



# BRAINWARE UNIVERSITY

**Term End Examination 2021 - 22**  
**Programme – Master of Business Administration**  
**Course Name – Team Dynamics at Work**  
**Course Code - HR402**  
**( Semester IV )**

**Time allotted : 1 Hrs.15 Min.**

**Full Marks : 60**

[The figure in the margin indicates full marks.]

**Group-A**

(Multiple Choice Type Question)

1 x 60=60

*Choose the correct alternative from the following :*

- (1) The Managerial Grid was developed by
 

a) Robert Blake& Mouton	b) Tannenbaum
c) Schein	d) Lewin
- (2) The Role Negotiation technique was developed by
 

a) Tannenbaum	b) Dayal& Thomas
c) Lewin	d) Schein
- (3) The Development of organizational climate and its impact on people as well as on organizational effectiveness is best described as
 

a) MBO	b) Management games
c) QWL	d) Process Consultation.
- (4) The three ego states and their interaction with each other are described in
 

a) MBO	b) Transactional Analysis
c) Process consultation	d) Sensitivity Training
- (5) The term “Training” indicated any process by which the aptitudes skills and abilities of employees to perform specific jobs are \_\_\_\_\_
 

a) Evaluated	b) Rated
c) Decreased	d) Increased
- (6) In most organizations, which of the following is primarily responsible for appraising an employee's performance?
 

a) employee's direct supervisor	b) company appraiser
c) human resources manager	d) EEO representative
- (7) Teams generally have a(n) \_\_\_\_\_ impact on employee motivation.

- a) inconsistent  
c) discouraging
- b) positive  
d) unknown
- (8) What type of group should you form if your organization is looking to solve the specific problem of organizing electronic information systems?
- a) Interest group  
c) Task force
- b) Line unit  
d) Command group
- (9) . Your team is involved in the annual planning, budgeting, and strategy setting meeting. During the critique period:
- a) . The entire team restrains remarks; we avoid “rocking the boat”  
c) . About half of the team is unrestrained and the other half restrained
- b) . Most of the team members restrain and filter their critical remarks  
d) Conflicts and differences are openly discussed as an aid to problem-solving
- (10) . One of your team members has asked for some time on the meeting agenda to seek the help and cooperation of other team members on his/her assignment. During the ensuring team discussion, you feel that:
- a) Every team member is hiding their real motives and feelings  
c) Some team members are posturing to advance their hidden agendas
- b) The majority of the team members are hiding their needs, expectations, and goals  
d) All team members are open about their real motives and feelings; we communicate honestly
- (11) All the supervisors in your department meet annually to rank the employees for salary treatment and promotional potential. You feel the discussion can best be described as:
- a) Conducted in a supportive atmosphere where team members can openly express their viewpoints and are listened to  
c) About average in the level of supportiveness team members exhibit toward one another
- b) The atmosphere and discussion is more supportive than not  
d) The willingness to express opinions, venture new or different ideas and listening could be improved
- (12) What is NOT one of the Four important Manager roles?
- a) Supervisor  
c) Internal Coach
- b) Facilitator  
d) External Coach
- (13) . The performance norm defines the level of...
- a) Work Effort & Attitude  
c) . Constructive Criticism
- b) Attitude & Contribution Performance  
d) Contribution Performance & Work Effort
- (14) What pair are methods of making team decisions?
- a) . Lack of Response & Unanimity  
c) All Votes are Equal & Recruitment
- b) . Lack of Response & Minority Rule  
d) Feedback & Unanimity
- (15) Which of the following is NOT a symptom of GroupThink?
- a) . Illusions of vulnerability  
c) Applying direct pressure to deviants
- b) . Belief in inherent group morality  
d) Self-censorship by members
- (16) The process of making an expectation a reality.
- a) brainstorming  
c) . criteria
- b) . problem solving  
d) goal
- (17) . Which of the following is an example of a constraint to solving the problem of arriving late to work?

