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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q23-Q28):

NEW QUESTION # 23

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. World peace

- B. Economic
- C. Prosperity
- **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 # 24

What is a purpose of employee evaluations?

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

Answer: A

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 # 25

How can an organization transmit its culture to its employees?

- A. By studying employee gripes and complaints
- **B. By creating and repeating ritualistic activities**
- C. By influencing the balance of cultural backgrounds of employees
- 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 # 26

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

Answer: B

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 # 27

Which conflict-resolution techniques might a manager use to control the level of conflict that has become dysfunctional?

- A. Satisfying goals and smoothing
- B. Confrontation and smoothing
- **C. Compromise and superordinate goals**
- D. Smoothing and confrontation

Answer: C

Explanation:

Conflict within an organization can be functional (supporting goals) or dysfunctional (hindering performance). When conflict becomes dysfunctional, managers must use conflict-resolution techniques to bring it back to a manageable or productive level. Two such techniques are Compromise and Superordinate goals.

Compromise involves each party giving up something of value to reach a solution where no one is a clear winner or loser. It is often used when goals are important but not worth the potential disruption of more assertive methods. Superordinate goals involve creating a shared goal that cannot be attained without the cooperation of each of the conflicting parties. By focusing on a higher-level objective, the competing groups or individuals are forced to set aside their differences to achieve a common success. Other techniques include problem-solving (face-to-face meetings), smoothing (playing down differences), and avoidance. Choosing the right technique depends on the nature of the conflict and the desired long-term relationship between the parties. In many organizational settings, shifting the focus to superordinate goals is particularly effective because it aligns individual interests with organizational outcomes.

NEW QUESTION # 28

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