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ORGANIZATIONAL BEHAVIOR - Test One "A"

Name _____ ID _____

- Question 1. _____ consist of a core of essential benefits and a menu-like selection of other benefit options from which employees can select and add to the core.
- Core-plus options
 - Modular plans
 - Flexible spending plans
 - Pay for performance plans
- Question 2. In the JCM model, the _____ dimension relates to the degree to which jobs have a substantial impact on the lives or work of other people.
- autonomy
 - task identity
 - task significance
 - feedback
- Question 3. The core dimensions of the job characteristics model can be combined into a single predictive index, called the _____.
- motivating potential score
 - job characteristics index
 - task significance model
 - feedback factor
- Question 4. _____ is the periodic shifting of an employee from one task to another.
- Job enrichment
 - Job enlargement
 - Job rotation
 - Job characteristics
- Question 5. _____ is the vertical expansion of a job, increasing the degree to which the worker controls the planning, execution, and evaluation of his or her work.
- Job enrichment
 - Job enlargement
 - Job rotation
 - Job characteristics
- Question 6. _____ lets employees know how well they are performing their jobs and whether their performance is improving, deteriorating, or remaining at a constant level.
- Expanding jobs vertically
 - Forming natural work units
 - Opening feedback channels
 - Combining tasks
- Question 7. _____ allows employees some discretion over their start and stop times, while requiring a specific number of hours per week.
- job enrichment

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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q13-Q18):

NEW QUESTION # 13

Which team type takes on many responsibilities of their former supervisors?

- **A. Self-managed work team**
- B. Problem-solving team
- C. Cross-functional team
- D. Virtual team

Answer: A

Explanation:

A self-managed work team is a group of employees (typically 10 to 15) who perform highly related or interdependent jobs and take on many of the responsibilities of their former supervisors. In a traditional work structure, a supervisor would handle tasks such as planning and scheduling work, assigning tasks to members, making operating decisions, and taking action on problems. In a self-managed environment, the team collectively takes over these managerial duties.

These teams may even select their own members and evaluate each other's performance. The goal of organizing into self-managed teams is to increase employee involvement and empowerment, theoretically leading to higher job satisfaction and productivity through synergy and collective control. Unlike "problem-solving teams," which only make recommendations, self-managed teams have the authority to implement solutions and take full responsibility for outcomes. While this can be highly effective, the success of self-managed teams depends heavily on the organizational culture and the level of training provided to employees.

If members are not prepared for the interpersonal demands of self-management—such as resolving internal conflicts or managing the pace of work—the team can struggle. However, when properly implemented, self-managed teams represent the highest level of team autonomy in organizational design.

NEW QUESTION # 14

Which option defines organizational culture?

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

Answer: B

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 C) 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 # 15

Which statement is true about groupshift?

- A. It is a side-stepping technique.
- **B. It can be toward caution or toward risk.**
- C. It cannot be toward greater risk.
- D. It is not a real-world phenomenon.

Answer: B

Explanation:

Groupshift is a phenomenon related to groupthink, specifically describing the way group members tend to exaggerate their initial positions when discussing a given set of alternatives. In a group setting, the collective decision often shows a shift toward a more extreme version of the position held by members before the discussion began. While many people assume groups always lead to more conservative decisions, groupshift demonstrates that the shift can move in either direction: toward greater caution or toward greater risk.

The shift toward risk is more common in many organizational settings. This occurs for several reasons: first, the shared responsibility of a group diffuses the accountability for any single individual, making them feel bolder. Second, members who are more willing to take risks may be perceived as more confident and thus exert more influence over the group's final decision. Conversely, if the initial atmosphere of the group is conservative, the discussion tends to reinforce that caution, leading to a "shift" toward even more extreme avoidance of risk. Understanding groupshift is vital for managers because it highlights that group decisions are not necessarily "average" or "moderate" versions of individual opinions; rather, the social dynamics within a group can drive the collective toward extremes that no single member might have chosen independently.

Recognizing this allows leaders to implement checks and balances, such as appointing a devil's advocate, to ensure that the group does not drift into a dangerous or overly timid position due to the social reinforcement of the shift phenomenon.

NEW QUESTION # 16

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

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

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 # 17

When is organizational culture a liability?

- A. When the culture includes shared values on organizational goals.
- B. When the organizational culture reduces ambiguity for employees.
- C. When core values are shared by different departments within the organization.
- **D. When a strong organizational culture limits diversity within the organization.**

Answer: D

Explanation:

While a strong culture can be a significant asset by improving employee commitment and reducing ambiguity, it can also become a liability under certain conditions. One of the most critical liabilities occurs when a strong organizational culture limits diversity within the organization. Because a strong culture pressures employees to conform to accepted values and behaviors, it can create a "mismatch" for people who bring different perspectives or backgrounds.

Strong cultures often act as a barrier to change because they lead to institutionalization, where behaviors are followed blindly without question. This can be particularly damaging during mergers or acquisitions, where two conflicting strong cultures may fail to integrate. Furthermore, when the shared values do not align with the organization's effectiveness in a changing environment, the culture becomes a "barrier to diversity" and a "barrier to change". Management must therefore balance the benefits of a cohesive culture with the need for diverse viewpoints that prevent "groupthink" and allow the organization to remain adaptable.

NEW QUESTION # 18

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