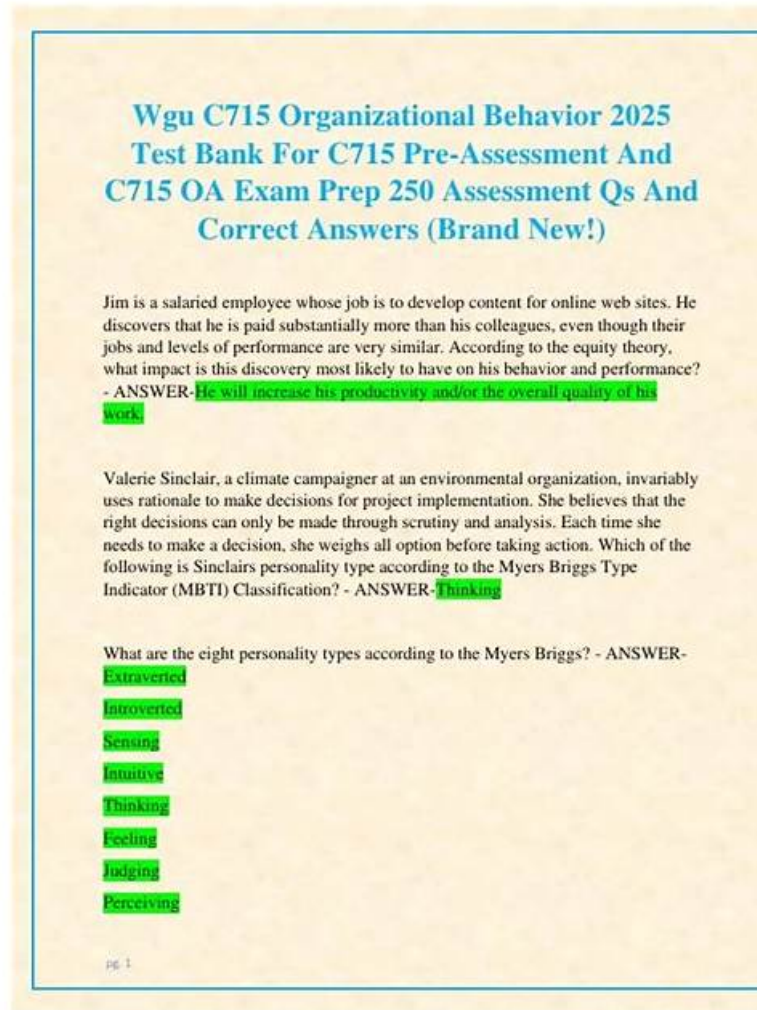


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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q38-Q43):

NEW QUESTION # 38

What is the impact of high group cohesiveness and well-defined performance norms on the productivity of a team?

- A. The productivity of the team will improve slightly
- B. The productivity of the team will remain as is
- C. The productivity of the team will remain low
- **D. The productivity of the team will improve significantly**

Answer: D

Explanation:

The interaction between cohesiveness and performance norms is a critical concept in Organizational Behavior. As shown in the research regarding group dynamics, the productivity of the team will improve significantly when both cohesiveness and performance norms are high. Cohesiveness provides the social "glue" that keeps the team together, while performance norms provide the "direction" by establishing clear expectations for effort, output, and quality.

When these two factors coincide, the group becomes a powerful force; members motivate one another to meet the high standards they have collectively accepted. This is the "ideal" state for any work team. If cohesiveness is high but performance norms are low, the group is unified but unproductive. If cohesiveness is low but norms are high, productivity improves only slightly because members lack the social bond to sustain high-level collaboration. Therefore, the combination of a strong bond and high standards yields the most significant productivity gains.

NEW QUESTION # 39

Which team type takes on many responsibilities of their former supervisors?

- A. Cross-functional team
- **B. Self-managed work team**
- C. Virtual team
- D. Problem-solving team

Answer: B

Explanation:

A self-managed work team is a group of employees (typically 10 to 15) who perform highly related or interdependent jobs and take on many of the responsibilities of their former supervisors. In a traditional work structure, a supervisor would handle tasks such as planning and scheduling work, assigning tasks to members, making operating decisions, and taking action on problems. In a self-managed environment, the team collectively takes over these managerial duties.

