#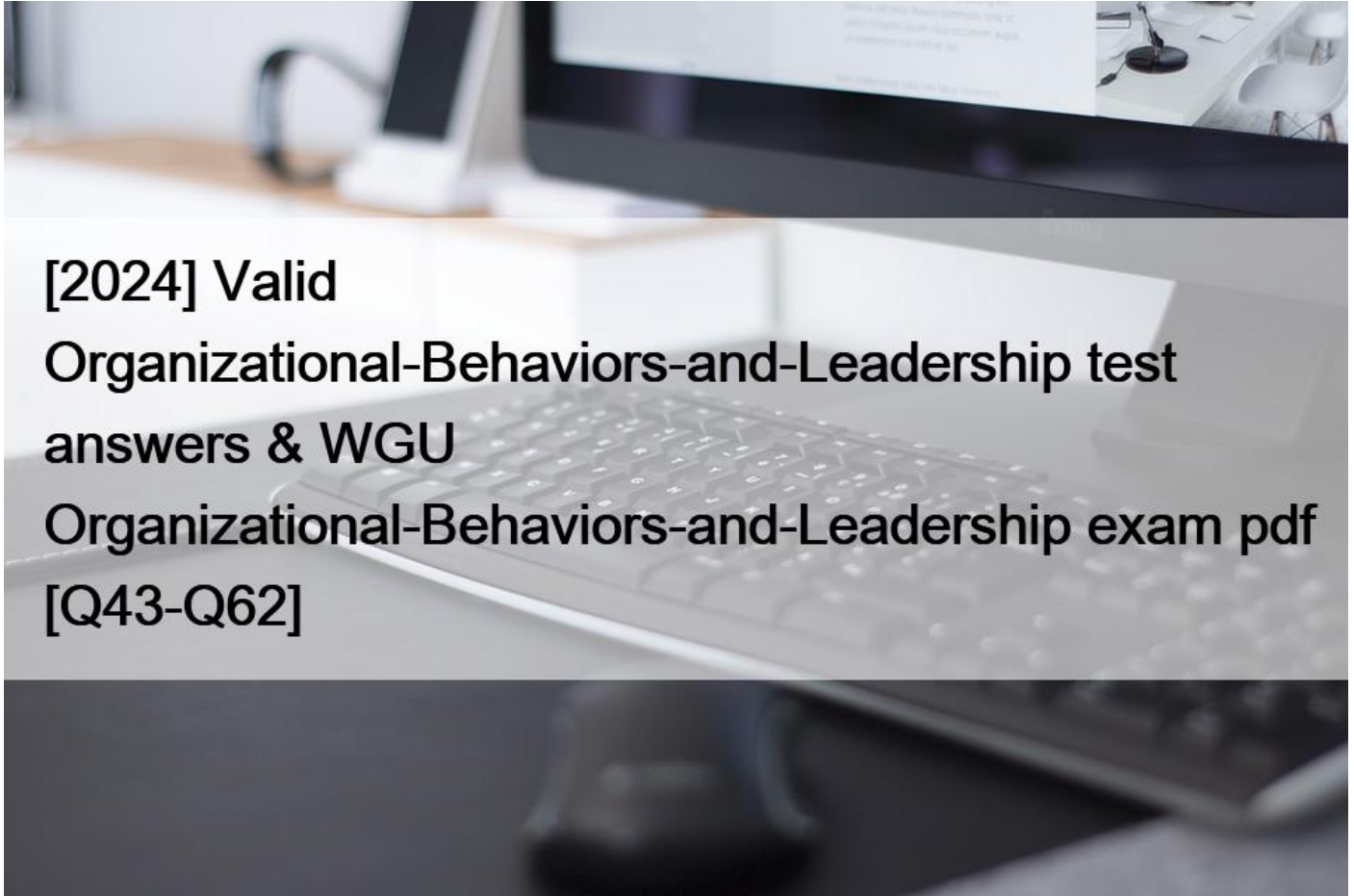 [2024 Valid Organizational-Behaviors-and-Leadership test answers & WGU Organizational-Behaviors-and-Leadership exam pdf [Q43-Q62

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Q43. What is an advantage of a strong organizational culture?

Select one.
* The culture fosters ambiguity.
* Employee commitments are weak.
* The internal climate exhibits high behavioral control.
* Core values are weakly held and shared by few employees.

Q44. 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.

Q45. When might an organization’s strongly-entrenched culture be a liability?

Select one.
* When an organization’s environment is undergoing rapid change
* When the shared values of an organization are in agreement
* When core values are shared by members of a specific department
* When top management is guiding the cultural development

An organization’s strongly-entrenched culture can become a liability when the environment is undergoing rapid change. In such situations, a rigid culture may hinder the organization’s ability to adapt to new conditions, innovate, and respond effectively to external pressures. While a strong culture provides stability and consistency, it can also resist change and create barriers to flexibility and adaptability. Reference:

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

Q46. What is a positive effect of a cohesive group?

Select one.
* Reducing group norm effect
* Bringing heterogeneity to the process
* Promoting value flexibility
* Improving group productivity

Q47. Employees A and B work together on the same project team. When the team faces a complex problem, the team leader usually asks B to generate alternative solutions for the team to consider.

