WGU Organizational-Behaviors-and-Leadership C715 Practice Questions

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Question 1

Question Type: MultipleChoice

A person wants a comfortable life, a sense of accomplishment, and happiness.

Which type of values arethese?

Select one.

Options:

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

Answer:

A

Explanation:

Terminal values are the end goals that people strive to achieve in their lives. These include a comfortable life, a sense of accomplishment, and happiness. Terminal values represent the desired states or life goals that individuals aim to fulfill.

In contrast, instrumental values are the means or behaviors used to achieve these end goals, such as honesty, hard work, and responsibility.

Question 2

Question Type: MultipleChoice

Management is considering a massive reorganization in one plant and plans to organize the 250 employees currently working on the assembly line into teams. Management is seeking increases in productivity and manufacturing output.

Which type of teams should they create?

Choose one.

Options:

A- Virtual teams
B- Self-managed teams
C- Quality teams
D- Competitive teams

Answer:

B

Explanation:

Self-managed teams are groups of employees who are given the autonomy to manage their own tasks and make decisions. These teams can enhance productivity and manufacturing output by increasing employee engagement, responsibility, and flexibility in task management. Self-managed teams are known for their ability to adapt to changes and continuously improve processes, making them an ideal choice for increasing productivity.

Question 3

Question Type: MultipleChoice

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

Options:

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

Answer:

C

Explanation:

In Fiedler's contingency model, position power refers to the degree of influence a leader has over important variables such as hiring, firing, discipline, promotions, and salary increases. This

dimension determines the leader's ability to control and direct the behavior of employees through formal authority and access to organizational resources. Leaders with high position power are more likely to be effective in achieving their goals.

Question 4

Question Type: MultipleChoice

What is true about the relationship between performance evaluation and motivation?

Choose 1 answer

Options:

A- The relationship does not depend on the perceptual process.
B- The relationship is strongest when employees are not aware of the criteria used for the evaluations.
C- Performance evaluations have little potential for impacting motivation.
D- Employees must have confidence that the effort they exert will lead to a favorable performance evaluation

Answer:

D

Explanation:

The relationship between performance evaluation and motivation is strongest when employees have confidence that the effort they exert will lead to a favorable performance evaluation. This concept is rooted in the expectancy theory of motivation, which posits that employees are motivated when they believe their efforts will result in desirable performance outcomes and subsequent rewards. Clear, transparent, and fair evaluation criteria help build this confidence, enhancing motivation and encouraging employees to put in their best efforts. Studies in organizational behavior and psychology highlight the importance of perceived fairness and transparency in performance evaluations for maintaining high levels of motivation (Vroom, 1964; Locke & Latham, 2002).

Question 5

Question Type: MultipleChoice

A team is struggling to become productive but cannot decide who should do what.

How should the team leader attempt to resolve the problem?

Choose 1 answer

Options:

A- Resign as team leader
B- Coach the team through the difficult
B- Disband the team because the problem cannot be solved
C- Research the problem and impose a solution without argument

Answer:

B, B

Explanation:

When a team struggles to become productive and cannot decide on roles, the team leader should coach the team through the difficulty. This involves facilitating discussions, helping members understand their strengths and weaknesses, and guiding them to make decisions collaboratively. Coaching encourages team development and problem-solving skills, leading to a more effective and cohesive team.

Question 6

Question Type: MultipleChoice

Which contingency theory of leadership proposes that early in the interaction between a leader and a given follower the leader implicitly categorizes the follower as an "in" or an "out"?

Choose 1 answer

Options:

A- Path-goal theory
B- Leader-participation model
C- Situational leadership theory
D- Leader-member exchange theory

Answer:

A

Explanation:

Leader-member exchange (LMX) theory proposes that early in the interaction between a leader and a follower, the leader categorizes the follower as part of an 'in-group' or 'out-group.' In-group members are trusted, receive more attention, and have more opportunities, while out-group members have a more formal relationship with the leader and fewer opportunities. This categorization impacts the dynamics of the leader-follower relationship and influences the follower's behavior and performance.

Question 7

Question Type: MultipleChoice

Three employees meet face-to-face to identify a problem and resolve it through open discussion.

Which type of conflict resolution technique is this?

Select one.

Options:

A- Compromising
B- Devil's advocate
C- Smoothing
D- Problem solving

Answer:

D

Question 8

Question Type: MultipleChoice

What is a characteristic of cross-functional teams?

Select one.

Options:

A- Team members' votes on decisions are sequenced according to the hierarchy of the function they represent.
B- Team members are from a vertical cross-section of the organization.
C- Although team members cross functions they come from the same work area.
D- Team members are from about the same hierarchical level.

