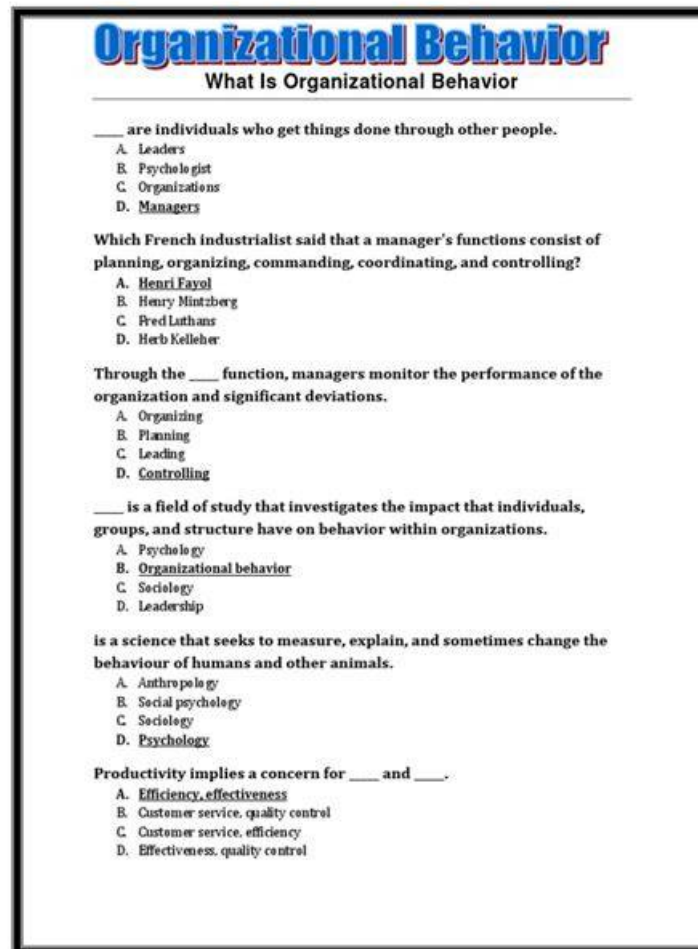


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WGU Organizational-Behavior Exam Syllabus Topics:

Section	Objectives
Ethics and Organizational Responsibility	- Ethical decision making in organizations - Corporate social responsibility
Teams and Group Dynamics	- Group decision-making and conflict resolution - Team formation and development stages
Organizational Structure and Culture	- Organizational culture and change - Organizational design and structure types
Foundations of Organizational Behavior	- Definition and scope of organizational behavior - Work attitudes and job satisfaction - Individual behavior in organizations

Communication and Decision Making	- Organizational communication processes - Decision-making models and biases
Human Resource and Workplace Behavior	- Recruitment, selection, and onboarding concepts - Performance evaluation and feedback systems
Motivation and Performance	- Motivation theories (Maslow, Herzberg, McClelland, Expectancy theory) - Goal setting and performance management
Leadership and Management	- Leadership styles and theories - Power, influence, and authority

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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q25-Q30):

NEW QUESTION # 25

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

Answer: B

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 # 26

What is a positive effect of a cohesive group?

- **A. Improving group productivity**
- B. Bringing heterogeneity to the process
- C. Reducing group norm effect
- D. Promoting value flexibility

Answer: A

Explanation:

Cohesiveness is generally viewed as a desirable trait in organizational groups because of its potential to improve group productivity.

In a highly cohesive group, members are more likely to communicate effectively, experience less internal friction, and display higher levels of commitment to group goals. This internal synergy typically leads to a more efficient work process and higher quality output. However, the relationship between cohesiveness and productivity is moderated by performance-related norms. If a cohesive group has high performance norms (standards for hard work and quality), productivity will be significantly higher than in a group with low cohesiveness. Conversely, if a highly cohesive group has low performance norms, their productivity may actually decrease because they are united in their desire to work less. Despite this nuance, the fundamental positive organizational outcome associated with fostering cohesion is the enhancement of the group's ability to produce results.

NEW QUESTION # 27

What is an aspect of cross-functional teams that makes them difficult to manage?

- A. It takes time to build trust and teamwork among people with different experiences and perspectives.
- B. Cross-functional leaders prevent team members from making their own decisions.
- C. Team leaders cannot ensure that team members are located in the same work unit.
- D. Cross-functionality fluctuates too frequently.

Answer: A

Explanation:

Cross-functional teams are composed of employees from about the same hierarchical level but from different work areas—such as marketing, finance, and production—who come together to accomplish a task. While these teams are highly effective for coordinating complex projects and solving problems that require diverse perspectives, they are notoriously difficult to manage in the early stages. The primary challenge is that it takes time to build trust and teamwork among people with different backgrounds, experiences, and perspectives. Each member comes from a different functional "culture" with its own jargon, priorities, and ways of looking at a problem. For example, a member from the engineering department might prioritize technical perfection, while a member from the marketing department might prioritize speed to market. These differing perspectives can lead to conflict and misunderstandings during the initial stages of group development. Furthermore, because members have primary loyalties to their home departments, creating a sense of "team identity" takes significant effort from the leader. Leaders of cross-functional teams must spend considerable time facilitating communication, resolving interpersonal conflicts, and aligning the various functional goals into a single project vision. Until a baseline of mutual trust is established, the team may struggle with "silo" thinking, where members protect their own department's interests rather than working toward the team's collective goal. Only after the team moves through the "storming" phase of development and builds trust can it begin to leverage its diverse skills for high performance.

NEW QUESTION # 28

What is a personal view of how one is supposed to act in a given group situation?

- A. Role expectation
- B. Role conflict
- C. Role perception
- D. Role identity

Answer: C

Explanation:

In the context of group dynamics, "roles" refer to a set of expected behavior patterns attributed to someone occupying a given position in a social unit. Within this framework, Role Perception is defined as an individual's own view of how he or she is supposed to act in a given situation. We get these perceptions from various stimuli around us—friends, books, movies, or observing how successful colleagues behave.

It is important to distinguish Role Perception from Role Expectations, which are how others believe a person should act in a given situation. For example, a manager might have a role expectation that a supervisor should be stern, but the supervisor's own role perception might be that they should be a supportive mentor. When role perception and role expectation do not align, it can lead to confusion or poor performance. Role Identity refers to the certain attitudes and behaviors consistent with a role, while Role Conflict occurs when an individual finds that compliance with one role requirement may make it difficult to comply with another. Because the question specifically asks for the personal view of behavior, "Role Perception" is the correct technical term.

NEW QUESTION # 29

What is one of the six primary characteristics that define an organization's culture?

- A. Aggressiveness
- B. Team orientation
- C. Political orientation
- D. Competitor benchmarking

Answer: A

Explanation:

Research suggests that seven (often grouped into six or seven in various texts) primary characteristics capture the essence of an organization's culture. One of these key characteristics is Aggressiveness, which describes the degree to which people are aggressive and competitive rather than easygoing.

Other characteristics include:

- * Innovation and Risk Taking: The degree to which employees are encouraged to be innovative and take risks.
- * Attention to Detail: The degree to which employees are expected to exhibit precision and analysis.
- * Outcome Orientation: The degree to which management focuses on results rather than techniques and processes.
- * People Orientation: The degree to which management decisions take into account the effect of outcomes on people within the organization.
- * Team Orientation: The degree to which work activities are organized around teams rather than individuals.
- * Stability: The degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

By assessing an organization on these dimensions, a complete picture of its culture emerges, providing a basis for shared understanding among members.

NEW QUESTION # 30

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