Organizational Behavior, 15e (Robbins/Judge)
Chapter 9   Foundations of Group Behavior

1) Which of the following is true with regard to groups?
A) A group is characterized by the independence of its members.
B) A group typically lacks definite roles and structures.
C) A group influences our emotional reactions.
D) An informal gathering cannot be considered a group.
E) The membership of a group does not affect how its members treat outsiders.
Answer: C
Explanation: C) Our tendency to take personal pride or offense for the accomplishments of a group is the territory of social identity theory. Social identity theory proposes that people have emotional reactions to the failure or success of their group because their self-esteem gets tied into the group's performance.
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2) Which of the following is true regarding formal groups?
A) They are natural formations that arise in response to the need for social contact.
B) They lack clearly defined structures and roles for their members.
C) They have negligible impact on employee performance and behavior.
D) A group of people who come together to protest against a new law make up a formal group.
E) They are marked by stipulated behaviors in pursuit of organizational goals.
Answer: E
Explanation: E) A formal group is one that is defined by the organization's structure, with designated work assignments establishing tasks. In formal groups, the behaviors team members should engage in are stipulated by and directed toward organizational goals.
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3) An informal group is characterized by the _____.
A) stipulation of expected behaviors by the organization
B) predetermined designation of tasks of members.
C) pursuit of particular organizational goals.
D) fulfillment of the need for social contact
E) creation of timelines and rationale
Answer: D
Explanation: D) An informal group is neither formally structured nor organizationally determined. Informal groups are natural formations in the work environment that appear in response to the need for social contact.

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4) Which of the following differentiates between formal and informal groups?
A) The timeline of reference for formal groups is greater than that for informal groups.
B) The impact of formal groups on organizational performance is lesser than that of informal groups.
C) Formal groups pursue the goal of social contact, while informal groups have definite organizational goals to attain.
D) Formal groups are typically smaller in size when compared to informal groups.
E) Formal groups involve clearly defined tasks and roles, while informal groups are neither formally structured nor organizationally determined.
Answer: E
Explanation: E) A formal group is one that is defined by the organization's structure, with designated work assignments establishing tasks. An informal group is neither formally structured nor organizationally determined.
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5) Our tendency to take personal pride or offense for the accomplishments of a group we are a part of, is the territory of the _____ theory.
A) social exchange
B) expectancy
C) social identity
D) reinforcement
E) equity
Answer: C
Explanation: C) Our tendency to take personal pride or offense for the accomplishments of a group is the territory of social identity theory.
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6) Which of the following is true with regard to the social identity theory?
A) It proposes that members take personal pride in accomplishments but dissociate from the group in the event of any offenses or failures.
B) It proposes that people have emotional reactions to the failure or success of their group because their self-esteem is tied into the group's performance.
C) It proposes that people develop only one social identity in childhood that becomes more defined and concrete in the course of their lives.
D) It proposes that social identities can never be detrimental as they have no effect on how members of an in-group view members of an out-group.
E) It proposes that members of an in-group are viewed as being homogenous, while members of an out-group are seen as being heterogeneous.
Answer: B
Explanation: B) Social identity theory proposes that people have emotional reactions to the failure or success of their group because their self-esteem gets tied into the group's performance.
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7) _____ is defined as the tendency to see members of the group of which we are a part of as better than other people.
A) In-group homogeneity
B) Xenocentrism
C) In-group favoritism
D) Black sheep effect
E) Hindsight bias
Answer: C
Explanation: C) In-group favoritism means we see members of our in-group as better than other people, and people not in our group as all the same.
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8) At Milton farms, where a large part of the management comes from the same sociocultural background, many employees of diverse ethical or cultural origins are hired only to ensure legal compliance with laws relating to diversity at the workplace. The company's day-to-day functioning leaves much to be desired in terms of promoting diversity. Recently, the owner's cousin was promoted to the post of a branch manager while three suitable candidates hailing from a different cultures were blatantly overlooked. This is an example of _____.
A) social loafing
B) in-group favoritism
C) groupthink
D) contrast bias
E) social exchange
Answer: B
Explanation: B) In-group favoritism means we see members of our in-group as better than other people, and people not in our group as all the same.
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9) Aaron Dias was working on the last shift for the day at All Needs, a retail store owned by an Asian man, when he opened the cash register and stole some money thinking that nobody would witness him stealing. However, one of the customer attendants watched him steal the money and reported it to the manager the next day, following which Aaron was terminated. Subsequently, the manager became extremely strict with all his Caucasian employees and was often heard abusing them saying "you guys are all the same." This scenario depicts _____.
A) social loafing
B) in-group favoritism
C) groupthink
D) contrast bias
E) social exchange
Answer: B
Explanation: B) In-group favoritism means we see members of our in-group as better than other people, and people not in our group as all the same.
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10) Similarity is a characteristic under the social identity theory that manifests itself in the _____.
A) tendency of in-group members to notice and emphasize identities that reflect how different they are from other groups
B) tendency of people who have greater uniformity in values and characteristics to have greater group identification as well
C) tendency of people to link themselves to high-status groups in an attempt to define themselves favorably
D) tendency of people to use the group as a means of understanding who they are and how they fit into the world
E) tendency of in-group members to prefer and endorse the products, ideas, and aspects of someone else's culture over their own
Answer: B
Explanation: B) Similarity is a characteristic under the social identity theory that manifests itself in the fact that people who have the same values or characteristics as other members of their organization have higher levels of group identification.
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11) In the context of the social identity theory, distinctiveness refers to the _____.
A) tendency of people who have greater uniformity in values and characteristics to have greater identification as well
B) tendency of people to link themselves to high-status groups in an attempt to define themselves favorably
C) tendency of people to use the group as a means of understanding who they are and how they fit into the world
D) tendency of in-group members to prefer and endorse the products, ideas, and aspects of someone else's culture over their own
E) tendency of in-group members to notice and emphasize identities that reflect how different they are from other groups
Answer: E
Explanation: E) In the context of the social identity theory, distinctiveness refers to the tendency of in-group members to notice and emphasize identities that reflect how different they are from other groups.
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12) Status is a characteristic under the social identity theory that reflects the _____.
A) tendency of people to use the group as a means of understanding who they are and how they fit into the world
B) tendency of people who have greater uniformity in values and characteristics to have greater identification as well
C) tendency of people to link themselves to groups of higher social standing in an attempt to define themselves favorably
D) tendency of in-group members to prefer and endorse the products, ideas, and aspects of someone else's culture over their own
E) tendency of in-group members to notice and emphasize identities that reflect how different they are from other groups
Answer: C
Explanation: C) Status is a characteristic under the social identity theory that reflects the tendency of people to link themselves to groups of higher social standing in an attempt to define themselves favorably.
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13) Uncertainty reduction is a dimension of the social identity theory that manifests itself in the _____.
A) tendency of people who have greater uniformity in values and characteristics to have greater identification as well
B) tendency of people to use the group as a means of understanding who they are and how they fit into the world
C) tendency of people to link themselves to groups of higher social standing in an attempt to define themselves favorably
D) tendency of in-group members to prefer and endorse the products, ideas, and aspects of someone else's culture over their own
E) tendency of in-group members to notice and emphasize identities that reflect how different they are from other groups
Answer: B
Explanation: B) Uncertainty reduction refers to how membership in a group also helps some people understand who they are and how they fit into the world.
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14) Which of the following represents the second stage in the five-stage group development model?
A) adjourning
B) performing
C) storming
D) forming
E) norming
Answer: C
Explanation: C) Storming is the second stage in the five-stage group development model.The storming stage is one of intragroup conflict. Members accept the existence of the group but resist the constraints it imposes on individuality.
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15) Which of the following stages of the five-stage group development model is characterized by a great deal of uncertainty about the group's purpose, structure, and leadership?
A) introduction
B) storming
C) forming
D) evolution
E) norming
Answer: C
Explanation: C) The first stage, forming, is characterized by a great deal of uncertainty about the group's purpose, structure, and leadership. Members "test the waters" to determine what types of behaviors are acceptable.
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16) The second stage of the five-stage group development model is characterized by _____.
A) uncertainty about the purpose, structure, and leadership of the group
B) cohesiveness and close relationships among members of the group
C) strong feelings of group identity among members of the group
D) intragroup conflict within the group
E) pride in the accomplishments of the group
Answer: D
Explanation: D) The second stage, called the storming stage is one of intragroup conflict. Members accept the existence of the group but resist the constraints it imposes on individuality. There is conflict over who will control the group.
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17) By the end of the stage of _____, a relatively clear hierarchy of leadership within the group is established.
A) norming
B) storming
C) forming
D) adjourning
E) performing
Answer: B
Explanation: B) The second stage, called the storming stage is one of intragroup conflict. Members accept the existence of the group but resist the constraints it imposes on individuality. There is conflict over who will control the group. When this stage is complete, there will be a relatively clear hierarchy of leadership within the group.
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18) During the third stage of group development _____.
A) conflicts over leadership are common
B) the group demonstrates cohesiveness
C) intragroup conflicts occur
D) members resist the constraints the group places on them
E) groups disband
Answer: B
Explanation: B) In the third stage, close relationships develop and the group demonstrates cohesiveness. There is now a strong sense of group identity and camaraderie.
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19) Which of the following statements is true regarding the norming stage of group development?
A) According to the five-stage group development model, this is the second stage in the group development model.
B) This stage is characterized by a great deal of uncertainty about the group's purpose, structure, and leadership.
C) During this stage, members accept the existence of the group but resist the constraints it imposes on individuality.
D) During this stage, the group develops a common set of expectations of what defines correct member behavior.
E) During this stage the group completes the task at hand.
Answer: D
Explanation: D) The norming stage is the third stage in the group development process. In this stage close relationships develop and the group demonstrates cohesiveness. There is now a strong sense of group identity and camaraderie. This norming stage is complete when the group structure solidifies and the group has assimilated a common set of expectations of what defines correct member behavior.

