Making the Team A Guide for Managers 6th edition Thompson Test Bank

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Making the Team, 6e **(Thompson)**
Chapter 2 Designing the Team

1 Multiple Choice Questions

1) When it comes to how a team is designed (i.e., members, communication, goals, norms, etc.) and team leadership, which of the following statements is most TRUE based upon the studies from the Xerox customer-service teams?
A) For optimal performance, it is more important to have a well-designed team than a team with a good leader.
B) For optimal performance, it is more important to have an excellent leader than a well-designed team.
C) Both team design and leadership are equally important.
D) Well-designed teams tend to sabotage leaders.
Answer: A
Page Ref: 27
Diff: Moderate
Skill: Application
AACSB: Written and oral communication

2) Teams permitted to plan between periods or task completion _____ than those teams that plan only during periods of task completion. Teams that participate in planning periodically throughout their task completion process refer to this type of task planning as _____.
A) perform worse; preplanning
B) perform better; online planning
C) create more ideas; goal-directed planning
D) stay motivated longer; preplanning
Answer: B
Page Ref: 30
Diff: Moderate
Skill: Concept
AACSB: Interpersonal relations and teamwork

3) Clearly defined goals are the essence of great teamwork. Which of the following statements is the best answer about how goals should be articulated by teams?
A) Goals should not be clearly articulated, but rather members should be free to interpret them creatively.
B) Goals should be complex, and contain several objectives.
C) Goals should be simple and specify ends, but not means.
D) Goals should be simple and specify means, but not ends.
Answer: C
Page Ref: 28
Diff: Easy
Skill: Concept
AACSB: Written and oral communication

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4) A person with a high-performance orientation with respect to goals, such as a professional speaker, is more likely to desire:
A) to gain favorable judgments of performance, or avoid negative judgments of competence.
B) to understand something novel, or to increase mental competence in a task.
C) credit for work done independently.
D) difficult tasks.
Answer: A
Page Ref: 28
Diff: Easy
Skill: Concept
AACSB: Reflective thinking

5) To perform effectively, teams need to adapt their roles when faced with conflict. With respect to team goal orientation, which orientation type is the most adaptable when goals shift and change?
A) High-performance orientation
B) High-learning orientation
C) High-training orientation
D) High-service orientation
Answer: B
Page Ref: 28
Diff: Moderate
Skill: Concept
AACSB: Interpersonal relations and teamwork

6) Which of the following can be a drawback of "backing up" behavior?
A) Team member neglects his or her own task work.
B) Task motivation increases.
C) Pooled interdependence
D) Task work capacity increases in subsequent tasks.
Answer: A
Page Ref: 38
Diff: Moderate
Skill: Concept
AACSB: Interpersonal relations and teamwork

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7) There are many types of interdependence in a team. A team of people independently selling cookies door to door, and then combining their total profits is an example of _____; a team of people on an assembly line making an automobile is an example of _____.
A) pooled interdependence; sequential interdependence
B) pooled interdependence; reciprocal interdependence
C) cooperative interdependence; competitive interdependence
D) tactical interdependence; problem-solving interdependence
Answer: A
Page Ref: 43
Diff: Moderate
Skill: Concept
AACSB: Interpersonal relations and teamwork

8) High levels of task interdependence, which require frequent interactions among group members to obtain resources, can:
A) make the team less tolerant of project errors.
B) enhance performance productivity.
C) decrease team cohesion.
D) be slower to generate problem solutions.
Answer: B
Page Ref: 44
Diff: Moderate
Skill: Concept
AACSB: Written and oral communication

9) Teams whose members share egalitarian values, or a desire to create a shared sense of members, develop _____ interdependent task approaches. In contrast, teams whose members hold meritocratic values, or are motivated to demonstrate their unique abilities to other group members, develop _____ interdependent task approaches.
A) high; low
B) low; high
C) early; late
D) late; early
Answer: A
Page Ref: 45
Diff: Easy
Skill: Concept
AACSB: Written and oral communication

