

Chapter 2

MULTIPLE CHOICE

1. Negative synergy occurs when
 - a. one group member creates a disruption
 - b. group members working together give more significance to negative not positive information
 - c. **group members working together produce a significantly worse result than expected if individual skill levels and abilities are considered.**
 - d. group members often disagree among themselves producing stalemate

2. *Larger groups* compared to smaller groups typically have
 - a. fewer isolates (non-participants)
 - b. fewer factions and members splintering off from the group's general point of view
 - c. **greater difficulty working cooperatively**
 - d. greater group satisfaction

3. There are two variables that influence the "ideal" group size. They are
 - a. quality of decisions and quantity of information
 - b. quantity of information and speed of decision making
 - c. quality and formality of decision making
 - d. **quality and speed of decision making**

4. Group synergy occurs when
 - a. a majority of the group members outperforms the minority
 - b. **the group as a whole outperforms the sum of expected individual performances by members**
 - c. groups perform more poorly than individuals
 - d. groups and individuals perform equally well

5. When the action of one group member creates a ripple effect on the entire group, this is an example of
 - a. negative synergy
 - b. diffusion of responsibility
 - c. **interconnectedness within a system**
 - d. group synergy

6. As group size increases, which of the following typically occurs?
 - a. Complexity increases

- b. Factions develop
 - c. The number of nonparticipating members increases
 - d. All of the above**
7. Entropy is
- a. a measure of the degree of movement within a system toward greater organization
 - b. an example of throughput
 - c. a measure of a system's movement toward disorganization and eventual termination**
 - d. the end effect of increasing input into a system
8. Synergy occurs in groups primarily by
- a. group members working competitively to achieve a common goal
 - b. deep diversity within the group membership**
 - c. looking for group members who have very narrow, specialized skills, knowledge, and abilities
 - d. happenstance; it's mostly luck
9. Dynamic equilibrium
- a. is a range in which systems can manage change effectively to promote growth and success without destroying the system with too much instability**
 - b. recognizes that there is a perfect balance point between stability and change in a system
 - c. is sustained in a system by regulating the degree, rate, and persistence of change
 - d. all of the above
10. The "rule of seven" refers to which of the following?
- a. Seven members is the ideal size of a small group
 - b. It takes at least seven minutes for a group to focus directly on a group task
 - c. Each member added to a decision-making group that starts with seven members reduces decision effectiveness by about 10%**
 - d. Seven members is the maximum number to be defined as a small group.
11. Throughput in a system refers to
- a. the output of a system measured in productivity
 - b. what all living systems must combat to survive
 - c. the process of transforming input into output to keep the system functioning**
 - d. the structure of a system
12. In your small group, you have a social loafer who has gradually de-motivated and frustrated almost every other group member with his lackluster effort. This is an example, in systems terms, called
- a. social compensation

- b. **ripple effect**
 - c. boundary control
 - d. equifinality
13. When a small group is so dysfunctional that it produces a worse result than would be expected based on perceived individual skills and abilities of members, this is called
- a. **negative synergy**
 - b. ripple effect
 - c. negative throughput
 - d. equifinality
14. Synergy is the result of
- a. deep diversity
 - b. highly motivated group members
 - c. group effort with members working in concert with each other
 - d. **all of the above**
15. Deep diversity refers to
- a. including a high percentage of under-represented minorities as group members
 - b. making sure there is gender equity in a group's composition
 - c. **substantial variation among group members in task-relevant skills, knowledge, abilities, beliefs, values, perspectives, and problem-solving strategies**
 - d. all of the above
16. A system sustains dynamic equilibrium by regulating
- a. degree of change affecting the group
 - b. desirability of change affecting the group
 - c. the rate of change affecting the group
 - d. **all of the above**
17. Dealing with a difficult group member requires, among other things,
- a. **creating a cooperative group climate**
 - b. ostracizing the difficult member
 - c. avoiding the bad behavior, hoping it will subside
 - d. providing many opportunities for the difficult member to express himself/herself to the group
18. The best size for a group is
- a. **the smallest size capable of performing the task effectively**
 - b. seven members with diverse skills
 - c. twelve members, based on the jury model

