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1. In self-managed work teams, members have to manage themselves by doing very specific sets of job duties, and their decision-making is confined to the activities required by those pre-specified job duties.  
True False
2. In the storming stage of the team development, feelings of solidarity develop as members work towards team goals.  
True False
3. In sequential interdependence, the member performing the tasks in the latter part of the sequence depends on the member performing the task in the earlier part of the sequence, but not the other way around.  
True False
4. As the level of task interdependence increases, members must spend decreasing amounts of time communicating and coordinating with other members if they want to complete tasks effectively.  
True False
5. One way to create high levels of goal interdependence is to ensure that the team has a formalized mission statement that members buy into.  
True False
6. High outcome interdependence exists in teams in which individual members receive rewards and punishments on the basis of their own performance, without regard to the performance of the team.  
True False
7. According to research, the overall level of members' agreeableness in a team may be even more important than members' conscientiousness.  
True False
8. Task interdependence has a weak negative effect on team performance.  
True False
9. A team consists of two or more people who work independently over some time period to accomplish common goals related to some task-oriented purpose.  
True False
10. Teams are a subset of groups.  
True False
11. Teams and groups are similar in their approach.  
True False
12. The interactions within groups revolve around a deeper dependence on one another than the interactions within teams.  
True False
13. Interactions within teams occur with a specific task-related purpose in mind.  
True False
14. Work teams are designed to be relatively temporary.  
True False
15. Work teams have a short life span.  
True False
16. Management teams are similar to work teams in that their member involvement is very low.  
True False

17. Work teams focus on the accomplishment of core operational level production and service tasks, whereas management teams participate in managerial-level tasks that affect the entire organization.  
True False
18. Parallel teams require full time commitment from members.  
True False
19. Parallel teams can be permanent or temporary, depending on their aim.  
True False
20. According to the theory of team development, teams go through a progression of three stages.  
True False
21. As per the theory of team development, norming is the second stage.  
True False
22. The final stage of team development is adjourning.  
True False
23. In sequential interdependence the interaction only occurs between members who perform tasks that are next to each other in the sequence.  
True False
24. In contrast to sequential interdependence, in reciprocal interdependence members are specialized to perform specific tasks.  
True False
25. Encourager is a team task role.  
True False
26. One aspect of team effectiveness is team viability, which may include metrics such as quantity and quality of goods or services produced, customer satisfaction, the effectiveness or accuracy of decisions, victories, completed reports, and successful investigations.  
True False
27. Task performance tends to be lower in teams in which members depend on one another and have to coordinate their activities rather than when members work more or less independently.  
True False
28. High outcome interdependence promotes lower levels of cooperation.  
True False
29. Getting more from the team than you would expect given the capabilities of its individual members refers to a process gain.  
True False
30. Teamwork processes are the activities of team members that relate directly to the accomplishment of team tasks.  
True False
31. According to research, instead of brainstorming sessions where team members offer their ideas in a group setting, teams tend to be better off when members come up with ideas on their own, as individuals, before pooling those ideas and evaluating them to arrive at a solution.  
True False
32. Ambassador activities involve communication with people who are at the lower levels in the organization.  
True False
33. Noise is anything that interferes with the transmission of a message.  
True False

34. According to research, task conflict results in increased team effectiveness irrespective of the trust on the team and the manner in which the conflict is managed.  
True False
35. Research studies have shown that potency has a strong positive impact on team performance.  
True False
36. Team states refer to the effectiveness of teams and the degree to which teams are capable of remaining together as ongoing entities.  
True False
37. Cohesion is also known as an emotional attachment to the team.  
True False
38. Team processes are synonymous with "synergy."  
True False
39. Process gain is most critical in situations in which the complexity of the work is high.  
True False
40. Coordination loss is a necessary aspect of the team experience.  
True False
41. Team motivational loss is also known as a loss in team productivity.  
True False
42. Social loafing can hinder a team's effectiveness.  
True False
43. Production blocking occurs when team members have to wait on one another before they can do their part of the team task.  
True False
44. Brainstorming works well than individual idea generation.  
True False
45. Brainstorming increases social loafing and production blocking.  
True False
46. Transition processes is relevant when teams first begin their work.  
True False
47. Teamwork processes become important before the team actually begins to conduct the core aspects of its work.  
True False
48. Task conflict refers to disagreements among team members about a task.  
True False
49. Interpersonal communication involves information exchanges between groups.  
True False
50. Cohesiveness tends to promote higher levels of team performance.  
True False
51. Team potency is promoted in teams which have found success in the past.  
True False
52. Teamwork processes have a moderate, negative relationship with team performance.  
True False

53. Teamwork processes have a strong, positive relationship with team commitment.  
True False
54. Outcome interdependence has a connection to compensation practices in organizations.  
True False
55. Advisory councils are good examples of parallel teams.  
True False
56. A \_\_\_\_\_ consists of two or more people who work interdependently over some time period to accomplish common goals related to some task-oriented purpose.  
A. team  
B. composition  
C. pooled structure  
D. mission  
E. segment
57. When it comes to interactions, teams differ from groups in two important aspects:  
A. Roles and norms  
B. spatial orientation and response orientation  
C. oral and written expressions  
D. deeper interdependence and a specific task-related purpose  
E. none of these
58. The interactions in teams, as opposed to groups, revolve around  
A. Coercive power  
B. social loafing  
C. deeper dependence  
D. spatial orientation  
E. pooled interdependence
59. Which of the following is not a type of team described in the text?  
A. Work  
B. Management  
C. Parallel  
D. Action  
E. Synchronized
60. The purpose of which of these teams is to produce goods or provide services on an on-going basis?  
A. Work  
B. Management  
C. Parallel  
D. Action  
E. Project
61. Production teams and sales teams are specific examples of which of these types of teams?  
A. Management  
B. Action  
C. Parallel  
D. Project  
E. Work
62. Which of these teams is not an action team?  
A. sales team  
B. surgical team  
C. musical group  
D. expedition team  
E. sports team

63. Whereas \_\_\_\_\_ teams focus on the accomplishment of core operational-level production and service tasks, \_\_\_\_\_ teams participate in on-going administrative and coordinating tasks that affect the entire organization.
- A. management; work
  - B. action; work
  - C. parallel; project
  - D. project; work
  - E. work; management
64. Which team at ABC International would be responsible for coordinating the activities of ABC's subunits to help ABC achieve its long-term goals?
- A. Work
  - B. Management
  - C. Parallel
  - D. Action
  - E. Project
65. The purpose of which of these teams is to provide recommendations and resolve issues?
- A. Work
  - B. Management
  - C. Parallel
  - D. Action
  - E. Project
66. Quality circles and advisory councils are specific examples of which of these teams?
- A. Project
  - B. Management
  - C. Work
  - D. Action
  - E. Parallel
67. Which of these teams mostly likely requires only part-time commitment from members?
- A. Action
  - B. Management
  - C. Work
  - D. Parallel
  - E. None of these
68. Famously Fresh, Inc. has recently formed several teams of members with different types of training and expertise to take on "one-time" tasks that are generally complex and require a lot of input from the members. These teams can be described as which of the following?
- A. Project
  - B. Management
  - C. Work
  - D. Action
  - E. Parallel
69. Planning teams are an example of which of the following?
- A. Parallel
  - B. Project
  - C. Management
  - D. Action
  - E. Work