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10) In a diverse team, a "faultline" refers to cases in which:
A) a team tends to find fault or blame in the other team members rather than their own behavior.
B) group members fall into two highly visible, moderate, non-overlapping subgroups usually based on demographic characteristics (such as male vice-presidents and female clerical workers).
C) group members make more extreme judgments of demographically dissimilar group members than is actually warranted.
D) a homogenous group does not allow a diverse member to join the group.
Answer: B
Page Ref: 38
Diff: Moderate
Skill: Concept
AACSB: Diverse and multicultural work environments

11) Norms are the unwritten rules that specify appropriate and expected behavior in teams. Which of the following statements is the best answer regarding norms in a team?
A) It is best to impose norms of behavior on a team, rather than empowering the team to develop its own norms over time.
B) Norms take time to develop in a team, and emerge slowly as the team matures.
C) Many norms develop within the first few minutes of a team's first meeting.
D) The most competent and respected individuals dictate the norms for the team.
Answer: C
Page Ref: 46
Diff: Challenging
Skill: Concept
AACSB: Interpersonal relations and teamwork

12) A situational example of a script is:
A) a new team member doesn't have enough time to complete all the tasks assigned to him or her that day.
B) two team members work on the pacing and wording of their presentation to a client.
C) a new team member demonstrates some of his or her unique work skills to an established team member.
D) two team members go to lunch with a client. The team members have rehearsed who will bring up what business-appropriate subjects to the client.
Answer: D
Page Ref: 46
Diff: Moderate
Skill: Application
AACSB: Application of knowledge

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13) When a team norm is violated, what is the most common first response of the affected team?
A) Ostracize the individual
B) Physical aggression
C) Verbal aggression
D) Persuade the person to change their behavior
Answer: D
Page Ref: 47
Diff: Moderate
Skill: Concept
AACSB: Written and oral communication

14) For team coaching to be effective, several conditions need to be present. Which of the following is one of those conditions?
A) The organization constrains and strictly controls the performance processes essential for team success.
B) The team is formed haphazardly and has sparse support within the organization.
C) Team expertise, engagement, and method of execution are unconstrained by task or organizational requirements.
D) Coaching interventions are required to be introduced and incorporated from the start of the team interaction.
Answer: C
Page Ref: 50
Diff: Moderate
Skill: Concept
AACSB: Written and oral communication

15) Coaching that focuses on ability, knowledge, and skill, such as training on a particular negotiation strategy, is _____ in nature; coaching that focuses on how to best enhance employee involvement, such as outlining goals and target dates, is _____ in nature.
A) motivational; cohesive
B) collective; performance-focused
C) preplanned; integrative
D) educational; motivational
Answer: D
Page Ref: 49
Diff: Moderate
Skill: Concept
AACSB: Written and oral communication

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16) A situational example of team coaching is a:
A) product team holds a meeting to discuss product messaging and brand before a new product is announced in the press.
B) team discusses a competitor's brand strategy.
C) manager personally coordinates the work of their team.
D) manager negotiates the acquisition of resources for their team.
Answer: A
Page Ref: 48
Diff: Challenging
Skill: Critical thinking
AACSB: Analytical thinking

17) Which of the following scenarios is an example of a team member with high-learning orientation?
A) A team member notices that one part of their company's mobile site always crashes when it loads on her phone. She digs into the code of the site and discovers a more innovative way to code the site so that it loads faster on all devices. Other company sites soon adopt her coding solution.
B) A team member notices a mistake in the copy of a major marketing piece that they just sent to 1000 of their company's best customers. Even though this person led the team that produced this marketing material, this person blames their agency of record for not catching the error.
C) A football team member often holds press conferences in the weight room where he works out and invites the press to ask him questions while he pumps iron.
D) A team member on a motorcycle assembly line leaves behind a note for a worker on the next shift showing the number of engines he built that day and openly challenging the next shift worker to beat his production number.
Answer: A
Page Ref: 28
Diff: Challenging
Skill: Concept
AACSB: Interpersonal relations and teamwork

