

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 characters 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 individuals work together towards a shared objective by combining their different skills, knowledge and responsibilities. Effective teamwork involves communication, cooperation, trust and shared responsibility (Katzenbach & Smith, 1993). The video demonstrates teamwork through the different contributions made by the students. Omar develops the creative digital campaign idea, while Lena focuses on academic quality and evidence. Alex uses digital tools to organise the workflow by creating a shared Notion workspace and Trello board. Priya helps resolve the disagreement between Omar and Lena by suggesting a compromise, while Hannah contributes market analysis and evaluation. Kenji also supports the group by helping maintain harmony. These different contributions demonstrate how team members can have different responsibilities while still working towards the same project objective.

Reference:

Katzenbach, J. R., & Smith, D. K. (1993). *The Wisdom of Teams*. Harvard Business School Press.

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.

This section represents the Storming stage of Tuckman's model of team development. The Storming stage is characterised by disagreement, conflict, competition and differences in opinions as team members begin to establish their roles and ways of working (Tuckman 1965). This is clearly demonstrated when Omar explains that the team has been debating for two hours and wants to make a decision about the campaign direction. Lena disagrees because she believes the team needs stronger empirical evidence before proceeding. Omar then argues that the team needs to move forward because they are losing valuable time. Hannah appears troubled as the disagreement becomes more intense. The conflict between Omar's desire for speed and Lena's focus on evidence shows that the team is experiencing the tensions normally associated with the Storming stage.

Reference:

Tuckman, B. W. (1965). Developmental sequence in small groups. *Psychological Bulletin*,

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).

During the final two minutes of the video, the team appears to be in the **Performing stage** of Tuckman's model. The Performing stage occurs when team members have developed effective working relationships, established responsibilities and developed processes that allow them to concentrate on achieving their shared goals (Tuckman, 1965). This is demonstrated when the students stop arguing and begin working efficiently towards completion. Alex organises the digital tracking system, Lena checks Omar's work against the academic criteria, Hannah completes the market analysis, and another member provides supporting case studies. Priya records the group's progress and communicates with the module tutor. The Trello board is described as being completely organised, with tasks tracked and the workflow running on schedule. Their cooperation, clear responsibilities and focus on completing the project demonstrate the characteristics of the Performing stage.

Reference:

Tuckman, B. W. (1965). Developmental sequence in small groups. *Psychological Bulletin*, 63(6), 384-399.

Question 4

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

Group decision making is the process through which members of a group discuss information, consider different alternatives and reach a decision about a shared issue. It allows individuals to contribute different perspectives before the group agrees on a course of action (Forsyth, 2019). An example from the video occurs when the students disagree about the direction of their campaign. Omar wants to proceed with an ambitious digital campaign, whereas Lena believes the team must first establish strong empirical evidence. Priya responds by suggesting a compromise. She proposes that Omar's campaign framework can be approved so the creative work can begin, while Lena is given 48 hours to find the evidence required to support the campaign. The group then works according to this agreed approach. This demonstrates how discussion, consideration of different viewpoints and compromise can support effective group decision making.

Reference:

Forsyth, D. R. (2019). *Group Dynamics* (7th ed.). Cengage.

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 where individuals first generate ideas independently, share their ideas with the group, discuss them and then rank or vote on the alternatives to reach a decision (Delbecq et al., 1975). The video contains an example that relates to this approach when Omar becomes frustrated with the lengthy discussion and says, "Let's just vote and move." His suggestion shows the use of voting to help the group reach a decision rather than continuing an open-ended debate. Although the video does not show the complete formal NGT process, the voting element reflects one important feature of the technique. The discussion also shows different members presenting their viewpoints before the group considers how to move forward with the campaign.

