Test Bank for Organizational Behavior and Management 11th Konopaske

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Chapter 02 International and Organizational Culture Answer Key

True / False Questions

1. Organizations can operate efficiently only when shared values exist among the employees.

   TRUE

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   Difficulty: 2 Medium
   Learning Objective: 02-01 Give examples of how culture and values influence workplace behavior.
   Topic: National Culture and Values Influence Workplace Behavior

2. Values are a society's ideas about what is right or wrong, such as the belief that hurting someone is immoral.

   TRUE

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   Difficulty: 2 Medium
   Learning Objective: 02-01 Give examples of how culture and values influence workplace behavior.
   Topic: National Culture and Values Influence Workplace Behavior

3. Values do not simply appear they evolve.

   TRUE

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   Difficulty: 1 Easy
   Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
   Topic: Introduction

4. The effect of values on workplace productivity and effectiveness is easily determined.

   FALSE
   The effect of values on productivity, attitudes, and effectiveness is difficult to determine.

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   Difficulty: 1 Easy
   Learning Objective: 02-02 Describe the key components and levels of organizational culture.
   Topic: National Culture and Values Influence Workplace Behavior

5. The extent to which subordinates accept unequal power is the same across countries.

   FALSE
   The acceptance of unequal power differs across countries.

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   Difficulty: 1 Easy
   Learning Objective: 02-02 Describe the key components and levels of organizational culture.
   Topic: National Culture and Values Influence Workplace Behavior

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6. In countries in which people display low power distance, employees acknowledge the boss's authority and typically follow the chain of command.

FALSE
In countries in which people display high power distance, employees acknowledge the boss's authority and typically follow the chain of command.

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Difficulty: 2 Medium
Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: National Culture and Values Influence Workplace Behavior

7. In countries with high masculinity, one finds less conflict and stress when it comes to balancing home and work life.

FALSE
One finds less conflict and stress in countries with low masculinity.

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Difficulty: 2 Medium
Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: National Culture and Values Influence Workplace Behavior

8. An organization's culture can't be seen, sensed, or felt.

FALSE
Although culture can't be seen, it can be sensed or felt through employees' attitudes, emotions, and perceptions.

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Difficulty: 1 Easy
Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: Organizational Culture Matters

9. Organizational culture creates a pattern of beliefs, values, and expectations in employees.

TRUE

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Difficulty: 1 Easy
Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: Organizational Culture Matters

10. A person's feelings and perceptions are usually kept at the conscious level.

FALSE
Feelings and perceptions are usually kept at the subconscious level.

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Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: Organizational Culture Matters

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11. One impact of culture on employees indicate that it provides and encourages a form of stability.

TRUE

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Difficulty: 1 Easy
Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
Topic: Organizational Culture Matters

12. A strong culture is characterized by employees sharing core values but not necessarily agreeing with the way things should be done within the organization.

FALSE
A strong culture is characterized by employees sharing core values and agreeing to the way things should be done within the organization.

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Difficulty: 1 Easy
Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: Organizational Culture Matters

13. Southwest Airlines has established a strong culture in part due to its hiring practices. Their approach is to hire candidate if they possess the company's core values.

TRUE
The Southwest Airlines approach is to hire for attitude and train the skill.

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Difficulty: 2 Medium
Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
Topic: Organizational Culture Matters

14. Rituals, history, humor, and employee rewards have established and reinforced a strong culture that resulted in Nordstrom's being recognized as a leader in how to treat customers.

FALSE
Rituals, history, humor, and common sense have resulted in Nordstrom's being recognized as a leader in how to treat customers.

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Difficulty: 3 Hard
Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
Topic: Organizational Culture Matters

15. Terry adheres to required dress code without complaint. This compliance may be taken as a general indicator of Terry's cultural commitment.

FALSE
Behavioral compliance does not mean cultural commitment.

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Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
Topic: Influencing Culture Change

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16. Employees that are cultural misfits may present specific and significant harm to an organization, and as such, they should be separated with due haste.

FALSE
Weeding out cultural misfits might be necessary, but it should be done only after weighing the costs and benefits of losing talented performers who deviate from the core cultural value system.

