Group Dynamics for Teams 5th edition Levi Test Bank

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Chapter 2: Defining Team Success

Multiple Choice

1. The main criteria used to measure team success are:
*a. Task completion, social relations, and individual benefit.
b. Task speed, quality, and accuracy.
c. Social relations, team maintenance, and viability.
d. Individual success, team success, and organizational success.
e. None of the above.
Learning Objective: 2-1
Cognitive Domain: Knowledge
Answer Location: Nature of Team Success
Question Type: MC

2. Team success is more than just completing a task successfully because:
a. Most tasks are performed better by individuals.
b. Success on team tasks is difficult to measure.
*c. Developing team skills for the future is an important part of teamwork.
d. Teams are valuable when events are predictable.
Learning Objective: 2-2
Cognitive Domain: Comprehension
Answer Location: Completing the Task
Question Type: MC

3. Successful teams contain members who have all of the following characteristics except:
a. The skills, knowledge, and ability that match the task requirements
b. Social skills to operate effectively
c. Conscientiousness and extraversion
*d. Similar social and education backgrounds to support good communication
Learning Objective: 2-3
Cognitive Domain: Analysis
Answer Location: Team Composition
Question Type: MC

4. Conscientious team members are good to have because they are:
a. Social and communicative
*b. Task and goal-focused
c. Better at avoiding conflicts
d. Able to handle stress
Learning Objective: 2-3
Cognitive Domain: Comprehension
Answer Location: Team Composition
Question Type: MC

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5. When replacing a few team members, selection is often based upon:
*a. Needed task skills
b. Personality of the team
c. Preferences of the leader
d. Ensuring homogeneity of the current team
Learning Objective: 2-3
Cognitive Domain: Analysis
Answer Location: Team Composition
Question Type: MC

6. Teams are typically better than the sum of individual efforts for tasks that:
a. Are easily divisible
b. Focus on maximizing output
c. Consist of additive efforts
*d. Generate a solution representative of the team's product
Learning Objective: 2-4
Cognitive Domain: Analysis
Answer Location: Characteristics of the Task
Question Type: MC

7. What do supportive organizational cultures encourage that enhance team success?
a. Individual-based evaluation and rewards
*b. Open communication and collaborative effort
c. Homogeneity in thinking and idea generation
d. Authoritarian leadership
Learning Objective: 2-5
Cognitive Domain: Analysis
Answer Location: Organizational Context
Question Type: MC

8. What is the relationship between team success and organizational context?
a. Successful teams change the organization and create their own context.
b. Organizational context is not one of the main determinants of team success.
*c. The organization's feedback and reward system is an important part of a team's organizational context.
d. Supportive organizational cultures promote open communication and give power and responsibility to the manager.
Learning Objective: 2-5
Cognitive Domain: Comprehension
Answer Location: Organizational Context
Question Type: MC

9. All of the below are characteristics of successful work teams except:
a. Clear direction and goals
b. Good leadership

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c. Supportive organizational environment
*d. Tasks that are easy and require little interdependence
Learning Objective: 2-6
Cognitive Domain: Knowledge
Answer Location: Characteristics of Successful Teams
Question Type: MC

10. Which of the below factors is not related to success in factory production and engineering research and development teams?
*a. External time pressure and deadlines
b. Fair and objective evaluation and reward system
c. Clear direction and goals on challenging tasks
d. Good social relations
Learning Objective: 2-6
Cognitive Domain: Knowledge
Answer Location: Characteristics of Successful Teams
Question Type: MC

11. Which of the following is NOT a necessary condition for a team to succeed?
a. Task is suitable for teamwork.
*b. Assigning tasks based on previous work in teams.
c. Organization provides supportive context to complete task.
d. Accountability and rewards.
Learning Objective: 2-6
Cognitive Domain: Analysis
Answer Location: Characteristics of Successful Teams
Question Type: MC

