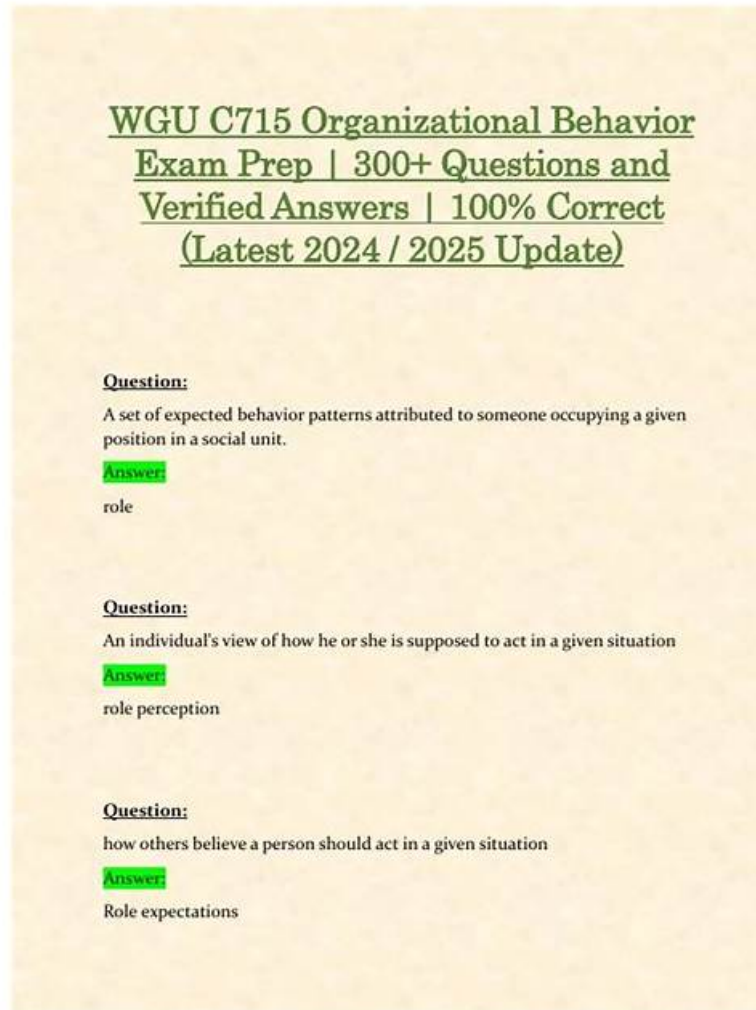


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WGU Organizational Behavior (GTO1, C715) Sample Questions (Q30-Q35):

NEW QUESTION # 30

How might a charismatic leader work to increase performance in an organization?

- A. Display type A characteristics
- **B. Articulate an appealing vision**
- C. Use a directive approach
- D. Avoid increasing personal risk

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 # 31

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

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

Answer: B

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 # 32

Which statement is true about groupshift?

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

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 # 33

What defines acceptable standards of behavior that are shared by group members?

- A. Group roles
- B. Group norms
- C. Group status
- D. Group conformity

Answer: B

NEW QUESTION # 34

What is a positive effect of a cohesive group?

- A. Bringing heterogeneity to the process
- B. Improving group productivity
- C. Reducing group norm effect
- D. Promoting value flexibility

Answer: B

Explanation:

Cohesiveness is generally viewed as a desirable trait in organizational groups because of its potential to improve group productivity. In a highly cohesive group, members are more likely to communicate effectively, experience less internal friction, and display higher levels of commitment to group goals. This internal synergy typically leads to a more efficient work process and higher quality output. However, the relationship between cohesiveness and productivity is moderated by performance-related norms. If a cohesive group has high performance norms (standards for hard work and quality), productivity will be significantly higher than in a group with low cohesiveness. Conversely, if a highly cohesive group has low performance norms, their productivity may actually decrease because they are united in their desire to work less. Despite this nuance, the fundamental positive organizational outcome associated with fostering cohesion is the enhancement of the group's ability to produce results.

NEW QUESTION # 35

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