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Difficulty: 1 Easy
Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
Topic: Influencing Culture Change

17. As the needs of an organization change, its employees must adapt to those new needs. That is, they must continue to be socialized.

TRUE

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Difficulty: 1 Easy
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Socialization Sustains the Culture

18. In the role management stage of socialization, individuals become organizational members and see the job and organization for what they are.

TRUE

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Difficulty: 2 Medium
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Socialization Sustains the Culture

19. Individuals who experience realism and congruence during the anticipatory stage of socialization have a less stressful accommodation stage.

TRUE

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Difficulty: 1 Easy
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Socialization Sustains the Culture

20. Generally, individuals having unmanaged stress works to the advantage of the organization.

FALSE
Unmanaged stress is a disadvantage for both the individual and the organization.

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Difficulty: 1 Easy
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Socialization Sustains the Culture

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21. Research indicates that most managers have never had a mentor.

FALSE
Research indicates that a majority of managers have had at least one mentoring relationship during their careers.

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Difficulty: 2 Medium
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Characteristics of Effective Socialization

22. Mentoring relationships generally last from six months to nine months.

FALSE
Mentoring relationships generally last from six months to more than five years.

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Difficulty: 2 Medium
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Characteristics of Effective Socialization

23. People are attracted to mentors who look, act and communicate like them.

TRUE

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Difficulty: 1 Easy
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Characteristics of Effective Socialization

24. Over the past decade research in to spirituality has grown out of favor.

FALSE
Over the past decade, theory and research in organizational behavior and ethics have begun to pay more attention to workplace spirituality.

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Difficulty: 2 Medium
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Characteristics of Effective Socialization

25. Workplace spirituality is the same as workplace religion.

FALSE
Religion is a system of thought, a set of beliefs, a prescribed code of conduct, and the product of a time and place. Spirituality means that people (employees) have a personal or inner life that nourishes (and is nourished) by performing relevant, meaningful, and challenging work.

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Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Characteristics of Effective Socialization

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26. Someone who is promoting and prodding others to show or be more spiritual may also be disrupting the work performance of colleagues.

TRUE

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Difficulty: 1 Easy
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Characteristics of Effective Socialization

Multiple Choice Questions

27. The values, norms, customs, and rituals of cultures are influenced by _____.

A. politics
B. religion
C. language
D. All of the choices are correct.

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Difficulty: 2 Medium
Learning Objective: 02-01 Give examples of how culture and values influence workplace behavior.
Topic: Chapter Introduction

28. _____ is the sum total of the beliefs, rituals, rules, customs, artifacts, and institutions that characterize the population of the nation.

A. Culture
B. A national culture
C. A national perspective
D. A guiding perspective

Accessibility: Keyboard Navigation
Difficulty: 2 Medium
Learning Objective: 02-01 Give examples of how culture and values influence workplace behavior.
Topic: Chapter Introduction

29. Hofstede's five value dimensions are power distance, individualism, uncertainty avoidance, masculinity, and _____.

A. accommodation
B. femininity
C. integrity
D. long-term orientation

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Difficulty: 2 Medium
Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
Topic: National Culture and Values Influence Workplace Behavior

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30. Which of the following channels is likely to help pass values from one generation to the next?

A. Religion
B. Communities
C. The education system
D. All of the choices are correct.

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Difficulty: 2 Medium
Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
Topic: National Culture and Values Influence Workplace Behavior

31. _____ are the conscious, affective desires or wants of people that guide behavior.

A. Cultures
B. Values
C. Needs
D. Wants

Accessibility: Keyboard Navigation
Difficulty: 2 Medium
Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: National Culture and Values Influence Workplace Behavior

32. The concept of _____ refers to the extent to which people in a society feel threatened by ambiguous situations.

A. low power distance
B. aggressiveness
C. uncertainty avoidance
D. individualism

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: National Culture and Values Influence Workplace Behavior

33. In countries with lower levels of uncertainty avoidance, _____.

A. organizational activities are less formal
B. more risk taking occurs
C. there is high job mobility
D. All of the choices are correct.

