CHAPTER 9: Group Behavior

Briefly state the main characteristic of the second stage of group development.

Selected Answer: Storming stage, members accept the existence of the group. They are resistant to the constraints of the group on individuality. After this stage, their is a hierarchy and leaders have evolved.

Correct Answer: ✓

Intra-group conflict often occurs

Explanation: The **second stage, or the storming stage, is one of intra-group conflict**. Members accept the existence of the group but resist the constraints it imposes on individuality. Furthermore, there is conflict over who will control the group.

[Page: 280] Topic: Stages of Group Development

Feedback: [None Given]

When the group energy is focused on the task at hand, the group has moved to the _____ stage.

Selected Answer: performing

Correct Answer: ✓

Performing

Explanation: 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.

[Page: 280] Topic: Stages of Group Development

Feedback: [None Given]

Hubert needs an instruction manual for his new product. He needs a small team of technical writers to work together closely to rapidly write the manual. He needs them to communicate ideas quickly, creatively, and affordably. Specifically, what type of group technique should Hubert consider?

Selected Answer: task group

Correct Answer: ✔

Interacting and/or **brainstorming**

Explanation: 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: 298-300] Topic: Application of Group Decision-Making Techniques

Feedback: [None Given]

Chapter 10: Work Teams

_____ teams are an effective way to allow people from diverse areas within an organization to exchange information, develop new ideas and solve problems, and coordinate complex projects.

Selected Answer: Cross functional

Correct Answer: ✔

Cross-functional

Explanation: Cross-functional teams are teams made up of employees from about the same hierarchical level but different work areas, who come together to accomplish a task.They are an effective means of

allowing people from diverse areas to exchange information, develop new ideas, solve problems, and coordinate complex projects.

[Pages: 317-318] Topic: Types of Teams

Feedback: [None Given]

Question 5	5 out of 5 points

You are the vice-president of a division of a large, multi-national company that makes electronic equipment for consumers and the military. You have several managers that have created some teams. Also, there are several projects underway and you need to decide what types of teams to use for each situation.

Joan, your director of accounting, has created a team of seven employees from the accounts payable department who meet for three hours a week to discuss ways of improving quality, efficiency and the work environment. This is an example of a _____ team.

Selected Answer: problem solving

Correct Answer: ✔

Problem-solving

[Page: 316] Topic: Application of Types of Teams

Feedback: [None Given]

Question 6	5 out of 5 points

For virtual teams to be effective, what three (3) main steps should management ensure?

Selected Answer:
1 trust among members
2 progress monitored so as to not loose focus on goals
3 efforts are of group publicized throughout the organization

Correct Answer: ✔

For virtual teams to be effective, management should ensure that:

1) trust is established among team members

2) team progress is monitored closely; and

3) the efforts and products of the virtual team are publicized throughout the organization.

[Page: 318] Topic: Types of Teams

Feedback: [None Given]

Question 7	5 out of 5 points

How do effective teams overcome social loafing or members coasting on the group effort?

Selected Answer: Giving members indivdual responsibility for what they are responsible for in the team

Correct Answer: ✓

Individuals can engage in social loafing and coast on the group's effort because their particular contributions can't be identified. Effective teams undermine this tendency **by making members individually and jointly accountable for the team's purpose, goals, and approach.**

[Page: 328] Topic: Creating Effective Teams

Feedback: [None Given]

Question 8	5 out of 5 points

What is the benefit to team building when management allows a global team to adjust to cultural diversity?

Selected Answer: Work that is completed through a different group of individuals makes the end result better for the product because of the different view and methods used in making decisions

Correct Answer: ✓

Cultural diversity appears to be an asset for tasks that call for a variety of viewpoints. If a manager allows a global team time to adjust to cultural diversity, **the team can overcome the initial stages of**

surface-level differences and result in a highly efficient team.

[Pages: 323-235, 330-331] Topic: Global Implications

Feedback: [None Given]

Chapter 12: Leadership

What is the difference between "leadership" and "management"?

Selected Answer: Leadership is about coping with change management is about bring order and consisitency by drawing up formal plans. Leadership establishes direction for change to occur and embrace it.

Correct Answer: ✔

Leadership is defined as the ability to influence a group toward the achievement of a vision or set of goals. Management, on the other hand, relates primarily to maintaining order and consistency.

[Page: 376] Topic: What Is Leadership?

Feedback: [None Given]

According to the recent studies, including the Ohio State studies, what are the main benefits of having a leader that is high in consideration?

Selected Answer: It brings for a sense of change and daring to your facility. It makes your company appear to be in the fore front of innovation.

Correct Answer: ✔

In recent studies, including the Ohio State Studies, followers of leaders that are high in consideration are **more satisfied with their jobs, more motivated to complete tasks, and have more respect for their leaders**.

[Page: 380] Topic: Behavioral Theories

Question 11	0 out of 5 points

The University of Michigan studies define a(n) _____ leader as one who takes a personal interest in the needs of his/her subordinates.

Selected Answer: transformational

Correct Answer: ✓

Employee-oriented

Explanation: The University of Michigan Studies emphasized two behavioral dimensions common to successful leaders: employee-oriented leaders and production-oriented leaders. **Employee-oriented leaders** develop strong interpersonal relationships by taking a personal interest in the needs of their employees and accepting their individual differences. Employee-oriented leadership is closely related to consideration, the effective leadership dimension proposed by the Ohio State Studies.