18) Cultural diversity is more positive for team performance when team members' _____ is high and _____ is low.
A) temporal leadership; taskwork
B) learning orientation; performance avoidance orientation
C) emotional intelligence; overstaffing bias
D) backing-up behavior; value diversity
Answer: B
Page Ref: 28
Diff: Moderate
Skill: Concept
AACSB: Diverse and multicultural work environments

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19) Two key types of chronic goals are _____, in which a person attempts to achieve desired positive outcomes and _____, in which a person attempts to avoid negative outcomes.
A) performance-prove goals; faultline goals
B) tactical goals; crisis goals
C) self-managing goals; structural adaptation goals
D) promotion goals; prevention goals
Answer: D
Page Ref: 29
Diff: Moderate
Skill: Concept
AACSB: Written and oral communication

20) When a team is given a specific amount of time to do a job, how does the team typically approach the work to be done?
A) Team members work harder to get done early with their task.
B) Focus on getting the task done rather than worrying about the social or emotional issues of the group
C) Worry less about the quality of their output and instead, focus on getting the task done before the deadline
D) Team collectively adjusts their sense of urgency and work focus to "fit" whatever time is available for the task.
Answer: D
Page Ref: 31
Diff: Moderate
Skill: Application
AACSB: Analytical thinking

21) _____ problems occur when there is not enough time to do all of the required tasks for a job, despite the fact that each task is easy. _____ problems occur when the task is difficult, even though there is plenty of time in which to do it. _____ problems lead to a faster rate of task activity on subsequent trials; _____ problems lead to more extensive processing of information and a slower rate of production in subsequent trials.
A) Capacity; Capability; Capacity; capability
B) Capability; Capacity; Capability; capacity
C) Taskwork; Teamwork; Taskwork; teamwork
D) Teamwork; Taskwork; Teamwork; taskwork
Answer: A
Page Ref: 32
Diff: Challenging
Skill: Concept
AACSB: Interpersonal relations and teamwork

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22) The Attentional Focus model predicts how time pressure affects team performance. This model suggests:
A) teams focus on three different approaches when managing conflict and time pressure.
B) teams whose members work together for longer periods are more likely to develop a team memory system and be less affected by time pressure.
C) time pressure narrows group members' attention to the most prominent or conspicuous needs of completing of a task and filter out what they judge to be less important information.
D) teams focus on the relationships that leaders develop with particular subordinates and what time pressure leaders place on these subordinates.
Answer: C
Page Ref: 32
Diff: Moderate
Skill: Concept
AACSB: Interpersonal relations and teamwork

23) Leaders consistently struggle with the question of how many people to put on a team. Which of the following best describes the team scaling fallacy?
A) A team's ability to adapt their strategy in the face of change and upheaval.
B) As team size increases, people increasingly underestimate the number of labor hours required to complete projects.
C) Adding more members of a team increases productivity but also increases the expense of the team relative to the gains on the project.
D) Team productivity is always more innovative and productive than the sum of its members working as individuals.
Answer: B
Page Ref: 33
Diff: Moderate
Skill: Concept
AACSB: Interpersonal relations and teamwork

24) As group size increases, _____ also increases in a negatively accelerating fashion, such that each additional person who agrees with the majority has _____ overall influence.
A) conformity; less
B) interpersonal congruence; more
C) conflict; equal amounts of
D) interdependence; more
Answer: A
Page Ref: 34
Diff: Easy
Skill: Concept
AACSB: Interpersonal relations and teamwork

