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What is Organizational Behavior

- The People**
 - ✓ Individuals
 - ✓ Groups
 - ✓ Structure within a Company
- Interactions**
 - ✓ Behaviors
 - ✓ Performance
 - ✓ Workplace culture
- The Aims**
 - ✓ Improved decision-making
 - ✓ More adaptable leadership
 - ✓ Sustainable company growth & success

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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q26-Q31):

NEW QUESTION # 26

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

Answer: C

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 # 27

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

Answer: D

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 # 28

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

Answer: B

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 # 29

A team is struggling to resolve procedural issues that govern their performance. What should the team leader do to resolve the problem?

- A. Appoint an assistant team leader to track the struggles and report back
- B. Research the problem and impose a solution
- C. Rearrange roles within the team by adding members
- **D. Ask questions and help team members talk through the problem**

Answer: D

Explanation:

When a team struggles with procedural issues—the "how" of their work—the most effective leadership approach is often facilitative rather than directive. Instead of imposing a solution (Option A), which can lead to resistance or a lack of "buy-in," the leader should ask questions and help team members talk through the problem. This technique is rooted in the concept of team coaching and process consultation.

By facilitating a dialogue, the leader encourages the team to take ownership of their own processes. This collaborative problem-solving approach helps identify the root cause of the procedural friction, whether it be ambiguous roles, inefficient workflows, or conflicting expectations. Furthermore, helping the team talk through the issue strengthens their internal communication and conflict-resolution skills, making them more resilient in the future. A leader who acts as a facilitator helps the team move from the "storming" phase of development—where procedural conflicts are common—into the "norming" phase, where clear, agreed-upon standards of behavior and performance are established by the group itself.

Organizational Culture

NEW QUESTION # 30

An individual attributes personal achievement in business to being competitive, independent, and successful in spite of challenges. Which statement is true regarding environmental factors and how they influence this person's personality and behavior?

- A. Studies demonstrate that environment influences behavior but has no influence on personality.
- B. Environment is the single element in determining an individual's behavior.
- C. Personality and behavior are based solely on environmental factors.

- D. The individual's full potential may be determined by how well the individual adjusts to the requirements of the environment.

Answer: D

Explanation:

In the study of Organizational Behavior, the "nature vs. nurture" debate examines how much of an individual's personality is inherited (heredity) versus influenced by their surroundings (environment). While heredity sets the outer parameters or "potential" of an individual's personality, environmental factors—such as culture, family, and social groups—dictate how that potential is realized or constrained. This specific individual exhibits traits like competitiveness and independence, which are often reinforced by a business environment that rewards such behaviors.

However, personality is not a static result of environment alone (refuting option A and D), nor is the environment irrelevant to personality development (refuting option C). Instead, the interactionist perspective suggests that behavior is a function of the person and their environment. The "potential" of a person's personality traits is often activated or suppressed by environmental demands.

For example, a person with a natural inclination for leadership may only see that trait flourish if the environment provides opportunities and requirements for leadership. Consequently, the individual's success is a result of how effectively they adjust their internal traits to meet external environmental requirements. This adjustment process is a key component of "person-environment fit," where high levels of fit lead to better performance and job satisfaction.

NEW QUESTION # 31

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