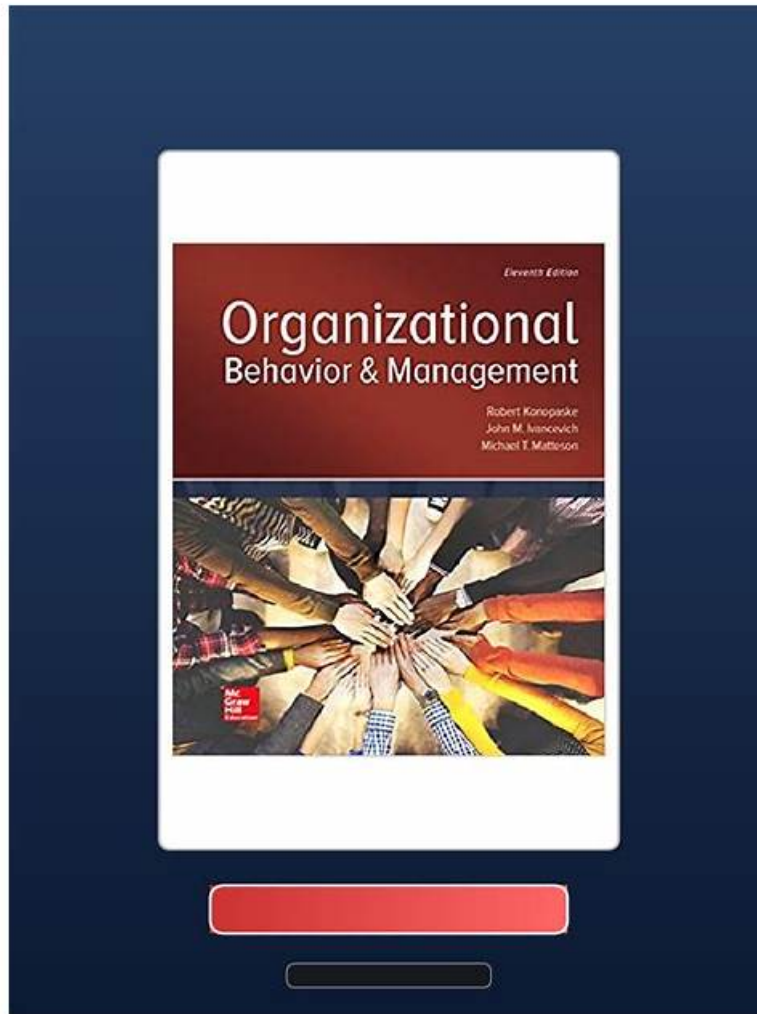


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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q24-Q29):

NEW QUESTION # 24

Which option defines organizational culture?

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

Answer: C

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 # 25

Which method should be used to maximize team member participation in a global meeting?

- A. A Delphi-like sequence of notes via carrier mail to encourage dialog between members
- B. Unilateral electronic messaging to facilitate communication
- **C. Online using computer technologies and/or phone communication**
- D. Alpha-direct technologies to maintain communication links

Answer: C

Explanation:

In the context of global operations, teams are often physically dispersed across different time zones and geographic locations. To maximize participation, organizations rely on virtual team technologies. Using online computer technologies and/or phone communication (such as video conferencing, instant messaging, and collaborative platforms) allows for real-time or near-real-time interaction that bridges the physical distance.

These technologies enable members to share ideas, provide immediate feedback, and engage in the "give-and-take" necessary for effective decision-making.

While unilateral messaging (Option C) or physical mail (Option D) might transmit information, they lack the interactive richness required to sustain high levels of participation and engagement. Effective global leadership involves selecting the communication channel that best balances the need for speed with the need for social presence. By utilizing synchronous online tools, global teams can simulate the "face-to-face" experience, which helps in building the rapport and trust that are often difficult to establish in a virtual environment. This approach ensures that all members, regardless of their location, have an equal platform to contribute to the team's objectives.

NEW QUESTION # 26

After physiological desires such as hunger, thirst, and shelter are met, the next level of desires becomes the basis for motivation. This is an example of which theory?

- **A. Maslow's hierarchy of needs**
- B. Bigelow's three factor theory
- C. Two factor theory
- D. X and Y hierarchy

Answer: A

Explanation:

Abraham Maslow's Hierarchy of Needs is perhaps the best-known theory of motivation. Maslow hypothesized that within every human being, there exists a hierarchy of five needs: Physiological (hunger, thirst, shelter), Safety (security and protection), Social (affection, belongingness), Esteem (self-respect, autonomy), and Self-actualization (achieving one's potential).

Image of Maslow's hierarchy of needs

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Explore

The core premise of this theory is the "progression principle," which states that as each of these needs becomes substantially satisfied, the next need in the hierarchy becomes dominant as a motivator. The question highlights that once physiological desires (the lowest level) are met, the individual moves to the next level. In Maslow's original model, the level immediately following physiological needs is Safety and Security. This level involves seeking a predictable environment free from physical and emotional harm. In an organizational context, this translates to job security, health benefits, and a safe working environment. According to Maslow, once an employee feels physically safe and secure, they will no longer be motivated by these factors and will instead seek to satisfy "social" or "belonging" needs. While contemporary research suggests that people don't always follow this rigid linear progression, Maslow's model remains a foundational tool for managers to understand that an employee's needs change as their circumstances improve.

NEW QUESTION # 27

Which dimension of the Fiedler contingency model is associated with the degree of influence a leader has over variables such as hiring, firing, discipline, promotions, and salary increases?

- **A. Position power**
- B. Task structure
- C. Leader-member exchange
- D. Leader-member relations

Answer: A

Explanation:

The Fiedler contingency model proposes that effective group performance depends on the proper match between the leader's style and the degree to which the situation gives control to the leader. Fiedler identified three contingency dimensions that define the situational favorableness: Leader-member relations, Task structure, and Position power.

Image of Fiedler's Contingency Model

Position power is specifically defined as the degree of influence a leader has over power variables such as hiring, firing, discipline, promotions, and salary increases. A leader with high position power has significant structural authority, which makes it easier to influence the behavior of subordinates through formal rewards and sanctions. In contrast, a leader with low position power must rely more heavily on personal influence or rapport to achieve goals. Understanding these dimensions is crucial because Fiedler argued that a leader's style is essentially fixed; therefore, to improve effectiveness, one must either change the leader to fit the situation or change the situation (such as increasing or decreasing the leader's position power) to fit the leader.

NEW QUESTION # 28

What is a characteristic employed by transactional leaders?

- A. Provides vision and sense of mission
- **B. Promises rewards for good performance**
- C. Instills pride and gains trust
- D. Promotes intelligence and rationality

Answer: B

Explanation:

Organizational Behavior distinguishes between transformational and transactional leaders. Transactional leaders guide or motivate their followers in the direction of established goals by clarifying role and task requirements. They function primarily through a series of "transactions" or exchanges where the leader provides something the followers want in return for their performance.

One of the primary characteristics of transactional leadership is contingent reward, which involves promising rewards for good performance and recognizing accomplishments. Other characteristics include management by exception (active or passive), where the leader intervenes only when standards are not met. Options A, B, and C describe transformational leaders, who inspire followers to transcend their own self-interests for the good of the organization and are capable of having a profound and extraordinary effect on

followers. While transformational leadership is often celebrated for driving innovation and change, transactional leadership remains essential for maintaining the day-to-day stability and efficiency of an organization by ensuring that employees are rewarded for meeting specific, tangible targets.

NEW QUESTION # 29

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