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Organizational Behavior Midterm Exam

**Question 1**

Correct  
Mark 5.00 out of 5.00  
Flag question  
Question text  
According to equity theory:  
Select one:

a. we compare ourselves with a comparison other only when we are certain that inequity exists.  
b. our comparison other never exists in real life.  
c. our comparison other is always someone in another organization.  
d. we choose people as comparison others only when we know that they receive fewer outcomes than we do.  
e. none of these statements is true.

Feedback  
The correct answer is: none of these statements is true.

**Question 2**

Correct  
Mark 5.00 out of 5.00  
Flag question  
Question text  
Prospect theory and closing costs are two reasons why people:  
Select one:

a. engage in escalation of commitment.  
b. define problems in terms of preferred solutions.  
c. make non-programmed decisions rather than programmed decisions.  
d. engage in satisficing.  
e. encourage employee involvement.

Feedback  
The correct answer is: engage in escalation of commitment.

**Question 3**

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

### NEW QUESTION # 26

What is a personal view of how one is supposed to act in a given group situation?

- A. Role identity
- B. Role conflict
- C. Role expectation
- D. **Role perception**

**Answer: D**

Explanation:

In the context of group dynamics, "roles" refer to a set of expected behavior patterns attributed to someone occupying a given position in a social unit. Within this framework, Role Perception is defined as an individual's own view of how he or she is supposed to act in a given situation. We get these perceptions from various stimuli around us—friends, books, movies, or observing how successful colleagues behave.

It is important to distinguish Role Perception from Role Expectations, which are how others believe a person should act in a given situation. For example, a manager might have a role expectation that a supervisor should be stern, but the supervisor's own role perception might be that they should be a supportive mentor. When role perception and role expectation do not align, it can lead to confusion or poor performance. Role Identity refers to the certain attitudes and behaviors consistent with a role, while Role Conflict occurs when an individual finds that compliance with one role requirement may make it difficult to comply with another. Because the question specifically asks for the personal view of behavior, "Role Perception" is the correct technical term.

### NEW QUESTION # 27

What defines acceptable standards of behavior that are shared by group members?

- A. Group status
- B. Group conformity
- C. Group roles
- D. **Group norms**

**Answer: D**

### NEW QUESTION # 28

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

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

**Answer: D**

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 # 29

A manager treats an employee with a free lunch to encourage the employee to continue to do well. Which kind of reward is provided?

- A. Compensatory reward
- B. Extrinsic reward
- C. Personality reward
- D. Intrinsic reward

#### Answer: B

Explanation:

Motivation in the workplace is often driven by a system of rewards, which are generally categorized into intrinsic and extrinsic types. Intrinsic rewards are internal to the individual and come from the work itself; examples include a sense of accomplishment, personal growth, or the satisfaction of completing a difficult task. These are self-granted rewards.

Extrinsic rewards, conversely, are tangible rewards given by another person (usually a manager or the organization) to an employee for performing a specific task or behavior. These include salary increases, bonuses, promotions, benefits, and even smaller tokens like a free lunch. In this scenario, the free lunch is a physical, external incentive provided by the manager to reinforce the employee's positive performance. While intrinsic rewards are essential for long-term engagement and "meaningful" work, extrinsic rewards like a free meal are effective for immediate reinforcement and recognizing specific achievements. According to reinforcement theory, providing such a reward immediately following a desired behavior (doing well at work) increases the probability that the behavior will be repeated. Because the lunch is an external, tangible benefit provided by the manager rather than an internal feeling of satisfaction derived from the task itself, it is classified as an extrinsic reward.

### NEW QUESTION # 30

What is an aspect of cross-functional teams that makes them difficult to manage?

- A. It takes time to build trust and teamwork among people with different experiences and perspectives.
- B. Cross-functionality fluctuates too frequently.
- C. Cross-functional leaders prevent team members from making their own decisions.
- D. Team leaders cannot ensure that team members are located in the same work unit.

#### Answer: A

Explanation:

Cross-functional teams are composed of employees from about the same hierarchical level but from different work areas—such as marketing, finance, and production—who come together to accomplish a task. While these teams are highly effective for coordinating complex projects and solving problems that require diverse perspectives, they are notoriously difficult to manage in the early stages. The primary challenge is that it takes time to build trust and teamwork among people with different backgrounds, experiences, and perspectives. Each member comes from a different functional "culture" with its own jargon, priorities, and ways of looking at a problem. For example, a member from the engineering department might prioritize technical perfection, while a member from the marketing department might prioritize speed to market. These differing perspectives can lead to conflict and misunderstandings during the initial stages of group development. Furthermore, because members have primary loyalties to their home departments, creating a sense of "team identity" takes significant effort from the leader. Leaders of cross-functional teams must spend considerable time facilitating communication, resolving interpersonal conflicts, and aligning the various functional goals into a single project vision. Until a baseline of mutual trust is established, the team may struggle with "silo" thinking, where members protect their own department's interests rather than working toward the team's collective goal. Only after the team moves through the "storming" phase of development and builds trust can it begin to leverage its diverse skills for high performance.

### NEW QUESTION # 31

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