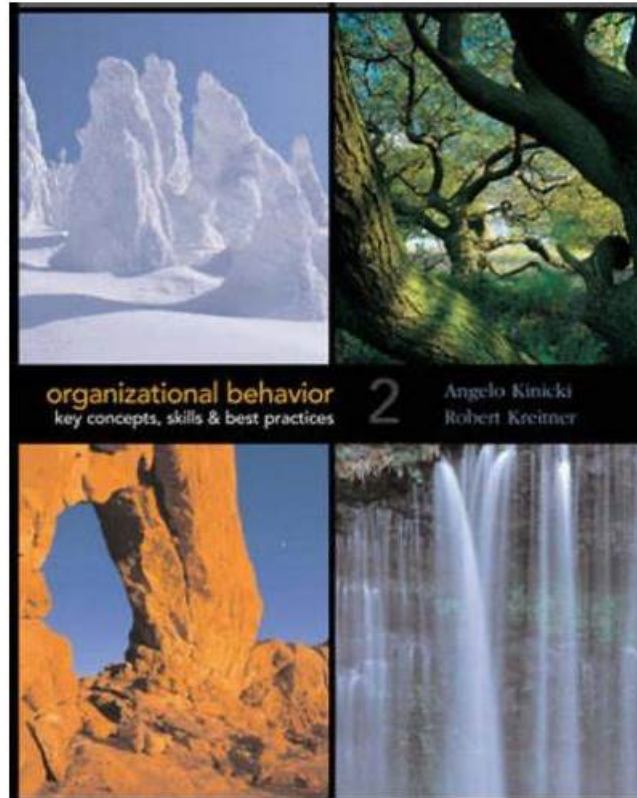


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## WGU Organizational Behavior (GTO1, C715) Sample Questions (Q16-Q21):

### NEW QUESTION # 16

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

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

**Answer: B**

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

What is a positive effect of a cohesive group?

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

**Answer: D**

Explanation:

Cohesiveness is generally viewed as a desirable trait in organizational groups because of its potential to improve group productivity. In a highly cohesive group, members are more likely to communicate effectively, experience less internal friction, and display higher levels of commitment to group goals. This internal synergy typically leads to a more efficient work process and higher quality output. However, the relationship between cohesiveness and productivity is moderated by performance-related norms. If a cohesive group has high performance norms (standards for hard work and quality), productivity will be significantly higher than in a group with low cohesiveness. Conversely, if a highly cohesive group has low performance norms, their productivity may actually decrease because they are united in their desire to work less. Despite this nuance, the fundamental positive organizational outcome associated with fostering cohesion is the enhancement of the group's ability to produce results.

### NEW QUESTION # 18

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. Extrinsic reward**
- C. Personality reward
- D. Compensatory reward

**Answer: B**

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 # 19

What is true about the relationship between performance evaluation and motivation?

- A. The relationship does not depend on the perceptual process.
- B. The relationship is strongest when employees know that traits are the criteria used for the evaluations.
- C. The relationship is strong for employees but weak for managers.
- **D. Employees must have confidence that the effort they exert will lead to a favorable performance evaluation.**

**Answer: D**

Explanation:

The link between performance evaluation and motivation is best explained through Expectancy Theory.

According to this theory, an individual's motivation to exert effort depends on three relationships: Effort- Performance, Performance- Reward, and Rewards- Personal Goals. For an employee to be motivated, they must have confidence that the effort they exert will lead to a favorable performance evaluation (the Effort-Performance relationship).

Image of Vroom's Expectancy Theory

If an employee believes that no matter how hard they work, the evaluation process is biased, based on luck, or uses unclear criteria (like personality traits rather than measurable behaviors), their motivation will suffer.

Furthermore, the employee must believe that a good evaluation will lead to organizational rewards (such as a bonus or promotion) and that those rewards will satisfy their personal goals. If any of these links are weak- for instance, if the evaluation process is perceived as unfair- the entire motivational chain is broken.

Therefore, the perceptual process is central to this relationship; it is not the objective reality of the evaluation that motivates, but the employee's perception of its fairness and accuracy.

### NEW QUESTION # 20

Although team performance has been fairly good, members feel that more could be done to improve their effectiveness. They feel that some team members could be more collaborative. Which type of reward system could be used effectively in this situation?

- **A. A system that emphasizes rewards for individual contributions as well as for selfless contributions**
- B. A system that emphasizes group rewards based on aggressive competitiveness
- C. A system that emphasizes group rewards for maximizing productivity
- D. A system that emphasizes individual rewards for aggressive competitiveness

**Answer: A**

Explanation:

Designing an effective reward system for teams requires a delicate balance between individual and collective incentives. If the reward system focuses solely on individual achievement, it can foster internal competition and discourage the very collaboration the team is lacking. Conversely, if it focuses only on the group, "social loafing" may occur where some members coast on the efforts of others. To improve effectiveness and collaboration, the organization should implement a system that emphasizes rewards for individual contributions as well as for selfless contributions. This means that while members are recognized for their technical proficiency, they are also evaluated and rewarded for being "good team players"-sharing information, helping colleagues, and resolving conflicts. Rewarding "selfless contributions" directly addresses the concern that members need to be more collaborative. This dual-focus approach ensures that individuals are motivated to perform their specific tasks at a high level while simultaneously being incentivized to support the team's overall synergy.

## NEW QUESTION # 21

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