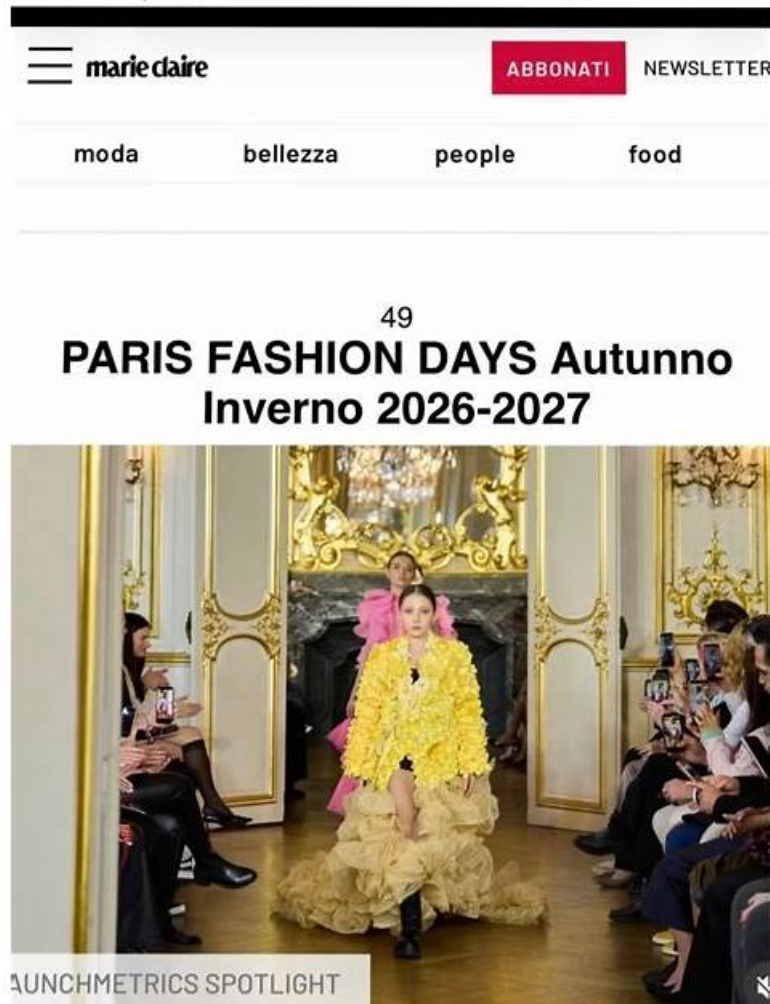


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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q10-Q15):

NEW QUESTION # 10

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

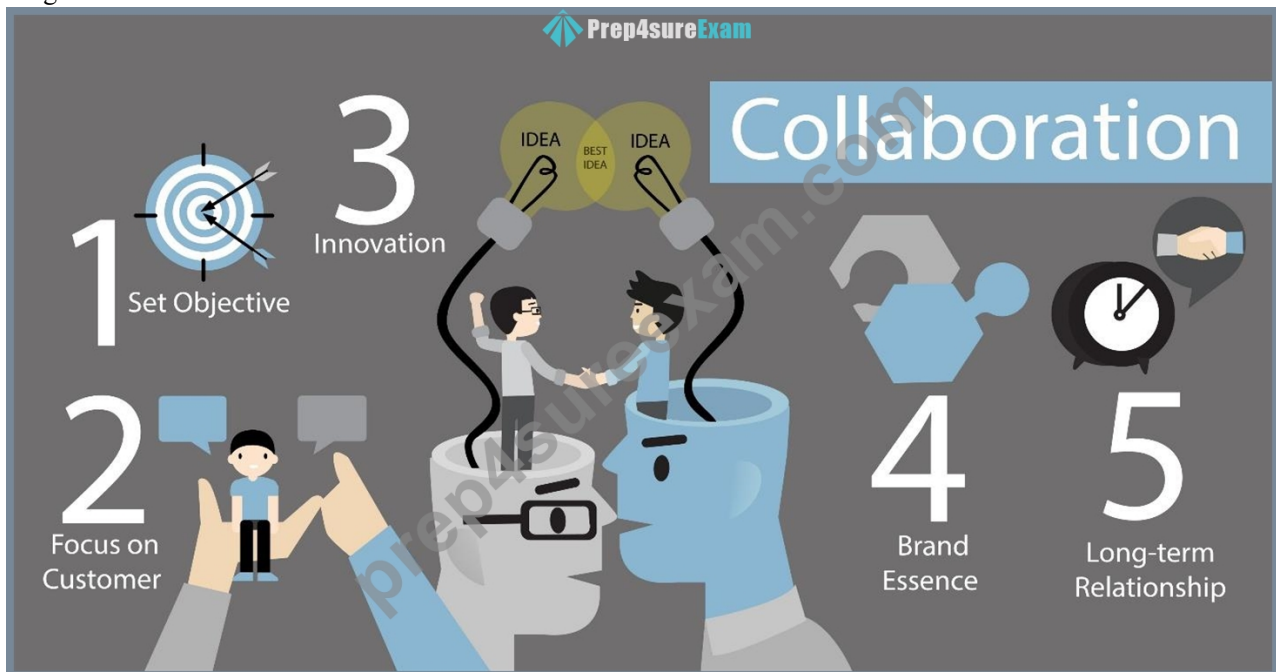
- A. Verbal and nonverbal communication cues are easier to understand within a virtual team.
- B. The greater opportunity for interaction helps increase rapport.
- C. People can work together who might otherwise not be able to collaborate on a work task.
- D. Virtual team members generally report greater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

Answer: C

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 # 11

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

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

Answer: D

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 # 12

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

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

Answer: A

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 # 13

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

Answer: D

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 # 14

In organizing a team to develop a new product for entry into the electronics market, management wanted to assign team members having characteristics common to effective teams. Which list specifies common characteristics of effective teams?

- A. A climate of trust, members who fill role demands, and an absence of conflict
- B. Effective leadership, members who score low on the personality characteristic of extroversion, and members who fill role demands
- C. A climate of trust, members who score low on the personality characteristic of extroversion, and effective leadership
- **D. Members who are emotionally stable, members who fill role demands, and a manageable level of conflict**

Answer: D

Explanation:

The effectiveness of a team is generally categorized by its composition, context, and process. According to the Big Five Personality Model and team research, effective teams are typically composed of individuals who score high on emotional stability, agreeableness, and conscientiousness. These traits help maintain a positive working environment and reduce interpersonal friction. Furthermore, teams must ensure that they have people to fill various role demands—meaning that all necessary tasks and social-maintenance functions are being performed by someone within the group.

Crucially, effective teams do not necessarily have an "absence of conflict" (which refutes option C). Instead, they maintain a manageable level of conflict. Specifically, "task conflict"—disagreements over the content of the work—can actually stimulate discussion and lead to better decisions, provided that "relationship conflict" (interpersonal animosity) remains low. Therefore, a team that is emotionally stable, fulfills its role requirements, and handles conflict constructively is much more likely to succeed in a high-pressure environment like the electronics market than one that simply tries to avoid all disagreement.

NEW QUESTION # 15

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