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d) Job engagement

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Answer: b

27. Organization structures

- a) affect group behavior more than individual behavior
- b) change rapidly to meet environmental and market changes
- c) contribute positively to organizational performance
- d) can be defined simply as activities that occur regularly

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Answer: d

28. What is the key word in understanding organization structure?

- a) Control
- b) Change
- c) Process
- d) Delegation

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Answer: a

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29. Groups created by managerial decision in order to accomplish stated goals of the organization are called

- a) formal groups
- b) informal groups
- c) task groups
- d) interest groups

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Answer: a

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30. Continued membership in a group will usually require

- a) supporting the group leader
- b) conforming to group norms
- c) encouraging cohesiveness in the group

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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q18-Q23):

NEW QUESTION # 18

A team is struggling to resolve procedural issues that govern their performance. What should the team leader do to resolve the problem?

- A. Rearrange roles within the team by adding members
- B. Research the problem and impose a solution
- C. Appoint an assistant team leader to track the struggles and report back
- D. Ask questions and help team members talk through the problem

Answer: D

Explanation:

When a team struggles with procedural issues—the "how" of their work—the most effective leadership approach is often facilitative rather than directive. Instead of imposing a solution (Option A), which can lead to resistance or a lack of "buy-in," the leader should ask questions and help team members talk through the problem. This technique is rooted in the concept of team coaching and process consultation.

By facilitating a dialogue, the leader encourages the team to take ownership of their own processes. This collaborative problem-solving approach helps identify the root cause of the procedural friction, whether it be ambiguous roles, inefficient workflows, or conflicting expectations. Furthermore, helping the team talk through the issue strengthens their internal communication and conflict-resolution skills, making them more resilient in the future. A leader who acts as a facilitator helps the team move from the "storming" phase of development—where procedural conflicts are common—into the "norming" phase, where clear, agreed-upon standards of behavior and performance are established by the group itself.

Organizational Culture

NEW QUESTION # 19

A is ambitious and cheerful at work. Which type of values are these?

- A. Intermediate values
- B. Terminal values
- C. Instrumental values
- D. Determinate values

Answer: C

Explanation:

Values represent basic convictions that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite mode. In Organizational Behavior, Milton Rokeach created the Rokeach Value Survey (RVS), which classifies values into two distinct sets: Terminal values and Instrumental values.

Terminal values refer to desirable end-states of existence. These are the goals a person would like to achieve during their lifetime, such as world peace, prosperity, or a sense of accomplishment. Instrumental values, on the other hand, refer to preferable modes of behavior or means of achieving the terminal values. Being

"ambitious" and "cheerful" are behavioral traits or methods that an individual employs to reach their ultimate goals. For instance, being ambitious (an instrumental value) is the "means" an employee uses to achieve the

"end" of financial success or career status (a terminal value). Similarly, being cheerful is a mode of conduct that might help an individual achieve the terminal goal of social recognition or happiness. Therefore, because these descriptions focus on the how of behavior rather than the what of ultimate life goals, they are strictly categorized as instrumental values. Understanding these values is crucial for managers because they influence motivation and how employees perceive organizational rewards and culture.

NEW QUESTION # 20

Which option defines organizational culture?

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

Answer: A

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 # 21

How can an organization transmit its culture to its employees?

- A. By requiring employees to memorize the mission statement
- B. By influencing the balance of cultural backgrounds of employees
- 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 # 22

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

Answer: B

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 # 23

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