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WGU Organizational-Behavior

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QUESTION NO: 1

What is the impact of high group cohesiveness and well-defined performance norms on the productivity of a team?

- A. The productivity of the team will improve significantly
- B. The productivity of the team will improve slightly
- C. The productivity of the team will remain low
- D. The productivity of the team will remain as is

ANSWER: A

Explanation:

The productivity of the team will improve significantly is correct because cohesion is the degree to which members are attracted to the group, feel committed to it, and want to remain part of it. High cohesion strengthens members' willingness to coordinate, support one another, communicate, and align their behavior with shared expectations. Performance norms establish what level of effort, quality, and results the group considers acceptable. When those norms clearly support strong performance, cohesive members are especially likely to reinforce them through mutual accountability and social influence. The result is a team in which people are motivated not only by individual goals but also by commitment to the group's agreed standard of performance. Organizational-behavior research commonly describes this interaction as conditional: cohesion has its most positive effect on productivity when the group's norms encourage high performance. Clear, performance-oriented norms therefore direct the energy and commitment created by cohesiveness toward productive work outcomes. This relationship is summarized in the discussion of group cohesion and performance in [OpenStax Organizational Behavior](#). For further background on how shared norms guide behavior within work groups, see [Verywell Mind's overview of social norms](#).

QUESTION NO: 2

A manager is selecting an employee to lead a high-visibility assignment. During the selection meeting, the manager gives disproportionate weight to the candidate's polished appearance and confident speaking style, despite evidence that another candidate has consistently delivered stronger results on comparable projects. Which perceptual error is most likely affecting the manager's judgment?

- A. Selective perception
- B. Halo effect
- C. Stereotyping
- D. Projection

ANSWER: B

Explanation:

Halo effect is correct because the manager is allowing one favorable characteristic—polished appearance and confident communication—to influence an overall judgment of the candidate. The candidate's actual record on comparable projects should carry greater weight in selecting a project leader. Selective perception involves interpreting information based on one's interests or expectations, whereas stereotyping involves judgments based on group membership.

QUESTION NO: 3

What is a positive effect of a cohesive group?

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

D. Improving group productivity

ANSWER: D

Explanation:

Improving group productivity is a positive potential effect of group cohesiveness. Cohesion describes the degree to which members are attracted to the group, feel committed to it, and are motivated to remain part of it. When people identify strongly with their team, they are more likely to coordinate their efforts, support one another, communicate openly, and persist toward shared objectives. These behaviors can reduce process losses such as avoidable conflict, weak coordination, and lack of commitment, enabling the group to perform its work more effectively.

The productivity benefit is especially strong when the group's norms support high performance. In that setting, cohesive members reinforce expectations for effort, quality, and accountability, so their commitment to one another is channeled toward achieving the organization's goals. This relationship is commonly presented in organizational behavior as the interaction of cohesiveness and performance norms: cohesiveness strengthens the influence of the norms the group holds. A cohesive group with productive norms can therefore achieve higher output and more consistent results. For an overview of group cohesiveness and its organizational implications, see [OpenStax Organizational Behavior: Group Cohesiveness](#) and [Cengage: Group Cohesiveness and Performance](#).

QUESTION NO: 4

What defines acceptable standards of behavior that are shared by group members?

- A. Group norms
- B. Group status
- C. Group roles
- D. Group conformity

ANSWER: A

Explanation:

Group norms are the shared standards, expectations, and informal rules that guide how members of a group are expected to behave. They tell people what conduct is appropriate in particular situations, such as how much effort to put into work, how to communicate with colleagues, whether punctuality is expected, or how members should dress. Because these expectations are collectively understood, group norms can strongly influence individual behavior even when no formal policy or manager is enforcing them. Members commonly learn norms through observation, interaction, and feedback from others in the group. Norms help create predictability and coordination by establishing a common understanding of acceptable conduct. In organizational behavior, they are an important feature of group dynamics because they shape day-to-day workplace behavior, performance expectations, and social interactions. This definition aligns with the OpenStax description of group norms as shared standards that establish acceptable behavior for group members. See [OpenStax, Group Norms and Conformity](#) and the [OpenStax Organizational Behavior chapter on groups and teams](#).

QUESTION NO: 5

A department head announces a new workflow but provides little explanation for why the change is needed. Employees begin to speculate that layoffs will follow, and several experienced employees resist using the new process. Which action should the department head take first to reduce resistance to change?

- A. Communicate the reason for the change and its expected effects
- B. Delay implementation until employees stop discussing the change
- C. Use discipline to obtain immediate compliance
- D. Assign the workflow only to employees who support the change

ANSWER: A

Explanation:

Communicate the reason for the change and its expected effects is correct because uncertainty and misinformation are driving the resistance. Clear, timely communication gives employees an accurate understanding of the problem being addressed, the intended outcomes, and how the change may affect their work. Participation can also strengthen commitment, but employees first need credible information rather than rumors. Using coercion may produce compliance but can intensify distrust and resistance.