# *In Mixed Company - Communicating in Small Groups and Teams 11th edition Rothwell Test Bank*

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**Test Bank**
to accompany

*In Mixed Company,* Eleventh Edition
by J. Dan Rothwell

# Chapter 2
# *Groups as Systems*

**Multiple Choice (including Multiple Select)**

1. Negative synergy occurs when
a. one group member creates a disruption.
b. group members working together give more significance to negative not positive information.
c. group members working together produce a significantly worse result than expected if individual skill levels and abilities are considered.
d. group members often disagree among themselves producing stalemate.
Answer: c

2. Larger groups compared to smaller groups typically have
a. fewer isolates (non-participants).
b. fewer factions and members splintering off from the group's general point of view.
c. greater difficulty working cooperatively.
d. greater group satisfaction.
Answer: c

3. There are two variables that influence the "ideal" group size. They are
a. quality of decisions and quantity of information.
b. quantity of information and speed of decision making.
c. quality and formality of decision making.
d. quality and speed of decision making.
Answer: d

4. Group synergy occurs when
a. a majority of the group members outperform the minority.
b. the group as a whole outperforms the sum of expected individual performances by members.
c. groups perform more poorly than individuals.
d. groups and individuals perform equally well.
Answer: b

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5. When the action of one group member creates a ripple effect on the entire group, this is an example of
a. negative synergy.
b. diffusion of responsibility.
c. interconnectedness within a system.
d. group synergy.
Answer: c

6. As group size increases, which of the following typically occurs?
a. Complexity increases
b. Factions develop
c. The number of nonparticipating members increases
d. All of the above
Answer: d

7. Entropy is
a. a measure of the degree of movement within a system toward greater organization.
b. an example of throughput.
c. a measure of a system's movement toward disorganization and eventual termination.
d. the end effect of increasing input into a system.
Answer: c

8. Synergy occurs in groups primarily by
a. group members working competitively to achieve a common goal.
b. deep diversity within the group membership.
c. looking for group members who have very narrow, specialized skills, knowledge, and abilities.
d. happenstance; it's mostly luck.
Answer: b

9. Dynamic equilibrium
a. is a range in which systems can manage change effectively to promote growth and success without destroying the system with too much instability.
b. recognizes that there is a perfect balance point between stability and change in a system.
c. is sustained in a system by regulating the degree, rate, and persistence of change.
d. All of the above
Answer: a

10. The "rule of seven" refers to which of the following?
a. Seven members is the ideal size of a small group.
b. It takes at least seven minutes for a group to focus directly on a group task.
c. Each member added to a decision-making group that starts with seven members reduces decision effectiveness by about 10%.
d. Seven members is the maximum number to be defined as a small group.
Answer: c

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11. Throughput in a system refers to
a. the output of a system measured in productivity.
b. what all living systems must combat to survive.
c. the process of transforming input into output to keep the system functioning.
d. the structure of a system.
Answer: c

12. In your small group, you have a social loafer who has gradually de-motivated and frustrated almost every other group member with his lackluster effort. This is an example, in systems terms, called
a. social compensation.
b. ripple effect.
c. boundary control.
d. equifinality.
Answer: b

13. When a small group is so dysfunctional that it produces a worse result than would be expected based on perceived individual skills and abilities of members, this is called
a. negative synergy.
b. negativity bias.
c. negative throughput.
d. equifinality.
Answer: a

14. Synergy is the result of
a. deep diversity.
b. highly motivated group members.
c. group effort with members working in concert with each other.
d. All of the above
Answer: d

15. Deep diversity refers to
a. including a high percentage of under-represented minorities as group members.
b. making sure there is gender equity in a group's composition.
c. substantial variation among group members in task-relevant skills, knowledge, abilities, beliefs, values, perspectives, and problem-solving strategies.
d. All of the above
Answer: c

16. A system sustains dynamic equilibrium by regulating
a. degree of change affecting the group.
b. desirability of change affecting the group.
c. the rate of change affecting the group.
d. All of the above
Answer: d

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17. Dealing with a difficult group member requires, among other things,
a. creating a cooperative group climate.
b. ostracizing the difficult member.
c. avoiding the bad behavior, hoping it will subside.
d. providing many opportunities for the difficult member to express himself/herself to the group to "blow off steam."
Answer: a

18. The best size for a group is
a. the smallest size capable of performing the task effectively.
b. seven members with diverse skills.
c. twelve members based on the jury model.
d. None of the above
Answer: a

19. Your group has a difficult group member. He complains repeatedly, bullies group members into supporting his positions during discussions, and dominates the discussion, often interrupting other members. Your group should address this difficult individual by
a. letting the troublemaker have his way so these initial "victories" might incline him to be less combative.
b. trying to change the difficult member into a likeable person.
c. allowing the troublemaker to voice complaints to the entire group whenever disgruntled, hoping he will "run out of steam."
d. confronting the difficult member about his unacceptable behavior.
Answer: d