Answer:

D

Explanation:

Cross-functional teams consist of employees from various departments or functions within an organization who are at approximately the same hierarchical level. This structure allows for diverse expertise and perspectives to be brought together to solve complex problems or achieve common goals. Reference: Robbins, S.P. & Judge, T.A. (2019). Organizational Behavior, 18th Edition. Pearson.

Question 9

Question Type: MultipleChoice

When is organizational culture considered dysfunctional?

Choose 1 answer

Options:

A- When strong organizational cultures prohibit prejudice
B- When core values are in agreement throughout the organization
C- When different employee groups communicate common problems
D- When cultural incompatibility deters making acquisitions or mergers

Answer:

D

Explanation:

Organizational culture is considered dysfunctional when cultural incompatibility deters making acquisitions or mergers. Strong but misaligned cultures can create significant barriers to integration during mergers and acquisitions, leading to conflicts, reduced cooperation, and failure to achieve desired synergies. This dysfunction arises when the cultural values and practices of the merging organizations are fundamentally different, impeding successful collaboration (Cameron & Quinn, 2011).

Question 10

Question Type: MultipleChoice

A team is struggling to resolve procedural issues that govern their performance.

What should the team leader do to resolve the problem?

Select one.

Options:

A- Use conflict resolution methods
B- Impose a solution
C- Change team membership
D- Take a hands-off attitude

Answer:

A

Explanation:

When a team struggles with procedural issues, the team leader should employ conflict resolution methods to address and resolve these issues. Conflict resolution techniques, such as negotiation, mediation, and open discussion, can help team members understand each other's perspectives, identify common ground, and agree on procedures that govern their performance. This approach helps build consensus and improve team dynamics.

Question 11

Question Type: MultipleChoice

A company switched from assembly lines to self-managed work teams.

What can team members do to improve the synergy and success of their teams?

Choose 1 answer

Options:

A- Change work group roles at random
B- Assign individual roles rather than mutual team roles
C- Share information but not engage in collective performance goals
D- Take action on problems as individual members as well as in work teams

Answer:

D

Explanation:

For self-managed work teams to be successful, team members should actively engage in problem-solving both individually and collectively. This dual approach ensures that issues are addressed promptly and effectively, leveraging both individual initiative and team collaboration to enhance synergy and success.

Robbins, S. P., & Judge, T. A. (2018). Organizational Behavior. Pearson.

Pearce, J. A., & Robinson, R. B. (2009). Strategic Management: Formulation, Implementation, and Control. McGraw-Hill/Irwin.

Question 12

Question Type: MultipleChoice

Employee B was upset by Employee A's behavior at the department's planning meeting.

Which factors will influence Employee B's perception in this situation?

Choose 1 answer

Options:

A- Stimulation, task, and skills
B- Situation, target, and perceiver
C- Problem, criteria, and alternatives

Answer:

B

Explanation:

Perception in an organizational context is influenced by three primary factors: the situation, the target, and the perceiver. The situation refers to the context in which the perception occurs, the target is the object or person being perceived, and the perceiver is the individual forming the perception. In the scenario where Employee B is upset by Employee A's behavior, Employee B's perception is shaped by the specific circumstances of the planning meeting (situation), Employee A's actions (target), and Employee B's own experiences, attitudes, and psychological state (perceiver). This tripartite model explains how subjective perceptions can vary greatly among individuals. Reference: Robbins, S.P., & Judge, T.A. (2019). 'Organizational Behavior.' Pearson Education; Schermerhorn, J.R., et al. (2018). 'Organizational Behavior.' Wiley.

Question 13

Question Type: MultipleChoice

Employees A and B work together on the same project team. When the team faces a complex and difficult problem, the team leader usually asks Employee A to generate alternative solutions for the team to consider. Experience has shown that Employee A actively searches for additional information and is more likely to take initiative and to feel that the team can effectively influence the outcomes of its actions. Employee B tends to do well on jobs that are well structured and routine and tends to feel that the outcomes of the team's actions are determined by luck or chance.

Which statement is correct?

Select one.

Options:

A- Employee A exhibits an external locus of control, and Employee B exhibits an internal locus of control.
B- Employee A exhibits an internal locus of control, and Employee B exhibits an external locus of control.
C- Employee A exhibits an indeterminate locus of control, and Employee B exhibits a determinate locus of control.
D- Employee A exhibits a determinate locus of control, and Employee B exhibits an indeterminate locus of control.

Answer:

B

Explanation:

Employee A exhibits an internal locus of control because they believe that their actions and decisions significantly influence the outcomes of the team's actions. This is evident from the fact that Employee A actively searches for additional information and takes the initiative, suggesting a belief in their ability to control events and outcomes.

Employee B, on the other hand, exhibits an external locus of control. They tend to perform better in structured, routine jobs and believe that outcomes are determined by luck or chance, indicating a belief that external factors control their fate rather than their own actions.

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