

## View All Organizational-Behaviors-and-Leadership Actual Exam Questions Answers and Explanations for Free Nov-2024 [Q36-Q60]

**View All Organizational-Behaviors-and-Leadership Actual Exam Questions Answers and Explanations for Free Nov-2024 The Most In-Demand WGU Organizational-Behaviors-and-Leadership Pass Guaranteed Quiz NO.36** A company is changing their work organization from employees working individually to the use of teams.

What will likely help the company develop team effectiveness?

Select one.

- \* Avoiding social loafing by making sure all accountability is joint accountability.
- \* Ensuring there is zero conflict among team members
- \* Utilizing both individual rewards and team rewards
- \* Quickly developing team efficacy by assigning only complex and difficult tasks from the beginning

To develop team effectiveness, it is important to balance individual and team rewards. This approach ensures that individual contributions are recognized and rewarded, while also encouraging collaboration and collective effort towards team goals. This dual focus helps maintain motivation at both the individual and team levels, promoting overall team effectiveness.

**NO.37** An employee enjoys having a large span of responsibility and is motivated to do well because of personal feelings.

Which kind of reward is this?

Choose 1 answer

- \* Intrinsic reward
- \* Extrinsic reward
- \* Affiliation reward
- \* Compensatory reward

**NO.38** What are primary factors that differentiate virtual

teams from face-to-face teams?

Choose 1 answer

- \* Reduce paraverbal cues and create more frequent social context
- \* Reduce telecommunications costs and increase paraverbal cues
- \* Improve employee satisfaction and create more frequent social context
- \* Overcome time and space constraints and create limited social context

**NO.39** Three employees meet face-to-face to identify a problem and resolve it through open discussion.

Which type of conflict resolution technique is this?

Select one.

- \* Compromising
- \* Devil's advocate
- \* Smoothing

- \* Problem solving

**NO.40** What is the optimal method for maximizing team member participation in a global meeting?

Choose 1 answer

- \* Hard copy messaging
- \* In-person meeting
- \* Video conferencing technology
- \* Unilateral communication techniques

**NO.41** Which theory of motivation focuses on 5 levels of needs, and further separates those needs by lower-order needs and higher-order needs?

Choose 1 answer

- \* McGregor's Theory X and Theory Y
- \* McClelland's Theory of Needs
- \* Maslow's Hierarchy of Needs Theory
- \* Two-Factor Theory

**NO.42** What is a characteristic employed by transformational leaders?

Select one.

- \* Watches for deviations from rules
- \* Promotes intelligence, rationality, and careful problem solving
- \* Intervenes only if performance standards do not meet expectations
- \* Contracts exchange of rewards for effort

**NO.43** How can an organization transmit its culture to its employees?

Choose 1 answer

- \* By analyzing employee gripes and complaints
- \* By using material symbols and specific language
- \* By requiring employees to memorize the mission statement
- \* By influencing the balance of employees' cultural backgrounds

An organization can transmit its culture to its employees by using material symbols and specific language.

Material symbols include the physical layout of the workplace, dress codes, and corporate logos, which convey the organization's values and norms. Specific language, including jargon and slogans, also plays a crucial role in reinforcing the cultural identity and shared understanding among employees. This approach is well-documented in studies on organizational culture transmission (Schein, 2017).

**NO.44** How can an organization transmit its culture to its employees?

Select one.

- \* By studying employee complaints
- \* By requiring employees to memorize the mission statement
- \* By balancing cultural backgrounds
- \* By circulating stories

An organization can transmit its culture to employees through various means, including circulating stories.

Stories about significant events, achievements, and key figures in the organization's history help convey the organization's values, norms, and traditions. These stories serve as a powerful tool for communicating cultural messages and reinforcing desired behaviors. Reference: Robbins, S.P. & Judge, T.A. (2019). Organizational Behavior, 18th Edition. Pearson.

**NO.45** What is a difference between a work group and a work team

Select one.

- \* A work group's performance is greater than the sum of the individual inputs while a work team focuses on improving individual efforts.
- \* Work group members work individually while work teams accomplish work through a coordinated effort.
- \* Work group skills are complementary while work team skills are random and varied.
- \* The goal of work groups is collective performance while the goal of work teams is to share information that is helpful to each worker.

A work group is characterized by the sum of individual efforts without the need for collective synergy. Each member is responsible for their own tasks and performance. In contrast, a work team involves coordinated effort where members work interdependently towards a common goal, leveraging collective skills and collaboration to achieve higher performance. Reference: Robbins, S.P. & Judge, T.A. (2019). Organizational Behavior, 18th Edition. Pearson.

**NO.46** When organizing a team to develop a new quality control system, management wanted to assign team members having characteristics common to effective teams.

Which list specifies common characteristics of effective teams?

