

Chapter 7

1) Temporarily organized groups that are formed to achieve particular goals or solve particular problems are called

- A) task forces.
- B) work groups.
- C) self-managed teams.
- D) informal groups.
- E) committees.

Answer: A

Page Ref: 226

Skill: Recall

2) According to behavioural scientists,

- A) groups have at least five members.
- B) group members must interact face-to-face.
- C) group members have a common goal and interact with each other.
- D) members of larger groups tend to report higher levels of satisfaction.
- E) informal groups are shown on organizational charts.

Answer: C

Page Ref: 226

Skill: Recall

3) As a group size increases

- A) members become less inhibited about participating in group activities.
- B) the group becomes more socially elaborate.
- C) members become more satisfied with group membership.
- D) performance on conjunctive tasks improves.
- E) the group consistently performs better.

Answer: B

Page Ref: 230

Skill: Applied

4) Identify the proper sequence of group development activities.

- A) Forming, storming, norming, performing, adjourning.
- B) Norming, forming, storming, performing, adjourning.
- C) Storming, forming, norming, performing, adjourning.
- D) Forming, norming, storming, performing, adjourning.
- E) Forming, storming, performing, norming, adjourning.

Answer: A

Page Ref: 227

Skill: Recall

5) During which stage of group development is conflict likely to develop?

- A) Performing
- B) Forming
- C) Norming
- D) Adjourning
- E) Storming

Answer: E

Page Ref: 227

Skill: Recall

6) Which of the following equations is accurate?

- A) $\text{Process losses} = \text{potential performance} + \text{actual performance}$
- B) $\text{Potential performance} = \text{actual performance} + \text{process losses}$
- C) $\text{Potential performance} = \text{actual performance} - \text{process losses}$
- D) $\text{Actual performance} = \text{potential performance} - \text{process losses}$
- E) $\text{Process performance} = \text{actual performance} - \text{process losses}$

Answer: D

Page Ref: 230

Skill: Recall

7) A group performing a disjunctive task will perform at the level of

- A) the relative process loss.
- B) its worst member.
- C) the average performance of all its members.
- D) the member who is most friendly to other members.
- E) its best member.

Answer: E

Page Ref: 230

Skill: Recall

8) One reason for members reporting less satisfaction in larger groups is

- A) people are less inhibited about participating in larger groups.
- B) they have more time to develop friendships with other group members.
- C) conflict and dissension are less likely in larger groups.
- D) opportunities for participation increase in larger groups.
- E) individual members can identify less easily with the success of the group.

Answer: E

Page Ref: 230

Skill: Recall

9) Which of the following is a primary feature of virtual teams?

- A) Diversity of members.
- B) Small group size.
- C) Team member stability.
- D) Superordinate goals.
- E) Lack of face-to-face contact.

Answer: E

Page Ref: 249

Skill: Recall

- 10) A manager recommends an employee for a promotion because the employee stood up for the manager during a leadership crisis. Which reward allocation norm led the superior to recommend this employee for promotion?
- A) Social responsibility
 - B) Reciprocity
 - C) Equity
 - D) Equality
 - E) Performance

Answer: B

Page Ref: 233

Skill: Applied

- 11) On which task is the presence of only one poor performer most likely to damage group performance?
- A) Additive
 - B) Disjunctive
 - C) Conjunctive
 - D) Reflexive
 - E) Complexive

Answer: C

Page Ref: 230

Skill: Recall

- 12) A television news team consists of a reporter, a camera operator, and a sound technician. Their job is to get good news reports to the station in time to make the evening news. A bad story, a bad picture, or bad sound means they have failed. This is a(n) _____ task.
- A) complexive
 - B) additive
 - C) reflexive
 - D) disjunctive
 - E) conjunctive

Answer: E

Page Ref: 230

Skill: Applied

- 13) Which of the following statements is most indicative of a process loss?
- A) Carly was clearly the star of the group and they could not have completed the project on time without her participation.
 - B) As the task force got bigger, it encountered more coordination problems.
 - C) Nan experienced role conflict when her boss told her to do something that she felt was unethical.
 - D) Bill forgot how to program FORTRAN computer language because he hadn't used it in ten years.
 - E) Zeke worked harder when his colleagues were present than when he was alone.

Answer: B

Page Ref: 230

Skill: Applied

- 14) The relationship between group size and group _____ is particularly complex and highly contingent upon the task being performed.
- A) member satisfaction
 - B) cohesiveness
 - C) performance
 - D) norms
 - E) member participation

Answer: C

Page Ref: 230

Skill: Recall

- 15) Which of the following is an example of process loss?
- A) The source of the quality problems could have originated in any one of three separate departments.
 - B) After they failed to land the big contract, the status of the sales staff decreased.
 - C) Because the group was so large, communication became a problem.
 - D) After losing the game, the team was much less cohesive.
 - E) No one in the group could remember how to work the video machine.

Answer: C

Page Ref: 230

Skill: Applied

- 16) As a group performing an additive task gets bigger
- A) potential group productivity decreases.
 - B) process losses decrease.
 - C) the average productivity per member decreases.
 - D) group cohesiveness should increase.
 - E) the performance of the best member becomes more critical to group success.

Answer: C

Page Ref: 230

Skill: Applied

- 17) Which of the following is an additive task for a group?
- A) Looking for a single error in a complicated computer program.
 - B) Passing water buckets along a human chain.
 - C) Picking grapes at harvest.
 - D) Working in a self-managed group.
 - E) Writing a short story.

