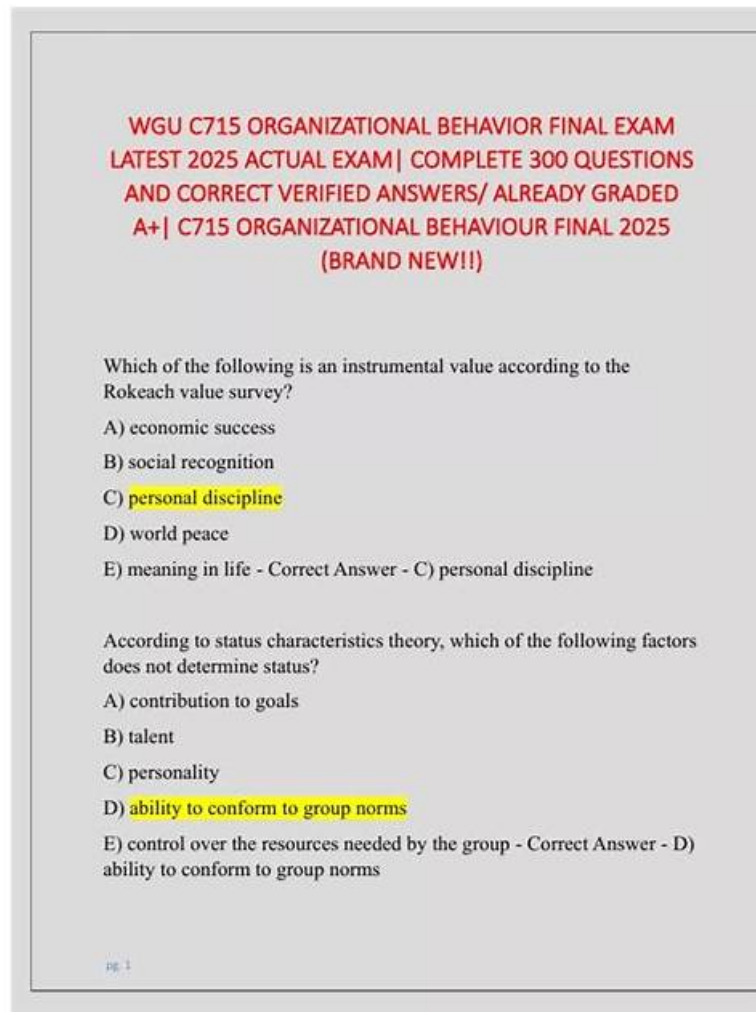


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## WGU Organizational Behavior (GTO1, C715) Sample Questions (Q28-Q33):

### NEW QUESTION # 28

What is one of the six primary characteristics that define an organization's culture?

- A. Team orientation
- B. Political orientation
- C. Aggressiveness
- D. Competitor benchmarking

**Answer: C**

Explanation:

Research suggests that seven (often grouped into six or seven in various texts) primary characteristics capture the essence of an organization's culture. One of these key characteristics is Aggressiveness, which describes the degree to which people are aggressive and competitive rather than easygoing.

Other characteristics include:

- \* Innovation and Risk Taking: The degree to which employees are encouraged to be innovative and take risks.
- \* Attention to Detail: The degree to which employees are expected to exhibit precision and analysis.
- \* Outcome Orientation: The degree to which management focuses on results rather than techniques and processes.
- \* People Orientation: The degree to which management decisions take into account the effect of outcomes on people within the organization.
- \* Team Orientation: The degree to which work activities are organized around teams rather than individuals.
- \* Stability: The degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

By assessing an organization on these dimensions, a complete picture of its culture emerges, providing a basis for shared understanding among members.

### NEW QUESTION # 29

What is social loafing?

- A. The tendency for individuals to expend less effort when working collectively than when working individually
- B. An expectation that others will not act opportunistically when working collectively
- C. A process by which individuals attempt to control the impression others form of them
- D. The tendency for individuals to work harder when working collectively than when working individually

**Answer: A**

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 # 30

What is the impact of high group cohesiveness and well-defined performance norms on the productivity of a team?