Choose 1 answer

- \* A climate of trust, members who fill role demands, and a large team size
- \* Group performance evaluation, absence of conflict, and members who fill role demands
- \* A manageable level of conflict, members who are conscientious, and effective leadership
- \* Group performance evaluation, members who score low on the personality characteristic of extroversion, and effective leadership

Effective teams often exhibit characteristics such as a manageable level of conflict, which encourages diverse viewpoints without causing dysfunction; conscientious team members who are responsible and dependable; and effective leadership to guide and support the team's efforts.

References:

- \* Robbins, S. P., & Judge, T. A. (2018). Organizational Behavior. Pearson.
- \* Luthans, F. (2011). Organizational Behavior: An Evidence-Based Approach. McGraw-Hill/Irwin.

**NO.47** Which conflict-resolution techniques might a manager use to control the level of conflict that has become dysfunctional?

Select one.

- \* Altering the human variables and roughing
- \* Altering the structural variables and confrontation
- \* Altering the human variables and confrontation
- \* Altering the structural variables and smoothing

**NO.48** Which of the following characteristics is closely associated with informal groups but not associated with formal groups?

- \* Formed to meet social interactions' needs
- \* Usually has a negative impact on the organization
- \* Defined by organizational structure

- \* Directed towards organizational goals

**NO.49** In organizing a team to develop a new brand image for the company's full line of products, management wanted to assign team members who possessed characteristics common to effective teams.

Which list specifies common characteristics of effective teams?

Select one.

- \* Adequate resources, absence of conflict, specific team goals
- \* A climate of trust, specific team goals, and members who are conscientious
- \* A climate of trust, members who score low on the personality characteristic of extroversion, and members who fill role demands
- \* Adequate resources, group performance evaluation, and an absence of conflict

Effective teams typically share certain characteristics that enhance their performance and cohesion. These characteristics include:

- \* A climate of trust: Trust among team members is crucial for open communication, collaboration, and mutual support.
- \* Specific team goals: Clear and well-defined goals provide direction and focus, ensuring that all team members are working towards the same objectives.
- \* Members who are conscientious: Conscientious team members tend to be reliable, organized, and diligent, contributing positively to the team's performance.

These elements create a supportive environment where team members can thrive and work effectively towards common goals.

**NO.50** What is a characteristic of problem-solving teams that is different than cross-functional teams?

- \* Problem-solving team members meet only on a virtual basis.
- \* Problem-solving team members come from different work units.
- \* Problem-solving team members come from the same work unit.
- \* Problem-solving teams use only computer technology to tie them together physically

Problem-solving teams typically consist of members from the same department or work unit who meet regularly to discuss ways of improving quality, efficiency, and the work environment. This is different from cross-functional teams, which consist of members from various departments who come together to achieve a common goal.

References:

- \* Robbins, S. P., & Judge, T. A. (2018). *Organizational Behavior*. Pearson.
- \* McShane, S. L., & Von Glinow, M. A. (2017). *Organizational Behavior: Emerging Knowledge, Global Reality*. McGraw-Hill Education.

**NO.51** Which option defines organizational culture?

Choose 1 answer

- \* A diverse cultural subset working together to strengthen impact
- \* A shared system of meanings that is unique to the organization
- \* An organizational segmentation according to cultural background
- \* A human resources department program for recognizing diversity

**NO.52** Which option defines organizational culture?

Select one.

- \* Individuals with feelings that are clearly distinguished from the culture of the organization
- \* Perceptions that are characterized in words or feelings but not understood or accepted by the organization
- \* A system of shared meanings held by members that distinguishes the organization from other organizations
- \* A biological entity that shows clear relationships to an organization or group of organizations

Organizational culture is defined as a system of shared meanings held by members that distinguishes the organization from other organizations. This includes values, beliefs, rituals, symbols, and behaviors that are common within an organization. A strong organizational culture can influence employee behavior, enhance job satisfaction, and improve overall organizational performance.

References:

- \* Schein, E. H. (2010). *Organizational Culture and Leadership* (4th ed.). Jossey-Bass.
- \* Hatch, M. J. (2018). *Organization Theory: Modern, Symbolic, and Postmodern Perspectives* (4th ed.). Oxford University Press.

**NO.53** A person is broadminded, courageous, and forgiving.

Which type of values are these?

Choose 1 answer

- \* Terminal values
- \* Transitory values
- \* Determinate values
- \* Instrumental values

**NO.54** 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?

Select one.

- \* Assign individual roles rather than mutual team roles
- \* Evaluate each other's performance
- \* Change work group roles at random
- \* Share information but not engage in collective performance goals

In self-managed work teams, members take on greater responsibility for their work and each other's performance. Evaluating each other's performance can enhance accountability, provide constructive feedback, and help identify areas for improvement. This approach encourages team members to support each other's development and fosters a culture of continuous improvement, thereby improving synergy and overall team success.

