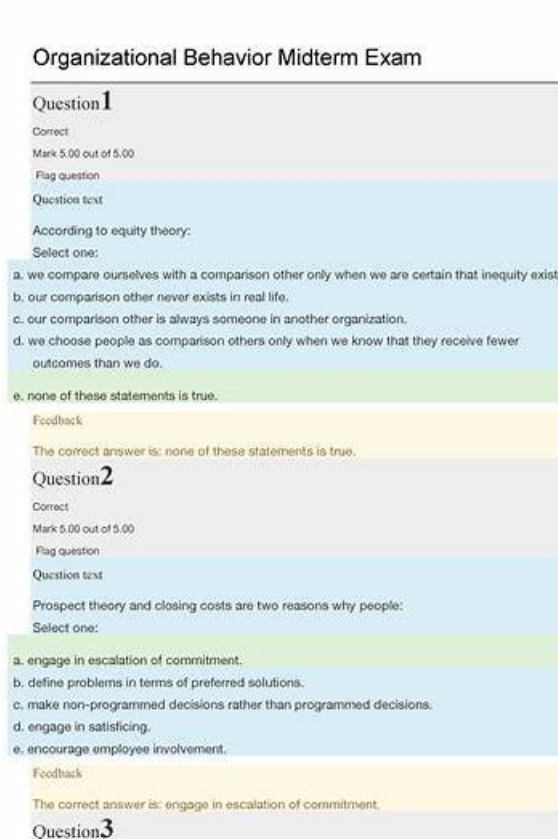


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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q18-Q23):

NEW QUESTION # 18

How might a charismatic leader work to increase performance in an organization?

- A. Avoid increasing personal risk
- B. Use a directive approach
- C. Articulate an appealing vision
- D. Display type A characteristics

Answer: C

Explanation:

Charismatic Leadership Theory suggests that followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviors. The most fundamental way a charismatic leader increases performance is by articulating an appealing vision. This vision serves as a long-term strategy for attaining a goal by making the future better than the status quo.

Image of Charismatic Leadership Characteristics

A charismatic leader does not just set goals; they provide a "vision statement"-a formal proclamation of an organization's mission-that they use to imprint on followers an overarching goal and purpose. They then communicate high-performance expectations and express confidence that followers can attain them, which enhances follower self-esteem. Unlike transactional leaders who rely on rewards or directive approaches, charismatic leaders use emotional appeal and personal risk-taking to inspire followers to go beyond their self-interest for the sake of the organization. This articulation of a "better future" is the primary engine of motivation in charismatic leadership.

NEW QUESTION # 19

What is a purpose of employee evaluations?

- A. To serve as a screening device for hiring new employees
- B. To measure the psychological symptoms of organizational dysfunctionality
- C. To educate employees on the personalities of supervisors and help them adjust to management styles
- D. To assist management in making human resource decisions

Answer: D

Explanation:

Performance evaluations serve several vital functions within an organization's management system. The primary purpose is to assist management in making human resource decisions. These decisions include identifying who should receive promotions, who is eligible for salary increases, and who might need to be transferred or even terminated.

Beyond administrative decisions, evaluations provide essential feedback to employees about how the organization views their performance. This feedback acts as a basis for personal development and career planning. Furthermore, evaluations help identify training and development needs by pinpointing specific skill deficiencies that an employee may have. They also provide a criterion against which the organization can validate its selection and development programs; for instance, if employees who scored high on a hiring test perform poorly on their evaluations, the hiring process may need to be adjusted. Therefore, rather than being a psychological diagnostic tool (Option B) or a pre-hiring screen (Option C), the performance evaluation is a retrospective and developmental tool used to manage the existing workforce effectively.

NEW QUESTION # 20

What is one of the six primary characteristics that define an organization's culture?

- A. Team orientation
- B. Aggressiveness
- C. Competitor benchmarking
- D. Political orientation

Answer: B

Explanation:

Research suggests that seven (often grouped into six or seven in various texts) primary characteristics capture the essence of an organization's culture. One of these key characteristics is Aggressiveness, which describes the degree to which people are aggressive

and competitive rather than easygoing.

Other characteristics include:

- * Innovation and Risk Taking: The degree to which employees are encouraged to be innovative and take risks.
- * Attention to Detail: The degree to which employees are expected to exhibit precision and analysis.
- * Outcome Orientation: The degree to which management focuses on results rather than techniques and processes.
- * People Orientation: The degree to which management decisions take into account the effect of outcomes on people within the organization.
- * Team Orientation: The degree to which work activities are organized around teams rather than individuals.
- * Stability: The degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

By assessing an organization on these dimensions, a complete picture of its culture emerges, providing a basis for shared understanding among members.

NEW QUESTION # 21

After physiological desires such as hunger, thirst, and shelter are met, the next level of desires becomes the basis for motivation. This is an example of which theory?

- A. X and Y hierarchy
- **B. Maslow's hierarchy of needs**
- C. Two factor theory
- D. Bigelow's three factor theory

Answer: B

Explanation:

Abraham Maslow's Hierarchy of Needs is perhaps the best-known theory of motivation. Maslow hypothesized that within every human being, there exists a hierarchy of five needs: Physiological (hunger, thirst, shelter), Safety (security and protection), Social (affection, belongingness), Esteem (self-respect, autonomy), and Self-actualization (achieving one's potential).

Image of Maslow's hierarchy of needs

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Explore

The core premise of this theory is the "progression principle," which states that as each of these needs becomes substantially satisfied, the next need in the hierarchy becomes dominant as a motivator. The question highlights that once physiological desires (the lowest level) are met, the individual moves to the next level. In Maslow's original model, the level immediately following physiological needs is Safety and Security. This level involves seeking a predictable environment free from physical and emotional harm. In an organizational context, this translates to job security, health benefits, and a safe working environment. According to Maslow, once an employee feels physically safe and secure, they will no longer be motivated by these factors and will instead seek to satisfy "social" or "belonging" needs. While contemporary research suggests that people don't always follow this rigid linear progression, Maslow's model remains a foundational tool for managers to understand that an employee's needs change as their circumstances improve.

NEW QUESTION # 22

Which option defines organizational culture?

- A. A human resources department program for recognizing diversity
- B. A method of stratifying the organization's target market
- C. A system of unique physical parameters that describes the organization
- **D. A unique system of shared organizational meaning**

Answer: D

Explanation:

Organizational culture is defined as a unique system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning is a set of key characteristics that the organization values. It represents the "common perception" held by the organization's members; even though individuals may have different backgrounds or occupy different levels in the hierarchy, they tend to describe the organization's culture in similar terms.

Culture is the social glue that helps hold the organization together by providing appropriate standards for what employees should say and do. It acts as a boundary-defining element, creates a sense of identity for employees, facilitates commitment to something larger than individual self-interest, and enhances the stability of the social system. While physical parameters (Option A) or HR programs (Option B) may reflect or support the culture, the culture itself is the underlying shared cognitive framework—the "way we do things around here"—that guides employee behavior and shapes their organizational experience.

NEW QUESTION # 23

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