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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q16-Q21):

NEW QUESTION # 16

Which conflict-resolution techniques might a manager use to control the level of conflict that has become dysfunctional?

- A. **Compromise and superordinate goals**
- B. Confrontation and smoothing
- C. Smoothing and confrontation
- D. Satisfying goals and smoothing

Answer: A

Explanation:

Conflict within an organization can be functional (supporting goals) or dysfunctional (hindering performance). When conflict becomes dysfunctional, managers must use conflict-resolution techniques to bring it back to a manageable or productive level. Two such techniques are Compromise and Superordinate goals.

Compromise involves each party giving up something of value to reach a solution where no one is a clear winner or loser. It is often used when goals are important but not worth the potential disruption of more assertive methods. Superordinate goals involve creating a shared goal that cannot be attained without the cooperation of each of the conflicting parties. By focusing on a higher-level objective, the competing groups or individuals are forced to set aside their differences to achieve a common success. Other techniques include problem-solving (face-to-face meetings), smoothing (playing down differences), and avoidance. Choosing the right technique depends on the nature of the conflict and the desired long-term relationship between the parties. In many organizational settings, shifting the focus to superordinate goals is particularly effective because it aligns individual interests with organizational outcomes.

NEW QUESTION # 17

What is a purpose of employee evaluations?

- A. To serve as a screening device for hiring new employees
- B. To educate employees on the personalities of supervisors and help them adjust to management styles
- C. To measure the psychological symptoms of organizational dysfunctionality
- D. **To assist management in making human resource decisions**

Answer: D

Explanation:

Performance evaluations serve several vital functions within an organization's management system. The primary purpose is to assist management in making human resource decisions. These decisions include identifying who should receive promotions, who is eligible for salary increases, and who might need to be transferred or even terminated.

Beyond administrative decisions, evaluations provide essential feedback to employees about how the organization views their performance. This feedback acts as a basis for personal development and career planning. Furthermore, evaluations help identify training and development needs by pinpointing specific skill deficiencies that an employee may have. They also provide a criterion against which the organization can validate its selection and development programs; for instance, if employees who scored high on a hiring test perform poorly on their evaluations, the hiring process may need to be adjusted. Therefore, rather than being a psychological diagnostic tool (Option B) or a pre-hiring screen (Option C), the performance evaluation is a retrospective and developmental tool used to manage the existing workforce effectively.

NEW QUESTION # 18

Which option defines organizational culture?

- A. A method of stratifying the organization's target market
- B. A system of unique physical parameters that describes the organization
- C. **A unique system of shared organizational meaning**
- D. A human resources department program for recognizing diversity

Answer: C

Explanation:

Organizational culture is defined as a unique system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning is a set of key characteristics that the organization values. It represents the "common perception" held by the organization's members; even though individuals may have different backgrounds or occupy different levels in the hierarchy, they tend to describe the organization's culture in similar terms.

Culture is the social glue that helps hold the organization together by providing appropriate standards for what employees should say and do. It acts as a boundary-defining element, creates a sense of identity for employees, facilitates commitment to something larger than individual self-interest, and enhances the stability of the social system. While physical parameters (Option A) or HR programs (Option B) may reflect or support the culture, the culture itself is the underlying shared cognitive framework-the "way we do things around here"-that guides employee behavior and shapes their organizational experience.

NEW QUESTION # 19

Which characteristic describes an advantage of a virtual team as compared with other types of teams?

