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## Multiple Choice Quiz

(See related pages)

- 1 During which stage of team development is high performance not a top priority and team member emotions run from upbeat to depressed?  
  - ☐ A) Norming
  - ☐ B) Storming
  - ☐ C) Performing
  - ☐ D) Adjourning
  - ☐ E) Forming
- 2 Roger is new-product project manager for a retail company. Recently the team has exhibited a high degree of conflict over who will control the group and how decisions will be made. Which stage of development is the team in?  
  - ☐ A) Norming
  - ☐ B) Storming
  - ☐ C) Performing
  - ☐ D) Adjourning
  - ☐ E) Forming
- 3 Experience and research indicate that high-performance project teams are much more likely to develop under all the following conditions except:  
  - ☐ A) Members are assigned to the project full time
  - ☐ B) Members report solely to the project manager
  - ☐ C) There are 10 or fewer members per team
  - ☐ D) Team members are selected by their managers
  - ☐ E) The project involves a compelling objective
- 4 Which of the following are considered very important in the recruiting of project members?  
  - ☐ A) The budget available
  - ☐ B) The importance of the project
  - ☐ C) The management structure for the project team
  - ☐ D) Both B and C are correct
  - ☐ E) A, B, and C are all correct
- 5 Which of the following is an objective of the first project team meeting?  
  - ☐ A) Overview the project's scope and objectives
  - ☐ B) Address interpersonal interaction concerns
  - ☐ C) Model how the team will work together
  - ☐ D) Both A and C are correct
  - ☐ E) A, B, and C are all correct
- 6 Researchers have found that high performance teams will have which of the following norms?  
  - ☐ A) Hard work does not get in the way of having fun
  - ☐ B) No information is shared outside the team unless all agree to it
  - ☐ C) It is acceptable to be in trouble, but not to surprise others
  - ☐ D) Both B and C are correct
  - ☐ E) A, B, and C are all correct
- 7 Establishing a team identity is facilitated by:  
  - ☐ A) Team members working in a common space
  - ☐ B) Creation of a project team name
  - ☐ C) Effective use of meetings
  - ☐ D) Both A and B are correct
  - ☐ E) A, B, and C are all correct
- 8 Which of the following would be considered the most effective project reward?  
  - ☐ A) Individual member rewards
  - ☐ B) Lump-sum cash award
  - ☐ C) All-expenses-paid trip for team members and their families
  - ☐ D) Using negative reinforcement to motivate adequate performance
  - ☐ E) All of these are equally effective
- 9 The first step in facilitating group decision making is to:  
  - ☐ A) Call a meeting to discuss the problem
  - ☐ B) Identify the problem
  - ☐ C) Agree that there is a problem

- ☐ D) Quantify the problem
- ☐ E) Generate alternatives

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The biggest challenge to managing a virtual project team is:

- ☐ A) Getting reports and technical information communicated
- ☐ B) Developing trust
- ☐ C) Establishing effective patterns of communication
- ☐ D) Both B and C are correct
- ☐ E) A, B, and C are all correct

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Which of the following is not one of the steps in facilitating group decision making?

- ☐ A) Identifying the problem
- ☐ B) Analyzing the situation
- ☐ C) Generating alternatives
- ☐ D) Reaching a decision
- ☐ E) Follow-up

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Two of the biggest challenges involved in managing a virtual project team are:

- ☐ A) The language barriers and time management
- ☐ B) Time management and developing trust
- ☐ C) The language barriers and developing effective patterns of communication
- ☐ D) Developing trust and effective patterns of communication
- ☐ E) Time management and developing effective patterns of communication

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Which of the following is not one of the most significant sources of conflict during the project definition phase?

- ☐ A) Priorities
- ☐ B) Administrative procedures
- ☐ C) Schedule
- ☐ D) Workforce
- ☐ E) Costs

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Which of the following is not one of the most significant sources of conflict during the project planning phase?

- ☐ A) Priorities
- ☐ B) Procedures
- ☐ C) Schedule
- ☐ D) Technical requirements
- ☐ E) Costs

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Which of the following is not one of the tips for alleviating communication problems of virtual teams?

- ☐ A) Include face-to-face time if at all possible
- ☐ B) Keep team members informed on how well the overall project is going
- ☐ C) Share the pain
- ☐ D) Establish clear norms and protocols for surfacing assumptions and conflicts
- ☐ E) Establish a code of conduct to avoid delays

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