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WGU Organizational-Behaviors-and-Leadership

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QUESTION NO: 1

What is an advantage of a strong organizational culture?

Choose 1 answer

- A. Employee behavior is rarely affected.
- B. There is a lack of behavioral consistency
- C. The company has low employee turnover.
- D. Organizational purpose results in limited cohesiveness.

ANSWER: C

Explanation:

The company has low employee turnover. A strong organizational culture establishes widely shared values, norms, and expectations that help employees understand how their work connects to the organization's purpose. This shared understanding can promote a sense of identity, belonging, and commitment. When employees feel aligned with the organization and experience a consistent, supportive work environment, they are generally more likely to remain with the employer. Lower turnover benefits the organization by retaining institutional knowledge, reducing the cost and disruption of recruiting and onboarding replacements, and supporting continuity in team performance. Organizational behavior research commonly identifies stronger cultures as a source of behavioral consistency and employee commitment when the culture's values are meaningful and broadly accepted. The relationship is not automatic in every workplace—culture must also be healthy and aligned with employees' needs—but low employee turnover is a recognized potential advantage of a strong culture. For an overview of how organizational culture consists of shared assumptions, values, and norms that shape member behavior, see the [OpenStax Organizational Behavior chapter on organizational culture](#). Additional discussion of culture and its influence on organizational outcomes is available from the [Society for Human Resource Management's organizational change resources](#).

QUESTION NO: 2

Which theory of motivation focuses on 5 levels of needs, and further separates those needs by lower-order needs and higher-order needs?

Choose 1 answer

- A. McGregor's Theory X and Theory Y
- B. McClelland's Theory of Needs
- C. Maslow's Hierarchy of Needs Theory
- D. Two-Factor Theory

ANSWER: C

Explanation:

Maslow's Hierarchy of Needs Theory is correct because it organizes human motivation into five progressively higher categories of need: physiological, safety, social or belongingness, esteem, and self-actualization. In the organizational-behavior context, the physiological and safety categories are commonly described as lower-order needs because they are primarily concerned with basic survival, security, and material well-being. Social, esteem, and self-actualization are higher-order needs, reflecting interpersonal connection, recognition, personal growth, and fulfillment of one's potential. Maslow's framework proposes that unmet needs can motivate behavior, with more basic needs generally taking priority before higher-level needs become dominant motivators. This distinction helps leaders understand that compensation, safe working conditions, collegial relationships, recognition, and development opportunities may each address different employee needs. The five-level structure and the lower-order/higher-order grouping are defining features of Maslow's motivational model. A clear overview of the hierarchy is available from [Simply Psychology's Maslow hierarchy guide](#), and its workplace relevance is discussed by [OpenStax Organizational Behavior](#).

QUESTION NO: 3

A supervisor observes that an employee missed two deadlines during a period when a new software system repeatedly failed. The supervisor immediately concludes that the employee is irresponsible and gives the employee a poor performance rating.

Which perceptual error is the supervisor most likely making?

Choose 1 answer

- A. Fundamental attribution error
- B. Self-serving bias
- C. Selective perception
- D. Halo effect

ANSWER: A

Explanation:

Fundamental attribution error is correct because the supervisor explains the employee's behavior primarily in terms of an internal personal characteristic—being irresponsible—while giving insufficient weight to an important external situation: repeated software failures. The fundamental attribution error occurs when people overestimate the influence of internal factors and underestimate situational factors when judging another person's behavior.

The missed deadlines may still require discussion, but a fair evaluation should determine how much control the employee had over the delays and consider evidence such as system outages, workload, and attempts to resolve the problem. Selective perception would involve interpreting information according to existing interests or expectations, while self-serving bias concerns explanations people make for their own successes and failures.

QUESTION NO: 4

Which option defines organizational culture?

Choose 1 answer

- A. A diverse cultural subset working together to strengthen impact
- B. A shared system of meanings that is unique to the organization
- C. An organizational segmentation according to cultural background
- D. A human resources department program for recognizing diversity

ANSWER: B

Explanation:

A shared system of meanings that is unique to the organization correctly defines organizational culture. In organizational behavior, culture refers to the system of shared meanings, values, assumptions, norms, and interpretations through which members understand their organization and guide their behavior. These shared meanings distinguish one organization from another, influencing such everyday matters as how employees communicate, make decisions, respond to problems, and determine what conduct is valued or acceptable.

This definition is consistent with the foundational view of organizational culture in which culture is learned by a group as it addresses external adaptation and internal integration, then transmitted to members as the appropriate way to perceive and act. Although some cultural elements are visible—such as language, rituals, stories, and workplace layout—the deeper shared assumptions and values give those visible practices their meaning. Culture is therefore an organization-wide social framework, rather than simply a diversity initiative, a departmental program, or a grouping of employees by background. For further context, see the [SHRM overview of organizational culture](#) and the [OpenStax discussion of understanding organizational culture](#).

QUESTION NO: 5

Employees A and B work together on the same project team. When the team faces a complex problem, the team leader usually asks B to generate alternative solutions for the team to consider. Experience has shown that B is more likely to take initiative, to set ambitious goals, and to feel that the team can effectively influence its environment. Employee A tends to do well on jobs that are routine, is plagued with self doubt, and feels that the team is largely powerless over its environment.