Experience has shown that B is more likely to take initiative, to set ambitious goals, and to feel that the team can effectively influence its environment. Employee A tends to do well on jobs that are routine, is plagued with self doubt, and feels that the team is largely powerless over its environment.

Which statement is correct?
* Employee A exhibits positive core self evaluation, and employee B exhibits negative core self evaluation.
* Employee A exhibits negative core self evaluation, and employee B exhibits positive core self evaluation.
* Employee A exhibits negative core self evaluation, and employee B exhibits negative core self evaluation.
* Employee A exhibits positive core self evaluation and employee B exhibits positive core self evaluation.

Core self-evaluation (CSE) is a concept that encompasses an individual’s subconscious, fundamental evaluations about themselves, their own abilities, and their control over their environment. Employee A exhibits traits such as self-doubt, reliance on

routine tasks, and a feeling of powerlessness, which are indicative of a negative core self-evaluation. Conversely, Employee B displays initiative, sets ambitious goals, and believes in the team’s ability to influence the environment, which are characteristics of a positive core self-evaluation.

References:

* Judge, T. A., & Bono, J. E. (2001). Relationship of Core Self-Evaluations Traits-Self-Esteem, Generalized Self-Efficacy, Locus of Control, and Emotional Stability-with Job Satisfaction and Job Performance: A Meta-Analysis. Journal of Applied Psychology, 86(1), 80-92.

* Robbins, S. P., & Judge, T. A. (2017). Organizational Behavior (17th ed.). Pearson.

Q48. Which approach might be used to mentor a less-experienced employee?

Choose 1 answer
* Coaching and threatening
* Refereeing and counseling
* Counseling and sponsorship
* Threatening and sponsorship

Q49. What is a characteristic of cross-functional teams?

Select one.
* Team members’ votes on decisions are sequenced according to the hierarchy of the function they represent.
* Team members are from a vertical cross-section of the organization.
* Although team members cross functions they come from the same work area.
* Team members are from about the same hierarchical level.
Cross-functional teams consist of employees from various departments or functions within an organization who are at approximately the same hierarchical level. This structure allows for diverse expertise and perspectives to be brought together to solve complex problems or achieve common goals. Reference: Robbins,

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

Q50. 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 teamfocuses 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.

Q51. 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.

Q52. 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

Q53. Recognize how workplace politics influence behavior within an organization.

How do employees often respond when feeling threatened by organizational politics?

Choose 1 answer
* With defensive behaviors
* With proactive behaviors
* With high performance pressures
* With organizational investment

Q54. A company is changing their work organization from employees working individually to the use of teams.

Which reward system could be used to foster long-term team effectiveness?

Choose 1 answer
* Reward system that recognizes only group activity
* Reward system that rewards only individual performance
* Reward system that discourages collaboration by individuals

To foster long-term team effectiveness, a reward system that recognizes and incentivizes group activity is crucial. Such a system encourages collaboration, teamwork, and collective responsibility, which are essential for the success of team-based work environments.

References:

* Robbins, S. P., & Judge, T. A. (2018). Organizational Behavior. Pearson.

* Lawler, E. E. (2000). Rewarding Excellence: Pay Strategies for the New Economy. Jossey-Bass.

Q55. 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.

Q56. 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

Q57. A team was assigned a project. Halfway through the project it was obvious that the team was failing to meet expectations. Management had made sure that individuals assigned to the team had good interpersonal skills as well as good problem-solving and decision-making skills. However, they overlooked other abilities of team members required for accomplishing the work.

Which ability necessary for team members was overlooked?

Choose 1 answer
* Type D personality
* Technical expertise
* Authoritarian personality
* Propensity for social loafing

While interpersonal skills, problem-solving, and decision-making skills are crucial, technical expertise is essential for the specific tasks at hand. In this case, management overlooked the necessity of technical skills, which are vital for the team members to effectively accomplish their work and meet project expectations.

References:

* Robbins, S. P., & Judge, T. A. (2018). Organizational Behavior. Pearson.

* Katzenbach, J. R., & Smith, D. K. (2003).The Wisdom of Teams: Creating the High-Performance Organization. Harper Business.

Q58. What type of team is formed when employees from about the same hierarchical level but from different work areas come together to accomplish a task?

Choose 1 answer
* Virtual team
* Diverse team
* Divergent team
* Cross-functional team

Q59. What is an advantage of a cohesive group?

Select one.
* When organized by department, task subgroups compete within the group.
* When performance-related goals are low, a cohesive group is more productive.
* When performance-related goals are high, a cohesive group is more productive.
* When organized by department, task subgroups do not form and command groups emerge.

Cohesive groups, where members share strong bonds and work together effectively, tend to be more productive when they have high performance-related goals. The group's unity helps members stay motivated and work collaboratively towards achieving the set objectives.

References:

* Robbins, S. P., & Judge, T. A. (2018). Organizational Behavior. Pearson.

* Forsyth, D. R. (2018). Group Dynamics. Cengage Learning.

Q60. Which dimension of the Fiedler contingency model is associated with the degrees of influence a leader has over variables such as hiring, firing, discipline, promotions, and salary increases?
* Task structure
* Leader-member exchange
* Position power
* Leader-member relations

Q61. 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.

Q62. 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

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