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## Organizational-Behavior Valid Study Guide | Regualer Organizational-Behavior Update

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### **WGU Organizational Behavior (GTO1, C715) Sample Questions (Q33-Q38):**

NEW QUESTION # 33

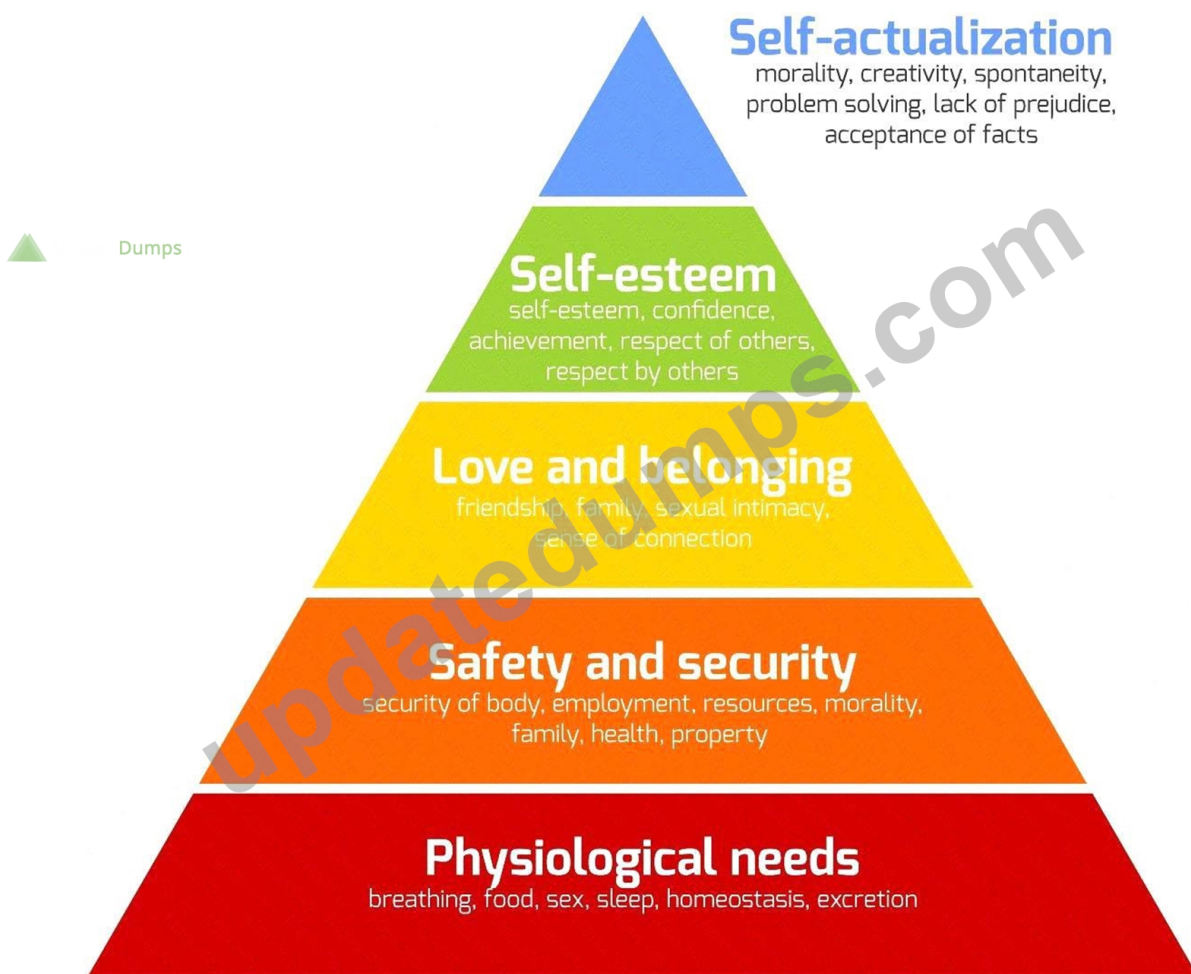
After physiological desires such as hunger, thirst, and shelter are met, the next level of desires becomes the basis for motivation. This is an example of which theory?

- A. Bigelow's three factor theory
- **B. Maslow's hierarchy of needs**
- C. Two factor theory
- D. X and Y hierarchy

**Answer: B**

Explanation:

Abraham Maslow's Hierarchy of Needs is perhaps the best-known theory of motivation. Maslow hypothesized that within every human being, there exists a hierarchy of five needs: Physiological (hunger, thirst, shelter), Safety (security and protection), Social (affection, belongingness), Esteem (self-respect, autonomy), and Self-actualization (achieving one's potential).  
Image of Maslow's hierarchy of needs



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The core premise of this theory is the "progression principle," which states that as each of these needs becomes substantially satisfied, the next need in the hierarchy becomes dominant as a motivator. The question highlights that once physiological desires (the lowest level) are met, the individual moves to the next level. In Maslow's original model, the level immediately following physiological needs is Safety and Security. This level involves seeking a predictable environment free from physical and emotional harm. In an organizational context, this translates to job security, health benefits, and a safe working environment. According to Maslow, once an

employee feels physically safe and secure, they will no longer be motivated by these factors and will instead seek to satisfy "social" or "belonging" needs. While contemporary research suggests that people don't always follow this rigid linear progression, Maslow's model remains a foundational tool for managers to understand that an employee's needs change as their circumstances improve.

#### NEW QUESTION # 34

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

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

**Answer: A**

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 # 35

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

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

**Answer: B**

Explanation:

All groups have established norms, which are defined as acceptable standards of behavior shared by the group's members that tell them what they ought and ought not to do under certain circumstances. Norms are powerful because they act as a means of influencing the behavior of group members with a minimum of external controls. Common organizational norms include performance norms (how hard to work), appearance norms (dress codes), and social arrangement norms (whom to eat lunch with).

Norms are distinct from group roles, which are specific behaviors expected of a person in a specific position.

While roles might differ from member to member (e.g., a leader vs. a scribe), norms are generally shared by the entire collective. Group status refers to a socially defined position or rank given to groups or group members by others, and conformity is the act of adjusting one's behavior to align with the norms of the group.

Therefore, the "standards of behavior" themselves are the norms. When an individual violates these shared standards, they often face social pressure or sanctions from the group, which reinforces the importance of norms in maintaining group stability and predictability.

#### NEW QUESTION # 36

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. The individual's full potential may be determined by how well the individual adjusts to the requirements of the environment.
- C. Environment is the single element in determining an individual's behavior.
- D. Personality and behavior are based solely on environmental factors.

**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 # 37**

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

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

**Answer: A**

**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 # 38**

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