of Communication Technologies

Question Type: TF

The two major challenges facing virtual teams are dealing with communications problems and resistance to technology.

a. True

\*b. False

Learning Objective: 15-8

Cognitive Domain: Knowledge

Answer Location: Challenges of Virtual Teams

Question Type: TF

3. Since team members are dispersed, there is no need for leadership on virtual teams.

a. True

\*b. False

Learning Objective: 15-8

Cognitive Domain: Comprehension

Answer Location: Team Building in Virtual Teams

Question Type: TF

4. Videoconferencing, because of its richness, is very useful for all tasks.

a. True

\*b. False

Learning Objective: 15-7

Cognitive Domain: Knowledge

Answer Location: Challenge of Virtual Teams

Question Type: TF

5. Richness in the communications technology is important for uncertain tasks.

\*a. True

b. False

Learning Objective: 15-7

Cognitive Domain: Comprehension

Answer Location: Characteristics of Communication Technologies

Question Type: TF

6. Virtual teams perform better at negotiation tasks than do face-to-face teams.

a. True

\*b. False

Learning Objective: 15-7

Cognitive Domain: Comprehension

Answer Location: Characteristics of Communication Technologies

Question Type: TF

7. One of the major advantages of virtual teams is the anonymity offered to members, which decreases conformity and evaluation apprehension, thereby increasing openness of ideas.

\*a. True

b. False

Learning Objective: 15-4

Cognitive Domain: Comprehension

Answer Location: Anonymity

Question Type: TF

8. Research suggests that virtual teams often outperform face-to-face teams.

a. True

\*b. False

Learning Objective: 15-6

Cognitive Domain: Knowledge

Answer Location: Task Performance in Virtual Teams

Question Type: TF

9. One of the most consistent findings regarding the differences in decision making between virtual and face-to-face teams is that more unique information is shared in virtual teams.

\*a. True

b. False

Learning Objective: 15-6

Cognitive Domain: Knowledge

Answer Location: Decision Making

Question Type: TF

**Short Answer/Essay**

1. In what four ways can communication and collaboration technologies be used to support team work?

\*a. Communication and collaboration technologies can: (1) gather and present information; (2) help team members communicate both internally and externally; (3) help teams process information; and (4) be used to structure group processes.

Learning Objective: 15-2

Cognitive Domain: Application

Answer Location: Communication Technologies and Teams

Question Type: ESS

2. What are the main characteristics used to analyze communication technologies?

\*a, Speed, reach, interactivity, and cue variety (richness), social presence, and ability to document the message.

Learning Objective: 15-3

Cognitive Domain: Knowledge

Answer Location: Characteristics of Communication Technologies

Question Type: ESS

3. Explain how communication technologies affect status, anonymity, and miscommunication and the implications this has for a team.

\*a. Communication technologies may democratize members, but not in all cases. This is seen in research on student groups but not in existing teams with established hierarchies. Communication technologies certainly enhance anonymity of group members, which could be positive as this decreases conformity. However, virtual teams are more likely to experience miscommunication and as a result, experience conflict.

Learning Objective: 15-4

Cognitive Domain: Comprehension

Answer Location: Communication Impacts

Question Type: ESS

4. On which tasks are virtual teams more/less successful than face-to-face teams?

\*a. Virtual teams are more successful on idea generation and problem-solving tasks in which the team must organize information to find the correct answers. A prime example is brainstorming. However, they do not perform as well on decision making and negotiation tasks in which the goal is to reach consensus.

Learning Objective: 15-6

Cognitive Domain: Analysis

Answer Location: Task Performance in Virtual Teams

Question Type: ESS

5. Briefly discuss the future of virtual teams.

\*a. The future of virtual teams may involve new technologies (e.g., virtual reality environments). Certainly, the next generation of workers will be more comfortable with virtual teams, as they have grown up with technology.

Learning Objective: 15-9

Cognitive Domain: Knowledge

Answer Location: Future of Virtual Teams

Question Type: ESS