

Title page should have the following details:

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Following are the characters in the video that you must watch before attempting to answer the questions. These character are a team of students working on a project.

	Lena, a hardworking undergraduate from Germany, approaches her studies with detailed-oriented care and a consistent dedication to quality. Driven by a preference for precision and a reliance on empirical evidence, she consistently delivers exceptionally researched and thoroughly documented work.
	Omar, an undergraduate student from Jordan whose confidence and persuasive charisma naturally draw others to him. With a natural ability to make quick decisions and a genuine talent for motivating those around him.
	Hannah, an undergraduate student from Ireland, whose calm manner and sharp intellect are instantly recognisable. Bringing her thoughtful, detail-oriented approach to everything she does, Hannah is a researcher through and through, thriving on evidence and considered evaluation.
	Kenji, a Japanese undergraduate student known for his calmness, reliability, and strong sense of community. Always prioritising group harmony, Kenji always offers supportive guidance on group projects.



Priya, an undergraduate student from India whose vibrant energy and dynamic resourcefulness are instantly recognisable. Bringing her unique blend of passion and practicality to the academic world, Priya is a natural networker and problem-solver.



Alex, a computer science major from Canada. Analytical, tech-savvy, and deeply practical, he approaches every academic challenge with a systematic mindset, always finding ways to streamline work using digital tools. He prefers to organise data for projects and fine-tuning workflows.

Watch the video and then answer the following **ten questions** within the spaces provided. Each question carries equal mark. Each answer should be a minimum of 100 words and a maximum of 150 words. Please note that the questions are grouped by topics, instead of following the timeline. You need to watch the whole video before answering the questions. Please make sure that you provide citation and references for all the relevant concepts you use in answering the questions.

Question 1

Explain what teamwork is, give examples from the video.

Teamwork is when people work together towards a shared goal by communicating, sharing responsibilities and using their different skills. Effective teamwork requires cooperation, respect, trust and listening to other people's opinions. Belbin (2010) explains that people can contribute different strengths and behaviours to help a team achieve its objectives. In the video, Lena contributes careful research and attention to detail, while Omar demonstrates confidence and tries to move the discussion forward. Hannah considers information carefully, and Kenji is described as supportive and concerned about group harmony. Priya helps the group find a practical way forward. These differences can strengthen the team, provided that members respect one another. The disagreement between Omar and Lena also shows why communication and cooperation are important for successful teamwork.

Question 2

Omar states that the team has been debating for two hours, the team members look worried. Lena intervenes and argues, Omar intervenes again. Hannah looks troubled. (timestamp: 2:00 – 2:56). Identify which of Tuckman's Stages of Team Development this part of the video represents.

The scene between 2:00 and 2:56 mainly represents the **storming stage** of Tuckman's team development model. Tuckman (1965) explains that teams may experience disagreements as members express different opinions and challenge one another's ideas. In the video, Omar says that the team has been debating for two hours, while the other members appear worried. Lena intervenes, and Omar responds again, showing that the disagreement has not been resolved. Hannah also looks troubled, suggesting that the conflict is affecting the group's communication. This stage can be difficult because members may prioritise their own opinions rather than finding common ground. However, disagreement can help a team recognise problems and improve its decisions if members learn to listen and cooperate.

Question 3

Identify & explain which Tuckman's Stages of Team Development is the team in during the last 2 minutes of the video (timestamp 4:00 – 5:58).

The team appears to move towards the **norming stage** during the final two minutes of the video. Tuckman and Jensen (1977) explain that teams can develop greater cooperation and clearer working relationships as they progress through their stages of development. Earlier, Omar and Lena disagree about the team's approach. However, Priya suggests that the team does not have to choose between being brilliant and being thorough. She supports Omar's framework while giving Lena 48 hours to verify the data. This approach recognises both members' concerns and provides a practical way forward. The team begins moving away from disagreement towards cooperation and a shared plan. However, the norming stage is not necessarily permanent; successful teamwork requires continued communication and respect as members complete their tasks.

Question 4

Explain what Group Decision Making is, provide a relevant example from the video.

Group decision-making is a process in which two or more people discuss a problem, consider different options and agree on a course of action. It allows members to contribute different knowledge and perspectives, potentially improving the quality of a decision. However, it can also take time when people disagree or struggle to reach agreement. Van de Ven and Delbecq (1974) compared different group decision-making processes and found that structured methods can help groups generate ideas effectively. In the video, Omar and Lena disagree about the team's approach, while Priya proposes a solution that considers both their concerns. Her suggestion supports Omar's framework and gives Lena 48 hours to verify the data. This example demonstrates how considering different viewpoints can help a team move towards a practical decision.

Question 5

Explain what Nominal Technique is, provide an example from the video.

