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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. Use a directive approach
- B. Avoid increasing personal risk
- 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

A manager treats an employee with a free lunch to encourage the employee to continue to do well. Which kind of reward is provided?

- A. Intrinsic reward
- B. Compensatory reward
- C. Personality reward
- D. Extrinsic reward

Answer: D

Explanation:

Motivation in the workplace is often driven by a system of rewards, which are generally categorized into intrinsic and extrinsic types. Intrinsic rewards are internal to the individual and come from the work itself; examples include a sense of accomplishment, personal growth, or the satisfaction of completing a difficult task. These are self-granted rewards.

Extrinsic rewards, conversely, are tangible rewards given by another person (usually a manager or the organization) to an employee for performing a specific task or behavior. These include salary increases, bonuses, promotions, benefits, and even smaller tokens like a free lunch. In this scenario, the free lunch is a physical, external incentive provided by the manager to reinforce the employee's positive performance. While intrinsic rewards are essential for long-term engagement and "meaningful" work, extrinsic rewards like a free meal are effective for immediate reinforcement and recognizing specific achievements. According to reinforcement theory, providing such a reward immediately following a desired behavior (doing well at work) increases the probability that the behavior will be repeated. Because the lunch is an external, tangible benefit provided by the manager rather than an internal feeling of satisfaction derived from the task itself, it is classified as an extrinsic reward.

NEW QUESTION # 20

A coach encourages a person to run two miles in ten minutes and provides the person a stopwatch to check periodically. The person completes the run in 9.8 minutes. Considering the goal-setting theory of motivation, which two factors explain why the person achieved the goal?

- A. Specificity and encouragement
- B. Challenge and encouragement
- C. Direction and challenge
- D. Specificity and feedback

Answer: D

Explanation:

Edwin Locke's Goal-Setting Theory suggests that specific and difficult goals, with feedback, lead to higher performance. The theory identifies several key components that drive motivation. First is Specificity. In this case, the coach did not just say "run fast"; they set a specific target of "two miles in ten minutes". Specific goals act as an internal stimulus, providing a clear sense of what needs to be

done and how much effort is required.

Image of Goal-Setting Theory of Motivation

The second critical factor is Feedback. By providing a stopwatch, the coach allowed the runner to monitor their own progress. Feedback helps individuals identify discrepancies between what they have done and what they want to do; it guides behavior and motivates the individual to adjust their effort level to meet the goal.

While "challenge" is also a part of the theory (as difficult goals lead to higher performance), the presence of the stopwatch specifically addresses the feedback mechanism, and the clear time-distance parameters address specificity. Therefore, the combination of a clearly defined target (specificity) and the ability to track progress (feedback) are the primary drivers for the runner achieving the 9.8-minute result.

NEW QUESTION # 21

How can an organization transmit its culture to its employees?

- A. By influencing the balance of cultural backgrounds of employees
- **B. By creating and repeating ritualistic activities**
- C. By studying employee gripes and complaints
- D. By requiring employees to memorize the mission statement

Answer: B

Explanation:

Culture is transmitted to employees in several ways, most notably through stories, rituals, material symbols, and language. Rituals are repetitive sequences of activities that express and reinforce the key values of the organization—what goals are most important, which people are important, and which are expendable. For example, a company might hold an annual awards ceremony that celebrates "risk-taking," thereby reinforcing a culture of innovation more effectively than a written document could.

These ritualistic activities serve as a physical manifestation of the organization's underlying values. While mission statements (Option A) provide a formal overview, they often fail to capture the "lived experience" of the culture. Similarly, while the selection process influences who enters the organization, the transmission of culture happens after hiring through consistent, repeated social practices. By engaging in these rituals, employees internalize the organization's norms and expectations, transforming them from "outsiders" to "insiders" who understand the shared organizational meaning.

NEW QUESTION # 22

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 assist management in making human resource decisions**
- D. To educate employees on the personalities of supervisors and help them adjust to management styles

Answer: C

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 # 23

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