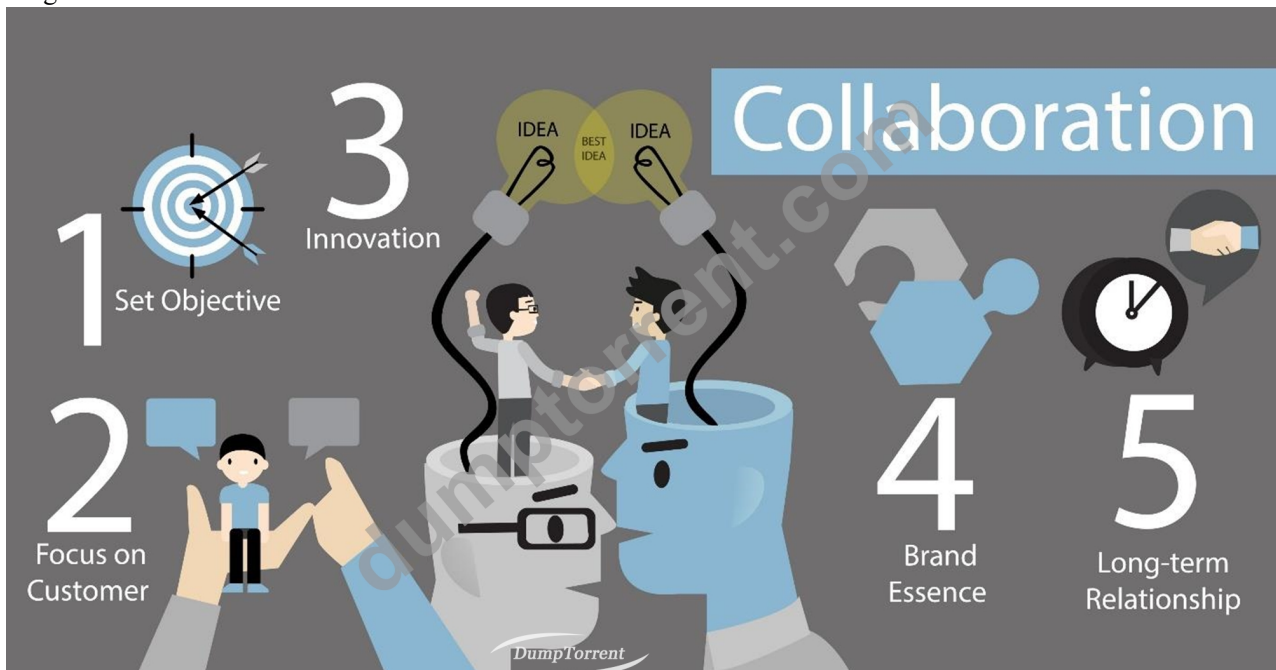
- A. People can work together who might otherwise not be able to collaborate on a work task.
- B. Virtual team members generally report greater satisfaction with the group interaction process.
- C. Verbal and nonverbal communication cues are easier to understand within a virtual team.
- D. The greater opportunity for interaction helps increase rapport.

Answer: A

Explanation:

Virtual teams use computer technology to unite physically dispersed members in order to achieve a common goal. The defining advantage of virtual teams is their ability to overcome the constraints of time and space, allowing people to work together who might otherwise not be able to collaborate on a work task. This is particularly beneficial for global organizations that need to pull together the best experts regardless of where they are located in the world.

Image of virtual team collaboration



However, virtual teams face unique challenges compared to face-to-face teams. Because they rely on electronic communication, they often suffer from a lack of nonverbal cues (like body language and tone of voice), which makes communication less rich and more prone to misunderstanding. Consequently, virtual teams often report lower levels of satisfaction with the interaction process and may take longer to build trust and rapport (refuting options B and D). To be effective, managers of virtual teams must ensure that the team has the right technology, that progress is closely monitored, and that efforts are made to create "social presence" through occasional video calls or face-to-face meetings to build the trust that forms more naturally in traditional office settings. Despite these hurdles, the strategic benefit of accessing diverse talent from across the globe makes the virtual team an essential tool in the modern organizational landscape.

NEW QUESTION # 20

Which method should be used to maximize team member participation in a global meeting?

- A. Unilateral electronic messaging to facilitate communication
- B. A Delphi-like sequence of notes via carrier mail to encourage dialog between members
- C. Online using computer technologies and/or phone communication

- D. Alpha-direct technologies to maintain communication links

Answer: C

Explanation:

In the context of global operations, teams are often physically dispersed across different time zones and geographic locations. To maximize participation, organizations rely on virtual team technologies. Using online computer technologies and/or phone communication (such as video conferencing, instant messaging, and collaborative platforms) allows for real-time or near-real-time interaction that bridges the physical distance.

These technologies enable members to share ideas, provide immediate feedback, and engage in the "give-and-take" necessary for effective decision-making.

While unilateral messaging (Option C) or physical mail (Option D) might transmit information, they lack the interactive richness required to sustain high levels of participation and engagement. Effective global leadership involves selecting the communication channel that best balances the need for speed with the need for social presence. By utilizing synchronous online tools, global teams can simulate the "face-to-face" experience, which helps in building the rapport and trust that are often difficult to establish in a virtual environment. This approach ensures that all members, regardless of their location, have an equal platform to contribute to the team's objectives.

NEW QUESTION # 21

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