Answer: C

Page Ref: 230

Skill: Applied

- 18) Diverse groups tend to develop more _____ than less diverse groups.
- A) poorly
 - B) loyalty norms
 - C) quickly
 - D) slowly
 - E) roles

Answer: D

Page Ref: 231

Skill: Recall

19) Tasks that depend on the performance of the best group member's performance are

- A) disjunctive.
- B) conjunctive.
- C) complexive.
- D) injunctive.
- E) reflexive.

Answer: A

Page Ref: 230

Skill: Recall

20) Which of the following is an example of a process loss?

- A) reduced status
- B) performance norm
- C) loyalty norm
- D) social loafing
- E) disjunctive task

Answer: D

Page Ref: 241

Skill: Applied

21) The group had trouble coordinating its efforts because it was so big. This is an example of

- A) a conjunctive task.
- B) punctuated equilibrium.
- C) a process loss.
- D) role ambiguity.
- E) social loafing.

Answer: C

Page Ref: 230

Skill: Applied

22) In the punctuated equilibrium model of group development, a critical point occurs

- A) when the group enters the storming stage.
- B) toward the end of Phase 2.
- C) at the midpoint of the group's allotted time until deadline.
- D) at the midpoint of the volume of work that has to be accomplished.
- E) at the middle of Phase 1.

Answer: C

Page Ref: 228

Skill: Recall

23) In the punctuated equilibrium model of group development, the midpoint transition occurs

- A) at the beginning of Phase 1.
- B) as the group enters the storming stage.
- C) at the end of Phase 2.
- D) when half the group's work is done.
- E) when half the group's time is elapsed.

Answer: E

Page Ref: 228

Skill: Recall

24) In the stage model of group development, conflict is a particular problem

- A) in the stage after norming.
- B) in the forming stage.
- C) in the stage before norming.
- D) in the performing stage.
- E) in the adjourning stage.

Answer: C

Page Ref: 228

Skill: Recall

25) Lisa is a very religious person whose boss tells her to offer an illegal bribe to a government official to obtain a lucrative contract. What kind of role conflict is she experiencing?

- A) Interrole
- B) Intersender
- C) Intrasender
- D) Person-role
- E) Role ambiguity

Answer: D

Page Ref: 235

Skill: Applied

26) Darlene is a physician who is employed as the director of research for a large drug company. She often worries that her actions as a manager could possibly violate the physicians' code of professional conduct. This is most clearly an example of _____ conflict.

- A) intersender
- B) interrole
- C) intrasender
- D) role ambiguity
- E) person-role

Answer: B

Page Ref: 235

Skill: Applied

27) Who is experiencing interrole conflict?

- A) The plant manager debated in his mind whether he should open the valve and risk polluting the environment.
- B) Jack is vice-president of sales and marketing.
- C) The head of engineering told Jan to do one thing and the head of design told her to do the opposite.
- D) Michael's boss told him to relax as he handed him another report to finish by the end of the day.
- E) The straw boss on the construction job was unsure if he was a worker or a supervisor.

Answer: E

Page Ref: 235

Skill: Applied

28) The members of a work group are paid a group bonus according to the productivity of the group. Because of this, each member expects the other to perform at the highest level. This expectation is an example of which aspect of group structure?

- A) A role
- B) A norm
- C) Cohesiveness
- D) Status
- E) A disjunctive task

Answer: B

Page Ref: 232

Skill: Applied

29) Which of the following statements about norms is true?

- A) Norms are generally unrelated to attitudes.
- B) Roles are made up of "packages" of norms.
- C) Norms cannot be targeted at a specific individual.
- D) A person can have his or her own private, personal norm.
- E) Norms are not an aspect of group structure.

Answer: B

Page Ref: 232

Skill: Applied

30) The workforce petitioned management to be paid on an individual piece rate basis. Which reward allocation norm do the workers favour?

- A) Loyalty
- B) Social responsibility
- C) Equality
- D) Reciprocity
- E) Equity

Answer: E

Page Ref: 233

Skill: Applied

31) The boss who constantly changes his mind can cause uncertainty for an employee. To put this another way,

- A) role ambiguity can cause interrole conflict.
- B) role ambiguity can cause intersender role conflict.
- C) intersender role conflict can cause interrole conflict.
- D) intrasender role conflict can cause role ambiguity.
- E) person-role conflict can cause role ambiguity.

Answer: D

Page Ref: 235

Skill: Applied

32) Which aspect of group structure most closely reflects the way members evaluate each other?

- A) Roles
- B) Diversity
- C) Norms
- D) Status
- E) Size

Answer: D

Page Ref: 236

Skill: Recall

33) Higher status group members _____ than lower status members.

- A) have more influence
- B) communicate more
- C) are addressed more frequently
- D) participate more
- E) all of the above

Answer: E

Page Ref: 236

Skill: Recall

34) Which of the following statements about status and communication is true?

- A) Most people like to communicate with others at their own status or lower.
- B) People can be inhibited from communicating upward if status differences are large.
- C) Communication has a tendency to move down the status hierarchy.
- D) Lower-status members do more talking.
- E) Status has very little relation to communication in organizations.

Answer: B

Page Ref: 236

Skill: Recall

35) Janice thought that her summer job as a municipal garbage collector would be easy. Unfortunately, her supervisor tells her to do one thing one day and the exact opposite the next day. Janice's role ambiguity

- A) is inherent in the job she performs.
- B) stems from a role sender.
- C) is a function of person-role conflict.
- D) is a function of intersender role conflict.
- E) stems from the social facilitation effect.

Answer: B

Page Ref: 235

Skill: Applied

36) Which of the following statements about status is true?

