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Question 1

Question Type: MultipleChoice

What is a positive effect of a cohesive group?

Options:

- A- Reducing group norm effect
- B- Promoting value flexibility
- C- Bringing heterogeneity to the process
- D- Improving group productivity



Answer:

D

Explanation:

Cohesiveness is generally viewed as a desirable trait in organizational groups because of its potential to improve group productivity. In a highly cohesive group, members are more likely to communicate effectively, experience less internal friction, and display higher levels of commitment to group goals. This internal synergy typically leads to a more efficient work process and higher quality output.

However, the relationship between cohesiveness and productivity is moderated by performance-related norms. If a cohesive group has high performance norms (standards for hard work and quality), productivity will be significantly higher than in a group with low cohesiveness. Conversely, if a highly cohesive group has low performance norms, their productivity may actually decrease because they are united in their desire to work less. Despite this nuance, the fundamental positive organizational outcome associated with fostering cohesion is the enhancement of the group's ability to produce results.

Question 2

Question Type: MultipleChoice

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?

Options:

- A- Assign individual roles rather than mutual team roles
- B- Change work group roles at random
- C- Share information but not engage in collective performance goals
- 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.

Question 3

Question Type: MultipleChoice

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

Options:

- A- Establish more rigid role definition for group members
- B- Give group rewards rather than individual rewards
- C- Give individual rewards rather than group rewards
- D- Have the group avoid competition with other groups

Answer:

B

Explanation:

Group cohesiveness refers to the degree to which members are attracted to one another and are motivated to remain part of the group. When members are 'working in different directions,' it indicates a lack of alignment and shared purpose. One of the most effective structural methods to foster unity is to give group rewards rather than individual rewards. When rewards are tied to the collective output of the team, members are incentivized to collaborate, share information, and support one another to ensure the entire group succeeds. Individual rewards often foster internal competition, which can further fragment a group that is already struggling with alignment.

In addition to group-based rewards, other strategies to increase cohesiveness include making the group smaller, increasing the time members spend together, and stimulating competition with other groups (rather than avoiding it). By shifting the focus from individual achievement to collective success, the organization encourages members to coordinate their efforts, thereby increasing the 'we-feeling' necessary for high-performing teams.

Question 4

Question Type: MultipleChoice

A coach encourages a person to run two miles in ten minutes and provides the person a stopwatch to check periodically. The person completes the run in 9.8 minutes. Considering the goal-setting theory of motivation, which two factors explain why the person achieved the goal?

Options:

- A- Direction and challenge
- B- Challenge and encouragement
- C- Specificity and feedback
- D- Specificity and encouragement

Answer:

C

Explanation:

Edwin Locke's Goal-Setting Theory suggests that specific and difficult goals, with feedback, lead to higher performance. The theory identifies several key components that drive motivation. First is Specificity. In this case, the coach did not just say 'run fast'; they set a specific target of 'two miles in ten minutes'. Specific goals act as an internal stimulus, providing a clear sense of what needs to be done and how much effort is required.



The second critical factor is Feedback. By providing a stopwatch, the coach allowed the runner to monitor their own progress. Feedback helps individuals identify discrepancies between what they have done and what they want to do; it guides behavior and motivates the individual to adjust their effort level to meet the goal. While 'challenge' is also a part of the theory (as difficult goals lead to higher performance), the presence of the stopwatch specifically addresses the feedback mechanism, and the clear time-distance parameters address specificity. Therefore, the combination of a clearly defined target (specificity) and the ability to track progress (feedback)

are the primary drivers for the runner achieving the 9.8-minute result.

Question 5

Question Type: MultipleChoice

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

Options:

- A- Cross-functional leaders prevent team members from making their own decisions.
- 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-functionality fluctuates too frequently.

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.

Question 6

Question Type: MultipleChoice

A is ambitious and cheerful at work. Which type of values are these?

Options:

- A- Intermediate values
- B- Determinate values
- C- Terminal values
- D- Instrumental values

Answer:

D

Explanation:

Values represent basic convictions that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite mode. In Organizational Behavior, Milton Rokeach created the Rokeach Value Survey (RVS), which classifies values into two distinct sets: Terminal values and Instrumental values.

Terminal values refer to desirable end-states of existence. These are the goals a person would like to achieve during their lifetime, such as world peace, prosperity, or a sense of accomplishment. Instrumental values, on the other hand, refer to preferable modes of behavior or means of achieving the terminal values. Being 'ambitious' and 'cheerful' are behavioral traits or methods that an individual employs to reach their ultimate goals. For instance, being ambitious (an instrumental value) is the 'means' an employee uses to achieve the 'end' of financial success or career status (a terminal value). Similarly, being cheerful is a mode of conduct that might help an individual achieve the terminal goal of social recognition or happiness. Therefore, because these descriptions focus on the how of behavior rather than the what of ultimate life goals, they are strictly categorized as instrumental values. Understanding these values is crucial for managers because they influence motivation and how employees perceive organizational rewards and culture.

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