70. \_\_\_\_\_ teams have life spans that vary in duration, and perform tasks that take place in highly visible or challenging circumstances.
- A. Parallel
  - B. Project
  - C. Management
  - D. Action
  - E. Work
71. A musical group and a sports team are examples of which of these teams?
- A. Parallel
  - B. Project
  - C. Management
  - D. Action
  - E. Work
72. \_\_\_\_\_ teams are teams in which the members are geographically dispersed, and interdependent activity occurs through electronic communications.
- A. Virtual
  - B. Project
  - C. Management
  - D. Action
  - E. Work
73. According to the most well known theory of team development, teams go through a progression of all of these stages except
- A. performing
  - B. forming
  - C. norming
  - D. worming
  - E. storming
74. According to the most well known theory of team development, which of these represent the first stage?
- A. Performing
  - B. Forming
  - C. Norming
  - D. Warming
  - E. Storming
75. According to the most well known theory of team development, which of these represent the final stage?
- A. Storming
  - B. Forming
  - C. Norming
  - D. Adjourning
  - E. Performing
76. According to the most well known theory of team development, which of these represent the second stage?
- A. Performing
  - B. Forming
  - C. Norming
  - D. Warming
  - E. Storming

77. In the \_\_\_\_\_ stage of team development, members remain committed to ideas they bring with them to the team and are unwilling to accommodate others' ideas.
- A. performing
  - B. forming
  - C. storming
  - D. projecting
  - E. norming
78. During which stage of team development, do members realize that they need to work together to accomplish team goals and begin to cooperate, and build solidarity?
- A. Performing
  - B. Forming
  - C. Norming
  - D. Warming
  - E. Storming
79. Which of these is the final stage of team development with a viable team?
- A. Performing
  - B. Forming
  - C. Norming
  - D. Adjourning
  - E. Storming
80. Which of these represent the predicted sequence of stages in team development progression?
- A. Performing, Forming, Norming, and Warning
  - B. Forming, Storming, Norming, and Performing
  - C. Norming, Forming, Performing, and Storming
  - D. Warming, Forming, Storming, and Performing
  - E. Storming, Warning, Performing, and Forming
81. In the team development process, punctuated equilibrium takes place at
- A. the beginning of the development process
  - B. the midpoint
  - C. towards the end of the development process
  - D. after the team is fully developed
  - E. none of these
82. The degree to which team members interact with and rely on other team members for the information, materials, and resources needed to accomplish work for the team refers to
- A. task interdependence
  - B. goal interdependence
  - C. deep-level diversity
  - D. outcome interdependence
  - E. the storming stage of team development
83. The type of task interdependence with the lowest degree of required coordination is \_\_\_\_\_ interdependence.
- A. comprehensive
  - B. sequential
  - C. pooled
  - D. reciprocal
  - E. response

84. At Great Garments, employee teams work on putting decorative tags on children's clothing. They get the clothing from a common bin, thread the needle with appropriate color thread, and hand-stitch the tag on the clothing. When completed, the finished pieces are thrown in another common bin which at the end of the day gets counted as the team's daily production. This is an example of which of these interdependences?
- A. Reciprocal
  - B. Pooled
  - C. Sequential
  - D. Comprehensive
  - E. Response
85. "Member 1 → Member 2 → Member 3 → Member 4 → Output" represents which of these interdependences?
- A. Pooled
  - B. Reciprocal
  - C. Response
  - D. Comprehensive
  - E. Sequential
86. With \_\_\_\_\_ interdependence, different tasks are done in a prescribed order, and the group is structured such that the members specialize in these tasks.
- A. comprehensive
  - B. sequential
  - C. pooled
  - D. reciprocal
  - E. response
87. Tata Motors utilizes the classic assembly line in manufacturing its automobile products. This is an example of which type of interdependence?
- A. Pooled
  - B. Reciprocal
  - C. Response
  - D. Comprehensive
  - E. Sequential
88. The highest level of interaction and coordination among members is required in \_\_\_\_\_ interdependence.
- A. comprehensive
  - B. sequential
  - C. pooled
  - D. reciprocal
  - E. response
89. In groups with \_\_\_\_\_ interdependence, each member has a great deal of discretion in terms of what they do and with whom they interact in the course of the collaboration involved in accomplishing the team's work.
- A. sequential
  - B. response
  - C. pooled
  - D. reciprocal
  - E. comprehensive

90. Which of these exists when team members have a shared vision of the team's goal and align their individual goals with that vision as a result?
- A. Task interdependence
  - B. Goal interdependence
  - C. Deep-level diversity
  - D. Outcome interdependence
  - E. The forming stage of team development
91. A high degree of \_\_\_\_\_ interdependence exists when team members share in the rewards that the team earns.
- A. task
  - B. goal
  - C. sequential
  - D. outcome
  - E. reciprocal
92. A(n) \_\_\_\_\_ is defined as the behaviour a person is expected to display in a given context.
- A. role
  - B. goal
  - C. ability
  - D. value
  - E. belief
93. Roger plays the role of a devil's advocate and offers constructive challenges to his team's status quo. This is an example of which of these roles?
- A. Individualistic
  - B. Team task
  - C. Team building
  - D. Team composition
  - E. Team compensation
94. Maggie always plays the role of an orienter who establishes the direction for her team at ABC Manufacturing. This is an example of which of these roles?
- A. Individualistic
  - B. Team building
  - C. Team composition
  - D. Team task
  - E. Team compensation
95. Bianca has found herself playing the role of an energizer who motivates her team members to work harder towards the team goals. This is an example of which of these roles?
- A. Team task
  - B. Team building
  - C. Team composition
  - D. Individualistic
  - E. Team compensation
96. Which of these roles refer to behaviours that influence the quality of the team's social climate?
- A. Team task
  - B. Team building
  - C. Team composition
  - D. Individualistic
  - E. Team compensation

97. All of these are team task roles except
- A. devil's advocate
  - B. orienter
  - C. energizer
  - D. team task
  - E. compromiser
98. It appears that Josh is always mediating differences between the group members as they work on the case analysis needed for their class. Josh is playing which of these roles?
- A. encourager
  - B. standard setter
  - C. energizer
  - D. harmonizer
  - E. compromiser
99. Mike is able to motivate teammates to achieve goals. Mike appears to be engaging in which of these team building roles?
- A. encourager
  - B. compromiser
  - C. energizer
  - D. harmonizer
  - E. gatekeeper/expediter
100. Which of these is a team task role?
- A. aggressor
  - B. energizer
  - C. harmonizer
  - D. dominator
  - E. follower
101. Which of these is a team building role?
- A. aggressor
  - B. energizer
  - C. harmonizer
  - D. dominator
  - E. coordinator
102. Which of these is an individualistic role?
- A. aggressor
  - B. energizer
  - C. harmonizer
  - D. follower
  - E. coordinator
103. Margie constantly expresses disapproval of her teammates' ideas and makes comments that are often deflating. Margie can be described as engaging in which of these roles?
- A. aggressor
  - B. dominator
  - C. blocker
  - D. recognition seeker
  - E. slacker
104. Tom has the reputation of manipulating team members for personal control. Tom can be described as a(n)
- A. aggressor
  - B. dominator
  - C. blocker
  - D. recognition seeker
  - E. slacker