Reference:

Delbecq, A. L., Van de Ven, A. H., & Gustafson, D. H. (1975). *Group Techniques for*

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 uses the Compromising conflict mode from the Thomas-Kilmann Conflict Mode Instrument. Compromising involves finding a middle ground where each side makes some concessions so that an acceptable solution can be reached (Thomas & Kilmann, 1974). This is clearly demonstrated when Priya recognises that both Omar and Lena have valid concerns. Omar wants the team to move quickly and begin developing the campaign, while Lena wants sufficient time to verify the academic evidence. Priya proposes that Omar's digital campaign framework should be approved so the creative team can begin brainstorming, while Lena is given 48 hours to find the exact data points needed to justify it. This solution addresses both priorities rather than completely supporting one side. Priya therefore demonstrates compromise by balancing speed and academic quality.

Reference:

Thomas, K. W., & Kilmann, R. H. (1974). *Thomas-Kilmann Conflict Mode Instrument*.

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. According to the Thomas-Kilmann model, avoiding involves low assertiveness and low cooperation. An individual using this approach may withdraw from a disagreement, avoid confrontation or choose not to become directly involved in the conflict (Thomas & Kilmann, 1974). This behaviour can be seen when the disagreement between Omar and Lena becomes more intense. Hannah is described as "shrinking back slightly in her chair" and softly trailing off when she is spoken over. Rather than challenging either person or strongly expressing her own position, she becomes quieter and withdraws from the discussion. Her behaviour suggests that she is uncomfortable with the escalating conflict and does not want to compete for control of the conversation. Therefore, Hannah's behaviour is consistent with the Avoiding conflict style.

Reference:

Thomas, K. W., & Kilmann, R. H. (1974). *Thomas-Kilmann Conflict Mode Instrument*.

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 demonstrates the Implementer role, while Priya demonstrates the Coordinator role. According to Belbin (2010), Implementers are practical, organised and focused on turning ideas into workable plans. Alex demonstrates this when he creates the shared Notion workspace and Trello board to organise the team's workflow and track digital assets. Later, he creates a strict parallel timeline and divides the work into data validation and platform mapping. Priya demonstrates characteristics of the Coordinator because she helps the team identify priorities and brings different viewpoints together. This is particularly clear when she resolves the disagreement between Omar and Lena by suggesting a compromise. She allows Omar's campaign framework to move forward while giving Lena 48 hours to verify the evidence. Priya also coordinates with the module tutor to confirm the final presentation arrangements.

Reference:

Belbin, R. M. (2010). *Team Roles at Work* (2nd ed.). Butterworth-Heinemann.

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 demonstrates the Shaper role, while Lena demonstrates characteristics of the Monitor Evaluator and Completer Finisher roles. According to Belbin (2010), Shapers are energetic, challenging and focused on achieving results. Omar demonstrates this when he pushes the team to stop debating and make a decision saying that they need to move forward before they fall behind. He is strongly focused on action and progress. Lena demonstrates the Monitor Evaluator role because she carefully assesses information and focuses on evidence before accepting an idea. She insists that creative decisions must have empirical backing and requests a systematic review. She also demonstrates the Completer Finisher role through her attention to accuracy and quality, particularly when she offers to check Omar's promotional narrative against the literature review criteria and complete the final edits.

Reference:

Belbin, R. M. (2010). *Team Roles at Work* (2nd ed.) Butterworth-Heinemann

Question 10

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

After watching the video, I think I would naturally take the Completer Finisher role in this team. I am someone who likes to make sure things are done properly and that small details are not missed. I would check the group's work before submission make sure the information is accurate, and ensure that the project follows the assessment requirements. I would also check

that the references and evidence are included and that everything is completed on time. I think this role would work well with the other team members because Omar is more focused on ideas and getting things moving, while Alex is good at organising the practical side of the project. I could support them by checking the final work and making sure the team's ideas are presented clearly and to a good standard (Belbin, 2010).

Reference:

Belbin, R. M. (2010). *Team Roles at Work* (2nd ed.). Butterworth-Heinemann.

References list