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Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: National Culture and Values Influence Workplace Behavior

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34. Considerable conflict between job and family roles reflects a high level of the societal value of _____.

A. power distance
B. masculinity
C. uncertainty avoidance
D. individualism

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Difficulty: 2 Medium
Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: National Culture and Values Influence Workplace Behavior

35. _____ is the degree to which members of a society or organization use rules, regulations, and social norms to avoid uncertainty or unpredictable future events.

A. Power distance
B. Societal collectivism
C. Future orientation
D. Uncertainty avoidance

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: National Culture and Values Influence Workplace Behavior

36. The Global Leadership and Organizational Behavior Effectiveness (GLOBE) project was conceived by _____.

A. Geert Hofstede
B. E.H. Schein
C. Robert House
D. Ronald King

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Difficulty: 2 Medium
Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: National Culture and Values Influence Workplace Behavior

37. Performance orientation is the degree to which:

A. Members of organizations are aggressive and confrontational in social relationships.
B. Individuals in a society are rewarded for performance improvement and excellence.
C. Members of a society or organization use rules, regulations, and social norms to avoid uncertainty or unpredictable future events.
D. Individuals express loyalty, pride, and cohesiveness in their organizations and families.

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Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: National Culture and Values Influence Workplace Behavior

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38. Within the Globe Project, _____ refers to the extent to which an organization avoids gender discrimination and role inequities.

A. masculinity
B. gender egalitarianism
C. gender orientation
D. justice

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Difficulty: 2 Medium
Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: National Culture and Values Influence Workplace Behavior

39. Within the Globe Project, _____ refers to the degree to which individuals in an organization are rewarded for being friendly, altruistic, fair, caring, and kind to others.

A. egalitarianism
B. agreeable orientation
C. humane orientation
D. altruistic orientation

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Difficulty: 2 Medium
Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: National Culture and Values Influence Workplace Behavior

40. A company's annual report, approved dress code, and office layout are examples of _____ within an organization.

A. symbols
B. sages
C. compliance producing items
D. artifacts

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Difficulty: 2 Medium
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Characteristics of Effective Socialization

41. The culture at Walt Disney is manifested through all of the following except:

A. Shared sayings.
B. Similar demographic characteristics.
C. Shared things.
D. Shared behavior.

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Difficulty: 1 Easy
Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
Topic: Organizational Culture Matters

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42. Herb Kelleher, one of the founders of Southwest Airlines, helped create a culture of commitment by:

A. Pitching in to help employees as he traveled around doing business.
B. Rewarding the most productive and upbeat employees.
C. Conducting regular and intense team-building sessions.
D. All of the answers are correct.

Accessibility: Keyboard Navigation
Difficulty: 2 Medium
Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
Topic: Organizational Culture Matters

43. The core values of Southwest Airlines consist of all of the following elements except:

A. A warrior spirit
B. A servant's heart
C. A fun-loving attitude
D. An unwavering commitment

Accessibility: Keyboard Navigation
Difficulty: 2 Medium
Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
Topic: Organizational Culture Matters

44. Researchers have _____ a specific culture contributes to positive effectiveness in comparison to less effective firms with another cultural profile.

A. definitively related
B. found
C. suggested
D. been unable to show that

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Difficulty: 2 Medium
Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
Topic: Organizational Culture Matters

45. Research suggests that, when ethics codes are developed and enforced within an organization, they have a positive impact on _____.

A. job satisfaction
B. esprit de corps
C. organizational commitment
D. All of the choices are correct.

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Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
Topic: Organizational Culture Matters

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46. _____ can be defined as the amount of perceived support employees receive from their co-workers, supervisor, and other departments that helps them successfully perform their job duties.

A. BOC
B. HFC
C. HGC
D. SOC

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Difficulty: 2 Medium
Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
Topic: Characteristics of Effective Socialization

47. Attempting to change a culture generally requires all of the following except:

A. Difficult techniques
B. A new company leader
C. Rare skills
D. Considerable time

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Difficulty: 3 Hard
Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
Topic: Influencing Culture Change

48. A supportive organizational climate can be defined as the amount of perceived support employees receive from their _____ that helps them successfully perform their job duties.