These teams may even select their own members and evaluate each other's performance. The goal of organizing into self-managed teams is to increase employee involvement and empowerment, theoretically leading to higher job satisfaction and productivity through synergy and collective control. Unlike "problem-solving teams," which only make recommendations, self-managed teams have the authority to implement solutions and take full responsibility for outcomes. While this can be highly effective, the success of self-managed teams depends heavily on the organizational culture and the level of training provided to employees.

If members are not prepared for the interpersonal demands of self-management—such as resolving internal conflicts or managing the pace of work—the team can struggle. However, when properly implemented, self-managed teams represent the highest level of team autonomy in organizational design.

NEW QUESTION # 40

What is a characteristic employed by transactional leaders?

- A. Instills pride and gains trust
- B. Promotes intelligence and rationality
- C. Provides vision and sense of mission
- **D. Promises rewards for good performance**

Answer: D

Explanation:

Organizational Behavior distinguishes between transformational and transactional leaders. Transactional leaders guide or motivate their followers in the direction of established goals by clarifying role and task requirements. They function primarily through a series of "transactions" or exchanges where the leader provides something the followers want in return for their performance.

One of the primary characteristics of transactional leadership is contingent reward, which involves promising rewards for good performance and recognizing accomplishments. Other characteristics include management by exception (active or passive), where the leader intervenes only when standards are not met. Options A, B, and C describe transformational leaders, who inspire followers to transcend their own self-interests for the good of the organization and are capable of having a profound and extraordinary effect on followers. While transformational leadership is often celebrated for driving innovation and change, transactional leadership remains essential for maintaining the day-to-day stability and efficiency of an organization by ensuring that employees are rewarded for meeting specific, tangible targets.

NEW QUESTION # 41

After physiological desires such as hunger, thirst, and shelter are met, the next level of desires becomes the basis for motivation. This is an example of which theory?

- A. Bigelow's three factor theory
- **B. Maslow's hierarchy of needs**
- C. X and Y hierarchy
- D. Two factor theory

Answer: B

Explanation:

Abraham Maslow's Hierarchy of Needs is perhaps the best-known theory of motivation. Maslow hypothesized that within every human being, there exists a hierarchy of five needs: Physiological (hunger, thirst, shelter), Safety (security and protection), Social (affection, belongingness), Esteem (self-respect, autonomy), and Self-actualization (achieving one's potential).

Image of Maslow's hierarchy of needs

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Explore

The core premise of this theory is the "progression principle," which states that as each of these needs becomes substantially satisfied, the next need in the hierarchy becomes dominant as a motivator. The question highlights that once physiological desires (the lowest level) are met, the individual moves to the next level. In Maslow's original model, the level immediately following physiological needs is Safety and Security. This level involves seeking a predictable environment free from physical and emotional harm. In an organizational context, this translates to job security, health benefits, and a safe working environment. According to Maslow, once an employee feels physically safe and secure, they will no longer be motivated by these factors and will instead seek to satisfy "social" or "belonging" needs. While contemporary research suggests that people don't always follow this rigid linear progression, Maslow's model remains a foundational tool for managers to understand that an employee's needs change as their circumstances improve.

NEW QUESTION # 42

What is social loafing?

- A. A process by which individuals attempt to control the impression others form of them
- **B. The tendency for individuals to expend less effort when working collectively than when working individually**
- C. The tendency for individuals to work harder when working collectively than when working individually
- D. An expectation that others will not act opportunistically when working collectively

Answer: B

Explanation:

Social loafing is a phenomenon in group dynamics defined as the tendency for individuals to expend less effort when working collectively than when working individually. This concept challenges the common assumption that the "spirit of the group" always increases individual motivation. It was famously illustrated by the Ringelmann effect, where research showed that individuals pulled less hard on a rope when they were part of a group than when they were alone.

Social loafing typically occurs because of a dispersion of responsibility; when individuals believe their contribution cannot be measured separately from the group's total output, they may feel less "accountable" and decrease their effort. It can also stem from a "sucker effect," where individuals reduce their effort because they perceive others in the group are not doing their fair share. To counter social loafing, managers are encouraged to use individual performance evaluations, provide group rewards based on individual contributions, and keep group sizes small enough that individual efforts are visible.

Would you like me to proceed with the next batch of questions (Questions 16-20)?

NEW QUESTION # 43

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