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20) When the group energy is focused on the task at hand and the group is fully functional, it is said to be in the stage of _____.
A) storming
B) norming
C) inertia
D) forming
E) performing
Answer: E
Explanation: E) The fourth stage of the five-stage group development model is performing. The structure at this point is fully functional and accepted. Group energy has moved from getting to know and understand each other to performing the task at hand.
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21) Which of the following statements is most likely to be true regarding the performing stage?
A) The performing stage is characterized by a great deal of uncertainty about the group's purpose, structure, and leadership.
B) During the performing stage there is conflict over who will control the group.
C) The performing stage involves members trying out different behaviors in order to understand which behaviors the group considers acceptable.
D) For permanent work groups, performing is the last stage in development.
E) During the performing stage, members accept the existence of the group but resist the constraints it imposes on individuality.
Answer: D
Explanation: D) The fourth stage of the five-stage group development model is performing. The structure at this point is fully functional and accepted. Group energy has moved from getting to know and understand each other to performing the task at hand. For permanent work groups, performing is the last stage in development.
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22) Which of the following is true with regard to the five-stage group development model?
A) All permanent groups pass through the five stages of this model of group development successively.
B) For temporary work teams, the performing stage is the last stage of group development.
C) The model assumes that employees are functioning at their most effective level from the first stage.
D) A positive social focus may aid a group in reaching the performing stage more rapidly.
E) Groups proceed through the stages of group development in similar speed and timelines.
Answer: D
Explanation: D) Many interpreters of the five-stage model have assumed a group becomes more effective as it progresses through the first four stages. It has been noted that groups proceed through the stages of group development at different rates. Those with a strong sense of purpose and strategy rapidly achieve high performance and improve over time, whereas those with less sense of purpose actually see their performance worsen over time. Similarly, groups that begin with a positive social focus appear to achieve the performing stage more rapidly.
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23) Which of the following statements is true with regard to the punctuated-equilibrium model of group development?
A) It applies to all permanent work groups.
B) It follows the five stages of forming, storming, norming, performing, and adjourning.
C) It does not consider the changes in patterns of group activities in response to deadlines and time constraints.
D) It involves the two strategies of groupthink and groupshift to break out of the phases of inertia.
E) It characterizes groups as exhibiting long periods of inertia interspersed with brief revolutionary changes.
Answer: E
Explanation: E) The punctuated-equilibrium model characterizes groups as exhibiting long periods of inertia interspersed with brief revolutionary changes triggered primarily by members' awareness of time and deadlines.
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24) Tabby Tolman is a project coordinator at Tristar Solutions. Whenever a new project comes her way, she holds a project meeting and follows it up with repeated meetings to address any concerns the team may have and to monitor their progress. However, with the peak of the business season arriving, she has been holding just one project initiation meeting for every project to save on time. She has become increasingly worried about the team's progress with no inputs coming from the members and she has had no time to check with them. With two weeks left to go for a high priority project of a month's duration, she has now begun to see some work coming through and is relieved. This development reflects that the group is at the stage of _____.
A) forming
B) inertia following the first meeting
C) second phase of inertia before the group's last meeting
D) storming
E) transition following the halfway mark in the timeline
Answer: E
Explanation: E) In the punctuated-equilibrium model, a transition takes place exactly when the group has used up half its allotted time and this transition initiates major changes.
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25) The first phase of group development for temporary groups involves _____ _.
A) the phase of inertia before transition
B) the determination of the group's direction
C) the transition to plan the major changes
D) a period of accelerated activity
E) the adoption of new perspectives
Answer: B
Explanation: B) In the punctuated-equilibrium model, the first step involves a meeting which sets the group's direction, and then a framework of behavioral patterns and assumptions through which the group will approach its project.
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26) The determination of the behavioral patterns and assumptions through which the group approaches the project is a function of the _____ phase in the punctuated-equilibrium model.
A) performing
B) inertia
C) equilibrium
D) transition
E) first meeting
Answer: E
Explanation: E) In the punctuated-equilibrium model, the first step involves a meeting which sets the group's direction, and then a framework of behavioral patterns and assumptions through which the group will approach its project.

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27) Which of the following represents the major determinants of group development and functioning as depicted by the punctuated-equilibrium model?
A) better perspectives and patterns
B) group solidarity and collectivist goals
C) promotion of diversity
D) deadlines and time constraints
E) role perception and expectation
Answer: D
Explanation: D) The punctuated-equilibrium model characterizes groups as exhibiting long periods of inertia interspersed with brief revolutionary changes triggered primarily by members' awareness of time and deadlines which serve as the major determinants of the group structure and dynamics.
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28) Role perception is defined as _____.
A) the way others believe we should act in a given context
B) our view of how we are supposed to act in a given situation
C) the existence of roles that are at variance with one another
D) the socially defined position or rank given to group members by others
E) the degree to which members are motivated to stay in the group.
Answer: B
Explanation: B) Role perception is an individual's view of how he or she is supposed to act in a given situation.
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29) Janice Cooper has recently joined a hospital as a part of the internship program prescribed by the nursing school she attends. Janice, who was inspired to take up this profession by the story of Florence Nightingale, had very strong ideals about how she should behave as a nurse. She felt that as a nurse, she must be gentle, pleasant, and caring at all times so she could serve her patients well, and she often went to great lengths as an intern by putting in extra hours at the hospital and so on. The scenario reflects Janice's _____.
A) role fuzziness
B) role ambiguity
C) role conflict
D) role perception
E) role status
Answer: D
Explanation: D) Role perception is an individual's view of how he or she is supposed to act in a given situation. Janice's behavior as a nurse is guided by her perception of how she should act in this profession.
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30) Role _____ is defined as the way others believe you should act in a given context.
A) fuzziness
B) expectation
C) conflict
D) perception
E) enhancement
Answer: B
Explanation: B) Role expectations are the way others believe you should act in a given context.
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31) Most people assume that a police officer should behave in a lawful manner, refrain from demonstrating favoritism to any particular group, and do their best to uphold the law. Which of the following terms best represents these beliefs?
A) diversity
B) similarity
C) role expectation
D) uncertainty reduction
E) dispersion of responsibility
Answer: C
Explanation: C) Role expectations are the way others believe you should act in a given context. This example shows the role expectations that most people have of a police officer.