A. co-workers
B. supervisor
C. other departments
D. All of the above

Accessibility: Keyboard Navigation
Difficulty: 2 Medium
Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
Topic: Organizational Culture Matters

49. Socialization processes are the activities by which an individual comes to appreciate the _____ essential for assuming an organizational role, and for participating as an organization member.

A. values
B. abilities
C. expected behaviors
D. All of the choices are correct.

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Difficulty: 2 Medium
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Socialization Sustains the Culture

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50. _____ is the process by which organizations bring new employees into the culture.

A. Alteration
B. Maturation
C. Socialization
D. Normalization

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Difficulty: 2 Medium
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Socialization Sustains the Culture

51. Employees are more likely to adjust to a new job and be accepted socially if they use a _____ approach to learning about how things work, who makes the decisions, and what the organization values.

A. proactive
B. laid-back
C. scientific
D. sequential

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Difficulty: 2 Medium
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Socialization Sustains the Culture

52. The sink or swim approach to socialization _____.

A. is preferred to others
B. should never be used
C. may work
D. may present significant legal issues for organizations

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Difficulty: 2 Medium
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Socialization Sustains the Culture

53. Organizational socialization is most important when an individual _____.

A. first takes a job
B. retires from the organization
C. has failed to meet performance expectations
D. All of the above are correct.

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Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Socialization Sustains the Culture

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54. People are vitally interested in two kinds of information before entering a new job or organization. They attempt to assess the firm's _____.

A. culture and if they are suited to the jobs available in the organization
B. pay and benefits
C. history and values
D. culture and climate

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Difficulty: 2 Medium
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Socialization Sustains the Culture

55. The socialization that occurs before someone enters an organization, or takes a different job within an organization, is the _____ stage of socialization.

A. accommodation
B. anticipatory
C. role management
D. assessment

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Difficulty: 1 Easy
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Socialization Sustains the Culture

56. Organizational socialization processes _____ from organization to organization.

A. by law must not vary
B. may vary in form but not content
C. vary in form and content
D. must by law vary by employee

Accessibility: Keyboard Navigation
Difficulty: 1 Easy
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Characteristics of Effective Socialization

57. All of the following activities comprise the accommodation stage except:

A. Establishing new interpersonal relationships
B. Learning the task required to perform the job
C. Clarifying one's role in the organization and in formal and informal groups
D. Forming an initial impression of the job and the organization

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Learning Objective: 02-05 Compare the characteristics of effective socialization.
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58. During the _____ stage, a broader set of issues and problems arises, which results in conflict, including conflict between work groups.

A. anticipatory socialization
B. accommodation
C. role management
D. All of the choices are correct.

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Difficulty: 2 Medium
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Socialization Sustains the Culture

59. Conflict between an individual's work group and other work groups within the organization usually surface during the _____ socialization stage.

A. anticipatory
B. accommodation
C. role management
D. All of the choices are correct.

Accessibility: Keyboard Navigation
Difficulty: 2 Medium
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Socialization Sustains the Culture

60. In work organizations, a mentor can provide _____ to a younger, less-experienced protégé.

A. coaching
B. friendship
C. role modeling
D. All of the above.

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Difficulty: 1 Easy
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Characteristics of Effective Socialization

61. All of the following practices are found during the accommodation socialization stage except:

A. Professional counseling
B. Social skills training
C. Demanding but fair supervisors
D. Supportive and accurate feedback

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Learning Objective: 02-05 Compare the characteristics of effective socialization.
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62. All of the following recommendations are presented in "How to Become a Great Mentor" except:

A. Give up your personal mentor
B. Don't be afraid, to be honest
C. Work at building trust and feeling it yourself
D. Don't keep your feelings bottled up

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Difficulty: 2 Medium
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Characteristics of Effective Socialization

63. Which of the following is the least likely to be a turning point during a mentoring relationship?

A. The senior manager becomes less available
B. A job rotation or promotion limits continued interaction
C. Peer status is achieved
D. A sudden increase in opportunities for interaction around work tasks

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Difficulty: 1 Easy
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Characteristics of Effective Socialization

64. All of the following are phases of the mentoring process except:

A. Separation
B. Cultivation
C. Realism
D. Redefinition

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Difficulty: 2 Medium
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Characteristics of Effective Socialization

65. Which of the following is an example of what Mitroff and Denton characterized as an evolutionary model of spirituality?

