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WGU C715 Organizational Behavior Assessment and Practice
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1. **personality:** characteristics that describe an individual's behavior.
2. **personality traits:** characteristics that describe an individual's behavior in a large number of situations
3. **Myers-Briggs Type Indicator (MBTI):** A personality test that taps four characteristics and classifies behavior
4. **Big Five Model:** A personality assessment model that taps five basic dimensions: extraversion, agreeableness, openness, conscientiousness, and neuroticism.
5. **extraversion:** A personality describing someone who is sociable and assertive (confident and forceful)
6. **agreeableness:** A personality that describes someone who is good natured, cooperative, and trusting.
7. **conscientiousness:** A personality that describes someone who is responsible, dependable, persistent, and organized.
8. **emotional stability:** A personality that characterizes someone as calm, self-confident, and insecure.
9. **openness to experience:** A personality that characterizes someone in terms of imagination, sensitivity, and curiosity.
10. **core self-evaluation:** Bottom-line conclusions individuals have about their ca-

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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q38-Q43):

NEW QUESTION # 38

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 # 39

Which statement is true about groupshift?

- A. It is not a real-world phenomenon.
- B. It cannot be toward greater risk.
- **C. It can be toward caution or toward risk.**
- D. It is a side-stepping technique.

Answer: C

Explanation:

Groupshift is a phenomenon related to groupthink, specifically describing the way group members tend to exaggerate their initial positions when discussing a given set of alternatives. In a group setting, the collective decision often shows a shift toward a more extreme version of the position held by members before the discussion began. While many people assume groups always lead to more conservative decisions, groupshift demonstrates that the shift can move in either direction: toward greater caution or toward greater risk.

The shift toward risk is more common in many organizational settings. This occurs for several reasons: first, the shared responsibility of a group diffuses the accountability for any single individual, making them feel bolder. Second, members who are more willing to take risks may be perceived as more confident and thus exert more influence over the group's final decision. Conversely, if the initial atmosphere of the group is conservative, the discussion tends to reinforce that caution, leading to a "shift" toward even more extreme avoidance of risk. Understanding groupshift is vital for managers because it highlights that group decisions are not necessarily "average" or "moderate" versions of individual opinions; rather, the social dynamics within a group can drive the collective toward extremes that no single member might have chosen independently.

Recognizing this allows leaders to implement checks and balances, such as appointing a devil's advocate, to ensure that the group does not drift into a dangerous or overly timid position due to the social reinforcement of the shift phenomenon.

NEW QUESTION # 40

Management has noticed that the accounting work group is having difficulty because group members seem to be working in different directions. Which suggested action can the company take to increase group cohesiveness?

- **A. Give group rewards rather than individual rewards**

- B. Give individual rewards rather than group rewards
- C. Establish more rigid role definition for group members
- D. Have the group avoid competition with other groups

Answer: A

Explanation:

Group cohesiveness refers to the degree to which members are attracted to one another and are motivated to remain part of the group. When members are "working in different directions," it indicates a lack of alignment and shared purpose. One of the most effective structural methods to foster unity is to give group rewards rather than individual rewards. When rewards are tied to the collective output of the team, members are incentivized to collaborate, share information, and support one another to ensure the entire group succeeds.

Individual rewards often foster internal competition, which can further fragment a group that is already struggling with alignment.

In addition to group-based rewards, other strategies to increase cohesiveness include making the group smaller, increasing the time members spend together, and stimulating competition with other groups (rather than avoiding it). By shifting the focus from individual achievement to collective success, the organization encourages members to coordinate their efforts, thereby increasing the "we-feeling" necessary for high-performing teams.

NEW QUESTION # 41

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

Answer: D

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 # 42

What are two of the three forces that play a particularly important role in sustaining an organization's culture?

- A. Actions of top management and employee education level
- B. Personal background of key employees and socialization process
- C. Personal background of key employees and selection process
- **D. Actions of top management and socialization process**

Answer: D

Explanation:

Once a culture is in place, certain practices within the organization act to maintain it by exposing employees to a set of similar experiences. Three forces play a particularly important role in sustaining a culture: selection practices, the actions of top management, and the socialization process.

The actions of top management are crucial because through what they say and how they behave, senior executives establish norms that filter down through the organization. For example, their reactions to crises or how they reward performance send clear signals about what is truly valued. The socialization process is the method by which the organization helps new employees adapt to its culture. Even if an organization hires the "right" people during selection, they must still be taught the specific values and customs of the firm. Socialization ensures that the culture is transmitted consistently from one generation of employees to the next, maintaining the organization's unique identity over time.

NEW QUESTION # 43

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