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32) When _____, the result is role conflict.
A) compliance with one role aids our performance in another role
B) compliance with the group is an attempt to understand who we are and how we fit into the world
C) compliance with the group is marked by a tendency to notice and emphasize those aspects of the group that are distinctive
D) compliance with one role requirement may make it difficult to comply with another
E) compliance with the group is strengthened by members who have similar values and characteristics
Answer: D
Explanation: D) When compliance with one role requirement may make it difficult to comply with another, the result is role conflict. At the extreme, two or more role expectations can be mutually contradictory.
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33) Michael is devout and very active in his church. He is also a very dedicated employee. His manager offers him a promotion but the new role will require him to work Sundays. Michael would like the promotion, but realizes that it would force him to miss some church activities. In this situation, Michael is most likely to experience _____.
A) role conflict
B) social loafing
C) groupthink
D) role fuzziness
E) groupshift
Answer: A
Explanation: A) When compliance with one role requirement may make it difficult to comply with another, the result is role conflict. Michael is experiencing conflict between his role as a church member and his role as an employee.
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34) Which of the following represents the acceptable standards of behavior within a group that are shared by the group's members?
A) status
B) norms
C) dyads
D) goals
E) cliques
Answer: B
Explanation: B) Norms represent the acceptable standards of behavior shared by their members that express what they ought and ought not to do under certain circumstances.
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35) Which of the following is an example of performance norms?
A) dress codes
B) rules in informal groups
C) assignment of difficult jobs, pay, and equipment
D) distribution of pay
E) the manner in which a job must be done
Answer: E
Explanation: E) One of the most common types of norms is a performance norm which provides explicit cues about how hard members should work, what the level of output should be, how to get the job done, what level of tardiness is appropriate, and the like. These norms are extremely powerful and are capable of significantly modifying a performance prediction based solely on ability and level of personal motivation.
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36) The _____ norms dictate behavior such as with whom group members eat lunch and friendships on and off the job.
A) appearance
B) social arrangement
C) performance
D) reference
E) organizational
Answer: B
Explanation: B) The social arrangement norms dictate behavior like friendships and informal norms at work.
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37) A local government work crew cleans up parks and other public spaces. In this crew the dirtiest jobs are generally given to the newest members, while the more senior members of the crew tend to do little except draw their pay. Which of the following classes of norms encompasses arrangements like this?
A) performance norms
B) appearance norms
C) resource allocation norms
D) reference norms
E) leisure norms
Answer: C
Explanation: C) Resource allocation norms dictate assignment of difficult jobs and distribution of resources like pay or equipment. The example demonstrates an application of resource allocation.
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38) _____ refers to the adjustment of one's behavior to align with the norms of the group.
A) Deviance
B) Conflict
C) Divergence
D) Conformity
E) Appearance
Answer: D
Explanation: D) Conformity refers to the adjustment of one's behavior to align with the norms of the group.
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39) The important groups to which an individual belongs or hopes to belong are known as _____ groups.
A) interacting
B) reference
C) organizational
D) control
E) nominal
Answer: B
Explanation: B) Reference groups are groups in which a person is aware of other members, defines himself or herself as a member or would like to be a member, and feels group members are significant to him or her.
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40) Jonas Wilkes has struggled for many years with tight finances at home. Throughout school and college, he worked really hard, earned the best grades, and prepared himself for a better life. By a better life, he meant a house in the uptown Wellington Road and a membership in the Diamond District Club where he envisions himself playing golf on weekends. The residents of Wellington Road and the members of Diamond District Club serve as a _____ for him.
A) nominal group
B) organizational group
C) control group
D) intervention group
E) reference group
Answer: E
Explanation: E) Reference groups are groups in which a person is aware of other members, defines himself or herself as a member or would like to be a member, and feels group members are significant to him or her.
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41) Which of the following terms best represents voluntary actions that violate significant organizational norms and, in doing so, threaten the well-being of the organization or its members?
A) undue hardship
B) deviant workplace behavior
C) antidiscrimination and retaliation
D) progressive discipline
E) wrongful termination
Answer: B
Explanation: B) Deviant workplace behavior (also called antisocial behavior or workplace incivility) is voluntary behavior that violates significant organizational norms and, in doing so, threatens the well-being of the organization or its members.
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42) Which of the following is true with regard to deviant workplace behavior?
A) It is involuntary in nature.
B) Widespread deviant workplace behavior depends on the accepted norms of the group.
C) It has a negligible adverse impact on organization as it is accepted by some employees.
D) Research on deviance at the workplace has shown that employees operating individually engage in more deviant behaviors than those who function as a part of groups.
E) Leaving work early is an example of a property-related deviant workplace behavior.
Answer: B
Explanation: B) Like norms in general, individual employees' antisocial actions are shaped by the group context within which they work. Evidence demonstrates deviant workplace behavior is likely to flourish where it's supported by group norms.
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43) Status refers to the _____.
A) impact that support of group norms has on workplace civility
B) adjustment of one's behavior to align with the norms of the group
C) socially defined position or rank given to groups or group members by others
D) existence of roles that are at variance with one another
E) acceptable standards of behavior within a group that are shared by the group's members
Answer: C
Explanation: C) Status refers to the socially defined position or rank given to groups or group members by others.
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LO: 4
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

44) According to status characteristics theory, which of the following factors does not determine status?
A) control over the resources needed by the group
B) contribution to goals
C) ability to conform to group norms
D) personality
E) talent
Answer: C
Explanation: C) According to status characteristics theory, status tends to derive from one of three sources: the power a person wields over others; a person's ability to contribute to a group's goals; and an individual's personal characteristics (special talent, intelligence, money, or a friendly personality).
Page Ref: 285
LO: 4
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

45) Which of the following statements is true regarding the effect of status on conformity pressure?
A) High-status individuals are often given less freedom to deviate from norms than are other group members.
B) People in high-status jobs have especially negative reactions to social pressure exerted by people in low-status jobs.
C) Lower-status people are better able to resist conformity pressures than their high-status peers.
D) Groups exert equal conformity pressure on all individuals regardless of their status.
E) As compared to high-status members, low-status members are given a wider range of discretion as long as their activities aren't severely detrimental to group goal achievement.
Answer: B
Explanation: B) High-status individuals are often given more freedom to deviate from norms than are other group members. People in high-status jobs (such as physicians, lawyers, or executives) have especially negative reactions to social pressure exerted by people in low-status jobs. Physicians actively resist administrative decisions made by lower -ranking insurance company employees.
Page Ref: 285, 286
LO: 4
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

46) Which of the following statements is true regarding the effect of size of the group has on the performance of the group?
A) The size of the group does not affect the group's overall behavior.
B) Evidence indicates that larger groups are faster at completing tasks than smaller ones.
C) As compared to smaller groups, larger groups are better in problem solving.
D) If the goal of the group is fact-finding then smaller groups are more effective than larger groups.
E) Evidence indicates that individuals perform better in larger groups than in smaller ones.
Answer: C
Explanation: C) The size of the group affects the group's overall behavior.The evidence indicates smaller groups are faster at completing tasks than larger ones and that individuals perform better in smaller groups than in larger ones.As compared to smaller groups, larger groups are better in problem solving. If the goal of the group is fact-finding, larger groups should be more effective.
Page Ref: 286, 287
LO: 5
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

47) Which of the following terms indicates the tendency of individuals to spend less effort when working collectively?
A) groupthink
B) collective efficacy
C) social loafing
D) groupshift
E) social facilitation
Answer: C
Explanation: C) Social loafing is the tendency for individuals to expend less effort when working in a group than when working individually. Group performance increases with group size, but the addition of new members has diminishing returns on productivity.
Page Ref: 287
LO: 5
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

48) When faced with a number of tight deadlines, Mandy Moore often delegates work collectively. Recently she chose some fairly experienced employees to work on a high-priority project. She was heartened to see that the selected group of employees was having numerous meetings and working hard. However, when she went to check on their progress at the halfway mark in the project schedule, she was shocked to see how little the team had done in the past three weeks. This scenario reflects _____.
A) groupthink
B) collective efficacy
C) social loafing
D) groupshift
E) in-group favoritism
Answer: C
Explanation: C) Social loafing is the tendency for individuals to expend less effort when working in a group than when working individually. Group performance increases with group size, but the addition of new members has diminishing returns on productivity.
Page Ref: 287
LO: 5
AACSB: Analytic Skills
Difficulty: Easy
Quest. Category: Application
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

49) Which of the following is a contributing factor with regard to social loafing?
A) difficult task assignments
B) high collective efficacy
C) severe time constraints
D) dispersion of responsibility
E) heavy workload
Answer: D
Explanation: D) Social loafing is the tendency for individuals to expend less effort when working in a group than when working individually. One explanation for social loafing is the dispersion of responsibility. Because group results cannot be attributed to any single person, the relationship between an individual's input and the group's output is clouded.
Individuals may then be tempted to become free riders and coast on the group's efforts.