[Page: 380] Topic: Behavioral Theories

Question 12	5 out of 5 points

What is the purpose of the LPC (Least Preferred Co-worker) questionnaire developed by Fiedler?

Selected Answer: The basic purpose is to get an idea of whether or not you are relatioship oriented or task oriented in a leadership role

Correct Answer: ✓

Fiedler created the Least Preferred Co-worker (LPC) questionnaire **to identify the individual's basic leadership style, which he believes is a key factor in leadership success**.

[Page: 381-382] Topic: Contingency Theories: Fiedler Model and Situational Leadership Theory

Question 13	**5 out of 5 points**

What are the characteristics of authentic leaders?

Selected Answer: Uses high moral and high ehtical standards to lead

Correct Answer: ✓**Authentic leaders** know who they are, know what they believe in and value, and act on those values and beliefs openly and candidly. Their followers consider them ethical people. The primary quality produced by authentic leadership, therefore, is trust. Authentic leaders share information, encourage open communication, and stick to their ideals. The result: people come to have faith in them.

[Pages: 387-393, 403-405] Topic: Application of Charisma and Transactional and Transformational Leaders

Feedback: [None Given]

Question 14	**5 out of 5 points**

The Global Leadership and Organizational Behavior Effectiveness (GLOBE) research project suggests that leaders need to take culture into account whenever managing employees from different cultures. Specifically, what does the GLOBE **not** provide?

Selected Answer: Does not provide a study to dispute the findings

Correct Answer: ✓

The GLOBE Research Project does not provide **definitive guidelines for how leadership dimensions translate across cultures**.

[Pages: 387-393, 403-405] Topic: Application of Charisma and Transactional and Transformational Leaders

Feedback: [None Given]

Question 15	**5 out of 5 points**

Leaders who clarify role and task requirements to accomplish established goals exhibit a _____ style of leadership.

Selected Answer: Transactional leader

Correct Answer: ✓

Transactional

Explanation: In contrast to transformational leaders who inspire their followers to transcend their self-interests for the good of the organization, **transactional** leaders encourage their followers to achieve goals by defining specific goals and task requirements.

[Pages: 390-391] Topic: Application of Charisma and Transactional and Transformational Leaders

Feedback: [None Given]

Question 16	0 out of 5 points

Chapter 15: Organizational Structure

The unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom is termed _____.

Selected Answer: Organizational structure

Correct Answer: ✓

Chain of command

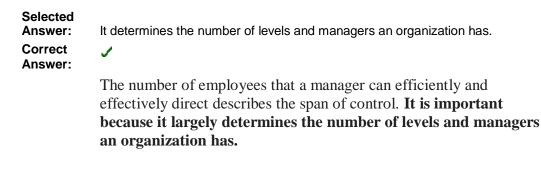Explanation: The chain of command is an unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom. It answers questions such as "To whom do I go if I have a problem?" and "To whom am I responsible?"

[Page: 491] Topic: What Is Organizational Structure?

Feedback: [None Given]

Question 17	5 out of 5 points

What is the main importance of "span of control" in organizational structure and design?

Selected Answer: It determines the number of levels and managers an organization has.

Correct Answer: ✓

The number of employees that a manager can efficiently and effectively direct describes the span of control. **It is important because it largely determines the number of levels and managers an organization has.**

[Page: 492] Topic: What Is Organizational Structure?

Feedback: [None Given]

Question 18   **0 out of 5 points**

Specifically, what type of organizational structure is consistent with recent efforts by companies to reduce costs, cut overhead, speed up decision making, increase flexibility, get closer to customers, and empower employees?

Selected Answer: Matrix

Correct Answer: ✓

Wider span of control

Explanation: The trend in recent years has been toward **wider spans of control**, which are consistent with efforts to reduce costs, cut overhead, speed decision making, increase flexibility, get closer to customers, and empower employees.

[Page: 493] Topic: What Is Organizational Structure?

Feedback: [None Given]

Question 19   **2 out of 5 points**

An electronics processing company claims that they operate a "centralized structure". They strongly consider this type of organizational structure as a common organizational design. State if you agree or disagree with the company's claim. **Support your answer with a brief explanation**.

Selected Answer:	Yes. Companies tend to want to make all of the decisions from the top down and filter direction to people involved.
Correct Answer:	✔

Disagree.

Explanation: There are three (3) common organizational designs: the simple structure, the bureaucracy, and the matrix structure. **A "centralized structure" is not a common organizational design**.

Pages: 494-495] Topic: Common Organizational Designs

Feedback:	[None Given]

Question 20   **5 out of 5 points**

Kyle runs a dog boarding kennel. He has seven employees that all report directly to him and he makes all the decisions regarding the dogs, accounting, and technology. Which type of organizational structure does Kyle's kennel have?

Selected Answer:	Simple structure
Correct Answer:	✔

Simple structure

Explanation: Kyle's kennel has a **simple structure**. It has a low degree of departmentalization, wide spans of control, authority centralized in a single person, and little formalization. It is a "flat" organization; it usually has only two or three vertical levels, a loose body of employees, and one individual in whom the decision-making authority is centralized.

[Pages: 494-495] Topic: Common Organizational Designs

Feedback: [None Given]