A. YMCA
B. Alcoholics Anonymous
C. Ben & Jerry's
D. Cirque Du Soleil

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Topic: Characteristics of Effective Socialization

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66. Which of the following is an example of what Mitroff and Denton characterized as the socially responsible model of spirituality?

A. YMCA
B. Alcoholics Anonymous
C. Ben & Jerry's
D. Cirque Du Soleil

Accessibility: Keyboard Navigation
Difficulty: 2 Medium
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Characteristics of Effective Socialization

67. Which of the following is an example of what Mitroff and Denton characterized as the recovery model of spirituality?

A. YMCA
B. Alcoholics Anonymous
C. Ben & Jerry's
D. Cirque Du Soleil

Accessibility: Keyboard Navigation
Difficulty: 2 Medium
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Characteristics of Effective Socialization

68. Which of the following statements about spirituality is false?

A. Spirituality is a personal and private path.
B. Spirituality contains elements of many religions.
C. Spirituality grows from self-inquiry.
D. None of the statements are false.

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Difficulty: 2 Medium
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Characteristics of Effective Socialization

69. One study of the spirituality of medical units within a hospital system found _____.

A. patient infection rates decreased with increased staff spirituality
B. unit leaders did not impact the degree to which unit members expressed workplace spirituality
C. that work units' spirituality was associated with the unit's performance
D. All of the choices are correct.

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70. Research by Mitroff and Denton found that there was _____ agreement about the meaning of spirituality.

A. weak
B. diverse
C. near-unanimous
D. unanimous

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Difficulty: 2 Medium
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Characteristics of Effective Socialization

71. _____ has been defined as "the desire to find ultimate meaning and purpose in one's life and to live an integrated life."

A. Religiousality
B. Spirituality
C. Transformationality
D. None of the above.

Accessibility: Keyboard Navigation
Difficulty: 2 Medium
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Characteristics of Effective Socialization

72. A study of spirituality reported that organizational spirituality was positively correlated to:

A. Employee job involvement
B. Organizational identification
C. Work rewards satisfaction
D. All of the choices are correct.

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Difficulty: 2 Medium
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Characteristics of Effective Socialization

73. A survey by Mitroff and Denton found all of the following to be true except:

A. Employees who are more spiritually involved achieve better results.
B. Most employees feel free to act on their spirituality in the workplace.
C. People differentiate strongly between religion and spirituality.
D. Most people define spirituality as "the desire to find ultimate meaning and purpose in one's life and to live an integrated life."

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74. According to the text, which of the following organizations is an example of using a values-based model of spirituality?

A. Alcoholics Anonymous
B. Kingston Technology
C. Ben & Jerry's
D. YMCA

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Difficulty: 2 Medium
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Characteristics of Effective Socialization

75. Spirituality in the workplace _____.

A. is always positive
B. is always a negative
C. may have a negative side
D. is appropriate only in religious organization

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Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Characteristics of Effective Socialization

76. The "separation" phase of the mentor relationship occurs after the _____ phase.

A. cultivation
B. redefinition
C. friendship
D. conflict

Accessibility: Keyboard Navigation
Difficulty: 2 Medium
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Characteristics of Effective Socialization

Short Answer Questions

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77. What is the difference between a "long-term" orientation and a "short-term" orientation?

Long-term orientation is defined as the degree to which members of a given culture value persistence, thrift (savings), and order in relationships. It is argued that cultures with a long-term orientation are more likely to experience stronger economic growth and entrepreneurial activity. Having a short-term orientation means that a culture respects tradition, the exchange of gifts and favors, protecting one's "face," steadiness, and stability. Both long- and short-term orientation can be traced to the teachings of Confucius, although this cultural dimension also applies to non-Confucian-influenced countries.