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25) There are advantages to smaller, even understaffed teams. All of the following are examples of the advantages of keeping one's team size small, EXCEPT:
A) members of understaffed teams work harder at a task.
B) members of understaffed teams assume less responsibility for the overall team's performance.
C) members of understaffed teams are more likely to feel involved and cooperate with the team.
D) members of understaffed teams engage in a wider variety of tasks.
Answer: B
Page Ref: 34
Diff: Moderate
Skill: Concept
AACSB: Interpersonal relations and teamwork

26) Diversity is any attribute that another person may rely upon to notice differences. There are three types of diversity in workgroups, one of which is _____ diversity. This category refers to the explicit differences among group members in a social category, such as race, gender, and ethnicity.
A) value
B) informational
C) social category
D) visual
Answer: C
Page Ref: 38
Diff: Easy
Skill: Concept
AACSB: Diverse and multicultural work environments

27) Diversity in learning and performance orientation decreases team performance; but if teams engage in _____, the negative effects of diversity can be counteracted.
A) talk about how they work as a team
B) deciding who is in charge
C) experimentation with failure
D) increasing group size
Answer: A
Page Ref: 39
Diff: Moderate
Skill: Concept
AACSB: Diverse and multicultural work environments

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2 True/False Questions

1) Teams are most effective when they have a high-learning orientation coupled with high team identification because this allows them to form more accurate team goal mental models and effectively plan their processes.
Answer: TRUE
Page Ref: 29
Diff: Moderate
Skill: Application
AACSB: Interpersonal relations and teamwork

2) Regarding the topic of diversity and a minority viewpoint, this minority viewpoint refers to views held by a demographic minority, not a statistical minority.
Answer: FALSE
Page Ref: 40
Diff: Moderate
Skill: Concept
AACSB: Interpersonal relations and teamwork

3) As the size of the team grows, more people do less talking relative to others. Sometimes, with really large teams, a few members will say and do nearly nothing compared to others on their team.
Answer: TRUE
Page Ref: 34
Diff: Easy
Skill: Concept
AACSB: Interpersonal relations and teamwork

4) When every member of a team is dependent on other team members at all levels - not just in a linear fashion - the term for this type of task interdependence is called pooled interdependence.
Answer: FALSE
Page Ref: 43
Diff: Easy
Skill: Concept
AACSB: Interpersonal relations and teamwork

5) Teams with high levels of task specialization have lower levels of interdependence among team members.
Answer: FALSE
Page Ref: 44
Diff: Easy
Skill: Concept
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6) When norms are left strictly to natural processes and interaction patterns among team members, the individuals who are most disruptive and least self-conscious can set unfavorable norms.
Answer: TRUE
Page Ref: 47
Diff: Moderate
Skill: Application
AACSB: Interpersonal relations and teamwork

3 Essay Questions

1) Rather than considering what factors a leader looks for in assembling a team, what factors typically motivate an individual person to join a particular team?
Page Ref: 33
Diff: Moderate
Skill: Application
AACSB: Interpersonal relations and teamwork

2) Leaders constantly struggle with the question of how many people to put on a team. What are some of the disadvantages to an overgrown team?
Page Ref: 34
Diff: Challenging
Skill: Application
AACSB: Interpersonal relations and teamwork

3) Many leaders struggle with the criteria to use in team member selection. What team member skills are important to think about when forming any team?
Page Ref: 35
Diff: Moderate
Skill: Concept
AACSB: Interpersonal relations and teamwork

4) Minority opinions in a team can arise from one of two sources - from a member of one's own team or a member of another group - and both can be effective. However, what are some of the reasons why an in-group team member might be unlikely to offer a differing or dissenting viewpoint during a team discussion?
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Diff: Moderate
Skill: Application
AACSB: Interpersonal relations and teamwork

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5) Team coaching is the direct interactions that leaders have with a team to help members make coordinated and task-appropriate use of their collective resources in accomplishing the team's work. What three distinct features make up the basic behavior and considerations for coaching a team?
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Diff: Challenging
Skill: Application
AACSB: Interpersonal relations and teamwork

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