

Griffith
and
Dunham, Instructor
Working Resource
in Teams

1. Which of the following is true concerning roles?

- *a. A given role can change the role carrier's behavior
- b. Roles are formally given and defined
- c. Roles are primarily task-oriented
- d. Roles are focused on group success

2. It's almost the end of the semester and Ariel's team is putting the final touches on its project. Throughout the semester, they have shown a strong sense of team identity by wearing matching team t-shirts to each meeting, recognizing small victories, and giving each member an important role in the group. These are all demonstrations of what?

- a. A task focused leader
- b. Strong team coaching
- *c. A strong team culture
- d. Weak collective efficacy

3. What was the major finding of the Stanford Prison Experiment?

- a. Strong arm management is ineffective in most team situations.
- b. Corporate America can learn a great deal from the team structure of prison work groups.
- c. Culture predicts action
- *d. Roles expectations have a strong influence on role outcomes.

4. Which of the following are not important in establishing a team or group culture?

- a. Myths, folklore, or stories
- b. Company logos and team names
- c. Rituals and ceremonies
- *d. Roles and responsibilities

5. Social Identity Theory has two major components. First, it explains how we categorize various groups of people. What is the second major component of the theory?

- *a. It explains how we become integrated into specific groups.
- b. It explains why we experience dissonance in various groups.

- c. It explains how we develop interpersonal skills by observing other.
- d. It explains why some people choose not to affiliate with various groups.

6. James has an overly optimistic view of his own fraternity and is very critical and demeaning towards other fraternities. What is he most likely experiencing?

- a. Dismissive attribution
- *b. Ingroup/outgroup bias
- c. Misallocation attributes
- d. Ego-centric tendencies

7. What of the following is not an example of team culture?

- a. A team member wears a pair of slacks and a collared shirt to work
- b. Team members talk about a former employee in the break room
- c. The layout of offices
- *d. None of the above

8. What is one of the negative consequences of a strong team culture that produces a lot of member cohesion?

- a. Task confusion
- b. Passive aggressive conflict
- *c. Groupthink
- d. Disempowered leadership

9. Ingroup/outgroup bias is a possible consequence of:

- a. Large team sizes
- b. Cross-functional teams
- *c. Strong team culture
- d. Diverse teams

10. Sara's study group has decided to divide up business cases and present them to each other to prepare for an upcoming exam. She wasn't able to make it to the planning meeting and doesn't have strong opinions about the best way to prepare but told her teammates that she is willing to do whatever they want her to do. Sara's level of commitment is:

- a. Committed
- *b. Compliant
- c. Resistant
- d. Disengaged

11. What type of commitment best describes a team member who does not agree with most of the group's norms, roles, and decisions and voices his or her opinion often?

- a. Compliant
- b. Disengaged
- *c. Resistant
- d. None of the above

12. Dan and his team are creating a marketing campaign for a student organization. Some of the members are working on a video while others are designing a brochure. A third group is creating a social media webpage. All three groups work independently but have the same deadline to complete their work. What type of interdependence is taking place on this team?

- a. Reciprocal
- *b. Pooled
- c. Sequential
- d. Descriptive

13. Ted works at a local soup kitchen on the weekends. Each of the patrons comes in, and Ted's job is to spoon chili into each patron's bowl before they move on to one of the other volunteers to receive the rest of their meal. The soup kitchen is an example of:

- a. Reciprocal interdependence
- b. Pooled interdependence
- *c. Sequential interdependence
- d. Descriptive interdependence

14. Team design begins with:

- a. Finding a diverse set of skilled team members
- b. Finding a problem
- c. Reducing task complexity
- *d. Understanding a problem

15. Which is not one of the characteristics of ideal team members?

- a. Task related competency
- *b. Highly educated
- c. Self-motivated and hard working
- d. Strong interpersonal skills

16. BioCorp, a local pharmaceutical company, has been losing market share and needs to create a strategic plan for growth so the CEO convened a team with directors from each department in the company to

address this issue. Due to the ambiguity of the assignment, many team members did not understand exactly what was being asked of them. According to the textbook, which important step in the launch of a new group did not happen?

- a. Delegating roles and tasks
- *b. Establishing a vision and purpose
- c. Choosing a deviant
- d. Executing a plan

17. Which of the following is one of the five specific areas associated with participation in groups, as defined by Stevens and Campion (1999)?

- *a. Communication
- b. Emotional Intelligence
- c. Intrinsic Motivation
- d. Interpersonal Skills

18. All of the following increase task complexity except:

- a. The number of alternatives available in reaching the desired outcome
- b. Task unfamiliarity
- *c. The number of members on the team
- d. The number of subordinate tasks to be defined and coordinated

19. The ideal group size is approximately _____ members.

- *a. 4-8
- b. 5-10
- c. 6-12
- d. Impossible to determine an ideal size

20. Which of the following is a useful and practical strategy for a leader to use in a group's first meeting?

- *a. Introduce members instead of allowing members to introduce themselves, so that individual members will not attempt to promote themselves to the team
- b. Recognize and discuss implicit norms
- c. Prepare a statement to convey a shared vision
- d. Have each member sign an agreement of commitment to the group's goals and members

21. The Discussion Facilitator keeps the group on task and focuses on practical details.

- a. True
- *b. False

22. Once roles are solidified, teams benefit is individual members do not take on other roles and so create conflict by usurping other roles.

- a. True
- *b. False

23. A role can change the behavior of the role carrier.

- *a. True
- b. False

24. Ingroup/Outgroup bias occurs when individuals consider their group better than other groups.

- *a. True
- b. False

25. Tasks become less complex the more alternatives there are to solve the problem.

- a. True
- *b. False

26. Team design can be imposed from an external source, or it can emerge organically from within the team itself.

- *a. True
- b. False

27. Team with structures defined by larger organizations are often more efficient.

- *a. True
- b. False

28. Relationship roles do not work for the ultimate goal of the group because they will usually result in the creation of division and faction within the group.

- a. True
- *b. False

29. Task complexity generally decreases as more subordinate tasks are defined and coordinated.

- a. True
- *b. False

30. Pooled interdependence involves bringing in a diverse group of people, often across divisions or departments, to accomplish a task or finish a product.

- a. True
- *b. False

31. What is task complexity and how does it affect team design? What factors contribute to making a task complex? Give an example.

Correct Answer:
Varies

32. Leaders consistently report that level of commitment among members is the greatest challenge of working in teams. What are the various types of group commitment, and how does each affect team dynamics?

Correct Answer:
Varies

33. Describe the differences between task roles, relationship roles, and individual roles. How do relationship roles and task roles contribute to successful teams? What specific roles (i.e. task manager, advocate, etc.) do you think are the most essential to have represented in a team and why?

Correct Answer:
Varies

34. You are a team leader, and you are about to have your first group meeting. What are the top ideas and priorities for this meeting? Be thorough.

Correct Answer:
Varies