- A) All organizations have both formal and informal status systems.
- B) In organizations, status symbols are more a part of the informal status system than the formal status system.
- C) In most organizations, formal and informal status systems are equivalent.
- D) Most organizations try not to tie status symbols to assigned roles.
- E) Informal status in the organization is more likely than formal status to carry over into the community.

Answer: A

Page Ref: 236

Skill: Recall

37) Which of the following statements is true?

- A) Equity norms allocate rewards equally to everyone in the group.
- B) People with similar attitudes are less likely to form a group than those with different attitudes.
- C) The "class clown" fills an emergent role in his or her school.
- D) A group has at least three members.
- E) Moving a heavy crate is a disjunctive task.

Answer: C

Page Ref: 233

Skill: Applied

38) Positions in a group that have attached to them a set of expected behaviours are called

- A) norms.
- B) roles.
- C) status symbols.
- D) conjunctive tasks.
- E) attributes.

Answer: B

Page Ref: 233

Skill: Recall

39) Robin is a member of a task force that may do away with her own department. Robin is most obviously experiencing

- A) person-role conflict.
- B) intrasender role conflict.
- C) interrole conflict.
- D) intersender role conflict.
- E) role ambiguity.

Answer: C

Page Ref: 235

Skill: Applied

40) Which of the following types of role conflict is most likely to provoke role ambiguity?

- A) Interrole conflict
- B) Intrasender role conflict
- C) Status-role conflict
- D) Intersender role conflict
- E) Person-role conflict

Answer: B

Page Ref: 235

Skill: Recall

41) The first-line supervisor who serves as the interface between "management" and "the workers" is most likely to experience _____ role conflict when labour relations are poor.

- A) intersender
- B) boundary
- C) status
- D) intrasender
- E) person-role

Answer: A

Page Ref: 235

Skill: Applied

42) Which of the following factors is most influential in achieving formal organizational status?

- A) Assigned role in the organization
- B) Nationality and religion
- C) Ability to perform disjunctive tasks
- D) Age
- E) Loyalty norms

Answer: A

Page Ref: 236

Skill: Recall

43) The task force is large, successful, and experiencing moderate threat. Which factor would most likely prevent the task force from being cohesive?

- A) The threat
- B) Its tough initiation procedures
- C) Its homogeneous makeup
- D) Its success
- E) Its size

Answer: E

Page Ref: 239

Skill: Applied

44) Highly cohesive work groups almost always

- A) accomplish their own goals effectively.
- B) produce more than less cohesive groups.
- C) accomplish the goals of the organization effectively.
- D) produce less than less cohesive groups.
- E) have high levels of turnover.

Answer: A

Page Ref: 240

Skill: Recall

45) Which factor is least likely to promote group cohesiveness?

- A) Small group size
- B) Losing a contest
- C) Competing in a contest
- D) Experiencing a tough initiation into the group
- E) Winning a contest

Answer: B

Page Ref: 238

Skill: Applied

46) Highly cohesive groups tend to be _____ than less cohesive groups.

- A) larger
- B) more or less productive
- C) more conflict-ridden
- D) less productive
- E) more productive

Answer: B

Page Ref: 240

Skill: Recall

47) Which of the following statements concerning group cohesiveness is false?

- A) Smaller groups generally have a more difficult time becoming and staying cohesive.
- B) Under extreme threat or loss of a contest, group cohesiveness is likely to suffer.
- C) Groups that are tough to get into should be more attractive than those that are easy to join.
- D) Voluntary turnover from highly cohesive groups should be low.
- E) A group becomes more attractive to its members when it has successfully accomplished some important goal.

Answer: A

Page Ref: 239

Skill: Applied

48) Organizations that allocate rewards to those who truly need the rewards have adopted a reward system that is based on a(n) _____ norm.

- A) loyalty
- B) social responsibility
- C) reciprocity
- D) equity
- E) equality

Answer: B

Page Ref: 233

Skill: Recall

49) Social loafing is an example of

- A) punctuated equilibrium.
- B) a disjunctive task
- C) role ambiguity.
- D) a process loss.
- E) role conflict.

Answer: D

Page Ref: 241

Skill: Applied

50) Conventional specialized _____ usually disappear when effective self-managed teams are used by organizations.

- A) tasks
- B) aspirations
- C) roles
- D) values
- E) norms

Answer: C

Page Ref: 244

Skill: Recall

51) A successful self-managed work team would probably not be

- A) high in expertise.
- B) high in social skills.
- C) performing an interesting task.
- D) extremely large.
- E) highly cohesive.

Answer: D

Page Ref: 244

Skill: Recall

52) Which factor is most important in leading to the success of a self-managed work team?

- A) Large size
- B) An interesting task
- C) Great similarity of members
- D) Extra pay
- E) Great diversity of members

Answer: B

Page Ref: 243

Skill: Applied

53) Self-managed work groups typically

- A) are used only for white-collar work.
- B) suffer from the free rider effect.
- C) have highly specialized, carefully defined roles within the group.
- D) must have stable membership to be effective.
- E) perform best when assigned to very routine tasks.

Answer: D

Page Ref: 244

Skill: Applied

54) What kind of tasks are most appropriate for self-managed work groups?

- A) Conjunctive
- B) Blue-collar
- C) Complex and challenging
- D) Routine and boring
- E) White-collar

Answer: C

Page Ref: 243

Skill: Recall

55) All relevant specialties should be included when designing

- A) virtual teams.
- B) self-managed teams.
- C) cross-functional teams.
- D) task forces.
- E) any kind of team.