105. \_\_\_\_\_ are tasks where the effectiveness of the team depends on the member who possesses the highest level of the ability relevant to the task.
- A. disjunctive tasks
  - B. similarity-attraction tasks
  - C. surface-level tasks
  - D. conjunctive tasks
  - E. additive tasks
106. Tasks for which the team's performance depends on the abilities of the "weakest link" are called
- A. disjunctive tasks
  - B. similarity-attraction tasks
  - C. surface-level tasks
  - D. conjunctive tasks
  - E. additive tasks
107. A theory that has been used widely to explain why diversity may have negative effects is called the
- A. disjunctive approach
  - B. similarity-attraction approach
  - C. surface-level approach
  - D. conjunctive approach
  - E. additive approach
108. \_\_\_\_\_ diversity refers to diversity regarding observable attributes such as race, ethnicity, sex, and age.
- A. Disjunctive
  - B. Similarity-attraction
  - C. Surface-level
  - D. Conjunctive
  - E. Deep-level
109. \_\_\_\_\_ diversity refers to diversity with respect to attributes that are less easy to observe initially but that can be inferred after more direct experience.
- A. Disjunctive
  - B. Similarity-attraction
  - C. Surface-level
  - D. Conjunctive
  - E. Deep-level
110. Differences in attitudes, values, and personality are good examples of which of these types of diversity?
- A. Deep-level
  - B. Similarity-attraction
  - C. Surface-level
  - D. Conjunctive
  - E. Disjunctive
111. According to research, having a greater number of members is beneficial for \_\_\_\_\_ teams but not for \_\_\_\_\_ teams.
- A. management; project
  - B. production; project
  - C. project; management
  - D. production tasks; management
  - E. project; production

112. The likelihood that the team can work together effectively into the future is called
- A. team viability
  - B. surface-level diversity
  - C. team development
  - D. deep-level diversity
  - E. team integration
113. Team commitment is sometimes called
- A. team viability
  - B. surface-level diversity
  - C. team development
  - D. deep-level diversity
  - E. team integration
114. The relationship between task interdependence and team performance is
- A. weakly positive
  - B. weakly negative
  - C. moderately positive
  - D. strongly negative
  - E. strongly positive
115. Task interdependence has a \_\_\_\_\_ relationship with team commitment.
- A. weak positive
  - B. weak negative
  - C. moderate positive
  - D. strong negative
  - E. strong positive
116. Mints International (MI) has recently implemented the team approach to accomplishing the tasks and goals at all of its divisions. The company has developed a color code for different teams. Members of Gold Teams work together on an ongoing basis to produce the mints. Silver Teams are responsible for coordinating the activities of its marketing, production, finance, and human resources functions. In the production department, MI has created a special team that consists of individuals who normally perform core production tasks, but also meet regularly to identify production-related problems and opportunities for improvement. This team is called the Red Team. Finally, MI has created the Blue Teams. These teams take on "one-time" tasks that are generally complex and require a lot of input from members with different types of training and expertise. A good example of a Blue Team at MI is a product design team that it created for entering a new foreign market.

Gold Teams at Mints International are examples of which of these teams?

**Scenario: Mints International (MI)**

- A. Project
- B. Management
- C. Work
- D. Action
- E. Parallel

117. Mints International (MI) has recently implemented the team approach to accomplishing the tasks and goals at all of its divisions. The company has developed a color code for different teams. Members of Gold Teams work together on an ongoing basis to produce the mints. Silver Teams are responsible for coordinating the activities of its marketing, production, finance, and human resources functions. In the production department, MI has created a special team that consists of individuals who normally perform core production tasks, but also meet regularly to identify production-related problems and opportunities for improvement. This team is called the Red Team. Finally, MI has created the Blue Teams. These teams take on "one-time" tasks that are generally complex and require a lot of input from members with different types of training and expertise. A good example of a Blue Team at MI is a product design team that it created for entering a new foreign market.

Silver Teams at Mints International are examples of which of these teams?

**Scenario: Mints International (MI)**

- A. Project
- B. Management
- C. Work
- D. Action
- E. Parallel

118. Mints International (MI) has recently implemented the team approach to accomplishing the tasks and goals at all of its divisions. The company has developed a color code for different teams. Members of Gold Teams work together on an ongoing basis to produce the mints. Silver Teams are responsible for coordinating the activities of its marketing, production, finance, and human resources functions. In the production department, MI has created a special team that consists of individuals who normally perform core production tasks, but also meet regularly to identify production-related problems and opportunities for improvement. This team is called the Red Team. Finally, MI has created the Blue Teams. These teams take on "one-time" tasks that are generally complex and require a lot of input from members with different types of training and expertise. A good example of a Blue Team at MI is a product design team that it created for entering a new foreign market.

Blue Teams at Mints International are examples of which of these teams?

**Scenario: Mints International (MI)**

- A. Project
- B. Management
- C. Work
- D. Action
- E. Parallel

119. Mints International (MI) has recently implemented the team approach to accomplishing the tasks and goals at all of its divisions. The company has developed a color code for different teams. Members of Gold Teams work together on an ongoing basis to produce the mints. Silver Teams are responsible for coordinating the activities of its marketing, production, finance, and human resources functions. In the production department, MI has created a special team that consists of individuals who normally perform core production tasks, but also meet regularly to identify production-related problems and opportunities for improvement. This team is called the Red Team. Finally, MI has created the Blue Teams. These teams take on "one-time" tasks that are generally complex and require a lot of input from members with different types of training and expertise. A good example of a Blue Team at MI is a product design team that it created for entering a new foreign market.

Red Team at Mints International is an example of which of these teams?

**Scenario: Mints International (MI)**

- A. Project
- B. Management
- C. Work
- D. Action
- E. Parallel

120. Mints International (MI) has recently implemented the team approach to accomplishing the tasks and goals at all of its divisions. The company has developed a color code for different teams. Members of Gold Teams work together on an ongoing basis to produce the mints. Silver Teams are responsible for coordinating the activities of its marketing, production, finance, and human resources functions. In the production department, MI has created a special team that consists of individuals who normally perform core production tasks, but also meet regularly to identify production-related problems and opportunities for improvement. This team is called the Red Team. Finally, MI has created the Blue Teams. These teams take on "one-time" tasks that are generally complex and require a lot of input from members with different types of training and expertise. A good example of a Blue Team at MI is a product design team that it created for entering a new foreign market.

Gold Team A can be described at which stage of team development?

**Scenario: Mints International (MI)**

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

121. Mints International (MI) has recently implemented the team approach to accomplishing the tasks and goals at all of its divisions. The company has developed a color code for different teams. Members of Gold Teams work together on an ongoing basis to produce the mints. Silver Teams are responsible for coordinating the activities of its marketing, production, finance, and human resources functions. In the production department, MI has created a special team that consists of individuals who normally perform core production tasks, but also meet regularly to identify production-related problems and opportunities for improvement. This team is called the Red Team. Finally, MI has created the Blue Teams. These teams take on "one-time" tasks that are generally complex and require a lot of input from members with different types of training and expertise. A good example of a Blue Team at MI is a product design team that it created for entering a new foreign market.

Gold Team B can be described at which stage of team development?

