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Organizational Behavior Exam 1: Chapters 1-5 Latest Update Graded A

Interpersonal Skills ✓✓ These are important for managers to develop because they help organizations attract and keep high-performing employees

Manager ✓✓ An individual who achieves goals through other people

Organization ✓✓ A consciously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals

Management Functions ✓✓ Planning, organizing, Leading, controlling

Interpersonal Roles ✓✓ Includes figurehead role, leadership role, and the liaison role

Informational Roles ✓✓ Includes the disseminator role, spokesperson role, and what Mintzberg called the monitor role

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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q28-Q33):

NEW QUESTION # 28

Which statement is true about groupshift?

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

Answer: C

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 # 29

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

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 # 30

How might a charismatic leader work to increase performance in an organization?

- A. Use a directive approach
- B. Avoid increasing personal risk
- **C. Articulate an appealing vision**
- D. Display type A characteristics

Answer: C

Explanation:

Charismatic Leadership Theory suggests that followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviors. The most fundamental way a charismatic leader increases performance is by articulating an appealing vision. This vision serves as a long-term strategy for attaining a goal by making the future better than the status quo.

Image of Charismatic Leadership Characteristics

A charismatic leader does not just set goals; they provide a "vision statement"-a formal proclamation of an organization's mission-that they use to imprint on followers an overarching goal and purpose. They then communicate high-performance expectations and express confidence that followers can attain them, which enhances follower self-esteem. Unlike transactional leaders who rely on rewards or directive approaches, charismatic leaders use emotional appeal and personal risk-taking to inspire followers to go beyond their self-interest for the sake of the organization. This articulation of a "better future" is the primary engine of motivation in charismatic leadership.

NEW QUESTION # 31

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. Economic
- D. World peace

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 # 32

Management is considering a change in one plant and plans to organize employees into teams. Management wants the teams to review processes, apply critical thinking, and take full responsibility for outcomes. Which type of team should they organize?

- **A. Self-managed teams**
- B. Problem-solving teams
- C. Virtual teams
- D. Production teams

Answer: A

Explanation:

The distinguishing factor between different types of teams is the level of authority and the scope of their responsibility. Problem-solving teams typically only make recommendations; they do not have the authority to implement their suggestions or take full responsibility for the results. Virtual teams are defined by their use of technology to bridge physical distance rather than their level of autonomy.

In this scenario, because management wants the team to "take full responsibility for outcomes," they must organize self-managed teams. These teams are designed to operate without direct supervision, handling the planning, execution, and monitoring of their work. They go beyond critical thinking and process review- which a problem-solving team might do-by actually making the operating decisions and being held accountable for the final performance. This structure requires a high degree of trust from

management and extensive training for employees, as the team essentially performs the roles previously held by first-line supervisors.

NEW QUESTION # 33

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