Answer: C

Page Ref: 249

Skill: Recall

56) The technologies used by virtual teams tend to be

- A) asynchronous ones.
- B) synchronous ones.
- C) chat and groupware.
- D) email, faxes, and voice mail.
- E) either asynchronous or synchronous ones.

Answer: E

Page Ref: 249

Skill: Recall

57) Virtual teams are

- A) groups that use technology to communicate and collaborate across time, space, and organizational boundaries.
- B) groups of individuals who are always available when the organization needs to form a team.
- C) groups that use technology to accomplish their tasks and communicate with other groups in the organization.
- D) groups of people who have expertise in technology and are always available when needed to complete a task.
- E) groups that exist throughout an organization and include customers and suppliers.

Answer: A

Page Ref: 249

Skill: Recall

58) Which of the following is the most accurate statement about virtual teams?

- A) Although they were once a dream, it now appears that they will never deliver the benefits that many had hoped for.
- B) Although they were once a dream, they are now being used by a small and select group of companies.
- C) Although they still remain a dream, some companies plan to begin using them in the next five to ten years.
- D) Although they still remain a dream, some companies are now experimenting with them.
- E) Although they were once a dream, they are now spreading and are used by numerous companies.

Answer: E

Page Ref: 249

Skill: Recall

59) Which one of the following is not an advantage of virtual teams?

- A) Reduced travel time.
- B) Trust.
- C) Around-the-clock work.
- D) Larger talent pool.
- E) Reduced cost.

Answer: B

Page Ref: 249

Skill: Recall

60) Research on virtual teams has found that they reduced instances of

- A) discrimination.
- B) personality conflicts.
- C) stereotyping.
- D) the formation of cliques.
- E) All of the above.

Answer: E

Page Ref: 251

Skill: Recall

61) A major disadvantage of virtual teams is that they increase

- A) personality conflicts.
- B) instances of discrimination.
- C) miscommunication.
- D) stereotyping.
- E) the formation of cliques.

Answer: C

Page Ref: 251

Skill: Recall

62) Work groups that bring people with different functional specialties together to better invent, design, or deliver a product or service are called

- A) virtual teams.
- B) task forces.
- C) self-managed teams.
- D) cross-functional teams.
- E) formal teams.

Answer: D

Page Ref: 247

Skill: Recall

63) What does Rubbermaid, Thermos, Ford, and Rolls-Royce have in common?

- A) They have all used task forces.
- B) They have all used self-managed teams.
- C) They have all used virtual teams.
- D) They have all had bad experiences with teams.
- E) They have all used cross-functional teams.

Answer: E

Page Ref: 247

Skill: Recall

64) Superordinate goals are an important factor that contribute to the effectiveness of

- A) informal groups.
- B) virtual teams.
- C) cohesive groups.
- D) cross-functional teams.
- E) self-managed teams.

Answer: D

Page Ref: 249

Skill: Recall

- 65) What is the most important function of norms?
- A) to provide regularity and predictability of behaviour
 - B) to prevent social loafing
 - C) to increase group cohesiveness
 - D) to prevent intersender role conflict
 - E) to prevent interrole conflict

Answer: A

Page Ref: 232

Skill: Recall

- 66) Connie Gersick's research resulted in which of the following?
- A) model of group cohesiveness
 - B) punctuated equilibrium model
 - C) typical stages of group development
 - D) model of factors that influence work group effectiveness
 - E) model of the role assumption process

Answer: B

Page Ref: 228

Skill: Recall

- 67) What did Connie Gersick study to learn about the development of groups?
- A) workers at Federal Express improving billing accuracy and reducing lost packages
 - B) student groups doing class projects
 - C) teams at Rubbermaid that invent and design innovative household products
 - D) a team at Thermos that invented an ecologically friendly electric barbecue grill
 - E) sales teams at UPS that sell and deliver products and services

Answer: B

Page Ref: 228

Skill: Recall

- 68) You have been assigned a group project in your organizational behaviour course. You have six weeks to complete it. When will the midpoint transition occur?
- A) at about three weeks
 - B) at about five weeks
 - C) at about one week
 - D) at about two weeks
 - E) at about four weeks

Answer: A

Page Ref: 228

Skill: Applied

- 69) Diverse groups are least likely to perform better when
- A) the task is routine
 - B) the task is creativity-demanding
 - C) the task is cognitive
 - D) the task involves problem solving
 - E) all of the above

Answer: A

Page Ref: 231

Skill: Recall

70) What kinds of roles develop in organizations?

- A) designated roles and informal roles
- B) formal roles and informal roles
- C) designated roles and emergent roles
- D) assigned roles and informal roles
- E) designated roles and assigned roles

Answer: C

Page Ref: 233

Skill: Recall

71) Selma and Sam have just started new jobs at the same company. After one month, Selma has become known by her coworkers as the new software engineer and Sam has become known as the office gossip. What kind of roles are these?

- A) Selma's role is assigned and Sam's role is designated
- B) Selma's role is designated and Sam's role is assigned
- C) Selma's role is designated and Sam's role is emergent
- D) Selma's role is designated and Sam's role is designated
- E) Selma's role is emergent and Sam's role is emergent

Answer: C

Page Ref: 233

Skill: Applied

72) What elements can lead to role ambiguity?