**Scenario: Mints International (MI)**

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

122. Mints International (MI) has recently implemented the team approach to accomplishing the tasks and goals at all of its divisions. The company has developed a color code for different teams. Members of Gold Teams work together on an ongoing basis to produce the mints. Silver Teams are responsible for coordinating the activities of its marketing, production, finance, and human resources functions. In the production department, MI has created a special team that consists of individuals who normally perform core production tasks, but also meet regularly to identify production-related problems and opportunities for improvement. This team is called the Red Team. Finally, MI has created the Blue Teams. These teams take on "one-time" tasks that are generally complex and require a lot of input from members with different types of training and expertise. A good example of a Blue Team at MI is a product design team that it created for entering a new foreign market.

Gold Team A uses \_\_\_\_\_ task interdependence.

**Scenario: Mints International (MI)**

- A. Reciprocal
- B. Pooled
- C. Sequential
- D. Comprehensive
- E. Response

123. Mints International (MI) has recently implemented the team approach to accomplishing the tasks and goals at all of its divisions. The company has developed a color code for different teams. Members of Gold Teams work together on an ongoing basis to produce the mints. Silver Teams are responsible for coordinating the activities of its marketing, production, finance, and human resources functions. In the production department, MI has created a special team that consists of individuals who normally perform core production tasks, but also meet regularly to identify production-related problems and opportunities for improvement. This team is called the Red Team. Finally, MI has created the Blue Teams. These teams take on "one-time" tasks that are generally complex and require a lot of input from members with different types of training and expertise. A good example of a Blue Team at MI is a product design team that it created for entering a new foreign market.

Gold Team B uses \_\_\_\_\_ task interdependence.

**Scenario: Mints International (MI)**

- A. Reciprocal
- B. Pooled
- C. Sequential
- D. Comprehensive
- E. Response

124. Committees which are formed to deal with unique issues or issues that arise only periodically are an example of \_\_\_\_\_.

- A. project team
- B. parallel team
- C. action team
- D. management team
- E. audit team

125. A planning team comprised of engineers, architects, designers, and builders, charged with designing a suburban town center is an example of \_\_\_\_\_ team.

- A. parallel
- B. action
- C. work
- D. project
- E. management

126. Communications and group networking software are associated with which of these teams?

- A. work team
- B. action team
- C. project team
- D. virtual team
- E. management team

127. With \_\_\_\_\_ there are established rules and standard operating procedures that guide team members' behaviour and their interactions with one another.

- A. management teams
- B. action teams
- C. project teams
- D. parallel teams
- E. work teams

128. In which type of task interdependence group members complete their work assignments independently, and then this work is simply "piled up" to represent the group's output?

- A. comprehensive
- B. sequential
- C. pooled
- D. reciprocal
- E. response

129. In \_\_\_\_\_ interdependence, members interact with a subset of other members to complete the team's work.
- A. pooled
  - B. reciprocal
  - C. response
  - D. comprehensive
  - E. sequential
130. As the level of task interdependence \_\_\_\_\_, members must spend \_\_\_\_\_ amounts of time communicating and coordinating with other members to complete tasks.
- A. decreases; decreasing
  - B. increases; increasing
  - C. increases; decreasing
  - D. decreases; increasing
  - E. remains the same; increasing
131. \_\_\_\_\_ in task interdependence \_\_\_\_\_ the ability of the team to adapt to new situations.
- A. Increases; increase
  - B. Increases; decrease
  - C. Decreases; increase
  - D. Decreases; decrease
  - E. Fall; reduces
132. In addition to being linked to one another by task activities, members may be linked by their \_\_\_\_\_.
- A. interests
  - B. values
  - C. goals
  - D. culture
  - E. profession
133. \_\_\_\_\_ interdependence relates to how members are linked to one another in terms of the feedback and outcomes they receive as a consequence of working in the team.
- A. task
  - B. goal
  - C. sequential
  - D. outcome
  - E. reciprocal
134. High \_\_\_\_\_ interdependence also implies that team members depend on the performance of other team members for the rewards that they receive.
- A. task
  - B. goal
  - C. sequential
  - D. outcome
  - E. reciprocal
135. Low \_\_\_\_\_ interdependence exists in teams in which individual members receive rewards and punishments on the basis of their own performance, without regard to the performance of the team.
- A. task
  - B. goal
  - C. sequential
  - D. outcome
  - E. reciprocal

136. The predominant theory that has been used to explain why diversity has positive effects is called the \_\_\_\_\_.
- A. value in diversity problem-solving approach
  - B. similarity-attraction approach
  - C. surface-level diversity
  - D. deep-level diversity
  - E. conjunctive diversity
137. \_\_\_\_\_, means that members receive rewards that are dependent on both their team's performance and how well they perform as individuals.
- A. task interdependence
  - B. hybrid outcome interdependence
  - C. goal interdependence
  - D. member ability
  - E. member personality
138. The different types of activities and interactions that occur within teams that contribute to their ultimate end goals refers to team \_\_\_\_\_.
- A. characteristics
  - B. process
  - C. composition
  - D. interdependence
  - E. ability
139. When you get from teams "more than the sum of their parts", the teams seem to benefit from \_\_\_\_\_.
- A. process gain
  - B. staff validity
  - C. team informity
  - D. team commitment
  - E. teamwork KSAs
140. Process gain is synonymous with \_\_\_\_\_.
- A. motivation
  - B. groupthink
  - C. synergy
  - D. scout activities
  - E. teamwork KSAs
141. When a soccer team composed of elite "all stars" fails to win games, it can be due to \_\_\_\_\_.
- A. process gain
  - B. staff validity
  - C. hierarchical sensitivity
  - D. process loss
  - E. boundary spanning
142. Two factors that directly contribute to process losses are \_\_\_\_\_.
- A. coordination loss and motivational loss
  - B. staff loss and scout loss
  - C. hierarchical sensitivity loss and scout activity loss
  - D. staff validity loss and hierarchical sensitivity loss
  - E. none of these

143. Josh, George, Megan, and Kristin are team members in an Organizational Behaviour class. As a team, they are responsible for conducting a case analysis and presenting the results to the class. Josh and Kristin have worked very hard. However, George and Megan did not work as hard as they could have, nor did they do what was necessary for the team to complete the project effectively. The loss in team productivity that occurred due to George and Megan refers to
- A. coordination loss
  - B. scout loss
  - C. hierarchical sensitivity loss
  - D. staff validity loss
  - E. motivational loss
144. When members of a team exert less effort when working on team tasks than they would if they worked alone on those same tasks, it refers to
- A. groupthink
  - B. social loafing
  - C. hierarchical sensitivity
  - D. staff validity loss
  - E. transition process
145. An organizational behaviour class requires completion of individual assignments and a team project. Josh, George, Megan, and Kristin are members of one team in this class. The team project involves a written case analysis and a presentation of the results to the class, and members of the team will receive the same grade for this work. Josh and Kristin worked extremely hard on the team project. George and Megan believed that the team would receive a good grade because of Josh and Kristin's work, and so rather than working hard on the team project, they put all their effort in their individual assignments. George and Megan engaged in
- A. groupthink
  - B. staff validity loss
  - C. hierarchical sensitivity
  - D. social loafing
  - E. transition loss
146. In the context of teams, three types of taskwork processes are crucially important: creative behaviour, decision making, and
- A. groupthink
  - B. interpersonal process
  - C. boundary spanning
  - D. teamwork
  - E. transition process
147. The best known activity that teams use to foster creative behaviour is
- A. potency models
  - B. job-training
  - C. boundary spanning
  - D. social loafing
  - E. brainstorming
148. Which of these involves a face-to-face meeting of team members in which each offers as many ideas as possible about some focal problem or issue?
- A. Brainstorming
  - B. Cross-training
  - C. Boundary spanning
  - D. Social loafing
  - E. Groupthink

