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Organizational Behavior Exam

Section 1: True or False

1. Organizational Behavior primarily focuses on individual behavior within organizations.
True / False
2. A strong organizational culture always leads to better performance.
True / False
3. Emotional intelligence is less important than technical skills in leadership roles.
True / False
4. Transformational leadership involves motivating employees by appealing to their higher-order needs.
True / False
5. Groupthink is a phenomenon that leads to high-quality decision-making within teams.
True / False
6. Job satisfaction is directly related to an employee's performance.
True / False
7. Power and politics within organizations can have both positive and negative effects.
True / False
8. Conflict in an organization is always detrimental to team performance.
True / False
9. Diversity in the workplace leads to more innovative solutions.
True / False
10. Organizational commitment is solely based on an employee's emotional attachment to the organization.
True / False

Section 2: Complete the Circle (Multiple Choice)

1. Which of the following is a component of emotional intelligence?
 - a) Technical skills
 - b) Self-awareness
 - c) Cognitive ability

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

NEW QUESTION # 28

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. Environment is the single element in determining an individual's behavior.
- **B. The individual's full potential may be determined by how well the individual adjusts to the requirements of the environment.**
- C. Personality and behavior are based solely on environmental factors.
- D. Studies demonstrate that environment influences behavior but has no influence on personality.

Answer: B

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 # 29

If a work group's goal is to share information, what is a work team's goal?

- A. To maximize random and varied skills
- B. To maximize individual inputs
- **C. To create collective performance**
- D. To reduce costs

Answer: C

Explanation:

In Organizational Behavior, a critical distinction is made between a "work group" and a "work team". A work group is a collection of individuals who interact primarily to share information and make decisions to help each member perform within his or her area of responsibility. In a work group, there is no particular need or opportunity for collective work that requires joint effort; therefore, their performance is merely the summation of each group member's individual contribution.

A work team, however, is a group whose individual efforts result in performance that is greater than the sum of those individual inputs. The fundamental goal of a work team is collective performance. While work groups focus on individual accountability and sharing information to assist individual tasks, work teams focus on mutual accountability and synergy. This synergy allows the team to achieve a level of output that exceeds what the members could accomplish alone. For a team to be effective, it requires a mix of complementary skills-technical, problem-solving, and interpersonal-directed toward a common purpose and specific performance goals. Managers transition from groups to teams when the task at hand is complex enough that it requires the coordinated, collective effort of multiple people rather than just a series of independent tasks.

Therefore, the shift from "sharing information" (group) to "collective performance" (team) represents a significant increase in the interdependence of the members.

NEW QUESTION # 30

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

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

Answer: D

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 # 31

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. Challenge and encouragement
- C. Specificity and encouragement
- **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 # 32

A project team was formed to complete a specific project. At the end of the first 6 months, the team was unable to deliver the results. The main cause was several team members spending significant time mistakenly working on the same tasks. Which role of a team lead is most useful in the given case?

- A. Controller
- B. Motivator
- C. Planner
- **D. Coordinator**

Answer: D

Explanation:

In group dynamics, the failure described-redundant efforts and a lack of task synchronization-points to a failure incoordination. The Coordinator role is responsible for clarifying goals, delegating tasks, and ensuring that the efforts of individual team members are integrated rather than duplicated. Without effective coordination, even highly motivated and skilled teams can fail because their energy is dissipated through "working in different directions".

While a "Planner" (Option B) sets the initial schedule and a "Controller" (Option C) monitors outcomes, the Coordinator acts as the glue during the execution phase. The Coordinator ensures that every member knows their specific contribution and how it fits into the whole. In this case, because the members were "mistakenly working on the same tasks," a Coordinator would have intervened to clarify boundaries and manage the interdependencies of the work. Effective coordination is the primary antidote to the "process losses" that occur when team members overlap in their efforts.

NEW QUESTION # 33

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