The Nominal Group Technique (NGT) is a structured method of group decision-making that helps members generate ideas and evaluate them fairly. Typically, participants first think of ideas independently, share them with the group, discuss them for clarification and then rank or vote on the options (Van de Ven and Delbecq, 1972). This process can reduce the influence of more dominant members and give everyone an opportunity to contribute. In the video, the team discusses different approaches, and Priya proposes a solution that considers both Omar's framework and Lena's need to verify the data. This illustrates the value of considering different contributions before reaching a decision. However, the provided assignment description does not confirm that the team follows all the formal NGT steps, so the example should be checked against the full scene.

Question 6

What (Thomas-Kilmann model) conflict mode does Priya use when she states "We do not have to choose between being brilliant or being thorough.", and she supports Omar's framework while giving Lena 48 hours to verify the data? (timestamp 3:20 – 3:36)

Priya's response most closely resembles the **collaborating conflict mode** in the Thomas-Kilmann model. Kilmann and Thomas (1977) identify five conflict modes: competing, collaborating, compromising, avoiding and accommodating. Collaborating involves trying to address both parties' concerns rather than allowing one person's needs to dominate. In the video, Priya states that the team does not have to choose between being brilliant and being thorough. She supports Omar's framework while allowing Lena 48 hours to verify the data. This approach attempts to combine progress with accuracy instead of treating the two priorities as opposites. It encourages the team to find a solution that benefits everyone. Although the agreed deadline also involves compromise, Priya's effort to integrate both perspectives makes collaboration the strongest interpretation of her behaviour.

Question 7

When the debate between Omar and Lena peaks, Hannah responds by "shrinking back slightly in her chair" and softly trailing off as she is spoken over. Using the Thomas-Kilmann Conflict Mode, identify and describe Hannah's conflict mode in this scene. (timestamp 2:00 - 2:45)

Hannah appears to demonstrate the **avoiding conflict mode** when Omar and Lena's disagreement intensifies. According to Kilmann and Thomas (1977), avoiding involves showing relatively little assertiveness and little direct engagement with a conflict. In the video, Hannah shrinks back slightly in her chair and softly trails off when another person speaks over her. Her behaviour suggests that she does not challenge the disagreement directly or insist on being heard. This response may occur when someone feels uncomfortable, believes that speaking will not help or wants to prevent further tension. However, avoiding can mean that useful opinions remain unheard and important problems are not resolved. Hannah could contribute more effectively if the group created a respectful environment in which each member had time to speak without interruption.

Question 8

Identify which Belbin roles Alex and Priya might be demonstrating (e.g., Plant, Implementer, Coordinator, Specialist, Monitor Evaluator, etc.) and explain them with relevant examples from the video.

Alex may demonstrate the **Implementer** and **Specialist** roles in Belbin's model. An Implementer turns ideas into practical actions, while a Specialist contributes detailed knowledge in a particular area (Belbin, 2010). The assignment describes Alex as analytical, technologically skilled and systematic, with an interest in organising data and improving digital workflows. These characteristics suggest that he could help the team organise its information and use technology efficiently. Priya may demonstrate the **Teamworker** role because she tries to reduce disagreement and help members cooperate. Her response to Omar and Lena shows an attempt to recognise both perspectives and find a workable solution. Belbin's model highlights the value of different contributions within a team. These role identifications are interpretations of behaviour rather than confirmed personality assessments.

Question 9

Identify which Belbin roles Omar and Lena might be demonstrating (e.g., Plant, Implementer, Coordinator, Specialist, Monitor Evaluator, etc.) and explain them with relevant examples from the video.

Omar may demonstrate the **Shaper** role, while Lena may demonstrate the **Completer Finisher** and **Monitor Evaluator** roles. According to Belbin (2010), Shapers provide energy, challenge obstacles and encourage progress. Omar's confidence, persuasive communication and willingness to make quick decisions suggest that he wants the team to move forward. However, this approach may become unhelpful if it prevents other members from expressing their views. Lena's attention to detail, careful research and commitment to quality resemble a Completer Finisher, who checks work for errors, and a Monitor Evaluator, who assesses information logically. Her insistence on verifying evidence can improve the team's accuracy. Nevertheless, excessive caution may delay progress. Together, Omar's drive and Lena's careful evaluation could complement one another if they communicate respectfully.

Question 10

After watching the video, decide which Belbin role you would naturally take in this team and why would you take that role?

I would naturally choose the **Teamworker** role because I would want to support other members and help create a positive working environment. Belbin (2010) describes Teamworkers as cooperative, perceptive and diplomatic people who help reduce friction within a team. I would try to listen carefully to everyone's opinions, encourage quieter members to participate and help resolve disagreements respectfully. For example, if two students disagreed about how to complete a project, I would encourage them to explain their reasons and look for a solution that considered both perspectives. I believe this approach could help the team build trust and work towards its shared goal. However, I would also need to develop my confidence in difficult situations so that I could express my own views and help the group make timely decisions.

References

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