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Organizational Behavior Midterm Exam

Question 1

Correct
Mark 5.00 out of 5.00
Flag question
Question text
According to equity theory:
Select one:

a. we compare ourselves with a comparison other only when we are certain that inequity exists.
b. our comparison other never exists in real life.
c. our comparison other is always someone in another organization.
d. we choose people as comparison others only when we know that they receive fewer outcomes than we do.
e. none of these statements is true.

Feedback
The correct answer is: none of these statements is true.

Question 2

Correct
Mark 5.00 out of 5.00
Flag question
Question text
Prospect theory and closing costs are two reasons why people:
Select one:

a. engage in escalation of commitment.
b. define problems in terms of preferred solutions.
c. make non-programmed decisions rather than programmed decisions.
d. engage in satisficing.
e. encourage employee involvement.

Feedback
The correct answer is: engage in escalation of commitment.

Question 3

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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q14-Q19):

NEW QUESTION # 14

An employee is motivated by economic success, well-being, world peace, and autonomy and self-reliance in the workplace. Which of the employee's motives is an instrumental value?

- A. Autonomy and self-reliance
- B. Prosperity
- C. World peace
- D. Economic

Answer: A

Explanation:

In Organizational Behavior, values are often classified using the Rokeach Value Survey, which distinguishes between Terminal Values and Instrumental Values. Terminal values represent the ultimate goals or "end- states" an individual hopes to achieve, such as prosperity (economic success), well-being, and world peace.

These are the destinations toward which a person works. In contrast, instrumental values are the "modes of conduct" or the means by which one achieves those terminal goals.

In this specific scenario, "autonomy and self-reliance" are categorized as instrumental values because they describe the behavioral methods an employee uses to navigate the workplace and eventually reach their terminal goals, such as economic success or personal well-being. For example, an employee might use autonomy (an instrumental value) as a tool to gain the efficiency required to achieve prosperity (a terminal value). Understanding this distinction is vital for managers because while terminal values tell us what the employee wants to achieve, instrumental values tell us how they prefer to behave in order to get there.

Autonomy and self-reliance are practical approaches to work life rather than the final life-goals themselves, thus fitting the definition of instrumental values perfectly.

NEW QUESTION # 15

Which statement is true about groupshift?

- A. It cannot be toward greater risk.
- B. It can be toward caution or toward risk.
- C. It is not a real-world phenomenon.
- D. It is a side-stepping technique.

Answer: B

Explanation:

Groupshift is a phenomenon related to groupthink, specifically describing the way group members tend to exaggerate their initial positions when discussing a given set of alternatives. In a group setting, the collective decision often shows a shift toward a more extreme version of the position held by members before the discussion began. While many people assume groups always lead to more conservative decisions, groupshift demonstrates that the shift can move in either direction: toward greater caution or toward greater risk.

The shift toward risk is more common in many organizational settings. This occurs for several reasons: first, the shared responsibility of a group diffuses the accountability for any single individual, making them feel bolder. Second, members who are more willing to take risks may be perceived as more confident and thus exert more influence over the group's final decision. Conversely, if the initial atmosphere of the group is conservative, the discussion tends to reinforce that caution, leading to a "shift" toward even more extreme avoidance of risk. Understanding groupshift is vital for managers because it highlights that group decisions are not necessarily "average" or "moderate" versions of individual opinions; rather, the social dynamics within a group can drive the collective toward extremes that no single member might have chosen independently.

Recognizing this allows leaders to implement checks and balances, such as appointing a devil's advocate, to ensure that the group does not drift into a dangerous or overly timid position due to the social reinforcement of the shift phenomenon.

NEW QUESTION # 16

Three employees meet face-to-face to identify a problem and resolve it through open discussion. Which type of conflict resolution technique is this?

- A. Compromising
- B. Devil's advocate
- **C. Problem solving**
- D. Smoothing

Answer: C

Explanation:

Image of Conflict Management Grid

Conflict is an inherent part of group dynamics, and how it is managed determines whether the outcome is functional or dysfunctional. The scenario describes a Problem Solving approach (also known as collaborating or confronting). In this technique, the parties involved meet face-to-face with the explicit intent of identifying the underlying problem and resolving it through open, honest discussion. Unlike other methods that might avoid the issue or seek a quick "middle ground," problem solving seeks a "win-win" solution where the concerns of all parties are fully addressed.

Other techniques mentioned in the options serve different purposes: Smoothing (or accommodating) involves playing down differences to maintain surface-level harmony; Compromising requires each party to give up something of value; and the Devil's Advocate role is a technique used to stimulate functional conflict by intentionally challenging the majority view. Because the employees are actively engaging in open discussion to find a root-cause resolution, it is classified as problem solving.

NEW QUESTION # 17

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

Answer: D

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 # 18

When is organizational culture a liability?

- A. When core values are shared by different departments within the organization.
- B. When the organizational culture reduces ambiguity for employees.
- **C. When a strong organizational culture limits diversity within the organization.**
- D. When the culture includes shared values on organizational goals.

Answer: C

Explanation:

While a strong culture can be a significant asset by improving employee commitment and reducing ambiguity, it can also become a liability under certain conditions. One of the most critical liabilities occurs when a strong organizational culture limits diversity within

the organization. Because a strong culture pressures employees to conform to accepted values and behaviors, it can create a "mismatch" for people who bring different perspectives or backgrounds.

Strong cultures often act as a barrier to change because they lead to institutionalization, where behaviors are followed blindly without question. This can be particularly damaging during mergers or acquisitions, where two conflicting strong cultures may fail to integrate. Furthermore, when the shared values do not align with the organization's effectiveness in a changing environment, the culture becomes a "barrier to diversity" and a

"barrier to change". Management must therefore balance the benefits of a cohesive culture with the need for diverse viewpoints that prevent "groupthink" and allow the organization to remain adaptable.

NEW QUESTION # 19

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