50) Which of the following is an effective means of countering social loafing?
A) increasing the rewards the group is given if it succeeds
B) increasing the amount by which the group's progress is monitored
C) ensuring that individual contributions to the group's outcome are identified
D) increasing the size of the group
E) increasing the group's workload
Answer: C
Explanation: C) Since group results cannot be attributed to any single person, the relationship between an individual's input and the group's output is clouded. Individuals may then be tempted to become free riders and coast on the group's efforts. To avoid this, individual efforts in a group's outcome should be identified.

51) Which of the following is true with regard to social loafing?
A) Social loafing decreases when rewards are added for collective performance of the group.
B) Social loafing reflects the drastic rise in employee performance when they work collectively.
C) Social loafing involves the cumulative rise in productivity when teams increase in size.
D) Social loafing is a result of the emphasis on individual outcomes over shared outcomes.
E) Social loafing is witnessed less in collectivist cultures where people take pride in group performance.
Answer: E
Explanation: E) Social loafing appears to have a Western bias. It is consistent with individualistic cultures, such as the United States and Canada, that are dominated by self-interest. It is not consistent with collective societies, in which individuals are motivated by in-group goals.

52) ICE is a non-profit organization that runs awareness campaigns and research programs that provide data to initiate the process of legislative changes on various aspects of the environment like forest cover, nuclear fuel, endangered species and others. The ICE operates through networks of grass-root level researchers who are grouped into flexible project teams whose roles and duties change with each new project. The ICE believes its employees to be like family and an informal environment pervades its functioning without any compromises being made in the efficiency. Recently, the project manager of the rainwater harvesting pilot project in the suburbs has been informed of two delays in the project. When the third extension request came to him, he looked into the matter by speaking individually with the five team members. Which of the following complaints by the team members, if true, would indicate the presence of social loafing in the team?
A) A team member complained that the residents of the suburb in which they were working were uncooperative and did not accept their most cordial requests for helping in data collection.
B) Nancy, one of the new team members, reported that she felt the team was not cohesive enough.
C) Two of the most experienced employees on the team reported having to shoulder a disproportionate amount of the current workload and asked for an internal transfer.
D) The scarcity of funds was one of the major concerns that all the team members mentioned.
E) The team members were dissatisfied with the compensation package as they felt they were putting in a lot of work and being paid relatively less.
Answer: C
Explanation: C) The fact that a team member complained that the residents of the suburb in which they were working were uncooperative hints at an external cause for lack of performance and does not indicate social loafing. The fact that one of the new team members reported that she felt the team was not cohesive enough does not indicate social loafing; social loafing is typically a product of excessive cohesiveness. The fact that two of the most experienced employees on the team reported having to shoulder a disproportionate amount of the current workload does indicate the presence of social loafing. One explanation for social loafing is the dispersion of responsibility. Because group results cannot be attributed to any single person, the relationship between an individual's input and the group's output is clouded. Individuals may then be tempted to become free riders and coast on the group's efforts. The scarcity of funds for the project is an external factor and cannot directly explain their bad performance. The fact that the team members were dissatisfied with the compensation package does not indicate the presence of loafing, especially since two employees have been working hard.
Page Ref: 287
LO: 5
AACSB: Reflective Thinking
Difficulty: Moderate
Quest. Category: Critical Thinking
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

53) _____ refers to the degree to which members are attracted to each other and motivated to stay in the group.
A) Assertiveness
B) Social dominance
C) Authoritativeness
D) Cohesiveness
E) Diversity
Answer: D
Explanation: D) Cohesiveness refers to the degree to which members are attracted to each other and motivated to stay in the group.

54) Which of the following statements is true regarding the effect of group cohesiveness and performance norms on group productivity?
A) When cohesiveness is low and performance norms are also low, productivity will be high.
B) The productivity of the group is affected by the performance norms but not by the cohesiveness of the group.
C) If cohesiveness is high and performance norms are low, productivity will be high.
D) If cohesiveness is low and performance norms are high, productivity will be low.
E) When both cohesiveness and performance norms are high, productivity will be high.
Answer: E
Explanation: E) Studies consistently show that the relationship between cohesiveness and productivity depends on the group's performance-related norms. If performance-related norms are high, a cohesive group will be more productive than will a less cohesive group. If cohesiveness is high and performance norms are low, productivity will be low. If cohesiveness is low and performance norms are high, productivity increases, but less than in the high-cohesiveness/high-norms situation. When cohesiveness and performance-related norms are both low, productivity tends to fall into the low-to-moderate range.

55) _____ is defined as the extent to which members of a group are similar to, or different from, one another.
A) Homogeneity
B) Diversity
C) Conformity
D) Civility
E) Universality
Answer: B
Explanation: B) Diversity is a property of groups that measures the degree to which members of the group are similar to, or different from, one another.

56) Which of the following is an advantage of group decision making when compared to individual decision making?
A) increased ambiguous responsibility
B) increased conformity pressures
C) increased diversity of views
D) increased dispersion of accountability
E) increased pace of decision making
Answer: C
Explanation: C) By aggregating the resources of several individuals, groups bring more input as well as heterogeneity into the decision process. They offer increased diversity of views. This opens up the opportunity to consider more approaches and alternatives.
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LO: 7
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

57) When _____ is of importance in decision making, group decisions are preferred to individual decisions.
A) acceptance of solution
B) speed
C) efficiency
D) clear responsibility
E) legitimacy
Answer: A
Explanation: A) Groups lead to increased acceptance of a solution. Many decisions fail because people don't accept the solution. Group members who participated in making a decision are more likely to enthusiastically support the decision and encourage others to accept it. Group decisions are generally more accurate than the decisions of the average individual in a group but less accurate than the judgments of the most accurate. So in terms of accuracy, groups do not offer any unique advantage over individuals.
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LO: 7
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

58) Group decision making has a disadvantage in the area of _____, when compared to individual decision making.
A) diversity
B) creativity
C) acceptance of final solutions
D) speed
E) accuracy
Answer: D
Explanation: D) When evaluating the effectiveness and efficiency of group decision making, speed of decision making is an area where individuals fare better.