- A. The productivity of the team will remain as is
- B. The productivity of the team will remain low
- C. The productivity of the team will improve slightly
- **D. The productivity of the team will improve significantly**

**Answer: D**

Explanation:

The interaction between cohesiveness and performance norms is a critical concept in Organizational Behavior. As shown in the research regarding group dynamics, the productivity of the team will improve significantly when both cohesiveness and performance norms are high. Cohesiveness provides the social

"glue" that keeps the team together, while performance norms provide the "direction" by establishing clear expectations for effort, output, and quality.

When these two factors coincide, the group becomes a powerful force; members motivate one another to meet the high standards they have collectively accepted. This is the "ideal" state for any work team. If cohesiveness is high but performance norms are low, the group is unified but unproductive. If cohesiveness is low but norms are high, productivity improves only slightly because members lack the social bond to sustain high-level collaboration. Therefore, the combination of a strong bond and high standards yields the most significant productivity gains.

### **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?

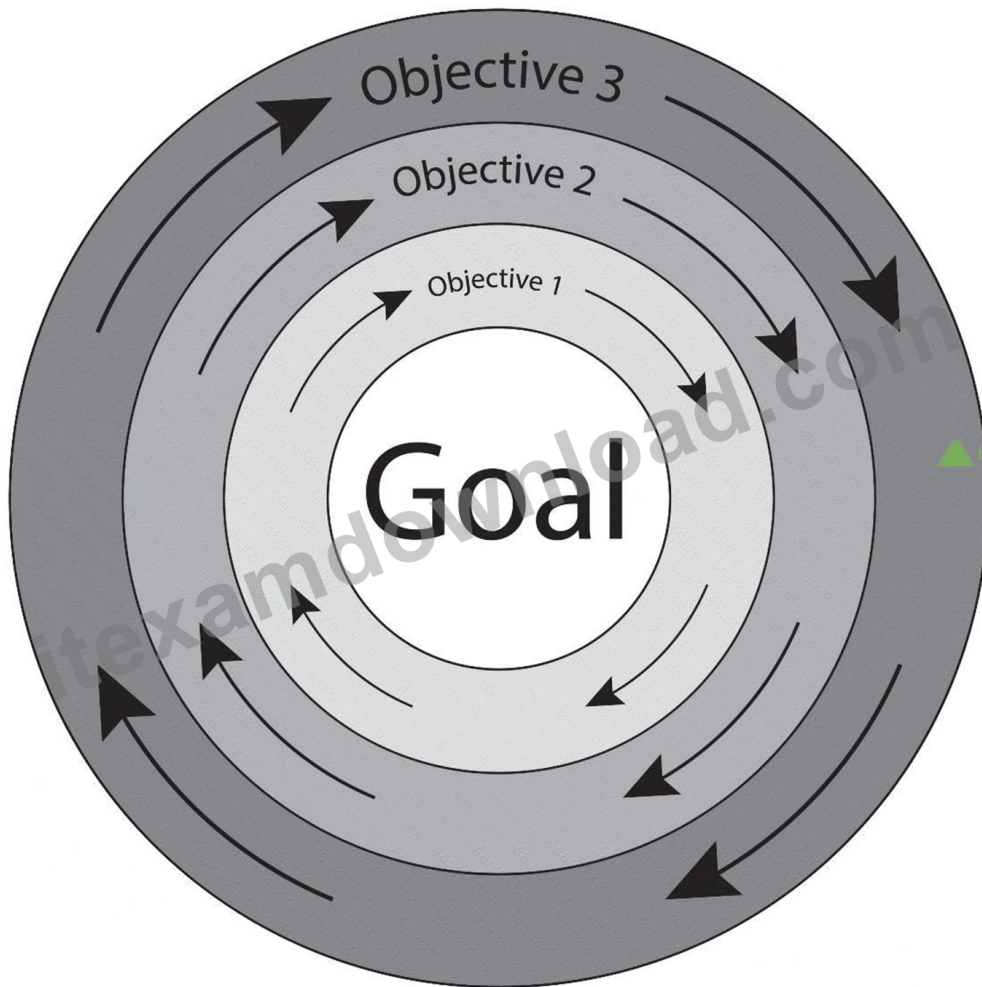
- **A. Specificity and feedback**
- B. Specificity and encouragement
- C. Direction and challenge
- D. Challenge and encouragement

**Answer: A**

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

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. Personality and behavior are based solely on environmental factors.
- C. Studies demonstrate that environment influences behavior but has no influence on personality.
- **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 # 33

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