Which statement is correct?

- A. Employee A exhibits positive core self evaluation, and employee B exhibits negative core self evaluation.
- B. Employee A exhibits negative core self evaluation, and employee B exhibits positive core self evaluation.
- C. Employee A exhibits negative core self evaluation, and employee B exhibits negative core self evaluation.
- D. Employee A exhibits positive core self evaluation and employee B exhibits positive core self evaluation.

ANSWER: B

Explanation:

Employee A exhibits negative core self evaluation, and employee B exhibits positive core self evaluation. Core self-evaluations are people's fundamental appraisals of their own worth, capability, and ability to control outcomes in their environment. This broad personality construct incorporates self-esteem, generalized self-efficacy, locus of control, and emotional stability. A person with positive core self-evaluations generally believes they are capable and effective, feels more personal control over important outcomes, and approaches challenging work with confidence and initiative.

Employee B's tendency to take initiative, establish ambitious goals, generate possible solutions to difficult problems, and believe the team can influence its environment reflects positive beliefs about competence and control. Those beliefs support proactive behavior and confidence when confronting complex, unstructured work. Employee A's self-doubt and perception that the team has little power over its environment reflect lower self-regard, lower efficacy, and a more external sense of control—features associated with negative core self-evaluations. The preference for routine work is also consistent with being less comfortable taking on uncertain or challenging tasks. Research by Judge and Bono identifies core self-evaluation traits as meaningful predictors of job satisfaction and job performance. See the [Judge and Bono meta-analysis](#) and an overview of [core self-evaluation](#).

QUESTION NO: 6

Which type of group is defined by the organization's structure?

Choose 1 answer

- A. Unified group
- B. Formal group
- C. Informal group
- D. Designated group

ANSWER: B

Explanation:

Formal group is correct because a formal group is deliberately created and defined through an organization's official structure. Management establishes these groups by assigning roles, responsibilities, reporting relationships, and work activities so people can coordinate efforts toward organizational goals. A department, standing committee, task force, or assigned project team can all be formal groups when membership and responsibilities arise from an official organizational

decision rather than from personal relationships. In organizational behavior, the defining feature is that the group's purpose and structure are prescribed by the organization: designated work assignments establish the tasks members perform and the relationships through which they work. This structure enables accountability, coordination, and alignment of group work with the organization's objectives. The concept is commonly presented in organizational-behavior discussions of group behavior and organizational design. See OpenStax's discussion of formal groups and their organizationally assigned structure at [OpenStax Organizational Behavior](#) and the overview of organizational structures at [OpenStax Organizational Structure](#).

QUESTION NO: 7

What is a purpose of employee performance evaluations?

Select one.

- A. To evaluate the physiological symptoms of organizational functionality
- B. To assess the physiological symptoms of organizational dysfunctionality
- C. To measure reliability of an employee's attitude toward customers
- D. To serve as criteria against which management validates selection and development programs

ANSWER: D

Explanation:

To serve as criteria against which management validates selection and development programs is a core purpose of employee performance evaluation. Performance data gives an organization an outcome measure for determining whether its human-resource practices are producing capable employees who perform effectively in their roles. For example, managers can examine whether employees selected through particular hiring methods later meet performance expectations. They can also use evaluation results to determine whether training, coaching, and professional-development activities are associated with improved job performance. In this way, evaluations support evidence-based decisions about retaining, refining, or replacing selection and development practices, while also connecting individual performance to broader organizational objectives. Performance evaluations may be used for feedback and administrative decisions as well, but their value as a criterion for assessing the effectiveness of staffing and employee-development systems is well established in human-resource management. The U.S. Office of Personnel Management describes performance management as a systematic process that helps improve organizational effectiveness and individual performance. The Society for Human Resource Management likewise identifies performance management as an ongoing process that informs employee development and organizational decision-making. See [OPM's Performance Management Cycle](#) and [SHRM's Managing Employee Performance toolkit](#).

QUESTION NO: 8

An employee enjoys having a large span of responsibility and is motivated to do well because of personal feelings.

Which kind of reward is this?

Choose 1 answer

- A. Intrinsic reward
- B. Extrinsic reward
- C. Affiliation reward
- D. Compensatory reward

ANSWER: A

Explanation:

Intrinsic reward is correct because the employee's motivation comes from internal psychological satisfaction rather than from an externally supplied outcome. A large span of responsibility can provide autonomy, a sense of ownership, personal accomplishment, and the feeling that one's work is meaningful. These personal feelings are inherently rewarding to the employee, so doing the job well becomes satisfying in itself. In organizational behavior, intrinsic rewards arise from the work experience and an individual's internal response to it, such as pride, competence, purpose, challenge, or self-determination. Responsibility is especially relevant because it can strengthen the perception that the employee has meaningful control over work and its results. Self-determination theory identifies autonomy and competence as core psychological needs that support intrinsic motivation; when work fulfills those needs, employees are more likely to engage and perform because they personally value and enjoy the activity. This classification depends on the source of motivation: the satisfaction described is internal to the employee and connected directly to performing the role. See the American Psychological Association's overview of [intrinsic motivation](#) and Deci and Ryan's self-determination theory resources at [Self-Determination Theory](#).