- A) organizational factors, role senders, focal person
- B) organizational factors, individual factors, role senders,
- C) organizational factors, individual factors, focal person
- D) individual factors, group factors, organizational factors
- E) individual factors, role senders, focal person

Answer: A

Page Ref: 234

Skill: Recall

73) All of the following are frequent outcomes of role ambiguity except

- A) absenteeism
- B) dissatisfaction
- C) intentions to quit
- D) reduced organizational commitment
- E) job stress

Answer: A

Page Ref: 235

Skill: Recall

- 74) Employees who straddle the boundary between the organization and its clients or customers are especially likely to encounter what form of role conflict?
- A) interrole conflict
 - B) intrasender role conflict
 - C) intersender role conflict
 - D) person-role conflict
 - E) all of the above

Answer: C

Page Ref: 235

Skill: Recall

- 75) Whistle-blowing is often a signal of what form of role conflict?
- A) intrasender role conflict
 - B) person-role conflict
 - C) intersender role conflict
 - D) interrole conflict
 - E) none of the above

Answer: B

Page Ref: 235

Skill: Recall

- 76) The executive team at Levi Strauss & Co. wears examples of its own informal clothing line in order to
- A) lower role ambiguity
 - B) create group cohesiveness
 - C) lower role conflict
 - D) communicate dress norms
 - E) reduce status barriers

Answer: E

Page Ref: 237

Skill: Recall

- 77) What are the two forms of social loafing?
- A) the free rider effect and the sucker effect
 - B) the free rider effect and the loafer effect
 - C) the free loader effect and the sucker effect
 - D) the free loader effect and the free rider effect
 - E) the free rider effect and the solo effect

Answer: A

Page Ref: 241

Skill: Recall

- 78) All of the following are ways to counteract social loafing except
- A) establish a superordinate goal
 - B) increase feelings of indispensability
 - C) make sure that the work is interesting
 - D) increase performance feedback
 - E) make individual performance more visible

Answer: A

Page Ref: 241

Skill: Recall

79) What do 3M, Federal Express, Kodak, and General Mills have in common?

- A) they make extensive use of cross-functional teams
- B) they make extensive use of virtual teams
- C) they downplay status barriers
- D) they make extensive use of self-managed teams
- E) they have strong group norms

Answer: D

Page Ref: 244

Skill: Recall

80) All of the following are common areas of training for self-managed teams except for

- A) technical training
- B) language skills training
- C) business training
- D) social skills training
- E) quality control training

Answer: E

Page Ref: 246

Skill: Recall

81) The punctuated equilibrium model only works for groups that successfully manage the midpoint transition.

Answer: True ☒ False

Page Ref: 228

Skill: Recall

82) Self-managed work teams are most effective when the tasks that they are required to perform are simple rather than complex.

Answer: True ☒ False

Page Ref: 243

Skill: Recall

83) The most important function that norms serve is to increase group cohesiveness.

Answer: True ☒ False

Page Ref: 232

Skill: Recall

84) Self-managed work teams are most effective when the members develop a very high degree of role specialization.

Answer: True ☒ False

Page Ref: 244

Skill: Recall

85) The production manager tells Louis to do one thing and the sales manager says to do the opposite. Louis is experiencing intersender role conflict.

Answer: ☒ True ☐ False

Page Ref: 235

Skill: Applied

- 86) On an additive task, the presence of an especially strong group member can compensate for a weak group member.
Answer: ☒ True ☐ False
Page Ref: 230
Skill: Applied
- 87) On a conjunctive task, the presence of an especially strong group member can compensate for a weak group member.
Answer: ☐ True ☒ False
Page Ref: 230
Skill: Applied
- 88) Potential group performance minus process losses equals actual group performance.
Answer: ☒ True ☐ False
Page Ref: 230
Skill: Recall
- 89) One of the members of Jim's self-managed work team had forgotten how to use Excel. This is an example of a process loss.
Answer: ☐ True ☒ False
Page Ref: 230
Skill: Applied
- 90) According to the text, norms are personal, individual standards of conduct.
Answer: ☐ True ☒ False
Page Ref: 232
Skill: Recall
- 91) Seniority is the most important criterion in a formal status system.
Answer: ☐ True ☒ False
Page Ref: 236
Skill: Recall
- 92) The boss who is constantly changing his mind is likely to provoke intrasender role conflict in employees.
Answer: ☒ True ☐ False
Page Ref: 235
Skill: Applied
- 93) Self-managed work teams are most effective when they experience a fairly high degree of member turnover. This prevents the team from becoming "stale."
Answer: ☐ True ☒ False
Page Ref: 244
Skill: Applied
- 94) The controller told Jan to do one thing and the controller's secretary told Jan to do the opposite. Jan is experiencing interrole conflict.
Answer: ☐ True ☒ False
Page Ref: 235
Skill: Applied

95) The self-managed work teams at Excelsior Widgets were so large that confusion and poor coordination existed within every team. This is an example of a process loss.

Answer: ☒ True ☐ False

Page Ref: 230

Skill: Applied

96) Tough initiation into a group increases group cohesiveness.

Answer: ☒ True ☐ False

Page Ref: 239

Skill: Recall

97) Role conflict is defined as a lack of clarity of job goals or methods.

Answer: ☐ True ☒ False

Page Ref: 235

Skill: Recall

98) Jim is quiet and shy. He takes a job as a bouncer in a nightclub. This may provoke person-role conflict.

Answer: ☒ True ☐ False

Page Ref: 235

Skill: Applied

99) On disjunctive tasks, potential group performance should depend on the performance of the best member.

Answer: ☒ True ☐ False

Page Ref: 230

Skill: Recall

100) The performance of cohesive groups is consistently better than that of uncohesive groups.

Answer: ☐ True ☒ False

Page Ref: 240

Skill: Recall

101) The informal status system of an organization involves status symbols such as company cars, large offices, and first class air travel.