149. Popular rules of brainstorming include all of following except:
- A. build on the ideas of others
  - B. go for quality of ideas rather than quantity
  - C. express all ideas that come to mind
  - D. don't criticize or evaluate the ideas of others
  - E. all of these are effective brainstorming rules
150. Two reasons why brainstorming doesn't work as well as individual idea generation are
- A. groupthink and social loafing
  - B. social loafing process gain
  - C. process gain and process loss
  - D. social loafing and hesitance to express oneself
  - E. process gain and production blocking
151. Which three specific factors have been found to account for a team's ability to make effective decisions?
- A. Groupthink, social loafing, and process rotation
  - B. Decision informity; staff validity, and hierarchical sensitivity
  - C. Transactive memory; transformative memory, and decision memory
  - D. Individual effort, team effort, and boundary spanning effort
  - E. Decision redundancy, social facilitation and transactive memory
152. A project team at ABC International is given the task to develop new product ideas for three different foreign markets. \_\_\_\_\_ reflects whether the project team members at ABC possess adequate information about their own task responsibilities.
- A. decision informity
  - B. staff validity
  - C. hierarchical sensitivity
  - D. transportable competency
  - E. transactive memory
153. If the team member in charge of marketing does not gather information necessary to help the team understand the desires and needs of the client, it reflects which of these factors of effective decisions?
- A. transactive memory
  - B. staff validity
  - C. hierarchical sensitivity
  - D. production gain
  - E. decision informity
154. Which of these refers to the degree to which members of the team make useful recommendations to the leader?
- A. transactive memory
  - B. staff validity
  - C. hierarchical sensitivity
  - D. production gain
  - E. decision informity
155. Country Project Team at ABC International is given the task to develop new product ideas for three different foreign markets. Team members possessed all the necessary information to make a good recommendation for each of the three countries, but they failed to do so because of the lack of insight and good judgment. This reflects which of these effective decision factors?
- A. hierarchical sensitivity
  - B. transactive memory
  - C. staff validity
  - D. production blocking
  - E. decision informity

156. \_\_\_\_\_ reflects the degree to which the leader effectively weighs the recommendations of the members.
- A. hierarchical sensitivity
  - B. transactive memory
  - C. staff validity
  - D. production blocking
  - E. decision informity
157. Which of these taskwork processes involves activities with individuals and groups other than those who are considered part of the team?
- A. action process
  - B. cross-training
  - C. boundary spanning
  - D. social loafing
  - E. groupthink
158. Which of these activities are boundary spanning activities?
- A. groupthink, social loafing, and staff validity
  - B. decision informity; staff validity, and hierarchical sensitivity
  - C. transactive memory; transformative memory, and social loafing
  - D. ambassador, task coordinator, and scout
  - E. decision informity, social loafing, and transactive memory
159. \_\_\_\_\_ activities refer to communications that are intended to protect the team, persuade others to support the team, or obtain important resources for the team.
- A. hierarchical sensitivity
  - B. task coordinator
  - C. ambassador
  - D. scout
  - E. decision informity
160. In performing the boundary spanning role in a team, members who engage in ambassador activities typically communicate with people who are
- A. higher up in the organization
  - B. vendors and distributors of the organization
  - C. front line production supervisors in the industry
  - D. board of directors only
  - E. peers and those below the team's level in the organization
161. James, a member of a marketing team at MBI recently met with a member of the executive management team at MBI Corporate Headquarters to get support for his team's request to increase the budget for an expanded print media campaign. This is an example of which of these boundary spanning activities?
- A. decision informity
  - B. task coordinator
  - C. hierarchical sensitivity
  - D. scout
  - E. ambassador
162. At Healthy Products, Inc., Rebecca, a member of the marketing team, recently met with George from manufacturing to explore how new product samples and their coupons can be incorporated in the packaged consumer goods. This is an example of which of these boundary spanning activities?
- A. decision informity
  - B. task coordinator
  - C. hierarchical sensitivity
  - D. scout
  - E. ambassador

163. \_\_\_\_\_ activities refer to things team members do to obtain information about technology, competitors, or the broader marketplace.
- A. decision informity
  - B. task coordinator
  - C. hierarchical sensitivity
  - D. scout
  - E. ambassador
164. At Taser Sport, Inc. (TSI), Tammy, a member of the marketing team, recently met with Mike from Research and Development to learn about new technology and materials that were being experimented with at TSI and other companies in the industry. This is an example of which of these boundary spanning activities?
- A. scout activities
  - B. task coordinator
  - C. hierarchical sensitivity
  - D. decision informity
  - E. ambassador
165. The interpersonal activities that facilitate the accomplishment of the team's work but do not directly involve task accomplishment itself refers to
- A. boundary spanning activities
  - B. teamwork processes
  - C. staff validity
  - D. scout activities
  - E. decision informity
166. Which of the following are teamwork processes?
- A. nominal technique, social loafing, and staff validity
  - B. decision informity; staff validity, and hierarchical sensitivity
  - C. transactive memory; transformative memory, and social loafing
  - D. ambassador, task coordinator, and scout
  - E. transition, action, and interpersonal
167. Teamwork activities that focus on preparation for future work refers to which of these?
- A. interpersonal processes
  - B. decision informity activities
  - C. transactive memory
  - D. action processes
  - E. transition processes
168. Mission analysis, goal specifications, and strategy formulation are examples of which of these teamwork processes?
- A. transition
  - B. brainstorming
  - C. transactive memory
  - D. action
  - E. interpersonal
169. Whereas \_\_\_\_\_ processes are primarily important before and between periods of taskwork, \_\_\_\_\_ processes are primarily important as the taskwork is being accomplished.
- A. mission analysis; scout activity
  - B. transition; action
  - C. scout activity; interpersonal
  - D. action; transition
  - E. interpersonal; transition

170. Monitoring progress towards goals is a type of
- A. transition process
  - B. brainstorming process
  - C. transactive memory process
  - D. action process
  - E. interpersonal process
171. Systems monitoring and helping behaviours are examples of
- A. action process
  - B. brainstorming process
  - C. transactive memory process
  - D. transition process
  - E. interpersonal process
172. Synchronizing team members' activities in a way that makes them mesh effectively and seamlessly refers to \_\_\_\_\_ and is an example of a(n) \_\_\_\_\_ process.
- A. scout activity; brainstorming
  - B. coordination; action
  - C. goal specification; transition
  - D. boundary spanning; transition
  - E. staff validity; interpersonal
173. Which of these teamwork processes are important before, during, and between periods of taskwork?
- A. transition processes
  - B. action processes
  - C. boundary spanning processes
  - D. creative behaviour processes
  - E. interpersonal processes
174. Motivating and confidence building, conflict management, and affect management are types of
- A. interpersonal processes
  - B. action processes
  - C. boundary spanning processes
  - D. creative behaviour processes
  - E. transition processes
175. Communications that reflect incompatibilities with respect to personal values or preferences refers to
- A. relationship conflict
  - B. goal specificity mismanagement
  - C. mission analysis deficiency
  - D. mission analysis conflict
  - E. task conflict
176. \_\_\_\_\_ refers to specific types of feelings and thoughts that coalesce in the minds of team members as a consequence of their experience working together.
- A. task conflict
  - B. team states
  - C. relationship conflict
  - D. action process
  - E. boundary spanning
177. Which of these is not a team states as discussed in the text?
- A. cohesion
  - B. mental models
  - C. transactive memory
  - D. potency
  - E. boundary spanning

