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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q23-Q28):

NEW QUESTION # 23

Management has noticed that the quality improvement work group is struggling because members seem to be working in different directions. Which suggested action can the company take to increase group cohesiveness?

- A. Increase the difficulty of becoming a group member
- B. Make the group larger
- **C. Physically isolate the group**
- D. Establish more rigid roles for group members

Answer: C

Explanation:

Group Cohesiveness is the degree to which members are attracted to each other and motivated to stay in the group. When a group is "working in different directions," it lacks the unity and shared purpose characteristic of cohesive teams. To increase cohesiveness, Organizational Behavior literature suggests several specific strategies.

One effective method is to physically isolate the group. By providing the group with its own workspace or isolating them from other units, the members are forced to interact more frequently with one another rather than with outsiders. This increased interaction often leads to a stronger shared identity and a "we-feeling" that helps align their efforts. Other common ways to increase cohesiveness include making the group smaller (not larger, which refutes option C), increasing the time members spend together, and increasing the status of the group or the difficulty of gaining admission. While option A (increasing difficulty of membership) is a valid way to increase cohesiveness, the provided source materials and the context of members "working in different directions" prioritize physical isolation as a primary structural intervention to foster unity. Creating more rigid roles (Option D) might help with clarity but does not necessarily increase the emotional and social attraction (cohesion) between members.

NEW QUESTION # 24

What is a purpose of employee evaluations?

- A. To serve as a screening device for hiring new employees
- B. To measure the psychological symptoms of organizational dysfunctionality
- C. To educate employees on the personalities of supervisors and help them adjust to management styles
- **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 # 25

When is organizational culture a liability?

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

Answer: D

Explanation:

While a strong culture can be a significant asset by improving employee commitment and reducing ambiguity, it can also become a liability under certain conditions. One of the most critical liabilities occurs when 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 # 26

A company switched from assembly lines to self-managed work teams. What can team members do to improve the synergy and success of their teams?

- A. Share information but not engage in collective performance goals
- B. Assign individual roles rather than mutual team roles
- C. Change work group roles at random
- **D. Exercise collective control over the pace of work**

Answer: D

Explanation:

A self-managed work team is characterized by its high level of autonomy and collective responsibility. To improve synergy and success, these teams must move beyond simply sharing information (which is characteristic of a work group) and engage in collective actions. One of the primary hallmarks of a successful self-managed team is the ability to exercise collective control over the pace of

work.

In a traditional assembly line, the pace is dictated by the machinery or a supervisor. In a self-managed team, members decide how to schedule work, assign tasks, and monitor their own progress. This collective control fosters a sense of ownership and accountability. Options A and C describe traditional "work group" behaviors rather than team behaviors; teams require mutual accountability rather than just individual roles. By controlling their own pace and methods, team members can synchronize their efforts more effectively, leading to the positive synergy where the team's output is greater than the sum of individual inputs.

NEW QUESTION # 27

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

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

Answer: B

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 # 28

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