Answer: ☐ True ☒ False

Page Ref: 236

Skill: Recall

102) Large groups promote greater member satisfaction than small groups.

Answer: ☐ True ☒ False

Page Ref: 230

Skill: Recall

103) A sequential assembly line type of task is an example of a conjunctive task.

Answer: ☒ True ☐ False

Page Ref: 230

Skill: Applied

104) To increase group cohesiveness, make the group extremely difficult to get into.

Answer: ☒ True ☐ False

Page Ref: 239

Skill: Applied

105) Role ambiguity is defined as the presence of incompatible role expectations.

Answer: ☐ True ☒ False

Page Ref: 233

Skill: Recall

106) The manager who can't make up her mind will likely cause her employee to experience intrasender role conflict.

Answer: ☒ True ☐ False

Page Ref: 235

Skill: Applied

107) Virtual teams are often cross-functional in nature.

Answer: ☒ True ☐ False

Page Ref: 249

Skill: Recall

108) Reward allocation norms, such as equity norms, means that all group members expect to be treated equally.

Answer: ☐ True ☒ False

Page Ref: 233

Skill: Recall

109) Up to a point, threat promotes group cohesiveness.

Answer: ☒ True ☐ False

Page Ref: 238

Skill: Recall

110) High status persons tend to initiate and receive less communication than low status persons.

Answer: ☐ True ☒ False

Page Ref: 236

Skill: Recall

111) The performance of individual group members increases as group size gets bigger.

Answer: ☐ True ☒ False

Page Ref: 230

Skill: Recall

112) Process losses damage group performance.

Answer: ☒ True ☐ False

Page Ref: 230

Skill: Recall

113) The proper sequence of group development activities is forming, storming, norming, performing, adjourning.

Answer: ☒ True ☐ False

Page Ref: 227

Skill: Recall

- 114) Conflict is particularly likely to develop during the norming stage of group development.
Answer: True ☒ False
Page Ref: 228
Skill: Recall
- 115) The punctuated equilibrium theory of group development has five phases.
Answer: True ☒ False
Page Ref: 228
Skill: Recall
- 116) Higher levels of diversity on a team will lead to higher cohesiveness.
Answer: True ☒ False
Page Ref: 231
Skill: Recall
- 117) Disjunctive tasks depend on the performance of the best group member.
Answer: ☒ True ☐ False
Page Ref: 230
Skill: Recall
- 118) The technologies of virtual teams are usually just asynchronous ones.
Answer: True ☒ False
Page Ref: 249
Skill: Recall
- 119) Virtual teams reduce instances of discrimination.
Answer: ☒ True ☐ False
Page Ref: 251
Skill: Recall
- 120) One of the primary features of virtual teams is the lack of face-to-face contact between team members.
Answer: ☒ True ☐ False
Page Ref: 249
Skill: Recall
- 121) The recruitment of members for virtual teams should focus on good technical expertise rather than interpersonal skills.
Answer: True ☒ False
Page Ref: 251
Skill: Recall
- 122) An important characteristic of virtual teams is that the members do not need to get to know each other.
Answer: True ☒ False
Page Ref: 252
Skill: Recall
- 123) A cross-functional team can also be self-managed.
Answer: ☒ True ☐ False
Page Ref: 247
Skill: Recall

124) Superordinate goals are especially important for the effectiveness of self-managed teams.

Answer: ☐ True ☒ False

Page Ref: 249

Skill: Recall

125) At Sabre, cooperation and interpersonal skills were rated much higher in importance than technical skills by virtual team members.

Answer: ☒ True ☐ False

Page Ref: 251

Skill: Recall

126) Social loafing is a motivation problem.

Answer: ☒ True ☐ False

Page Ref: 241

Skill: Recall

127) Diverse groups sometimes perform better when the task involves routine work.

Answer: ☐ True ☒ False

Page Ref: 231

Skill: Recall

128) Group processes are the best predictors of group effectiveness.

Answer: ☒ True ☐ False

Page Ref: 247

Skill: Recall

129) When working on a disjunctive task the potential performance of a group depends on the performance of its _____ member.

Answer: best

Page Ref: 230

Skill: Recall

130) "One weak link in the chain" severely damages a group's performance on a(n) _____ task.

Answer: conjunctive

Page Ref: 230

Skill: Applied

131) Expectations that social units have regarding the behaviour of others are called _____.

Answer: norms

Page Ref: 232

Skill: Recall

132) _____ are positions in a group that have attached to them a set of expected behaviours.

Answer: Roles

Page Ref: 233

Skill: Recall

- 133) Jim's boss tells him to do one thing one minute and the opposite thing the next minute. Jim is experiencing _____.
Answer: intrasender role conflict
Page Ref: 235
Skill: Applied
- 134) The controller tells Tina to do one thing and the firm's legal counsel tells her to do the opposite. Tina is experiencing _____.
Answer: intersender role conflict
Page Ref: 235
Skill: Applied
- 135) Jason had trouble balancing the demands of work with the needs of his family. Jason is experiencing _____.
Answer: interrole conflict
Page Ref: 235
Skill: Applied
- 136) Stanley decided that he just didn't have the right personality for sales. In terms of role dynamics, Stanley is experiencing _____.
Answer: person-role conflict
Page Ref: 235
Skill: Applied
- 137) One's rank or social position in a group is called _____.
Answer: status
Page Ref: 236
Skill: Recall
- 138) _____ provide their members with the opportunity to do challenging work under reduced supervision.
Answer: Self-managed work teams
Page Ref: 243
Skill: Recall
- 139) For a(n) _____ task, the potential performance of the group equals the sum of the individual members' performances.
Answer: additive
Page Ref: 230
Skill: Recall
- 140) Conventional highly specialized _____ generally disappear in effective self-managed work groups.
Answer: roles
Page Ref: 244
Skill: Recall
- 141) _____ occurs when job goals or the method of performing one's job is unclear.
Answer: Role ambiguity
Page Ref: 233
Skill: Recall

142) By definition, a group has at least _____ members.