178. When members of a team develop strong emotional bond to other members of the team and to the team itself, it refers to which of these?
- A. cohesion
  - B. mental models
  - C. transactive memory
  - D. potency
  - E. boundary spanning
179. In highly cohesive teams, when members try to maintain harmony by striving toward consensus on issues without ever offering, seeking, or seriously considering alternative viewpoints and perspectives, it refers to
- A. action process
  - B. cross-training
  - C. boundary spanning
  - D. social loafing
  - E. groupthink
180. One way to potentially prevent problems associated with cohesion is to formally institute the role of
- A. ambassador
  - B. scout
  - C. devil's advocate
  - D. social loafing
  - E. groupthink
181. Which of these refer to the degree to which members believe that the team can be effective across a variety of situations and tasks?
- A. cohesion
  - B. mental models
  - C. transactive memory
  - D. potency
  - E. boundary spanning
182. According to research, potency has \_\_\_\_\_ impact on team performance.
- A. a strong negative
  - B. a moderate positive
  - C. a strong positive
  - D. a moderate negative
  - E. no
183. Which of these refer to the level of common understanding among team members with regard to important aspects of the team and its tasks?
- A. cohesion
  - B. mental models
  - C. transactive memory
  - D. potency
  - E. boundary spanning
184. \_\_\_\_\_ memory refers to how specialized knowledge is distributed among members in a manner that results in an effective system of memory for the team.
- A. cohesive
  - B. normative
  - C. transactive
  - D. potency
  - E. bounded rational

185. In a project team at ABC International, everyone focuses on his or her specialty and what they do best, members know exactly where they can go to get information when there are gaps in their knowledge, and this team produces synergistic results. This shows that the project team at ABC has had an effective

- A. staff validity
- B. mental model
- C. transactive memory
- D. potency
- E. hierarchical sensitivity

186. Which of these refer to the degree to which teams are capable of remaining together as ongoing entities?

- A. team states
- B. team viability
- C. team building
- D. groupthink
- E. transactive memory

187. Teamwork processes have a \_\_\_\_\_ effect on team performance.

- A. moderate positive
- B. weak negative
- C. moderate negative
- D. strong positive
- E. strong negative

188. Teamwork processes have a \_\_\_\_\_ effect on team commitment.

- A. moderate positive
- B. weak negative
- C. moderate negative
- D. strong positive
- E. strong negative

189. Tom, Dick, and Harry are members of a marketing team at Brain Games, Inc. (BGI) responsible for generating ideas for new product development. Tom has done a phenomenal job in gathering information necessary to help the team understand the desires and needs of the client. All things being equal, Harry has the best record of making good recommendations to Jill, vice president of marketing. Dick can make some good recommendations, but sometimes his recommendations are completely off base. Fortunately, Jill pays careful attention to what Harry has to say, but generally doesn't pay much attention to what Dick proposes. In addition to Jill, Harry has been meeting with the vice president of operations and other members of the executive team to gain support for their request to increase the marketing budget.

Tom's action would contribute to which factor in effective decision making at BGI?

**Scenario: Brain Games, Inc.**

- A. production blocking
- B. staff validity
- C. hierarchical sensitivity
- D. decision informity
- E. transactive memory

190. Tom, Dick, and Harry are members of a marketing team at Brain Games, Inc. (BGI) responsible for generating ideas for new product development. Tom has done a phenomenal job in gathering information necessary to help the team understand the desires and needs of the client. All things being equal, Harry has the best record of making good recommendations to Jill, vice president of marketing. Dick can make some good recommendations, but sometimes his recommendations are completely off base. Fortunately, Jill pays careful attention to what Harry has to say, but generally doesn't pay much attention to what Dick proposes. In addition to Jill, Harry has been meeting with the vice president of operations and other members of the executive team to gain support for their request to increase the marketing budget.

The decision making records of Harry and Dick reflect which factor in effective decision making at BGI?

**Scenario: Brain Games, Inc.**

- A. cohesion
- B. staff validity
- C. hierarchical sensitivity
- D. decision informity
- E. transactive memory

191. Tom, Dick, and Harry are members of a marketing team at Brain Games, Inc. (BGI) responsible for generating ideas for new product development. Tom has done a phenomenal job in gathering information necessary to help the team understand the desires and needs of the client. All things being equal, Harry has the best record of making good recommendations to Jill, vice president of marketing. Dick can make some good recommendations, but sometimes his recommendations are completely off base. Fortunately, Jill pays careful attention to what Harry has to say, but generally doesn't pay much attention to what Dick proposes. In addition to Jill, Harry has been meeting with the vice president of operations and other members of the executive team to gain support for their request to increase the marketing budget.

Jill's tendency to listen to Harry and ignore Dick reflect which factor in effective decision making?

**Scenario: Brain Games, Inc.**

- A. production blocking
- B. staff validity
- C. hierarchical sensitivity
- D. decision informity
- E. transition process gain

192. Tom, Dick, and Harry are members of a marketing team at Brain Games, Inc. (BGI) responsible for generating ideas for new product development. Tom has done a phenomenal job in gathering information necessary to help the team understand the desires and needs of the client. All things being equal, Harry has the best record of making good recommendations to Jill, vice president of marketing. Dick can make some good recommendations, but sometimes his recommendations are completely off base. Fortunately, Jill pays careful attention to what Harry has to say, but generally doesn't pay much attention to what Dick proposes. In addition to Jill, Harry has been meeting with the vice president of operations and other members of the executive team to gain support for their request to increase the marketing budget.

Harry is engaging in which of the boundary spanning processes?

**Scenario: Brain Games, Inc.**

- A. decision informity
- B. task coordinator
- C. hierarchical sensitivity
- D. scout
- E. ambassador

193. A special military team is getting ready for deployment to the Midwest in response to threats from a terrorist group who said they were planning to contaminate the water supply with bio-hazards. Jim is a bio-medical engineer, Scott is an environmental scientist, Megan is a virus specialist, and Susan is a critical care physician. The team also comprises three nurses and other technical experts. Jim was elected as the leader of the team. Scott is responsible for monitoring the team's progress toward its goals. Susan took on the role of a motivator and the confidence builder for the team. This team has worked together before and has developed a high level of common understanding regarding the team and its mission. Members also strongly believe that the team can be effective across a variety of situations and tasks. As a standard practice, before deployment, the team members observe how other members perform their roles by shadowing and going through simulations.

Scott's role of monitoring the team's progress contributes to which of these teamwork processes?

