Chapter 5

Building Teams and Work Groups

CHAPTER QUIZ

1. Choose the best way to complete this sentence: A group is a collection of people who work together and _________________.
   a. are not necessarily working collectively toward the same goal
   b. have a higher degree of cohesiveness than a team
   c. strive consciously to achieve a common objective
   d. becomes a team when members demonstrate a commitment to each other

2. A product design team consisting of members from marketing, finance, research and development, planning and operations would best be described as a ________.
   a. Managed group
   b. Task force
   c. Cross-functional team
   d. Process improvement team

3. In a traditional, hierarchical organization, communication tends to flow _____ while in a team-based organization, communication tends to flow _____.
   a. downward; laterally
   b. upward; laterally
   c. laterally; upward
   d. laterally; downward

4. Groupthink takes place when members of a group:
   a. Agree to a more risky course of action than any individual would have alone.
   b. Are more concerned about maintaining harmony than thinking critically about problems.
   c. Have a negative view of working in groups that affects their participation in group activities.
   d. Reduce their effort when working with others on a project.
5. The lack of individual accountability in teams may lead to:
   a. Social loafing.
   b. Groupthink.
   c. Grouphate.
   d. Risky shift.

6. What is the team member/team leader's role in the forming stage?
   a. Encourage the group to establish its mission and purpose.
   b. Help group members focus on the task and on personal differences.
   c. Make sure that team members take personal responsibility for team success.
   d. Make sure the team continues with its progress and maintains its cohesion and morale.

7. The storming stage is characterized by the tendency for:
   a. Teams to disband permanently or take a temporary break.
   b. People to have feelings of tentativeness toward other group members.
   c. Members to feel like part of a working team.
   d. Few, if any, processes and procedures to be in place.

8. The task at the ______ stage of team development is to tie up loose ends and complete final follow-up on projects.
   a. Norming
   b. Storming
   c. Adjourning
   d. Performing

9. At the adjourning stage of team development:
   a. Members may feel disappointment if the experience was negative.
   b. Groups may experience differences over factors such as leadership.
   c. Members may feel gratitude if the experience was positive.
   d. Teams may disband permanently or take a temporary break.

10. High-performance teams are characterized by all of the following EXCEPT:
    a. A clearly defined mission, purpose and goals
    b. Members who have a breadth of specialty rather than people skills
    c. Extensive communication mechanisms
    d. Cooperative behaviors
1. a
2. c
3. a
4. c
5. a
6. a
7. d
8. c
9. d
10. b