Answer: two

Page Ref: 229

Skill: Recall

143) Groups that are especially attractive to their members are labeled _____ groups.

Answer: cohesive

Page Ref: 238

Skill: Recall

144) By definition, incompatible role expectations cause _____.

Answer: role conflict

Page Ref: 235

Skill: Recall

145) Virtual teams are often _____ in nature.

Answer: cross-functional

Page Ref: 249

Skill: Recall

146) Competition, success, small size, and a tough initiation are part of the recipe for forming a(n) _____ group.

Answer: cohesive

Page Ref: 238

Skill: Applied

147) The term for a team composed of individuals from several different departments is a _____ team.

Answer: cross-functional

Page Ref: 247

Skill: Recall

148) Actual group performance equals potential performance minus _____.

Answer: process losses

Page Ref: 230

Skill: Recall

149) Virtual teams are work groups that use technology to communicate and collaborate across time, space, and organizational _____.

Answer: boundaries

Page Ref: 249

Skill: Recall

150) Along with their reliance on computer and electronic technology, the primary feature of a virtual teams the lack of _____ contact between team members due to geographic dispersion.

Answer: face-to-face

Page Ref: 249

Skill: Recall

151) When recruiting members for virtual teams , it is important to find people with good _____ skills, not just technical expertise.

Answer: interpersonal

Page Ref: 251

Skill: Recall

152) Superordinate goals are attractive outcomes that can only be achieved by _____.

Answer: collaboration

Page Ref: 249

Skill: Recall

153) Cross-functional team leaders need especially strong _____ skills in addition to task expertise.

Answer: people

Page Ref: 249

Skill: Recall

154) _____ refers to the characteristics of the stable social organization of a group.

Answer: Group structure

Page Ref: 229

Skill: Recall

155) The most basic structural characteristics along which groups vary are size and _____.

Answer: member diversity or diversity

Page Ref: 229

Skill: Recall

156) _____ groups have a more difficult time communicating effectively and becoming cohesive.

Answer: Diverse

Page Ref: 231

Skill: Recall

157) Social loafing is a _____ problem.

Answer: motivation

Page Ref: 241

Skill: Applied

158) Managers are most likely to develop norms regarding the performance and _____ of employees.

Answer: attendance

Page Ref: 232

Skill: Recall

159) _____ exists when the goals of one's job or the methods of performing it are unclear.

Answer: Role ambiguity

Page Ref: 233

Skill: Recall

160) In the _____, people lower their effort to get a free ride at the expense of their fellow group members.

Answer: free rider effect

Page Ref: 241

Skill: Recall

161) In the _____, people lower their effort because of the feeling that others are free riding, that is, they are trying to restore equity in the group.

Answer: sucker effect

Page Ref: 241

Skill: Recall

162) _____ are attractive outcomes that can only be achieved by collaboration.

Answer: Superordinate

Page Ref: 249

Skill: Recall

163) Gary Lee is the supervisor of the sheet metal shop at Kaptser Enterprises. He is known for his friendly, easygoing manner and mild temperament. Recently, he was asked by his boss to introduce several new policies designed to tighten-up break times and reduce unnecessary overtime. Gary has always considered himself to be a friend as well as a supervisor to his employees; in fact he often socializes with them just as he did before he was promoted to supervisor. Now his boss wants him to start adopting a tougher, more controlling leadership style. His workers, on the other hand, want Gary to "cut them some slack" and give them more freedom in their duties. Discuss the three types of role conflict which Gary is experiencing.

Answer: Gary is likely experiencing intersender role conflict (what the boss wants versus what the subordinates want), interrole conflict (he is both a friend and a supervisor to his workers), and person-role conflict (he may not have it in him to become tough on his employees—or anyone else, for that matter).

Page Ref: 235

Skill: Applied

164) Distinguish between formal and informal work groups in organizations. Give an example of each.

Answer: Formal work groups are established to facilitate the achievement of organizational goals. Examples include departments, task forces, and committees. Informal groups emerge naturally in response to the common interests of organizational members. Examples might include a softball team, a fitness group or a wine tasting club.

Page Ref: 226

Skill: Applied

165) Describe the five stages of group development. At which stage is conflict most likely to emerge?

Answer: Forming, storming, norming, performing, and adjourning. Conflict emerges in the storming stage.

Page Ref: 227

Skill: Recall

166) Explain the difference between additive tasks, disjunctive tasks and conjunctive tasks. Give an example of each.

Answer: Additive tasks are those in which group performance is dependent on the sum of the performance of individual members (e.g. moving a heavy crate). Disjunctive tasks are those in which group performance is dependent on the performance of the best group member (e.g. debugging a software program). Conjunctive tasks are those in which the performance of the group is limited by its poorest performer (e.g. sequential tasks such as assembly lines).

Page Ref: 230

Skill: Applied

167) Julia Franco, the VP of Operations at Zeta Manufacturing, is concerned about the consistently low levels of productivity in the assembly plant. At a meeting with company executives, she proposes that the company introduce some social activities to increase cohesiveness among the workers, and thereby improve productivity. Gordon Wong, the VP of Human Resources disagrees. "This group of workers is known to frequent the local pub everyday after work and vacation together on long weekends. If you increase cohesiveness any further, productivity will probably come to a complete halt!" Who do you think is correct? Explain your answer.