12. The main reason researchers have found different results when looking at characteristics of successful teams is:
*a. They have studied different types of teams.
b. They have studied unsuccessful teams.
c. All research has been done in a lab and is therefore biased.
d. Organizations have not allowed researchers to study their employees.
Learning Objective: 2-6
Cognitive Domain: Comprehension
Answer Location: Characteristics of Successful Teams
Question Type: MC

13. “Collective intelligence” is correlated with:
a. The intelligence of team members
*b. Social sensitivity, equal communication, and females on a team
c. Emotional intelligence of the most dominant team members
d. Team conflict
Learning Objective: 2-6
Cognitive Domain: Knowledge

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Answer Location: Characteristics of Successful Teams
Question Type: MC

14. "Equifinality" refers to:
a. Equality of communication in a team
b. Team intelligence
*c. The multiple ways for the team to successfully operate
d. The level of democratic decision making in a team
Learning Objective: 2-6
Cognitive Domain: Knowledge
Answer Location: Characteristics of Successful Teams
Question Type: MC

15. The positive psychology perspective on teams focuses upon:
a. Task performance
b. Team intelligence
c. The multiple ways for the team to successfully operate
*d. Team member well-being
Learning Objective: 2-7
Cognitive Domain: Knowledge
Answer Location: Positive Psychology View of Team Success
Question Type: MC

16. According to the positive psychology perspective on teams, team learning is supported by:
a. Strong leadership by a few members
b. Collective intelligence
*c. Reflexivity
d. Meeting the emotional needs of team members
Learning Objective: 2-7
Cognitive Domain: Knowledge
Answer Location: Positive Psychology View of Team Success
Question Type: MC

17. Which of the following is NOT a positive organizational outcome of effective work teams?
*a. Greater autonomy
b. Greater competitiveness
c. Higher efficiency
d. Reduced turnover and absenteeism
Learning Objective: 2-8
Cognitive Domain: Comprehension
Answer Location: Using Teams in the Workplace
Question Type: MC

18. Many benefits from creating a team occur:
*a. Over the long run after completing many projects
b. During the process of completing the first project

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c. When the team has a good relationship with managers
d. After a team successfully completes the first project
Learning Objective: 2-8
Cognitive Domain: Comprehension
Answer Location: Nature of Team Success
Question Type: MC

19. Research on quality circles suggest they:
a. Increase social relations
*b. Are not effective
c. Are better than factory work teams
d. Give too much power to teams
Learning Objective: 2-8
Cognitive Domain: Knowledge
Answer Location: Problems of Teamwork
Question Type: MC

20. Which of the following statements is FALSE about self-managing work teams?
a. The transition can be difficult.
b. They are more effective than quality circles.
*c. They give less power to teams than quality circles.
d. The shift often results in significant long-term performance improvements.
Learning Objective: 2-8
Cognitive Domain: Analysis
Answer Location: Problems of Teamwork
Question Type: MC

21. People overemphasize the success of work teams because:
a. There is no research to suggest otherwise.
b. Teams are better than individuals at most all organizational tasks.
*c. Of the psychological benefits of teamwork.
d. Their implementation is one of the most common organizational changes in the last two decades.
Learning Objective: 2-9
Cognitive Domain: Knowledge
Answer Location: Teams as a Fad
Question Type: MC

22. Teams in organizations are considered a fad because:
a. Organizations are finally figuring out effective ways to use teams in all scenarios.
b. Although they are used now, teams will no longer be used in the near future.
c. An increased use of technology will no longer require that organizations use teams.
*d. Their implementation is one of the most common organizational changes in the last two decades.
Learning Objective: 2-9
Cognitive Domain: Analysis

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Answer Location: Teams as a Fad
Question Type: MC

True/False

1. There is a clear way of measuring teamwork success.
a. True
*b. False
Learning Objective: 2-1
Cognitive Domain: Knowledge
Answer Location: Defining Teams and Teams
Question Type: TF

