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## WGU Organizational Behavior (GTO1, C715) Sample Questions (Q13-Q18):

### NEW QUESTION # 13

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. Smoothing
- C. Devil's advocate
- D. Problem solving

**Answer: D**

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 # 14

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 # 15

Management has noticed that the quality improvement work group is struggling because members seem to be working in different directions. Which suggested action can the company take to increase group cohesiveness?

- A. Make the group larger
- B. Establish more rigid roles for group members
- C. Increase the difficulty of becoming a group member
- D. Physically isolate the group

**Answer: D**

Explanation:

Group Cohesiveness is the degree to which members are attracted to each other and motivated to stay in the group. When a group is "working in different directions," it lacks the unity and shared purpose characteristic of cohesive teams. To increase cohesiveness, Organizational Behavior literature suggests several specific strategies.

One effective method is to physically isolate the group. By providing the group with its own workspace or isolating them from other

units, the members are forced to interact more frequently with one another rather than with outsiders. This increased interaction often leads to a stronger shared identity and a "we-feeling" that helps align their efforts. Other common ways to increase cohesiveness include making the group smaller (not larger, which refutes option C), increasing the time members spend together, and increasing the status of the group or the difficulty of gaining admission. While option A (increasing difficulty of membership) is a valid way to increase cohesiveness, the provided source materials and the context of members "working in different directions" prioritize physical isolation as a primary structural intervention to foster unity. Creating more rigid roles (Option D) might help with clarity but does not necessarily increase the emotional and social attraction (cohesion) between members.

#### NEW QUESTION # 16

Management has noticed that the accounting work group is having difficulty because group members seem to be working in different directions. Which suggested action can the company take to increase group cohesiveness?

- A. Establish more rigid role definition for group members
- B. Have the group avoid competition with other groups
- C. Give group rewards rather than individual rewards
- D. Give individual rewards rather than group rewards

**Answer: C**

Explanation:

Group cohesiveness refers to the degree to which members are attracted to one another and are motivated to remain part of the group. When members are "working in different directions," it indicates a lack of alignment and shared purpose. One of the most effective structural methods to foster unity is to give group rewards rather than individual rewards. When rewards are tied to the collective output of the team, members are incentivized to collaborate, share information, and support one another to ensure the entire group succeeds.

Individual rewards often foster internal competition, which can further fragment a group that is already struggling with alignment. In addition to group-based rewards, other strategies to increase cohesiveness include making the group smaller, increasing the time members spend together, and stimulating competition with other groups (rather than avoiding it). By shifting the focus from individual achievement to collective success, the organization encourages members to coordinate their efforts, thereby increasing the "we-feeling" necessary for high-performing teams.

#### NEW QUESTION # 17

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 work harder when working collectively than when working individually
- C. The tendency for individuals to expend less effort when working collectively than when working individually
- D. An expectation that others will not act opportunistically when working collectively

**Answer: C**

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 # 18

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