
STUDY GUIDE: EXAM #2

1. What is a group climate? What are the primary differences between positive and negative group climates?
2. Define competition, hypercompetitiveness, cooperation, and individual achievement. How are they different from each other? What is the "Queen Bee Syndrome?" What does it say about women and competition?
3. Who benefits from competition? Who experiences negative effects from competition? Why? What conditions are necessary for constructive competition to occur?
4. Explain in what ways competition affects performance and achievement and group cohesiveness. Be familiar with the research in all of these areas, especially when comparing intergroup and intragroup competition. What is the norm of group interest?
5. What role does culture play in producing competitive or cooperative behavior in groups? Explain and provide examples.
6. How should groups deal with difficult group members? Explain the steps groups need to take.
7. Explain the 6 defensive and supportive communication patterns. Provide examples for each. How does defensive and supportive communication relate to competition and cooperation?
8. What is a shift response? What is a support response? What is competitive interrupting and how is it different from a shift response? What is ambushing? What is probing? What is paraphrasing?
9. What is the Stanford Prison Study? What did it show about the power of roles? What are group roles?
10. What is role reversal, role status, role conflict, and role fixation?
11. Explain the differences between formal and informal roles. Be familiar with the task, maintenance, and disruptive informal roles. What is devil's advocate role? Explain how roles emerge.
12. Define leadership. Distinguish between a transformational leader and a transactional leader. How does charisma relate to either type of leader? What is the relationship between leaders and followers?

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13. How does leadership typically emerge? Explain how not to become a leader. What steps should you take if you want to become group leader? What should you do to retain the leader role once you have become the leader?
 14. Explain gender and ethnic bias in leadership. What is the glass ceiling?
 15. Explain the different perspectives on leadership: traits, styles, situations, functions, and competence. Be familiar with the Hersey and Blanchard situational leadership model. How does readiness influence leadership styles? Are leadership theories culture bound or can they be applied to any culture?
 16. What is the definition of a team? What are the chief distinctions between standard small groups and teams? What is a pseudo-team? What is collaborative interdependence? Why is it important?
 17. What skills, attitudes, and characteristics do the best team members exhibit? What characteristics and attitudes do the worst team members exhibit? When should a member be removed from the team? What are the guidelines for managing culturally diverse team membership?
 18. What are the 4 C's of team goal development? What is a superordinate goal? How do you establish appropriate goals for a team? What is most important? Can a team have too many goals? How is a team identity established? What is symbolic convergence theory? What are fantasy themes and fantasy chains and how do they relate to teambuilding? What are solidarity symbols? What is team talk? What is the difference between individual and team accountability?
 19. Should team roles be designated or should members choose their own roles? Explain.
 20. What is team empowerment? What are the four dimensions of team empowerment? How does organizational hierarchy affect team empowerment? Why? What is the difference between quality circles and self-managing work teams? Which is most effective? Why? What are the chief impediments to team empowerment?
 21. What are the main communication strategies that produce competent team leadership? What produces ineffective team leadership?