2. Using teams is not always the best strategy for accomplishing a task.
*a. True
b. False
Learning Objective: 2-4
Cognitive Domain: Comprehension
Answer Location: Characteristics of the Task
Question Type: TF

3. Highly interdependent tasks are a necessary condition for the use of teams.
*a. True
b. False
Learning Objective: 2-4
Cognitive Domain: Comprehension
Answer Location: Characteristics of the Task
Question Type: TF

4. Team cohesion and good communication skills seldom matter for team success.
a. True
*b. False
Learning Objective: 2-6
Cognitive Domain: Comprehension
Answer Location: Group Process
Question Type: TF

5. Power and responsibility should be solely held by the organization and rarely given to teams.
a. True
*b. False
Learning Objective: 2-5
Cognitive Domain: Comprehension
Answer Location: Organizational Context
Question Type: TF

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6. Feedback from the organization is key to team success.
*a. True
b. False
Learning Objective: 2-5
Cognitive Domain: Knowledge
Answer Location: Organizational Context
Question Type: TF

7. Positive psychology focuses on task performance as the primary indicator of team success.
a. True
*b. False
Learning Objective: 2-7
Cognitive Domain: Comprehension
Answer Location: Positive Psychology View of Team Success
Question Type: TF

8. Organizations find switching from traditional work systems to teamwork very easy.
a. True
*b. False
Learning Objective: 2-8
Cognitive Domain: Comprehension
Answer Location: Using Teams in the Workplace
Question Type: TF

9. Many teams are being used in today's businesses without consideration for cost of implementation.
*a. True
b. False
Learning Objective: 2-9
Cognitive Domain: Comprehension
Answer Location: Teams as a Fad
Question Type: TF

Short Answer/Essay

1. What are the three criteria used to define team success?
*a. Task completion, social relations, and individual benefit.
Learning Objective: 2-1
Cognitive Domain: Comprehension
Answer location: Defining Team Success
Question Type: ESS

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2. What are the five characteristics of successful teams? How have researchers investigated these characteristics? Why have these researchers found different results and how are their results different from one another?
*a. Clear goals, appropriate leadership, organizational support, suitable tasks, and accountability and rewards are the five characteristics. Researchers have used interviews and surveys to investigate what makes teams successful. However, because they are from different backgrounds their methods may have been different. The researchers also were investigating different types of teams, which led to different findings.
Learning Objective: 2-1
Cognitive Domain: Analysis
Answer location: Defining Team Success
Question Type: ESS

3. Why is it important that the characteristics of the task match the abilities and composition of the team?
*a. Some teams fail because their members do not have the needed knowledge, skills, and abilities to perform their tasks. Good teams have good team members. In their study of highly successful groups, Bennis and Biederman (1997) determined that much of the success of these groups was due to the leaders' ability to recruit highly competent team members.
Learning Objective: 2-3
Cognitive Domain: Comprehension
Answer location: Team Composition
Question Type: ESS

4. What organizational supports should be provided to help teams succeed?
Clear goals and well-defined tasks, adequate resources, including financial, staffing, and training support. Teams should also be given reliable information and support to help with technical or interpersonal difficulties. Feedback and incentives to perform should also be given.
Learning Objective: 2-5
Cognitive Domain: Comprehension
Answer location: Organizational Context
Question Type: ESS

5. Compare the positive psychology view of team success with traditional models.
Traditional models of team success focus on task performance, and then include social relations and individual development as support factors. A positive psychology perspective toward team success starts with team member well-being. When team members are fully engaged in the task and they have developed positive and supportive relationships with other team members, then the team is poised for successful performance. The positive psychology approach to teamwork attempts to develop teams that help its members to satisfy their social and emotional needs while working together to meet the team's challenges and goals.
Learning Objective: 2-7
Cognitive Domain: Analysis
Answer location: Positive Psychology View of Team Success
Question Type: ESS

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