

Organizational-Behavior Exam Guide, Dumps Organizational-Behavior Download

OB AND HRM END SEM EXAM STUDY MATERIAL

2024

1. Define Organizational Behavior (OB). Why is it important for organizations?

Answer: Organizational Behavior (OB) is the study of how people interact within groups in a workplace setting. It examines the behaviors of individuals, groups, and structures to understand and improve organizational effectiveness.

OB is important for organizations because it helps in:

- **Improving productivity:** By understanding how employees behave, managers can motivate them better and boost performance.
- **Enhancing job satisfaction:** When managers know what employees need, they can create a happier and more engaged workforce.
- **Facilitating change:** OB helps in managing change smoothly by understanding and addressing employee concerns.
- **Better leadership:** Knowledge of OB helps leaders manage teams effectively, leading to improved collaboration and communication.

2. What is the scope of Organizational Behavior? Explain its relevance to management.

Answer: The scope of Organizational Behavior includes the study of:

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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q12-Q17):

NEW QUESTION # 12

A coach encourages a person to run two miles in ten minutes and provides the person a stopwatch to check periodically. The person completes the run in 9.8 minutes. Considering the goal-setting theory of motivation, which two factors explain why the person achieved the goal?

- A. Specificity and encouragement
- B. Challenge and encouragement
- C. Direction and challenge
- **D. Specificity and feedback**

Answer: D

Explanation:

Edwin Locke's Goal-Setting Theory suggests that specific and difficult goals, with feedback, lead to higher performance. The theory identifies several key components that drive motivation. First is Specificity. In this case, the coach did not just say "run fast"; they set a specific target of "two miles in ten minutes". Specific goals act as an internal stimulus, providing a clear sense of what needs to be done and how much effort is required.

Image of Goal-Setting Theory of Motivation

The second critical factor is Feedback. By providing a stopwatch, the coach allowed the runner to monitor their own progress. Feedback helps individuals identify discrepancies between what they have done and what they want to do; it guides behavior and motivates the individual to adjust their effort level to meet the goal.

While "challenge" is also a part of the theory (as difficult goals lead to higher performance), the presence of the stopwatch specifically addresses the feedback mechanism, and the clear time-distance parameters address specificity. Therefore, the combination of a clearly defined target (specificity) and the ability to track progress (feedback) are the primary drivers for the runner achieving the 9.8-minute result.

NEW QUESTION # 13

Although team performance has been fairly good, members feel that more could be done to improve their effectiveness. They feel that some team members could be more collaborative. Which type of reward system could be used effectively in this situation?

- A. A system that emphasizes group rewards based on aggressive competitiveness
- **B. A system that emphasizes rewards for individual contributions as well as for selfless contributions**
- C. A system that emphasizes individual rewards for aggressive competitiveness
- D. A system that emphasizes group rewards for maximizing productivity

Answer: B

Explanation:

Designing an effective reward system for teams requires a delicate balance between individual and collective incentives. If the reward system focuses solely on individual achievement, it can foster internal competition and discourage the very collaboration the team is lacking. Conversely, if it focuses only on the group, "social loafing" may occur where some members coast on the efforts of others. To improve effectiveness and collaboration, the organization should implement a system that emphasizes rewards for individual contributions as well as for selfless contributions. This means that while members are recognized for their technical proficiency, they are also evaluated and rewarded for being "good team players"-sharing information, helping colleagues, and resolving conflicts. Rewarding "selfless contributions" directly addresses the concern that members need to be more collaborative. This dual-focus approach ensures that individuals are motivated to perform their specific tasks at a high level while simultaneously being incentivized to support the team's overall synergy.

NEW QUESTION # 14

What are two of the three forces that play a particularly important role in sustaining an organization's culture?

- **A. Actions of top management and socialization process**
- B. Personal background of key employees and selection process
- C. Actions of top management and employee education level
- D. Personal background of key employees and socialization process

Answer: A

Explanation:

Once a culture is in place, certain practices within the organization act to maintain it by exposing employees to a set of similar experiences. Three forces play a particularly important role in sustaining a culture: selection practices, the actions of top management, and the socialization process.

The actions of top management are crucial because through what they say and how they behave, senior executives establish norms that filter down through the organization. For example, their reactions to crises or how they reward performance send clear signals about what is truly valued. The socialization process is the method by which the organization helps new employees adapt to its culture.

Even if an organization hires the

"right" people during selection, they must still be taught the specific values and customs of the firm.

Socialization ensures that the culture is transmitted consistently from one generation of employees to the next, maintaining the organization's unique identity over time.

NEW QUESTION # 15

Which method should be used to maximize team member participation in a global meeting?

- A. A Delphi-like sequence of notes via carrier mail to encourage dialog between members
- B. Alpha-direct technologies to maintain communication links
- C. Unilateral electronic messaging to facilitate communication
- D. Online using computer technologies and/or phone communication

Answer: D

Explanation:

In the context of global operations, teams are often physically dispersed across different time zones and geographic locations. To maximize participation, organizations rely on virtual team technologies. Using online computer technologies and/or phone communication (such as video conferencing, instant messaging, and collaborative platforms) allows for real-time or near-real-time interaction that bridges the physical distance.

These technologies enable members to share ideas, provide immediate feedback, and engage in the "give-and-take" necessary for effective decision-making.

While unilateral messaging (Option C) or physical mail (Option D) might transmit information, they lack the interactive richness required to sustain high levels of participation and engagement. Effective global leadership involves selecting the communication channel that best balances the need for speed with the need for social presence. By utilizing synchronous online tools, global teams can simulate the "face-to-face" experience, which helps in building the rapport and trust that are often difficult to establish in a virtual environment. This approach ensures that all members, regardless of their location, have an equal platform to contribute to the team's objectives.

NEW QUESTION # 16

When is organizational culture a liability?

- A. When the organizational culture reduces ambiguity for employees.
- B. When core values are shared by different departments within the organization.
- 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 # 17

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