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WGU Organizational-Behavior exam practice questions and answers

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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q38-Q43):

NEW QUESTION # 38

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

Answer: A

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 # 39

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

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

Answer: B

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 # 40

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

Answer: A

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 # 41

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

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

Answer: D

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 # 42

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

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

Answer: C

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 # 43

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