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LO: 7
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

59) _____ is defined as a phenomenon in which the norm for consensus overrides the realistic appraisal of alternative courses of action.
A) Groupshift
B) Social loafing
C) In-group favoritism
D) Cyber loafing
E) Groupthink
Answer: E
Explanation: E) Groupthink is defined as a phenomenon in which the norm for consensus overrides the realistic appraisal of alternative courses of action.
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LO: 7
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

60) Sonia Soans is corporate trainer. One of her favorite ways to start a training program is to present a case study and encourage members to think of the case in depth and discuss it amongst each other. Using the results of the activity she understands the baseline measures of the group's functioning. During one of her recent sessions, she observed that the group came to a consensus very quickly. However, when asked to present their views, the team members were not too confident and appeared to be under an illusion of unanimity. From the scenario, we can say that this group experienced _____.
A) diversity
B) groupshift
C) role conflict
D) groupthink
E) social loafing
Answer: D
Explanation: D) Groupthink relates to norms and describes situations in which group pressures for conformity deter the group from critically appraising unusual, minority, or unpopular views.
Page Ref: 292, 293
LO: 7
AACSB: Analytic Skills
Difficulty: Moderate
Quest. Category: Application
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

61) Which of the following steps can be taken by a manager so as to minimize groupthink?
A) increasing the group size
B) encouraging group leaders to develop a stronger sense of group identity
C) preventing all team members from engaging in a critical evaluation of ideas at the beginning
D) asking the group members to first focus on the positives of an alternative rather than the negatives
E) seeking input from employees before the group leader presents his opinions
Answer: E
Explanation: E) In order to minimize groupthink, managers should encourage group leaders to play an impartial role. Leaders should actively seek input from all members and avoid expressing their own opinions, especially in the early stages of deliberation. In addition, managers should appoint one group member to play the role of devil's advocate; this member's role is to overtly challenge the majority position and offer divergent perspectives.
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LO: 7
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

62) In discussing a given set of alternatives and arriving at a solution, group members tend to exaggerate the initial positions they hold. This phenomenon is called _____.
A) social desirability bias
B) groupshift
C) halo effect
D) social loafing
E) in-group favoritism
Answer: B
Explanation: B) In discussing a given set of alternatives and arriving at a solution, group members tend to exaggerate the initial positions they hold. This phenomenon is called groupshift. Group discussion leads members toward a more extreme view of the position they already held. Conservatives become more cautious, and more aggressive types take on more risk.
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LO: 7
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

63) Groupshift is seen when _____.
A) group members view themselves in better light when compared to members of the out-group
B) group members tend to exaggerate the initial positions they hold when discussing a given set of alternatives and arriving at a solution
C) group members notice and emphasize identities that reflect how different they are from other groups
D) group members tend to prefer and endorse the products, ideas, and aspects of someone else's culture over their own
E) group members fail to express alternative opinions and deviant views under the influence of the norm for consensus.
Answer: B
Explanation: B) Groupshift is a change between a group's decision and an individual decision that a member within the group would make; the shift can be toward either conservatism or greater risk but it generally is toward a more extreme version of the group's original position.

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LO: 7
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

64) The HR department at Bailey Services is considering offering telecommuting as an option to some experienced employees. At a meeting to formalize the move, the heads of the different departments met with Laura Watson, the HR manager. Laura, who thought this meeting would be a short one, was proven wrong when all the members, who had previously agreed that telecommuting would work in their company, began coming up with divergent views. By the end, two divisions claimed having major concerns about allowing employees to telecommute, and those in favor of it were equally vocal. This scenario depicts the operation of _____.
A) conformity
B) groupshift
C) role conflict
D) groupthink
E) social loafing
Answer: B
Explanation: B) Groupshift is a change between a group's decision and an individual decision that a member within the group would make; the shift can be toward either conservatism or greater risk but it generally is toward a more extreme version of the group's original position.
Page Ref: 292, 293
LO: 7
AACSB: Analytic Skills
Difficulty: Moderate
Quest. Category: Application
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

65) Joe Sullivan and Mark Holland, members of the top management at EuAir, an European airlines, were preparing for a meeting to discuss strategies to combat the recent rise in fuel prices. Before the meeting began, Joe and Mark were discussing how oil prices significantly impact the health of the world economy. Joe spoke of how higher oil prices since 1999, partly the result of OPEC supply management policies, contributed to the global economic downturn in 2000-2001. Mark agreed but added that the right kind of strategy can help them overcome, and even profitably use, this opportunity for hiking fares. Which of the following statements, if true, would denote the occurrence of groupshift in Mark's opinions during the meeting?
A) Mark felt that EuAir should suspend some of its less profitable flights in the short run in favor of the routes that have greater demand among consumers.
B) Mark proposed that this was an opportunity for EuAir to use its brand name effectively and diversify into other products and services.
C) Mark agreed with Joe's opinion that providing the best service possible, even if it meant incurring a loss in the short run, would be the best strategy.
D) Mark proposed that the prices be hiked and additional customer service measures be included so costumers have the best experience flying with EuAir.
E) Mark encouraged the top-management team to consider laying off surplus employees and rightsizing EuAir to enhance its efficiency and lower costs.
Answer: D
Explanation: D) The fact that Mark felt that EuAir should suspend some of its less profitable flights in the short run, in favor of the routes that have greater demand among consumers, does indicate groupshift as it does not strengthen his prior view. The fact that Mark proposed that this was an opportunity for EuAir to use its brand name effectively and diversify into other products and services does not represent groupshift as it does not strengthen his prior view. The fact that Mark agreed with Joe's opinion that providing the best service possible, even if it meant incurring a loss in the short run, would be the best strategy is contrary to his prior view and does not indicate groupshift. The fact that Mark proposed that the prices be hiked and additional customer service measures be included represents an extreme version of his previously held opinion and thus denotes groupshift. The fact that Mark encouraged the top-management team to consider laying off surplus employees does not strengthen his prior view and cannot represent groupshift.
Page Ref: 292, 293
LO: 7
AACSB: Reflective Thinking
Difficulty: Hard
Quest. Category: Critical Thinking
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

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A) Mark felt that implementing a price rise was necessary to recover the costs in operating the flights.
B) Mark stated that the company should increase operations but at lower fares so they can regain control over the market share.
C) Mark believed that most of their clientele was not price sensitive.
D) Mark was of the opinion that oil suppliers were going to pressure them even more in the future and the company had to resort to alternatives like bio fuels.
E) Mark recommended that the company should establish a fuel hedging contract with its key suppliers to ensure protection from fuel price rises.
Answer: B
Explanation: B) The fact that Mark felt that implementing a price rise was necessary to recover the costs in operating the flights does strengthen his prior view and represents groupshift. The fact that Mark stated that the company should increase operations but at lower fares is contrary to his previously held view and weakens the argument that he experienced groupshift. The fact that Mark believed that most of their clientele was not price sensitive is aligned to his view of increasing prices and does not weaken the possibility of groupshift. The fact that Mark felt that the company had to resort to alternatives like bio fuels does not strengthen or weaken his argument in favor of price rise. The fact that Mark recommended establishing a fuel hedging contract with its key suppliers to ensure protection from fuel price rises does not impact his view on hiking fares and thus does not weaken the argument that he experienced groupshift.
Page Ref: 292, 293
LO: 7
AACSB: Reflective Thinking
Difficulty: Hard
Quest. Category: Critical Thinking
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

67) Joe Sullivan and Mark Holland, members of the top management at EuAir, an European airlines, were preparing for a meeting to discuss strategies to combat the recent rise in fuel prices. Before the meeting began, Joe and Mark were discussing how oil prices significantly impact the health of the world economy. Joe spoke of how higher oil prices since 1999, partly the result of OPEC supply management policies, contributed to the global economic downturn in 2000-2001. Mark agreed but added that the right kind of strategy can help them overcome and even profitably use this opportunity for hiking fares. Which of the following statements, if true, would denote the occurrence of groupshift in Joe's opinions during the meeting?
A) Joe proposed that the company should invite price quotes from new suppliers to reduce their dependence on their current fuel suppliers.
B) Joe determined that the best strategy would be to slash prices and minimize all fringes that are used for customer service.
C) Joe convinced the top management team to decrease the capacity of the flights.
D) Joe recommended that the prices for business class fares be increased as they represent a less price sensitive group of customers.
E) Joe claimed that aviation fuel was their second largest expense and this was the time to contemplate obtaining a few futures contracts with suppliers.
Answer: B
Explanation: B) The fact that Joe proposed that the company should invite price quotes from new suppliers to reduce their dependence on their current fuel suppliers does not represent an extreme version of his prior view. The fact that Joe felt that the best strategy would be to slash prices and minimize all fringes that are used for customer service represents an extreme version of his prior view and denotes groupshift. The fact that Joe convinced the top management team to decrease the capacity of the flights does not indicate groupshift as it is not a stronger manifestation of his previous views on hiking fares. The fact that Joe recommended that the prices for business class fares be increased is contrary to his previous view and does not indicate groupshift. Joe's proposal of obtaining futures contracts does not strengthen or weaken his argument against hiking fares and thus does not represent groupshift.
Page Ref: 292, 293
LO: 7
AACSB: Reflective Thinking
Difficulty: Hard
Quest. Category: Critical Thinking
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

