

Chapter 1: Understanding Teams

Test Questions and Answers

Learning Objectives

1. What are the characteristics of a group?
2. How is a team different from a group?
3. How are teams used by organizations?
4. How are traditional work groups different from traditional teams and self-managing teams?
5. Why is the use of teams by organizations increasing?
6. What are the main historical trends in the use of teams?
7. How has the study of group dynamics changed over time?

Short Answer/Essay Questions

1. From a psychological perspective, explain the two processes that define a group.
Two processes define a group from a psychology perspective: social identification and social representation. “Social identification refers to the recognition that a group exists separately from others. It is the creation of a belief in “us versus them.” Identification is both a cognitive process (classifying the world into categories) and an emotional process (viewing one’s group as better than other groups). Social representation is the shared values, ideas, and beliefs that people have about the world. Over time, belonging to a group changes the ways its members view the world. The group develops a shared worldview through member interactions.” (pg. 5)
2. Compare and contrast a work group, team, and self-managing team in terms of power, leadership, decision-making, and activities or tasks.
A work group is part of the organization’s hierarchy, controlled by a manager/supervisor, with authoritarian or consultative decision-making, and independent activities. In contrast, a team is linked to the organization’s hierarchy, with some shift of power to team; the leader has limited managerial power; decision-making is consultative, democratic, or by consensus; and activities are interdependent and coordinated by the team leader. Compared to the work group and team, the self-managing team has increasing use of power and independence, although it is still linked to the organization’s hierarchy. The self-managing team leader is selected by its members, and decision-making is democratic or by consensus. The activities or tasks are highly interdependent and coordinated by team members.
3. What major discovery did Hawthorne uncover in his research? How did he come across this finding?
Hawthorne found that social factors played a large role in performance. Initially he was interested in how environmental factors affected worker performance. However, when he found that workers increased their performance while being

observed, he found that it was a social, not environmental, factor that was in effect. It was also found that social norms in a group can affect performance.

4. Discuss how the change from routine to nonroutine work and shift to simpler organizational hierarchies have increased the importance of teamwork in organizations. **Nonroutine jobs have more complexity, interdependence, uncertainty, variety, and change than do routine jobs. These factors require multiple skills and perspectives that can come only from a team of workers. The shift to simpler organizational hierarchies means a reduction in layers of management, with teams being used to integrate and coordinate the various parts of an organization. Teams execute tasks better, learn faster, and change more easily than do traditional work structures, all characteristics required by the changing contemporary organization (p. 11).**

Multiple Choice

1. Groups are defined by all of the following characteristics except:
 - a. The members are mutually dependent on each other.
 - b. There is recognition that people belong to a collective entity.
 - c. There are rules and roles that control people's interactions.
 - d. Members of the group are dependent on one another to achieve personal goals.**
 - e. People's personal needs are being met that reward group membership.
2. Groups are different from teams because:
 - a. Groups are typically work related while teams are sports related.
 - b. Teams are typically larger than groups.
 - c. Team members are more dependent on each other for achieving success than group members.**
 - d. Teams are more hierarchical than groups.
 - e. All of the above are true.
3. Teams are used by organizations to:
 - a. Provide advice on how to improve quality.
 - b. Coordinate day-to-day work activities.
 - c. Design and develop new products.
 - d. Negotiate working relationships with other organizations.
 - e. All of the above.**
4. Self-managing teams are different from traditional work groups because:
 - a. There have fewer members.
 - b. There is no leader.
 - c. The teams are more strongly linked to the organization's hierarchy.
 - d. They make greater use of consensus decision making.**
 - e. All of the above are true.
5. The use of teams by organizations is increasing because:
 - a. Organizations are getting larger.