Answer: This question is intended to test students' understanding of the relationship between cohesiveness, norms, and performance. Like Julia, many students automatically assume that high cohesiveness will lead to improved performance; however, this is only true if the group productivity norms support the goals of the organization. If, as Gordon suggests, cohesiveness is high and group productivity norms are poor from an organizational standpoint, then increasing cohesiveness will not lead to improved performance. Julia may have to reduce the cohesiveness of the group first (e.g. by removing key members, adding new members, or perhaps introducing competition or conflict into the group) and then encourage the adoption of better performance norms (e.g. perhaps through an incentive program) before trying to increase cohesiveness.

Page Ref: 240
Skill: Applied

168) Describe four types of reward allocation norms which may affect how workers are paid and rewarded in organizations. Which one do you think is the fairest, overall? Why?

Answer: Equity, equality, reciprocity, and social responsibility. The second part of the question challenges students to consider the merits of each norm, and take a position in support of one. Of course, they all have merit depending on the circumstances, but most organizations would officially support reward allocation based on some combination of equity and equality norms.

Page Ref: 233
Skill: Applied

169) Describe the two main forms of social loafing. What are some ways to counteract them?

Answer: Free rider effect and sucker effect. Ways to counteract them include increasing the visibility of individual performance, making the work more interesting, increasing workers' feelings of indispensability, increasing performance feedback, and rewarding group performance.

Page Ref: 241
Skill: Applied

170) What are self-managed teams and how should they be designed in terms of tasks, composition, and support.

Answer: Self-managed teams are groups that have the opportunity to do challenging work under reduced supervision. The tasks assigned to self-managed teams should be complex and challenging, requiring high interdependence among team members for accomplishment. The tasks should have the qualities of enriched jobs. The composition of self-managed teams should focus on: stability of membership; small size; high level of task expertise and social skills; similar enough to work well together but also have a diversity of perspectives and skills. In terms of supporting self-managed teams, they require: training in various areas, rewards tied to team accomplishment, and management support that encourages independence.

Page Ref: 243
Skill: Recall

171) What are cross-functional teams and the factors that contribute to their effectiveness?

Answer: Cross-functional teams are work groups that bring people with different functional specialties together to better invent, design, or deliver a product or service. The factors that contribute to their effectiveness include: composition that consists of all relevant specialties; superordinate goals; close physical proximity of team members; autonomy from the larger organization; some basic decision rules and procedures; and leaders with strong people skills in addition to task expertise.

Page Ref: 247

Skill: Recall

172) What are the lessons and things that managers should consider when developing virtual teams?

Answer: Recruitment in terms of attitude and personality and good interpersonal skills in addition to technical expertise; invest in training for both technical and interpersonal skills; personalization (encourage team members to get to know each other); goals and ground rules should be clearly defined as well as rules for communication standards and responses, and provide feedback to keep team members informed of progress and the big picture.

Page Ref: 251

Skill: Recall

173) Define virtual teams and discuss the advantages and challenges of virtual teams.

Answer: Virtual teams are work groups that use technology to communicate and collaborate across time, space, and organizational boundaries. They have many advantages including: around-the-clock work; reduced travel time and cost; and larger talent pool. The disadvantages include: miscommunication; trust is difficult to develop; feelings of isolation; the costs of cutting-edge technology; and new challenges for management such as dealing with employee who are no longer in view.

Page Ref: 249

Skill: Recall

174) What are the different kinds of role conflict and what can managers do to help prevent employee role conflict?

Answer: Intrasender role conflict occurs when a single role sender provides incompatible role expectations to a role occupant; intersender role conflict occurs when two or more role senders provide a role occupant with incompatible expectations; interrole conflict occurs when several roles are held by a role occupant that involve incompatible expectations; and person-role conflict occurs when role demands call for behaviour that is incompatible with the personality or skills of a role occupant. Managers can help prevent employee role conflict by avoiding self-contradictory messages, conferring with other role senders, being sensitive to multiple role demands, and fitting the right person to the right role.

Page Ref: 235

Skill: Recall

175) Members of your organization are complaining that they are not sure how they should be performing their job and what methods they should be using to perform it. You have been assigned the task of finding out more about this problem in terms of what it is, the causes of it, the consequences of it, and how to prevent it. What will you tell management about these issues?

Answer: The problem is role ambiguity which refers to a lack of clarity of job goals or methods. A number of factors or elements can cause role ambiguity including: organizational factors, role senders, and the focal person. The consequences include job stress, dissatisfaction, reduced organizational commitment, lower performance, and intentions to quit. Managers can reduce role ambiguity by providing clear performance expectations and performance feedback, especially for new employees and for those in more intrinsically ambiguous jobs.

Page Ref: 233

Skill: Applied

176) You have just formed a group as a part of a class assignment to complete a group project. You have four weeks to complete the project and present it to the class. What can you tell the other group members about how the group will develop and how they should proceed? What advice will you give them?

Answer: According to the punctuated equilibrium model, the group will experience stretches of group stability punctuated by a critical first meeting (Phase 1), a midpoint change (midpoint transition) in group activity, and a rush to task completion (Phase 2). Based on the model, you can offer group members the following advice: Prepare carefully for the first meeting; as long as people are working, do not look for radical progress during Phase 1; manage the midpoint transition carefully; be sure that adequate resources are available to execute the Phase 2 plan; and resist deadline changes.

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Skill: Applied