68) Joe Sullivan and Mark Holland, members of the top management at EuAir, an European airlines, were preparing for a meeting to discuss strategies to combat the recent rise in fuel prices. Before the meeting began, Joe and Mark were discussing how oil prices significantly impact the health of the world economy. Joe spoke of how higher oil prices since 1999, partly the result of OPEC supply management policies, contributed to the global economic downturn in 2000-2001. Mark agreed but added that the right kind of strategy can help them overcome and even profitably use this opportunity for hiking fares. Which of the following statements, if true, would weaken the argument that Joe experienced groupshift during the meeting?
A) Joe stated that the company should cut expenditures on other areas like marketing and advertising instead of hiking fares to retain their current profit margins.
B) Joe stated that hiking prices would lead to losing market share to the low-cost airlines which already controlled half the market.
C) Joe stated that precise methods of fuel filling and consumption must be implemented to efficiently use their current supply of fuel.
D) Joe suggested adding a fuel surcharge to all tickets for commercial flights with immediate effect.
E) Joe proposed the usage of direct and higher altitude routes that would curtail fuel consumption.
Answer: D
Explanation: D) The fact that Joe stated that the company should cut expenditures on other areas like marketing and advertising does not strengthen or weaken his opinion of hiking fares. The fact that Joe stated that hiking prices would lead to losing market share to the low-cost airlines which already controlled half the market is more aligned with his prior view and does not weaken the argument that he experienced groupshift. The fact that Joe stated that precise methods of fuel filling and consumption must be implemented does not strengthen or weaken his argument against hiking prices. The fact that Joe suggested adding a fuel surcharge to all tickets for commercial flights with immediate effect is contrary to his previous views on hiking fares and weakens the argument that he experienced groupshift. The fact that Joe proposed the usage of direct and higher altitude routes that would curtail fuel consumption does not strengthen or weaken his views against hiking fares.
Page Ref: 292, 293
LO: 7
AACSB: Reflective Thinking
Difficulty: Hard
Quest. Category: Critical Thinking
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

69) Groupthink is most commonly seen in the group decision-making approach using _____.
A) reference groups
B) nominal groups
C) brainstorming
D) interacting groups
E) electronic meeting groups
Answer: D
Explanation: D) The most common form of group decision making takes place in interacting groups . Members meet face-to-face and rely on both verbal and nonverbal interaction to communicate. Interacting groups often censor themselves and pressure individual members toward conformity of opinion.
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LO: 8
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

70) Like many other marketing strategy specialists, Mark Fritz relies heavily on creativity and originality. Members of his team are selected on the basis of their ability to think divergently, and Mark often conducts activities to ensure that this ability is developed. For instance, before any new project, Mark invites his team to sit together and churn out possible ideas about the new product, its theme, and ways in which it can be projected best in the market. These sessions usually provide him with a bank of potential ideas from which the team selects some strong concepts and develops them into a campaign. To encourage freedom in these sessions, Mark has a no-evaluation policy. This is an example of _____.
A) in-group favoritism
B) groupshift
C) brainstorming
D) groupthink
E) social loafing
Answer: C
Explanation: C) This is an example of brainstorming. Brainstorming is an idea-generation process that specifically encourages any and all alternatives while withholding any criticism of those alternatives.
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LO: 8
AACSB: Analytic Skills
Difficulty: Moderate
Quest. Category: Application
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

71) Which of the following statements is true regarding brainstorming?
A) Brainstorming encourages criticizing an idea as early as possible.
B) Brainstorming overcomes the problem of "production blocking."
C) Brainstorming can overcome the pressures for conformity.
D) Research consistently shows that a group in a brainstorming session generates more ideas than an individual working alone.
E) Brainstorming fails to develop group cohesiveness.
Answer: C
Explanation: C) Brainstorming can overcome the pressures for conformity that dampen creativity by encouraging any and all alternatives while withholding criticism. Research consistently shows individuals working alone generate more ideas than a group in a brainstorming session. One reason for this is "production blocking." When people are generating ideas in a group, many are talking at once, which blocks the thought process and eventually impedes the sharing of ideas. Brainstorming develops group cohesiveness.
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LO: 8
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

72) A group decision-making method in which individual members meet face-to-face to pool their judgments in a systematic but independent fashion is the _____ technique.
A) reference groups
B) nominal groups
C) brainstorming
D) interacting groups
E) in-group
Answer: B
Explanation: B) The nominal groups technique is a group decision-making method in which individual members meet face-to-face to pool their judgments in a systematic but independent fashion.
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LO: 8
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

73) Bonnie Patterson is a manager for seven years at Wayne and Watson, a legal consultancy firm. A good part of her work day involves holding meetings and she likes to get work on a time-bound schedule. For this reason, members of her team receive the agenda at the beginning of the meeting, followed by some time to contemplate over the issue at hand individually. Subsequently, the team members present their ideas one after the another, the group discusses them together, and lastly, a ranking is done to choose the most favored idea. This represents the _____ approach of group decision making.
A) interacting
B) reference group
C) brainstorming
D) nominal group
E) groupthink
Answer: D
Explanation: D) The nominal group technique restricts discussion or interpersonal communication during the decision-making process, hence the term "nominal." Group members are all physically present, as in a traditional committee meeting, but they operate independently.
Page Ref: 295
LO: 8
AACSB: Analytic Skills
Difficulty: Moderate
Quest. Category: Application
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

74) Hubert Gray needs an instruction manual developed for his new product. This is the last step of the project and he has severe budget constraints. He needs a small team of technical writers to work together closely to write the manual on fairly short notice. He needs them to communicate ideas quickly, creatively, and affordably. Which of the following group techniques should Hubert consider?
A) nominal and electronic
B) brainstorming
C) brainstorming and electronic
D) electronic and interacting
E) interacting and brainstorming
Answer: E
Explanation: E) Hubert needs a group with high creativity, high cohesion, and low expense. He should choose either interacting or brainstorming techniques to get his task completed. Nominal techniques, although high in creativity and affordability, are slow and only moderately cohesive. Electronic techniques are slow and expensive and have zero cohesion.
Page Ref: 297
LO: 8
AACSB: Analytic Skills
Difficulty: Hard
Quest. Category: Application
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

75) ABL is one of the largest consumer goods companies in the country and it recently held its annual conference where members of all regional divisions were invited. Since the company is vast and rarely finds all its employees together in such a manner, it used this opportunity to present to them certain new ideas they had regarding various aspects of their functioning. Large meetings with each regional team were held to provide them with information about the proposed changes and to obtain their anonymous votes through computers. This helped the company speed up the decision-making process and consolidate the results immediately. Which of the following group decision techniques did ABL use here?
A) heuristics and algorithm approach
B) nominal groups approach
C) electronic meeting approach
D) reference groups approach
E) brainstorming
Answer: C
Explanation: C) A meeting in which members interact on computers, allowing for anonymity of comments and aggregation of votes, is an electronic meeting. ABL uses this approach in the given scenario.
Page Ref: 295, 296
LO: 8
AACSB: Analytic Skills
Difficulty: Hard
Quest. Category: Application
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

76) In-group favoritism does not adversely affect people of the out-group.
Answer: FALSE
Explanation: In-group favoritism means we see members of our in-group as better than other people, and people not in our group as all the same. This leads to a lot of stereotyping.
Page Ref: 273
LO: 1
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

77) The social identity theory proposes that people use groups to understand who they are and how they fit into the world.
Answer: TRUE
Explanation: Membership in a group helps some people understand who they are and how they fit into the world. This is termed as uncertainty reduction.
Page Ref: 273, 274
LO: 1
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