- a) not having a car  
c) C. having enough time to get to work from class
- b) having dependable public transportation  
d) None of these
- (18) After losing the leading role in the world's economy, the U.S. industry was forced to focus on quality instead of quantity.
- a) true  
c) Can't Say
- b) false  
d) None of these
- (19) . A hostile situation resulting from opposing views.
- a) brainstorming  
c) conflict
- b) compromise  
d) consensus
- (20) Rotating team roles is a good way to keep all members involved.
- a) . true  
c) Can't Say
- b) . false  
d) None of these
- (21) Standards used to determine the best solution.
- a) . criteria  
c) . consensus
- b) . goal  
d) compromise
- (22) . That which a person wants to attain.
- a) . goal  
c) . problem solving
- b) . compromise  
d) . constraint
- (23) . A group technique used to develop many ideas in a relatively short time.
- a) . brainstorming  
c) . conflict
- b) . compromise  
d) . consensus
- (24) . A functional team might include representatives from a company's design, marketing, and financial departments.
- a) . true  
c) Can't Say
- b) . false  
d) None of these
- (25) The problem-solving method in which all members of a group fully accept and support a decision.
- a) norm  
c) Goal
- b) compromise  
d) Consensus
- (26) Teams occur when a number of people have \_\_\_\_\_ and recognise that their personal success is dependent on the success of
- a) A shared work environment  
c) A common goal
- b) Similar jobs  
d) The same manager
- (27) Groups which are formed as the consequence of organisational structure and work division are known as
- a) Operational Group  
c) formal group
- b) target group  
d) informal group
- (28) Boynton and Fisher noted that \_\_\_\_\_ teams can be formed specifically to initiate organisational change.
- a) super  
c) change
- b) virtual  
d) virtuoso
- (29) In the Tuckman model, groups at the \_\_\_\_\_ stage develop guidelines and standards of acceptable behaviour.

- a) forming  
c) norming
- b) adjourning  
d) storming
- (30) A potential disadvantage associated with cohesive groups is
- a) A tendency to see other groups as rivals  
c) A tendency to focus on social activities which may reduce output
- b) A tendency to develop attitudes which are hard to change  
d) All the Above
- (31) A role-set is the range of contacts with whom an individual in a particular role has:
- a) A line management relationship  
c) Meaningful interactions
- b) Daily contact  
d) Regular appraisals
- (32) Belbin's initial research led him to propose how many team roles?
- a) nine  
c) six
- b) eight  
d) seven
- (33) The team-role which is likely to demonstrate such positive qualities as strategic vision and accurate judgement but may also be overly critical is
- a) Shaper  
c) Team Worker
- b) Specialist  
d) Monitor--Evaluator
- (34) The risky-shift phenomenon means that there is a tendency for groups to make decisions which are \_\_\_\_\_ than those which individual members would make.
- a) Less Consistent  
c) More Conservative
- b) Less Risky  
d) More risky
- (35) Which of the following is an explanation of the "Johari Window"
- a) Hidden behaviour  
c) A simple framework for looking at self-insight
- b) A blind area  
d) None of the above
- (36) According to Douglas, people management skills are the \_\_\_\_\_ types of skills.
- a) Formal  
c) Natural
- b) Direct & honest  
d) More difficult and rare
- (37) Increased empowerment means that
- a) successful supervisors will reap great financial rewards  
c) team and departmental personnel are given more autonomy to make decisions and take actions.
- b) every member of the company needs to take responsibility for the success of the company.  
d) upper management has given more power to front-line supervisors
- (38) What is the most important personal characteristic of a team leader?
- a) Willingness to listen  
c) sensitivity
- b) Patience  
d) ability to inspire others
- (39) How is the discipline line established in traditional and team environments?
- a) Neither the supervisor nor the employees establish the discipline line. All policies are set by the company and are expected to be followed by both the employees and the supervisor.
- b) Employees establish the discipline line in both the traditional and team environments