- d. none of the above
19. Your group has a difficult group member. He complains repeatedly, bullies group members into supporting his positions during discussions, and dominates the discussion, often interrupting other members. Your group should address this difficult individual by
- a. letting the troublemaker have his way so these initial “victories” might incline him to be less combative
 - b. trying to change the difficult member into a likeable person
 - c. allowing the troublemaker to voice complaints to the entire group whenever disgruntled, hoping he will “run out of steam”
 - d. confronting the difficult member about his unacceptable behavior**
20. Groups establish boundaries and thus regulate change by
- a. speaking a group lingo or specialized language
 - b. making some members feel like outsiders and not real group members
 - c. establishing roles for members
 - d. all of the above**
21. Which of the following affects a group’s ability to adapt successfully to change?
- a. Degree of change**
 - b. Desirability of change**
 - c. Rate of change**
 - d. Equifinality of change
22. We join groups because of
- a. interpersonal attraction**
 - b. need to belong**
 - c. attraction to the activities of the group**
 - d. attraction to group goals**
23. A rule
- a. should always be followed in groups if a group hopes to be effective
 - b. is a prescription that indicates what you should or shouldn’t do in specific contexts**
 - c. is central to determining appropriateness of your communication**
 - d. is one way to establish a boundary in groups**
24. A system is
- a. a set of relatively unrelated parts working separately to accomplish a common goal
 - b. a set of interrelated parts working together to form a whole in the context of a changing environment**

- c. **generally composed of input, output, and throughput**
- d. **destroyed if input ceases**

25. According to "bad apple" research,

- a. bad apple members are an example of negative synergy
- b. **those groups that had to deal with a bad apple member scored 30% to 40% lower on challenging tasks than groups with no bad apple member**
- c. **bad apple behavior is highly contagious, easily infecting other group members**
- d. negative influence of one bad apple member is usually not great when most group members are highly talented individuals.

TRUE-FALSE

1. Your symposium group increases in size from 6 members to 11. Group satisfaction will likely increase because you have far more resources available. **FALSE**
2. All systems attempt to maintain stability and to achieve a state of dynamic equilibrium by resisting change. **TRUE**
3. Smaller groups inhibit overt disagreement and signs of dissatisfaction more than larger groups. **TRUE**
4. The best size for a decision making group is the smallest size capable of performing the task effectively. **TRUE**
5. No group, not even a cult, can survive without some input from outside the system. **TRUE**
6. A group should tighten its boundaries when both the quantity and type of outside influences place an undue stress on the group. **TRUE**
7. In human systems, change cannot cease. **TRUE**
8. Setting boundaries is a critical group function. **TRUE**
9. A clear line can be drawn that distinguishes exactly when a small group becomes a large group. **FALSE**
10. A system sustains dynamic equilibrium when it regulates the degree, rate, and consistency of change. **FALSE**
11. Your group creates a specialized language that is mostly incomprehensible to outsiders. This is an example of using a psychological barrier to exercise group boundary control. **FALSE**
12. A group should strive to remain completely open to input. Otherwise it might make poor

decisions. **FALSE**

13. Openness in a system should always be encouraged and closedness in a system should always be discouraged to produce the most effective decision making and problem solving. **FALSE**
14. High levels of stress and tension, divisive conflicts, boredom, and poor productivity are just some indicators of excessive openness or closedness in a system. **TRUE**
15. Seven group members is the ideal sized group according to research. **FALSE**
16. There are usually more non-participating group members in smaller groups than in larger groups. **FALSE**
17. Larger groups inhibit overt disagreement more than smaller groups. **FALSE**
18. Group climate often suffers in large groups of 10 members or more. **TRUE**
19. If speed in decision making is a chief concern, then a group of at least 7 members or more is critical. **FALSE**
20. Negative information to the top of a traditional organizational hierarchy tends to be restricted. **TRUE**
21. As groups increase in size, formality in processes and procedures decreases. **FALSE**
22. Systems are never in a static, unchanging state. **TRUE**
23. Distortion of information is usually a bigger problem in small groups than it is in large organizations because large organizations have more resources to prevent such distortion. **FALSE**
24. Deep diversity in groups means that members have strong values in common in a world marked by great variation in values. **FALSE**
25. Groups can find that perfect, ideal balance point between stability and change if they try hard enough. **FALSE**
26. All living systems must combat entropy and they achieve this with input. **TRUE**
27. Throughput is the process of transforming input into entropy. **FALSE**
28. Structuration theory posits that a system such as a small group establishes structures for discussion and problem solving in the form of rules, roles, norms, and power distribution. **TRUE**

29. According to structuration theory, structures established in small groups both permit throughput to occur while also constraining the process. **TRUE**
30. The ripple effect in a system is always a negative experience for group members. **FALSE**