20. Groups establish boundaries and thus regulate change by
a. speaking a group lingo or specialized language.
b. making some members feel like outsiders and not real group members.
c. establishing roles for members.
d. All of the above
Answer: d

21. Which of the following affects a group's ability to adapt successfully to change?
a. Degree of change
b. Desirability of change
c. Rate of change
d. Equifinality of change
Answer: a, b, c

22. We join groups because of
a. interpersonal attraction.
b. a need to belong.
c. attraction to the activities of the group.
d. attraction to group goals.

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Answer: a, c, d

23. A rule
a. should always be followed in groups if a group hopes to be effective.
b. is a prescription that indicates what you should or shouldn't do in specific contexts.
c. is central to determining appropriateness of your communication.
d. is one way to establish a boundary in groups.
Answer: b, c, d

24. A system is
a. a set of relatively unrelated parts working separately to accomplish a common goal.
b. a set of interrelated parts working together to form a whole in the context of a changing environment.
c. generally composed of input, output, and throughput.
d. destroyed if input ceases.
Answer: b, c, d

25. According to "bad apple" research,
a. bad apple members are an example of negative synergy.
b. those groups that had to deal with a bad apple member scored 30% to 40% lower on challenging tasks than groups with no bad apple member.
c. bad apple behavior is highly contagious, easily infecting other group members.
d. negative influence of one bad apple member is usually not great when most group members are highly talented individuals.
Answer: b, c

**True/False**

26. Your symposium group increases in size from 6 members to 11. Group satisfaction will likely increase because you have far more resources available.
Answer: False

27. All systems attempt to maintain stability and to achieve a state of dynamic equilibrium by resisting change.
Answer: True

28. Smaller groups inhibit overt disagreement and signs of dissatisfaction more than larger groups.
Answer: True

29. The best size for a decision-making group is the smallest size capable of performing the task effectively.
Answer: True

30. No group, not even a cult, can survive without some input from outside the system.

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Answer: True

31. A group should tighten its boundaries when both the quantity and type of outside influences place an undue stress on the group.
Answer: True

32. In human systems, change cannot cease.
Answer: True

33. Setting boundaries is a critical group function.
Answer: True

34. A clear line can be drawn that distinguishes exactly when a small group becomes a large group.
Answer: False

35. A system sustains dynamic equilibrium when it regulates the degree, rate, and consistency of change.
Answer: False

36. Your group creates a specialized language that is mostly incomprehensible to outsiders. This is an example of using a psychological barrier to exercise group boundary control.
Answer: False

37. A group should strive to remain completely open to input. Otherwise, it might make poor decisions.
Answer: False

38. Openness in a system should always be encouraged and closedness in a system should always be discouraged to produce the most effective decision making and problem solving.
Answer: False

39. High levels of stress and tension, divisive conflicts, boredom, and poor productivity are just some indicators of excessive openness or closedness in a system.
Answer: True

40. Seven group members is the ideal sized group according to research.
Answer: False

41. There are usually more non-participating group members in smaller groups than in larger groups.
Answer: False

42. Larger groups inhibit overt disagreement more than smaller groups.

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Answer: False

43. Group climate often suffers in large groups of 10 members or more.
Answer: True

44. If speed in decision making is a chief concern, then a group of at least 7 members or more is critical.
Answer: False

45. Negative information flowing to the top of a traditional organizational hierarchy tends to be restricted.
Answer: True

46. As groups increase in size, formality in processes and procedures decreases.
Answer: False

47. Systems are never in a static, unchanging state.
Answer: True

48. Distortion of information is usually a bigger problem in small groups than it is in large organizations because large organizations have more resources to prevent such distortion.
Answer: False

49. Deep diversity in groups means that members have strong values in common in a world marked by great variation in values.
Answer: False

50. Groups can find that perfect, ideal balance point between stability and change if they try hard enough.
Answer: False

51. All living systems must combat entropy, and they achieve this with input.
Answer: True

52. Throughput is the process of transforming input into entropy.
Answer: False

53. Structuration theory posits that a system such as a small group establishes structures for discussion and problem solving in the form of rules, roles, norms, and power distribution.
Answer: True

54. According to structuration theory, structures established in small groups permit throughput to occur while also constraining the process.
Answer: True

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55. The ripple effect in a system is always a negative experience for group members.
Answer: False

56. Research found that the average benefit derived from firing a toxic employee is about four times greater than adding a good employee.
Answer: True

57. Research found that firing a toxic employee is not as beneficial as hiring a superstar employee.
Answer: False

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