**Scenario: Special Force**

- A. brainstorming process
- B. action process
- C. transactive memory process
- D. transition process
- E. interpersonal process

194. A special military team is getting ready for deployment to the Midwest in response to threats from a terrorist group who said they were planning to contaminate the water supply with bio-hazards. Jim is a bio-medical engineer, Scott is an environmental scientist, Megan is a virus specialist, and Susan is a critical care physician. The team also comprises three nurses and other technical experts. Jim was elected as the leader of the team. Scott is responsible for monitoring the team's progress toward its goals. Susan took on the role of a motivator and the confidence builder for the team. This team has worked together before and has developed a high level of common understanding regarding the team and its mission. Members also strongly believe that the team can be effective across a variety of situations and tasks. As a standard practice, before deployment, the team members observe how other members perform their roles by shadowing and going through simulations.

Beyond her task responsibilities, Susan's role also consists of behaviours that contribute to

**Scenario: Special Force**

- A. transition process
- B. brainstorming process
- C. transactive memory process
- D. action process
- E. interpersonal process

195. A special military team is getting ready for deployment to the Midwest in response to threats from a terrorist group who said they were planning to contaminate the water supply with bio-hazards. Jim is a bio-medical engineer, Scott is an environmental scientist, Megan is a virus specialist, and Susan is a critical care physician. The team also comprises three nurses and other technical experts. Jim was elected as the leader of the team. Scott is responsible for monitoring the team's progress toward its goals. Susan took on the role of a motivator and the confidence builder for the team. This team has worked together before and has developed a high level of common understanding regarding the team and its mission. Members also strongly believe that the team can be effective across a variety of situations and tasks. As a standard practice, before deployment, the team members observe how other members perform their roles by shadowing and going through simulations.

The team's high level of common understanding refers to which of these?

**Scenario: Special Force**

- A. potency
- B. cohesion
- C. transactive memory
- D. mental models
- E. boundary spanning

196. A special military team is getting ready for deployment to the Midwest in response to threats from a terrorist group who said they were planning to contaminate the water supply with bio-hazards. Jim is a bio-medical engineer, Scott is an environmental scientist, Megan is a virus specialist, and Susan is a critical care physician. The team also comprises three nurses and other technical experts. Jim was elected as the leader of the team. Scott is responsible for monitoring the team's progress toward its goals. Susan took on the role of a motivator and the confidence builder for the team. This team has worked together before and has developed a high level of common understanding regarding the team and its mission. Members also strongly believe that the team can be effective across a variety of situations and tasks. As a standard practice, before deployment, the team members observe how other members perform their roles by shadowing and going through simulations.

This team's strong belief that they can be effective across a variety of situations reflects which of these?

**Scenario: Special Force**

- A. moderate transactive memory
- B. diverse mental models
- C. high potency
- D. low cohesion
- E. minimal boundary spanning

197. A special military team is getting ready for deployment to the Midwest in response to threats from a terrorist group who said they were planning to contaminate the water supply with bio-hazards. Jim is a bio-medical engineer, Scott is an environmental scientist, Megan is a virus specialist, and Susan is a critical care physician. The team also comprises three nurses and other technical experts. Jim was elected as the leader of the team. Scott is responsible for monitoring the team's progress toward its goals. Susan took on the role of a motivator and the confidence builder for the team. This team has worked together before and has developed a high level of common understanding regarding the team and its mission. Members also strongly believe that the team can be effective across a variety of situations and tasks. As a standard practice, before deployment, the team members observe how other members perform their roles by shadowing and going through simulations.

The marketing team member who meets with an engineer to seek information about new materials is engaging in \_\_\_\_\_.

**Scenario: Special Force**

- A. interpersonal processes
- B. decision informity activities
- C. transactive memory
- D. action processes
- E. scout activities

198. The halftime adjustments made by a basketball team that is losing a game badly by considering the strengths of its opponent and developing a new strategy intended to neutralize them signifies that:  
A. goal specification involves the development and prioritization of goals related to the team's mission and strategy.

B. teams that pay attention to goal-related information, perhaps by charting the team's performance relative to team goals, are typically in a good position to realize when they are "off-track" and need to make changes.

C. transition processes are important between periods of work activity.

D. transition processes are relevant before the team actually begins to conduct the core aspects of its work.

E. team members can provide indirect help to their teammates in the form of feedback or coaching.

199. Research suggests that the \_\_\_\_\_ may be as important to determining team success as the processes that occur entirely within the team.

- A. groupthink
- B. process gain
- C. hierarchical sensitivity
- D. boundary-spanning activities
- E. staff validity

200. \_\_\_\_\_ can be beneficial to teams if it stimulates conversations that result in the development and expression of new ideas.

- A. Task conflict
- B. Relationship conflict
- C. Brainstorming
- D. Potency
- E. Coordination

201. NASA's decision to launch the space shuttle Challenger in unusually cold weather is a famous examples of \_\_\_\_\_.

- A. Cohesion
- B. Potency
- C. Groupthink
- D. Boundary spanning
- E. Mental models

202. Differentiate between teams and groups.

203. Briefly describe the types of teams using the criteria of purpose and activity, life span and member involvement. Provide specific examples of each type of team.

204. Describe how teams develop using the four stage progression model. Provide an example of your experience in a team development process.

205. Define task interdependence. Briefly describe the four primary types of task interdependence.

206. Differentiate between goal interdependence and outcome interdependence. Provide an example of each.

207. Define role. Briefly differentiate between the different types of team task roles, team building roles, and individualistic roles.

208. Identify and briefly describe the five aspects of team composition using examples.

209. Differentiate between surface-level diversity and deep-level diversity.

210. What characteristics can be used to describe teams? Develop a visual diagram for your answer.

211. Briefly describe the effects of task interdependence on performance and commitment.

212. Define team process. Differentiate between process gain and process loss.

213. Briefly describe any two types of taskwork processes.

214. Define brainstorming. Identify the rules used surrounding a brainstorming session. Discuss why brainstorming doesn't work as well as individual idea generation.

215. Discuss three specific factors that account for a team's ability to make effective decisions. How can these factors be used for improving team decision making?

216. Define boundary spanning and describe the activities involved in this taskwork process. Provide an example of each activity.

217. Define teamwork process. Describe the three teamwork processes using examples.

218. What are team states? Identify and briefly describe the various team states discussed in the text.

219. Develop a visual diagram to show why some teams are more than the sum of their parts.

## 10 Key

1. (p. 266) FALSE
2. (p. 268) FALSE
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5. (p. 272) TRUE
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72. (p. 268) A
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87. (p. 270) E
88. (p. 270) A
89. (p. 270) E
90. (p. 272) B
91. (p. 272) D
92. (p. 273) A
93. (p. 274) B
94. (p. 274) D
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97. (p. 274) E
98. (p. 274) D
99. (p. 274) C
100. (p. 274) B
101. (p. 274) C
102. (p. 274) A
103. (p. 274) A
104. (p. 274) B
105. (p. 274) A
106. (p. 274) D
107. (p. 276) B
108. (p. 277) C
109. (p. 262) E
110. (p. 277) A
111. (p. 277) E
112. (p. 295) A

113. (p. 295) A
114. (p. 296) C
115. (p. 296) B
116. (p. 266) C
117. (p. 266) B
118. (p. 266) A
119. (p. 266) E
120. (p. 269) D
121. (p. 269) E
122. (p. 270) B
123. (p. 270) A
124. (p. 266) B
125. (p. 266) D
126. (p. 266) D
127. (p. 266) B
128. (p. 270) C
129. (p. 270) B
130. (p. 270) B
131. (p. 270) A
132. (p. 270) C
133. (p. 270) D
134. (p. 272) D
135. (p. 272) D
136. (p. 276) A
137. (p. 298) B
138. (p. 278) B
139. (p. 280) A
140. (p. 280) C
141. (p. 280) D
142. (p. 280) A
143. (p. 280) E
144. (p. 280) B
145. (p. 280) D
146. (p. 284) C
147. (p. 266) E
148. (p. 282) A
149. (p. 282) B
150. (p. 282) D

