## Applying the Concept Answers

**Applying the Concept 8-1: Group or Team**

Identify each statement as characteristic of a group (A) or a team (B).

A. A group

B. A team

**1. “Sharon, I’d rather just get paid for my own output. I make more money with this current bonus system because I sell more than the rest of the sales reps.”**

B. A team. Teams tend to get some form of pay based on the team’s performance. Groups are evaluated on individual performance, which this person is indicating a preference for.

**2. “Cindy, I get the assembled product from Tina; then I paint it and send it to Jamal for packaging.”**

A. A group. Members are performing independent parts of the production process.

**3. “There are ten people in my department, and we get along well, Jose.”**

B. A team. Teams have small numbers and share leadership.

**4. “Our boss is great, Hanna. She lets us all participate in decisions.”**

B. A team. Teams have shared leadership.

**5. “Supervisor Kim is the only one who conducts employee performance appraisals in our department.”**

A. A group. In teams, the members evaluate individual and group performance.

**6. “Your department has goals, Eddie; we don’t. But we have been told to do the best we can to accomplish the company mission statement.”**

A. A group. General mission accomplishment is a characteristic of groups; teams have their own objectives.

**Applying the Concept 8-2: Types of Group Structure**

Identify the dimension of the group structure exemplified in each statement.

A. Formal group

B. Informal group

C. Functional group

D. Cross-functional group

E. Task force

F. Standing committee

G. Global virtual team

**7. Hank, don’t forget we have a Skype meeting with our England and German engineers at 6:00 our time today**

G. Global virtual teams. Members in England and Germany are in different places working together.

**8. Suzan, I just got elected to serve a three-year term on the budgeting group.**

F. Standing committee. Election to a budgeting group indicates that it is an ongoing group, so it would be a standing committee.

**9. Juanita, some of our department members are going skiing next Sunday. Want to join us?**

B. Informal group. Going skiing is not a formal group work activity.

**10. Kirsten, will you serve on the search group to select the new software program?**

E. Task force. Once the software program is selected, the group will discontinue.

**11. Kent, our group consist of our sales manager and seven sales reps.**

C. Functional group. All eight employees work in on limited area of sales.

**Applying the Concept 8-3: Roles**

Identify the type of role exemplified in each statement.

A. Task

B. Maintenance

C. Self-interest

**12. “I want to hear Karin’s idea before we make this decision.”**

B. Maintenance. Encouraging everyone to participate is not getting the job done; it helps to sustain group process.

**13. “So do we all understand the objective? Any questions?”**

A. Task. Clarifying the objectives helps to ensure that the job gets done correctly.

**14. “We tried your idea before you came to work here, Sandy. It did not work then, so it won’t work now. Let’s just do it my way.”**

C. Self-interest. Pressing for one’s own ideas is not a task or maintenance role.

**15. “We are getting sidetracked talking about TV shows we like to watch.”**

A. Task. Getting the group back on track helps to get the job done.

**16. “Tolo’s idea is better than mine. Let’s implement her idea instead of mine.”**

B. Maintenance. Being willing to change ideas helps to sustain the group and prevents conflicts.

**Applying the Concept 8-4: Group Process**

Identify the dimension of the group process exemplified in each statement.

A. Roles

B. Norms

C. Cohesiveness

D. Status

E. Decision making

F. conflict resolution

**18. “ You’re late, Sue. Everyone else was on time, so we started without you. Be on time for the next meeting.”**

B. Norms. This is an example of a group enforcing one of its norms.

**19. “What does this topic have to do with solving the problem we are working on?”**

A. Roles. This person is playing a task role to get the group back to work.

**20. “We do have occasional differences of opinion, Jon. But you will find out that we really get along well and enjoy working together.”**

C. Cohesiveness. The statement indicates how members stick together.

**21. “Let’s stop the discussion and select one of these three insurance packages.”**

E. Decision making. Selecting an alternative is part of the decision making model.

**22. “That’s a tough one. Go ask Kennedy; she knows more about the program than any of us.”**

D. Status. Kennedy is a high-status person due to knowledge of the program.

**23. “Every time there is a disagreement, Aden tries to get the members to work out the problem.”**

F. Conflict resolution. Aden works on resolving conflicts.

**Applying the Concept 8-5: Problematic Group Members**

Identify the problem type described in each statement.

A. Silent type

B. Talker

C. Wanderer

D. Bored member

E. Arguer

F. Social loafer

**24. Clarita asks if anyone heard about their manager and the new guy she’s dating.**

C. Wanderer. Talking about gossip is getting off the subject.

**25. “l** Tony, this looks like **you just rushed through this to get it down without concern for giving us really good data for our team presentation.”**

F. Social loafer. This statement of poor quality work is characteristic of the social loafer.

**26. Sonia is usually reluctant to give her ideas, and when she does and is challenged, Sonia backs down easily.**

A. Silent type. This statement is characteristic of the silent member.

**27. Chris enjoys challenging members’ ideas and getting them emotional so they will let him get his own way.**

E. Arguer. Challenging ideas and making personal comments/attacks are characteristics of arguers.

**28. Kim is always first or second to give her ideas. She is always elaborating in detail on others’ ideas as well.**

B. Talker. Kim talks a lot and dominates the conversation.

**29. Sean, one of the usually active group members, is sitting back quietly today for the first time. The other members are doing all the discussing and volunteering for assignments.**

D. Bored member. A silent type does not start talking and then later get quiet. This usually active member is not participating for some reason; maybe a personal problem. Therefore, this member is most likely bored.