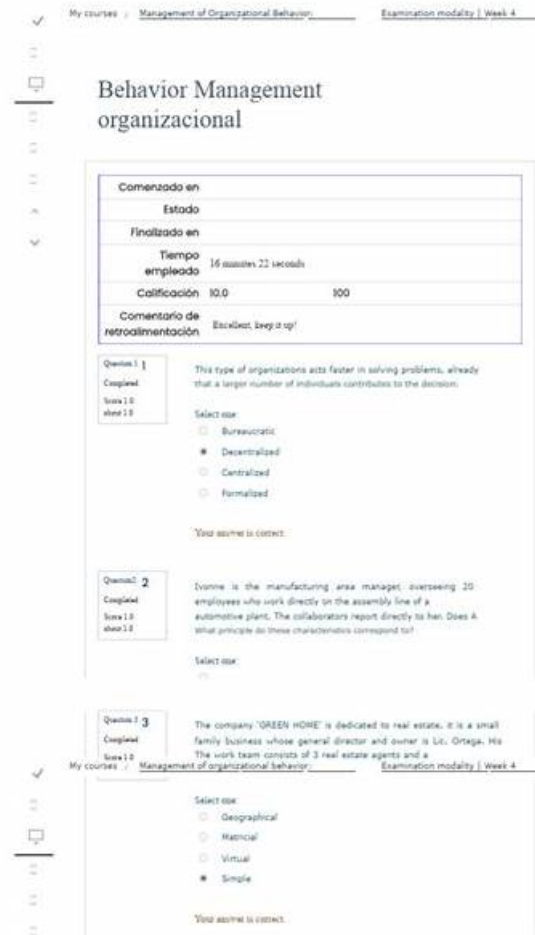


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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q34-Q39):

NEW QUESTION # 34

An employee is motivated by economic success, well-being, world peace, and autonomy and self-reliance in the workplace. Which of the employee's motives is an instrumental value?

- A. Economic
- B. Prosperity
- C. World peace
- **D. Autonomy and self-reliance**

Answer: D

Explanation:

In Organizational Behavior, values are often classified using the Rokeach Value Survey, which distinguishes between Terminal Values and Instrumental Values. Terminal values represent the ultimate goals or "end-states" an individual hopes to achieve, such as prosperity (economic success), well-being, and world peace.

These are the destinations toward which a person works. In contrast, instrumental values are the "modes of conduct" or the means by which one achieves those terminal goals.

In this specific scenario, "autonomy and self-reliance" are categorized as instrumental values because they describe the behavioral methods an employee uses to navigate the workplace and eventually reach their terminal goals, such as economic success or personal well-being. For example, an employee might use autonomy (an instrumental value) as a tool to gain the efficiency required to achieve prosperity (a terminal value). Understanding this distinction is vital for managers because while terminal values tell us what the employee wants to achieve, instrumental values tell us how they prefer to behave in order to get there.

Autonomy and self-reliance are practical approaches to work life rather than the final life-goals themselves, thus fitting the definition of instrumental values perfectly.

NEW QUESTION # 35

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

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

Answer: C

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 # 36

Which option defines organizational culture?

- **A. A unique system of shared organizational meaning**

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

Answer: A

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 # 37

Which method should be used to maximize team member participation in a global meeting?

- A. A Delphi-like sequence of notes via carrier mail to encourage dialog between members
- B. Alpha-direct technologies to maintain communication links
- C. Online using computer technologies and/or phone communication
- D. Unilateral electronic messaging to facilitate communication

Answer: C

Explanation:

In the context of global operations, teams are often physically dispersed across different time zones and geographic locations. To maximize participation, organizations rely on virtual team technologies. Using online computer technologies and/or phone communication (such as video conferencing, instant messaging, and collaborative platforms) allows for real-time or near-real-time interaction that bridges the physical distance.

These technologies enable members to share ideas, provide immediate feedback, and engage in the "give-and-take" necessary for effective decision-making.

While unilateral messaging (Option C) or physical mail (Option D) might transmit information, they lack the interactive richness required to sustain high levels of participation and engagement. Effective global leadership involves selecting the communication channel that best balances the need for speed with the need for social presence. By utilizing synchronous online tools, global teams can simulate the "face-to-face" experience, which helps in building the rapport and trust that are often difficult to establish in a virtual environment. This approach ensures that all members, regardless of their location, have an equal platform to contribute to the team's objectives.

NEW QUESTION # 38

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

Answer: D

Explanation:

The interaction between cohesiveness and performance norms is a critical concept in Organizational Behavior. As shown in the research regarding group dynamics, the productivity of the team will improve significantly when both cohesiveness and performance norms are high. Cohesiveness provides the social

"glue" that keeps the team together, while performance norms provide the "direction" by establishing clear expectations for effort, output, and quality.

When these two factors coincide, the group becomes a powerful force; members motivate one another to meet the high standards they have collectively accepted. This is the "ideal" state for any work team. If cohesiveness is high but performance norms are low,

the group is unified but unproductive. If cohesiveness is low but norms are high, productivity improves only slightly because members lack the social bond to sustain high-level collaboration. Therefore, the combination of a strong bond and high standards yields the most significant productivity gains.

NEW QUESTION # 39

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