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ORGANIZATIONAL BEHAVIOR – Test One "A"

Name_____ ID _____

Question 1. _____ consist of a core of essential benefits and a menu-like selection of other benefit options from which employees can select and add to the core.
a. Core-plus options
b. Modular plans
c. Flexible spending plans
d. Pay for performance plans

Question 2. In the JCM model, the _____ dimension relates to the degree to which jobs have a substantial impact on the lives or work of other people.
a. autonomy
b. task identity
c. task significance
d. feedback

Question 3. The core dimensions of the job characteristics model can be combined into a single predictive index, called the _____.
a. motivating potential score
b. job characteristics index
c. task significance model
d. feedback factor

Question 4. _____ is the periodic shifting of an employee from one task to another.
a. Job enrichment
b. Job enlargement
c. Job rotation
d. Job characteristics

Question 5. _____ is the vertical expansion of a job, increasing the degree to which the worker controls the planning, execution, and evaluation of his or her work.
a. Job enrichment
b. Job enlargement
c. Job rotation
d. Job characteristics

Question 6. _____ lets employees know how well they are performing their jobs and whether their performance is improving, deteriorating, or remaining at a constant level.
a. Expanding jobs vertically
b. Forming natural work units
c. Opening feedback channels
d. Combining tasks

Question 7. _____ allows employees some discretion over their start and stop times, while requiring a specific number of hours per week.
a. Job enrichment

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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q35-Q40):

NEW QUESTION # 35
Employee A noticed that Employee B was late for work, and A's perception of why B was late will determine what action A takes in this situation. Considering attribution theory, which factors will determine A's perception regarding whether B's behavior was internally or externally caused?

- A. Problem, criteria, and alternatives
- B. Distinctiveness, consensus, and consistency
- C. Creativity, relationships, and expertise
- D. Situation, attributes, and alternatives

Answer: B

Explanation:
Attribution theory is a cornerstone of social perception in the workplace, explaining how we judge people differently depending on what meaning we attribute to a given behavior. When we observe an individual's behavior, we attempt to determine whether it was internally caused (under the person's control) or externally caused (forced by the situation). According to Harold Kelley's model, this determination depends on three specific factors: distinctiveness, consensus, and consistency.
Distinctiveness refers to whether an individual displays different behaviors in different situations. If Employee B is late for work but is generally reliable in all other tasks, the behavior has high distinctiveness, suggesting an external cause (like a traffic jam). Consensus occurs if everyone who faces a similar situation responds in the same way. If every employee who took the same route as Employee B was also late, consensus is high, pointing to an external cause. Consistency looks at whether the person responds the same way over time. If Employee B is late every single day, consistency is high, which usually leads the observer to attribute the behavior to internal causes (like a lack of discipline). By analyzing these three dimensions, Employee A forms a perception that dictates their reaction-whether that be empathy for a one-time external delay or disciplinary action for a recurring internal habit.

NEW QUESTION # 36
Which conflict-resolution techniques might a manager use to control the level of conflict that has become dysfunctional?

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

Answer: C

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 # 37

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

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

Answer: B

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 # 38

Which team type takes on many responsibilities of their former supervisors?

- A. Virtual team
- B. Cross-functional team
- C. Problem-solving team
- D. Self-managed work team

Answer: D

Explanation:
A Self-managed work team is a group of employees (typically 10 to 15) who perform highly related or interdependent jobs and take on many of the responsibilities of their former supervisors. In a traditional work structure, a supervisor would handle tasks such as planning and scheduling work, assigning tasks to members, making operating decisions, and taking action on problems. In a self-managed environment, the team collectively takes over these managerial duties.
These teams may even select their own members and evaluate each other's performance. The goal of organizing into self-managed teams is to increase employee involvement and empowerment, theoretically leading to higher job satisfaction and productivity through synergy and collective control. Unlike "problem- solving teams," which only make recommendations, self-managed teams have the authority to implement solutions and take full responsibility for outcomes. While this can be highly effective, the success of self- managed teams depends heavily on the organizational culture and the level of training provided to employees.
If members are not prepared for the interpersonal demands of self-management-such as resolving internal conflicts or managing the pace of work-the team can struggle. However, when properly implemented, self- managed teams represent the highest level of team autonomy in organizational design.

NEW QUESTION # 39

When is organizational culture a liability?

- A. When the culture includes shared values on organizational goals.
- B. When a strong organizational culture limits diversity within the organization.
- C. When the organizational culture reduces ambiguity for employees.
- D. When core values are shared by different departments within the organization.

Answer: B

Explanation:

While a strong culture can be a significant asset by improving employee commitment and reducing ambiguity, it can also become aliabilityunder certain conditions. One of the most critical liabilities occurswhen a strong organizational culture limits diversity within the organization. Because a strong culture pressures employees to conform to accepted values and behaviors, it can create a "mismatch" for people who bring different perspectives or backgrounds.

Strong cultures often act as a barrier to change because they lead to institutionalization, where behaviors are followed blindly without question. This can be particularly damaging during mergers or acquisitions, where two conflicting strong cultures may fail to integrate. Furthermore, when the shared values do not align with the organization's effectiveness in a changing environment, the culture becomes a "barrier to diversity" and a

"barrier to change". Management must therefore balance the benefits of a cohesive culture with the need for diverse viewpoints that prevent "groupthink" and allow the organization to remain adaptable.

NEW QUESTION # 40

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