78) A batch of trainees has been assigned a new project and the team is unsure of the details of the project and how they will pursue its completion as a group with specific tasks and roles. This batch of trainees is in the forming stage of group development.
Answer: TRUE
Explanation: According to the five-stage group development model, the forming stage is the first stage of group development and it is characterized by a great deal of uncertainty about the group's purpose, structure, and leadership.
Page Ref: 275
LO: 2
AACSB: Analytic Skills
Difficulty: Moderate
Quest. Category: Application
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

79) During the forming stage of group development, close relationships develop and the group demonstrates cohesiveness.
Answer: FALSE
Explanation: The forming stage is the first stage of group development. It is characterized by a great deal of uncertainty about the group's purpose, structure, and leadership. During the norming stage of group development, close relationships develop and the group demonstrates cohesiveness.
Page Ref: 275
LO: 2
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

80) The development of temporary work groups is best understood in terms of the five-stage group development model.
Answer: FALSE
Explanation: Temporary groups with deadlines do not seem to follow the usual five-stage model. They are better understood in terms of the punctuated-equilibrium model.
Page Ref: 276
LO: 2
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

81) Role perception indicates our view of how we are supposed to act in a given situation.
Answer: TRUE
Explanation: Role perception indicates our view of how we're supposed to act in a given situation.
Page Ref: 277
LO: 3
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

82) Role expectations at work are often conveyed through the psychological contract.
Answer: TRUE
Explanation: In the workplace, we look at role expectations through the perspective of the psychological contract: an unwritten agreement that exists between employees and employer. This agreement sets out mutual expectations: what management expects from workers and vice versa.
Page Ref: 278
LO: 3
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

83) A company's dress code policy comes under the performance norms.
Answer: FALSE
Explanation: Dress codes normally come under the purview of appearance norms.
Page Ref: 280
LO: 4
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

84) Important groups to which individuals belong or hope to belong are called nominal groups.
Answer: FALSE
Explanation: Reference groups are important groups to which individuals belong or hope to belong and with whose norms individuals are likely to conform.
Page Ref: 283
LO: 4
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

85) An individual's personal characteristics like good looks or friendly personality represents one of the dimensions of the status characteristics theory.
Answer: TRUE
Explanation: According to status characteristics theory, status tends to derive from one of three sources: a person's power, ability to contribute to group goals, and his/her personality characteristics.
Page Ref: 285
LO: 4
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

86) High-status members of groups are often given less freedom to deviate from norms than are other group members.
Answer: FALSE
Explanation: High-status individuals are often given more freedom to deviate from norms than are other group members. As high-status individuals, they're given a wider range of discretion as long as their activities aren't severely detrimental to group goal achievement.
Page Ref: 285
LO: 4
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

87) If a group is highly cohesive then it will be highly productive even with low performance norms.
Answer: FALSE
Explanation: Studies consistently show that the relationship between cohesiveness and productivity depends on the group's performance-related norms. If norms for quality, output, and cooperation with outsiders, for instance, are high, a cohesive group will be more productive than will a less cohesive group. However, if cohesiveness is high and performance norms are low, productivity will be low.
Page Ref: 288
LO: 6
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

88) Surface-level diversity refers to attitudes, values, and opinions which are different in diverse groups.
Answer: FALSE
Explanation: Surface-level diversity is seen in observable characteristics such as national origin, race, and gender, while deep-level diversity refers to the underlying attitudes, values, and opinions.
Page Ref: 290
LO: 6
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

89) Group decisions are generally less accurate than the judgments of the most accurate individual in the group.
Answer: TRUE
Explanation: Group decisions are generally more accurate than the decisions of the average individual in a group but less accurate than the judgments of the most accurate.
Page Ref: 291
LO: 7
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

90) Individual decisions are more time consuming than group decisions.
Answer: FALSE
Explanation: Group decisions have their drawbacks. They're time consuming because groups typically take more time to reach a solution.
Page Ref: 290, 291
LO: 7
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

91) Amy Jones has to come up with a strategy to regulate the excessive use of the Internet by her employees in such a way that they accept and commit to the solution themselves. It is advisable for her to use group decision making, rather than individual decision making in this situation.
Answer: TRUE
Explanation: When effectiveness of a decision is measured by the degree of acceptance the final solution achieves, group decision making is more effective.
Page Ref: 290, 291
LO: 7
AACSB: Analytic Skills
Difficulty: Moderate
Quest. Category: Application
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

92) Groupthink is a phenomenon that relates to the consensus norms.
Answer: TRUE
Explanation: Groupthink is related to norms. It represents a phenomena that occurs when the norm for consensus overrides the realistic appraisal of alternative courses and the full expression of deviant, minority, or unpopular views.
Page Ref: 292, 293
LO: 7
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

93) Research consistently shows that a group in a brainstorming session generates more ideas than an individuals working alone.
Answer: FALSE
Explanation: Research consistently shows individuals working alone generate more ideas than a group in a brainstorming session.
Page Ref: 295
LO: 8
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

94) The chief advantage of the nominal group technique is that it permits the group to meet formally but does not restrict independent thinking, as does the interacting group.
Answer: TRUE
Explanation: The chief advantage of the nominal group technique is that it permits a group to meet formally but does not restrict independent thinking, as does an interacting group. Research generally shows nominal groups outperform brainstorming groups.
Page Ref: 295
LO: 8
Difficulty: Easy
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

95) Electronic meetings minimize social pressures and conflicts.
Answer: TRUE
Explanation: This technique also allows people to be brutally honest without penalty, and thus, decision making is free of social pressures to conform to someone's expectations. Similarly, fears of possible conflict following the choice one made are not possible as votes are collected anonymously.
Page Ref: 296
LO: 9
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

96) Describe the characteristics of the social identity theory.
Answer: Our tendency to take personal pride or offense for the accomplishments of a group is the territory of social identity theory. Social identity theory proposes that people have emotional reactions to the failure or success of their group because their self-esteem gets tied into the group's performance. The theory has the following characteristics:

Similarity: It refers to the tendency of people who have greater uniformity in values and characteristics to have greater identification as well.

Distinctiveness: It refers to the tendency of in-group members to notice and emphasize identities that reflect how they are different from other groups.

Status: It refers to the tendency of people to link themselves to groups of higher social standing in an attempt to define themselves favorably.

Uncertainty reduction: It refers to the tendency of people to link themselves to groups of higher social standing in an attempt to define themselves favorably.
Page Ref: 272, 273, 274
LO: 1
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

97) List and briefly describe the stages in the five-stage model of group development.
Answer: The five-stage group development model characterizes groups as proceeding through five distinct stages: forming, storming, norming, performing, and adjourning.

1) Forming is characterized by a great deal of uncertainty about the group's purpose, structure, and leadership. Members are testing the waters to determine what types of behavior are acceptable.
2) In the storming stage, members accept the existence of the group, but there is resistance to the constraints that the group imposes on individuality. There is conflict over who will control the group.
3) The third stage is one in which close relationships develop and the group demonstrates cohesiveness. There is now a strong sense of group identify and camaraderie. This norming stage is complete when the group structure solidifies and the group has assimilated a common set of expectations of what defines correct member behavior.
4) The fourth stage is performing. The structure at this point is fully functional and accepted. Group energy has moved from getting to know and understand each other to performing the task at hand.
5) In the adjourning stage, the group prepares for its disbandment. High task performance is no longer the group's top priority. Instead, attention is directed toward wrapping up activities.
Page Ref: 274, 275
LO: 2
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

98) Describe the punctuated-equilibrium model.
Answer: Temporary groups with deadlines do not seem to follow the usual five-stage model. An alternative model to explain the growth of temporary groups is the punctuated-equilibrium model. The punctuated-equilibrium model characterizes groups as exhibiting long periods of inertia interspersed with brief revolutionary changes triggered primarily by members' awareness of time and deadlines. Under this model, group development occurs along the following stages: (1) their first meeting sets the group's direction, (2) this first phase of group activity is one of inertia, (3) a transition takes place exactly when the group has used up half its allotted time, (4) this transition initiates major changes, (5) a second phase of inertia follows the transition, and (6) the group's last meeting is characterized by markedly accelerated activity.
Page Ref: 276
LO: 2
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

99) Explain the following terms: role perception and role expectation.
Answer: Our view of how we're supposed to act in a given situation is role perception. We engage in certain types of behavior based on how we believe we are supposed to behave. We get these perceptions from stimuli all around us — for example, friends, books, films, television.