- c) The supervisor establishes the discipline line in a traditional environment; employees establish the discipline line in a team environment.
- d) The supervisor establishes the discipline line in both the traditional and team environments.
- (40) What is the first thing that a team should do in order to perform successfully?
- a) Meet on a regular basis at a specified time.
- b) Understand the responsibilities of the service team
- c) Respect all team members
- d) All the above
- (41) The observer's role in a service team includes reporting on what he or she observed
- a) and helping the team manage conflict.
- b) not what he or she thinks occurred or should have occurred.
- c) and providing a written evaluation of the pros and cons of team meetings
- d) and paying careful attention to any conflicts that are developing within the group
- (42) Which is NOT a condition that must be met when making shared decisions through the consensus method?
- a) Each member must agree that certain conditions are met during the process.
- b) Each member should actively listen to what is said and not said.
- c) Dysfunctional team members should be immediately removed from the team.
- d) Each member should have his/her viewpoints heard and understood by all
- (43) Which one of the following is not a characteristic of a team?
- a) Minimal and formal knowledge sharing
- b) Collective output
- c) Individual and collective responsibility
- d) Fluid dimension to roles and tasks
- (44) What is the term Tuckman uses for reaching consensus as a group?
- a) Stroming
- b) Performing
- c) Forming
- d) Norming
- (45) What are group norms?
- a) Modes of behaviour that are acceptable to and shared by group members
- b) Modes of behaviour that are shared by some members of the group
- c) Modes of behaviour that challenge group values and beliefs
- d) Modes of behaviour that are different of those of the other group members
- (46) Which of the following is the person responsible for accomplishing an organization's goals by managing the efforts of the organization's people?
- a) Manager
- b) Entrepreneur
- c) Marketer
- d) Generalist
- (47) When managers use metrics to assess performance and then develop strategies for corrective action, they are performing the \_\_\_\_\_ function of the management process.
- a) planning
- b) leading
- c) organising
- d) controlling
- (48) The actual achievements compared with the objectives of the job is
- a) Job performance
- b) Job evaluation
- c) Job description
- d) None of the above
- (49) Finding ways to reduce \_\_\_\_\_ is a key responsibility of management
- a) Dissatisfaction
- b) uncertainty
- c) Stress
- d) None of the above

- (50) Which one is not an operative function of HRM?
- a) Procurement
  - b) Development
  - c) Controlling
  - d) None of the above
- (51) Environmental uncertainties is one of the factors that affects organisation
- a) HRM
  - b) SHRM
  - c) HRD
  - d) HRP
- (52) Which of the following is a benefit of employee training?
- a) Improve personality
  - b) Helps people
  - c) Promotion
  - d) None of these
- (53) What do successful analysers tend to examine?
- a) Current performance
  - b) skills
  - c) Appraisal
  - d) None of the above
- (54) What is the alternate name for incentives?
- a) Payments by result
  - b) Gratuity
  - c) Paid holidays
  - d) None of the above
- (55) Which of these is an immediate consequence of pay dissatisfaction?
- a) Strikes
  - b) Grievances
  - c) Turnover
  - d) Job dissatisfaction
- (56) Which of the wage concept is higher than fair wage?
- a) Minimum wage
  - b) Living wage
  - c) Team based Pay
  - d) none of the above
- (57) Identify the major actor of industrial relations from the following
- a) Employer
  - b) Unions
  - c) Government
  - d) all of the above
- (58) Industrial Relation refer to :
- a) Central government
  - b) Employer, Employees
  - c) Government and Public relations.
  - d) Management
- (59) Absence of strikes and lock-outs is an indicator of:
- a) Peaceful industrial relations
  - b) Friendly industrial relations
  - c) Disturbed industrial relations
  - d) None of the above
- (60) Which of the following is said to be an important aspect of industrial relations?
- a) Profit and loss of the organisation
  - b) Future expansion programme
  - c) Conflict and co-operation.
  - d) Quality Control