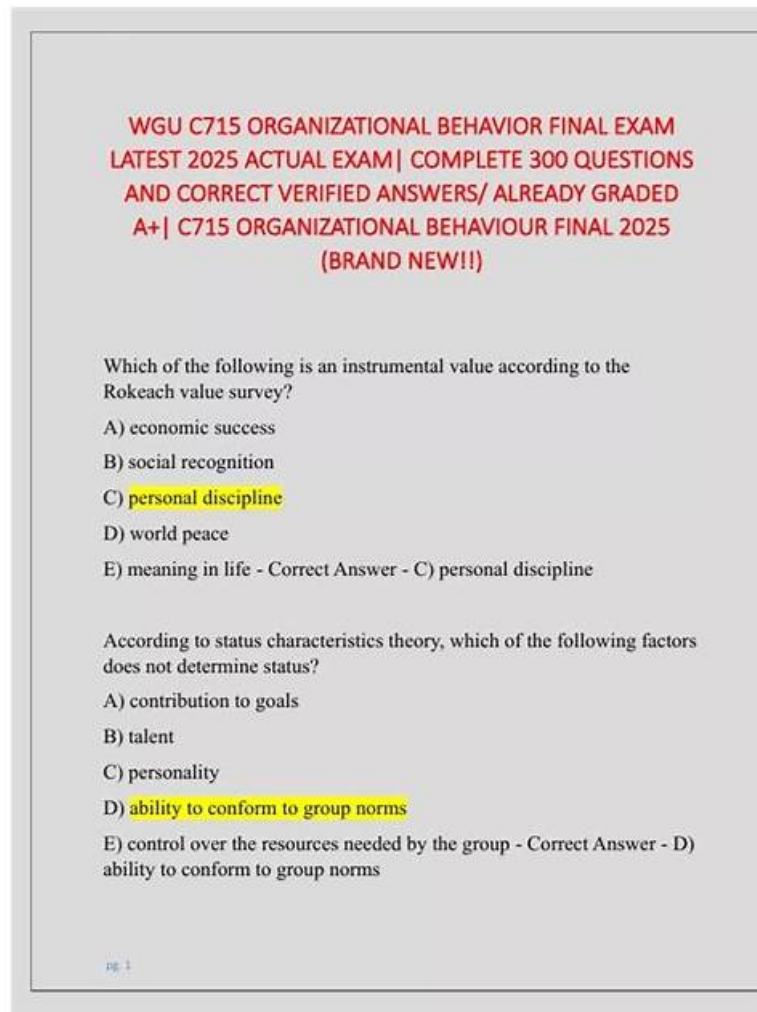


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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q25-Q30):

NEW QUESTION # 25

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 # 26

What is an advantage of a strong organizational culture?

- A. Core values are not intensely held and widely shared.
- B. There is a formation of strong employee commitment.
- C. The internal climate exhibits low behavioral control.
- D. There is ambiguity in what employees perceive as expectations.

Answer: B

Explanation:

A strong organizational culture is one in which the core values are both intensely held and widely shared by the members. One of the primary advantages of such a culture is the formation of strong employee commitment. When employees believe in and identify with the organization's values, they are more likely to be dedicated to its goals and more willing to put in extra effort to see the organization succeed.

A strong culture also serves to reduce turnover because it creates a high level of agreement among members about what the organization stands for. This unanimity of purpose builds cohesiveness and loyalty.

Furthermore, a strong culture acts as a substitute for formalization; it tells employees how they are expected to behave without the need for thick manuals or rigid rules. While it can have liabilities (as noted in Q32), the immediate organizational benefit is a motivated, committed workforce that shares a common sense of direction.

NEW QUESTION # 27

Which option defines organizational culture?

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

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 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 # 28

How can an organization transmit its culture to its employees?

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

Answer: C

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 # 29

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

- **A. Self-managed work team**
- B. Cross-functional team
- C. Virtual team
- D. Problem-solving 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 # 30

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