**NO.55** A company decided to change their work organization from individuals working independently to production teams. However, they decided to continue their same approach to performance evaluation and salary adjustment, which had worked well since the performance evaluation process had been improved. After a year's experience with the new team structure, it was obvious that productivity had decreased. A consultant's conclusion was that the approach to performance appraisal and assigning rewards was a cause of the teams' failure to perform.

Which approaches to performance evaluation and granting rewards would have been more effective in this situation?

Select one.

- \* Individual and group evaluation with individual and group rewards
- \* Group performance evaluation with individual rewards
- \* Group performance evaluation with group rewards
- \* Individual performance evaluation with group rewards

When transitioning to a team-based structure, it is essential to align performance evaluations and reward systems with the new organizational setup. Group performance evaluation with group rewards would have been more effective in this situation because it fosters a sense of collective responsibility and encourages collaboration among team members. Individual rewards can create competition rather than cooperation, which can undermine team productivity and morale.

References:

- \* Hackman, J. R. (2002). *Leading Teams: Setting the Stage for Great Performances*. Harvard Business Review Press.
- \* Katzenbach, J. R., & Smith, D. K. (1993). *The Wisdom of Teams: Creating the High-Performance Organization*. Harvard Business Review Press.

**NO.56** Which characteristic is unique to virtual teams as compared with face-to-face teams?

Select one.

- \* Limited social context
- \* Members from same hierarchical level
- \* Members with varied skills
- \* Diversity of member backgrounds

Virtual teams differ from face-to-face teams primarily due to their reliance on digital communication, which limits the social context. This can result in reduced opportunities for informal interactions, relationship-building, and immediate feedback, which are more easily achieved in face-to-face settings.

Reference: Robbins, S.P. & Judge, T.A. (2019). *Organizational Behavior*, 18th Edition. Pearson.

**NO.57** What is a positive effect of a cohesive group?

Select one.

- \* Bringing heterogeneity to the process
- \* Improving group productivity
- \* Promoting value flexibility
- \* Reducing group norm effect

A cohesive group typically exhibits high levels of trust and cooperation among its members, which can lead to improved group productivity. Cohesiveness fosters a supportive environment where members are motivated to work together effectively, thereby enhancing overall performance and achieving organizational goals.

**NO.58** What is one of the forces that plays a particularly important role in sustaining an organization's culture?

Choose 1 answer

- \* Socialization process
- \* Individualized interaction
- \* Educational level achieved by key employees

The socialization process plays a particularly important role in sustaining an organization's culture. This process involves the methods by which new employees learn the values, expected behaviors, and social knowledge necessary to assume their roles within the organization. Through orientation programs, mentorship, and continuous reinforcement, the socialization process helps embed the cultural norms and values into new employees, ensuring the culture is maintained over time. This is supported by

literature in organizational behavior, which emphasizes the critical role of socialization in cultural perpetuation (Robbins & Judge, 2019).

**NO.59** What is true about the relationship between performance evaluation and motivation?

Choose 1 answer

- \* The relationship does not depend on the perceptual process.
- \* The relationship is strongest when employees are not aware of the criteria used for the evaluations.
- \* Performance evaluations have little potential for impacting motivation.
- \* Employees must have confidence that the effort they exert will lead to a favorable performance evaluation

The relationship between performance evaluation and motivation is strongest when employees have confidence that the effort they exert will lead to a favorable performance evaluation. This concept is rooted in the expectancy theory of motivation, which posits that employees are motivated when they believe their efforts will result in desirable performance outcomes and subsequent rewards. Clear, transparent, and fair evaluation criteria help build this confidence, enhancing motivation and encouraging employees to put in their best efforts. Studies in organizational behavior and psychology highlight the importance of perceived fairness and transparency in performance evaluations for maintaining high levels of motivation (Vroom, 1964; Locke & Latham, 2002).

**NO.60** What is true about the relationship between performance evaluation and motivation?

Select one.

- \* Employees must have confidence that the effort they exert will lead to a favorable performance evaluation.
- \* Employees must have confidence that the performance evaluation will measure their emotional state.
- \* There is no relationship if the performance evaluation is tied to the employee's superordinate goals.
- \* Employees see a negative exponential relationship to the performance evaluation.

The relationship between performance evaluation and motivation is grounded in expectancy theory, which posits that employees are motivated to exert effort when they believe that their effort will lead to a favorable performance evaluation, which in turn will lead to desirable rewards. This belief in the link between effort, performance, and rewards is crucial for maintaining high levels of motivation. If employees do not have confidence in this relationship, their motivation to perform well will likely decrease.

References: Vroom, V.H.

(1964). *Work and Motivation*; John Wiley & Sons; Locke, E.A., & Latham, G.P. (2002). *Building a Practically Useful Theory of Goal Setting and Task Motivation*; American Psychologist.

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