Role expectation is the way others believe you should act in a given context. The role of a U.S. federal judge is viewed as having propriety and dignity, whereas a football coach is seen as aggressive, dynamic, and inspiring to his players.
Page Ref: 277, 278
LO: 3
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

100) Explain the relationship between role conflict and reference groups.
Answer: When compliance with one role requirement may make it difficult to comply with another, the result is role conflict. Since most employees are simultaneously in occupations, work groups, divisions, and demographic groups, these different identities can come into conflict when the expectations of one clash with the expectations of another. In such situations, they conform to the norms and expectations of important groups to which they belong or hope to belong. These important groups are reference groups, in which a person is aware of other members, defines himself or herself as a member or would like to be a member, and feels group members are significant to him or her.
Page Ref: 278, 283
LO: 3, 4
AACSB: Analytic Skills
Difficulty: Moderate
Quest. Category: Synthesis
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

101) What are four common classes of norms?
Answer:
1) The most common class of norms is performance norms. Work groups typically provide their members with explicit cues on how hard they should work, how to get the job done, their level of output, appropriate levels of tardiness, and the like.
2) Appearance norms include things like dress codes and unspoken rules about when to look busy.
3) Social arrangement norms are norms about with whom group members eat lunch and whether to form friendships on and off the job.
4) Resource allocation norms cover things like assignment of difficult jobs, and distribution of resources like pay or equipment.
Page Ref: 280
LO: 4
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

102) What is the relationship between performance norms, cohesiveness, and group productivity?
Answer: Cohesiveness increases group productivity and this relationship between cohesiveness and productivity depends on the group's performance-related norms. If norms for quality, output, and cooperation with outsiders, for instance, are high, a cohesive group will be more productive than will a less cohesive group. However, if cohesiveness is high and performance norms are low, productivity will be low. If cohesiveness is low and performance norms are high, productivity increases, but less than in the high-cohesiveness/ high-norms situation. When cohesiveness and performance-related norms are both low, productivity tends to fall into the low-to-moderate range.
Page Ref: 280, 288, 289
LO: 4, 6
AACSB: Analytic Skills
Difficulty: Moderate
Quest. Category: Synthesis
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

103) How can norms be used to reduce deviant workplace behavior?
Answer: Deviant workplace behavior (also called antisocial behavior or workplace incivility) is voluntary behavior that violates significant organizational norms and, in doing so, threatens the well-being of the organization or its members. Norms are the acceptable standards of behavior shared by their members that express what they ought and ought not to do under certain circumstances. Like norms in general, individual employees' antisocial actions are shaped by the group context within which they work. Evidence demonstrates that antisocial behavior exhibited by a work group is a significant predictor of an individual's antisocial behavior at work. In other words, deviant workplace behavior is likely to flourish where it's supported by group norms. Managers must observe the various aspects of group norms keenly. If and when deviant workplace norms surface, they must anticipate negative changes in employee cooperation, commitment, and motivation and take remedial steps. Further, establishing norms that have clear demarcations as to what constitutes deviant workplace behavior and what its implications are, is likely to reduce such acts in the workplace.
Page Ref: 283, 284
LO: 4
AACSB: Analytic Skills
Difficulty: Moderate
Quest. Category: Synthesis
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

104) According to the status characteristics theory, what are the three sources of status?
Answer: According to status characteristics theory, status tends to derive from one of three sources:
1. The power a person wields over others. Because they likely control the group's resources, people who control the outcomes tend to be perceived as high status.
2. A person's ability to contribute to a group's goals. People whose contributions are critical to the group's success tend to have high status.
3. An individual's personal characteristics. Someone whose personal characteristics are positively valued by the group (good looks, intelligence, money, or a friendly personality) typically has higher status than someone with fewer valued attributes.
Page Ref: 285
LO: 4
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

105) How does group size affect a group's behavior?
Answer: The evidence indicates that smaller groups are faster at completing tasks than are larger ones and that individuals perform better in smaller groups. However, if the group is engaged in problem solving, large groups consistently get better marks than their smaller counterparts. Translating these results into specific numbers is a bit more hazardous, but we can offer some parameters. Large groups — with a dozen or more members — are good for gaining diverse input. So if the goal of the group is fact-finding, larger groups should be more effective. On the other hand, smaller groups are better at doing something productive with that input. Groups of approximately seven members, therefore, tend to be more effective for taking action. One of the most important findings about the size of a group concerns social loafing, the tendency for individuals to expend less effort when working collectively than alone. It directly challenges the assumption that the productivity of the group as a whole should at least equal the sum of the productivity of the individuals in it.
Page Ref: 286, 287
LO: 5
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

106) Describe cohesiveness as a property of groups. How can a group be made more cohesive?
Answer: Cohesiveness is the degree to which members are attracted to each other and motivated to stay in the group. Some strategies to encourage cohesiveness are: (1) making the group smaller, (2) encouraging agreement with group goals, (3) increasing the time members spend together, (4) increasing the group's status and the perceived difficulty of attaining membership, (5) stimulating competition with other groups, (6) giving rewards to the group rather than to individual members, and (7) physically isolating the group.
Page Ref: 288
LO: 6
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

107) Discuss the advantages and disadvantages of group decisions as compared to individual decisions.
Answer: Group decisions are generally more accurate than the decisions of the average individual in a group but less accurate than the judgments of the most accurate. In terms of speed, individuals are superior. If creativity is important, groups tend to be more effective. And if effectiveness means the degree of acceptance the final solution achieves, the nod again goes to the group. With few exceptions, group decision making consumes more work hours than if an individual were to tackle the same problem alone. Because groups can include members from diverse areas, the time spent searching for information can be reduced. Groups are generally less efficient than individuals.
Page Ref: 290, 291
LO: 7
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

108) Discuss the impact of brainstorming on the possibility of groupthink.
Answer: Groupthink is related to norms. It represents a phenomena that occurs when the norm for consensus overrides the realistic appraisal of alternative courses and the full expression of deviant, minority, or unpopular views. Brainstorming can overcome the pressures for conformity that dampen creativity by encouraging any and all alternatives while withholding criticism. The norm for consensus is the cause of groupthink, while brainstorming is focused on unhampered generation of ideas. Thus, brainstorming as a technique for group decision making reduces the possibility of groupthink.
Page Ref: 292, 293, 295
LO: 7, 8
AACSB: Analytic Skills
Difficulty: Moderate
Quest. Category: Synthesis
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

109) Describe the relationship between distinctiveness and group shift.
Answer: Distinctiveness is a dimension of the social identity theory that refers to the tendency of in-group members to notice and emphasize identities that reflect how they are different from other groups. Group shift refers to a change between a group's decision and an individual decision that a member within the group would make; the shift can be toward either conservatism or greater risk but it generally is toward a more extreme version of the group's original position. One explanation for the phenomena of group shift is that people adopt extreme positions because they want to demonstrate how different they are from the out-group. Thus, group shift can be understood as an extreme attempt to promote the distinctiveness of the group in relation to out-groups.
Page Ref: 274, 292
LO: 1, 7
AACSB: Analytic Skills
Difficulty: Moderate
Quest. Category: Synthesis
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations

110) Describe the nominal group technique.

Answer: The nominal group technique restricts discussion or interpersonal communication during the decision-making process. Group members are all physically present, as in a traditional committee meeting, but they operate independently. Specifically, a problem is presented and then the group takes the following steps:

1. Members meet as a group, but before any discussion takes place, each independently writes down ideas on the problem.
2. After this silent period, each member presents one idea to the group. No discussion takes place until all ideas have been presented and recorded.
3. The group discusses the ideas for clarity and evaluates them.
4. Each group member silently and independently rank-orders the ideas. The idea with the highest aggregate ranking determines the final decision.

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LO: 8
Difficulty: Moderate
Quest. Category: Concept
Learning Outcome: Describe best practices for utilizing groups and work teams in organizations