- b. Employees want their jobs to be simplified.
 - c. Jobs are becoming more complex and interdependent.**
 - d. Organizations are seeking stability.
 - e. All of the above.
6. The historical approach to job design that shows the value of using teams in most modern organizations is called:
- a. Scientific Management
 - b. Socio-technical Systems Theory**
 - c. Hawthorne Effect
 - d. Total Quality Management
 - e. Quality of Worklife Theory
7. The work of Kurt Lewin and his followers changed the study of group dynamics by:
- a. Using the group, rather than the individual, as the unit of study.
 - b. Developing an Action Research approach that demonstrated the value of applied research and theory.
 - c. Showing how the study of groups could be used to promote social change.
 - d. All of the above.**
 - e. None of the above.
8. Hawthorne discovered that:
- a. Studying workers has no impact on worker performance
 - b. Social factors have an important impact on performance**
 - c. Breaking up tasks into smaller ones leads to an increase in performance
 - d. Teams are no better at performing complex tasks than individuals are
 - e. The size of a team does not affect performance
9. Which of the following is not a type of work team identified by Sundstrom:
- a. Executive teams**
 - b. Management teams
 - c. Parallel teams
 - d. Service teams
 - e. Production teams
10. Triplett's finding that the presence of other people increases performance is called:
- a. Scientific management
 - b. Social facilitation**
 - c. Binging
 - d. Social identification
 - e. Social representation
11. In order to keep up with contemporary demands, organizations have been ____ layers of management and replacing managers with ____.
- a. Increasing; outside consultants
 - b. Decreasing; outside consultants

- c. Increasing; teams
 - d. **Decreasing; teams**
12. Studies on teamwork originated in the field of:
- a. Sociology
 - b. Business
 - c. Communication
 - d. **Psychology**
 - e. Education
13. A team typically handles decision-making using the following methods except
- a. Consultative
 - b. **Authoritarian**
 - c. Democratic
 - d. Consensus
14. In the 1950's and 1960's, psychologists examining groups primarily focused on studying _____.
- a. Group dynamics
 - b. Encounter groups
 - c. **Conformity and helping behavior**
 - d. Self-awareness
 - e. Education
15. In order to function correctly, the scientific management approach requires that:
- a. **Managers think and control and workers act**
 - b. Managers work alongside workers
 - c. Workers perform tasks in teams, without managers present
 - d. Workers focus more on quality than quantity
 - e. None of the above
16. Encounter groups, also known as *t-groups*, are:
- a. Parallel teams of production workers who meet to analyze problems
 - b. **Small, unstructured groups encouraged to engage in open and personal discussions**
 - c. Workers performing tasks in teams, without managers present
 - d. Teams that conduct repeated transactions with customers
 - e. Teams that engage in brief performances
17. By the 1990s, research on teamwork:
- a. **Became multi-disciplinary**
 - b. Remained laboratory-based
 - c. Became more simple
 - d. Stagnated
 - e. Focused only on cause-and-effect relationships

18. The term *equifinality* means:
- People are easily influenced by social norms
 - Groups can be best understood by studying the individuals in the group
 - It is easier to change a group than an individual
 - There are many ways for groups to operate successfully**
 - Groups can best be understood in the lab
19. Which of the following terms was created by the psychologist Kurt Lewin?
- Scientific management*
 - Hawthorne effect*
 - Equifinality*
 - Group dynamics**
 - g*
20. The rise of Japan as a manufacturing power in the 1970s resulted in the creation of:
- Virtual teams
 - Individualized work processes
 - Increased organizational hierarchy
 - T-groups
 - Quality circles**

True or False

- One key feature of a team is that members work together toward a common goal for which they all are accountable **True**
- An important distinction of teams is how often they work together. **False**
- Social identification in groups is based on an “us vs. them” mentality. **True**
- The scientific management approach creates problems such as decreased worker motivation and a decrease in product quality **True**
- There is a clear and commonly agreed upon distinction between groups and teams **False**
- The teamwork movement started because workers felt they were being treated unfairly **False**
- Quality circles are a type of team found in Japan **True**
- The majority of companies with over 100 employees use at least one type of work team **True**