151. (p. 283) B
152. (p. 283) A
153. (p. 283) E
154. (p. 283) B
155. (p. 283) C
156. (p. 283) A
157. (p. 284) C
158. (p. 284) D
159. (p. 284) C
160. (p. 284) A
161. (p. 284) E
162. (p. 284) B
163. (p. 284) D
164. (p. 284) A
165. (p. 285) B
166. (p. 285-286) E
167. (p. 285) E
168. (p. 285) A
169. (p. 285) B
170. (p. 285) D
171. (p. 285) A
172. (p. 285) B
173. (p. 286) E
174. (p. 286) A
175. (p. 286) A
176. (p. 291) B
177. (p. 284) E
178. (p. 292) A
179. (p. 292) E
180. (p. 274) C
181. (p. 292) D
182. (p. 293) C
183. (p. 293) B
184. (p. 293) C
185. (p. 293) C
186. (p. 295) B
187. (p. 297) A
188. (p. 297) D

189. (p. 283) D

190. (p. 283) B

191. (p. 283) C

192. (p. 283) E

193. (p. 285) B

194. (p. 286) E

195. (p. 293) D

196. (p. 292) C

197. (p. 284) E

198. (p. 285) C

199. (p. 284) D

200. (p. 286) A

201. (p. 292) C

202. (p. 264) Teams differ from groups in two primary respects: 1) the interaction in team revolves around a deeper dependence on one another than the interactions within groups, and 2) the interactions within teams occur with a specific task-related purpose in mind.

203. (p. 266-267) See Table 10-1.

Please see Figure 10-2 in the text. Student responses to the second part of the question will vary.

204. (p. 268-269) Teams develop, according to the classic progression sequence, through four stages: forming, storming, norming, and performing. There is a fifth stage, adjourning, when the team folds and is no longer viable.

Please refer to Figure 10-3 in the text.

- comprehensive interdependence
- reciprocal interdependence
- sequential interdependence
- pooled interdependence

The four types of task interdependence are:

205. (p. 270-273) Task interdependence refers to the degree to which team members interact with and rely on other team members for the information, materials, and resources needed to accomplish work for the team.

Student examples will vary.

206. (p. 272-273) Goal interdependence exists when team members have a shared vision of the team's goals and align their individual goals with that vision as a result. Outcome interdependence exists, on the other hand, when team members share in the rewards that the team earns.

**Individualistic Roles:** Behaviours that benefit the individual at the expense of the team. Examples include: the aggressor (deflates fellow teammates), the recognition seeker (takes credit for team's successes), and the dominator (manipulates teammates to acquire control and power).  
**Team Building Roles:** Behaviours that influence the quality of the team's social climate. Examples include: the harmonizer (steps in to resolve differences among teammates), the encourager (praises the work of teammates), and the compromiser (helps the team see acceptable alternatives).  
**Team Task Roles:** Behaviours that directly facilitate the accomplishment of team tasks. Examples include, the orienter (establishes direction for the team), the devil's advocate (offers constructive challenges to the status quo), and the energizer (motivates team members toward goals).  
207. (p. 273-274) A role is defined as the behaviour a person is expected to display in a given context.

team size

- member diversity
- member personality
- member ability
- member roles

The five aspects of team composition are:

208. (p. 273-277) See Figure 10-4.

209. (p. 277) Surface-level diversity refers to diversity regarding observable attributes such as race, ethnicity, sex, and age. Deep-level diversity, on the other hand, refers to diversity with respect to attributes that are less easy to observe initially but that can be inferred after more direct experience. Differences in attitudes, values, and personality are good examples of this diversity.

210. (p. 279) Please see Figure 10-5 in the text

211. (p. 296) Please see Figure 10-12 in the text.

Getting more from the team than you would expect according to the capabilities of its individual members refers to process gain. When you get from teams "more than the sum of their parts," the teams seem to benefit from process gain. On the other hand, when you get from teams "less than the sum of their parts," the teams seem to suffer from process loss. Factors that cause process loss include coordination loss and motivational loss.  
212. (p. 280) Team process refers to the different types of activities and interactions that occur within teams that contribute to their ultimate end goal.

- Boundary spanning
- Decision making
- Creative behaviour

Students should describe any two of the following:

213. (p. 280-284) See Figure 10-6.

There appears to be at least three reasons why brainstorming doesn't work as well as individual idea generation. 1) social loafing, 2) members may be hesitant in expressing ideas that may be silly or not well thought-out, and 3) production blocking.

- build on the ideas of others
- don't criticize or evaluate the ideas of others
- go for quantity of ideas rather than quality
- express all ideas that come to mind

Most brainstorming sessions center on the following rules:

214. (p. 282) Brainstorming involves a face-to-face meeting of team members in which each offers as many ideas as possible about some focal problem or issue.

Research shows that more experienced teams tend to make better decisions because they develop an understanding of the information that is needed and how to use it and leaders develop an understanding of which members provide the best recommendations. Team decision making may be improved by giving members feedback about these three variables involved. For example, a team can improve its decision making if the members are told that they have to share and consider additional pieces of information before making recommendations to the leader.

- hierarchical sensitivity-reflects the degree to which the leader effectively weighs the recommendations of the members
- staff validity-refers to the degree to which members make good recommendations to the leader
- decision informity-reflects whether the team members possess adequate information about their own task responsibilities

215. (p. 283) Three factors account for a team's ability to make effective decisions:

Student responses to examples will vary.

- Scout activity-refer to things team members do to obtain information about technology, competitors, or the broader marketplace.
- Task coordinator activities-involve communications that are intended to coordinate task-related issues with people or groups in other functional areas.
- Ambassador activities-refers to communications that are intended to protect the team, persuade others to support the team, or obtain important resources for the team.

216. (p. 284) Boundary spanning involves activities with individuals and groups other than those who are considered part of the team. Three activities:

- Interpersonal processes-whereby team members manage their relationships. Examples-motivating, and confidence building, affect management and conflict management.
  - Action processes-are important as the taskwork is being accomplished. Examples-monitoring progress toward goals, systems monitoring, and helping behaviours.
  - Transition processes-teamwork activities that focus on preparation for future work. Examples-mission analysis, strategy formulation, and goal specification.
217. (p. 285) Teamwork processes refer to the interpersonal activities that facilitate the accomplishment of the team's work but do not directly involve task accomplishment itself.

- Transactive memory-how specialized knowledge is distributed among members in a manner that results in an effective system of memory for the team.
  - Mental models-the level of common understanding among team members with regard to important aspects of the team and its tasks.
  - Potency-the degree to which members believe that the team can be effective across a variety of situations and tasks.
  - Cohesion-tends to foster high levels of motivation and commitment to the team; creates situations of groupthink.
- Team states refer to specific types of feelings and thoughts that coalesce in the minds of team members as a consequence of their experience working together.
218. (p. 291-293) See Figure 10-10

219. (p. 294) Please see Figure 10-11 in the text.

# 10 Summary

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