Difficulty: 3 Hard
Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: National Culture and Values Influence Workplace Behavior

78. Hofstede's research indicates that national cultures exist. Do you believe that in a heterogeneous nation, such as the United States, a national culture that is shared by society does exist?

Student answers will vary, as this question asks only what they "believe." Sample answer: According to the text, most nations contain a dominant culture and multiple sub-cultures. As people immigrate to a new society, organizational position, or country, they must learn new values, process information in different ways, and learn to live and work within the dominant culture's established norms, customs, and rituals. This process takes time. So in the beginning, the individual's current culture would be dominant. Over time, however, they would adapt to the prevailing culture. Therefore, I believe that a national (dominant) culture does exist in the United States.

Difficulty: 2 Medium
Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: National Culture and Values Influence Workplace Behavior

79. How can a leader or founder help create a strong culture in an organization? Can a leader eliminate culture? Explain.

Student answers will vary. Sample answer: A leader or founder can help create a strong culture through their words and actions. In other words, by the stories they tell, the behavior they reward, the people they hire, and the way they treat people in the organization. A good example is Herb Kelleher, former founder and now ex-CEO of Southwest Airlines, who was famous for pitching in to help employees as he traveled around doing business. Can a leader eliminate culture? No. Organizational culture is what the employees perceive and the pattern of beliefs, values, and expectations that this perception creates.

Difficulty: 2 Medium
Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
Topic: Organizational Culture Matters

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80. Nordstrom's is presented in the text as an example of a particular type of culture. What is that culture and briefly how does Nordstrom's reinforce it?

The company is used as an example of a "customer-service culture." It uses experienced acculturated employees to direct new employees how to provide superb customer service.

Difficulty: 2 Medium
Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
Topic: Organizational Culture Matters

81. What is the impact of values based codes of behavior on the employees of an organization?

Research suggests that when ethics codes are developed and enforced within an organization, they have a positive impact on job satisfaction, esprit de corps, and organizational commitment.

Difficulty: 3 Hard
Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
Topic: Organizational Culture Matters

82. Present and briefly discuss one of the diversity initiatives currently underway at PepsiCo.

Any of the following: (1) Executives are dedicated to managing diversity within operating divisions; (2) Multiyear strategic plans and goals are aimed at diverse recruitment, improved retention, and fostering a more inclusive culture; (3) Annual performance reviews rate managers on inclusion-related goals; (4) External diversity advisory boards advise senior management on diversity issues; (5) Training is provided for employees to work in an inclusive environment; (6) Networks are used to mentor and support diverse employees; (7) Purchasing from women- and minority-owned suppliers and vendors.

Difficulty: 3 Hard
Learning Objective: 02-03 Explain the various methods that managers use to influence culture change.
Topic: Organizational Culture Matters

83. You've been hired as a consultant and your supervisor glibly states that organizational culture is easy to measure. Being an expert on organizational culture, how do you respond?

Culture is difficult to measure and assess because it is elusive and hidden, carried out over time in the values and behaviors of a society or organization. Measuring and assessing culture requires skill, time, and the ability to use difficult techniques, which help one to see the behavior with a scientific detachment. Without the requisite training and skills, observers often fall victim to their own culture and values, imposing value judgments on what they observe and, thus, limiting their ability to fully see and appreciate the nuances and underlying assumptions of the culture they observe.

Difficulty: 2 Medium
Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: Influencing Culture Change

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84. List three forms of cultural communication commonly found within organizations.

Any three of the following: announcements, memos, rituals, stories, dress. Other answers may also be correct, such as posters or songs.

Difficulty: 2 Medium
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Socialization Sustains the Culture

85. What is socialization?

Socialization is the process by which organizations bring new employees into their culture.

Difficulty: 1 Easy
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Socialization Sustains the Culture

86. List three ways in which organizations can structure the socialization process for new employees.

There are several ways in which organizations can structure the socialization process for new employees, including: exposing them to a common set of experiences (e.g., luncheons, orientations, speakers, facility tours, etc.); establishing a fixed sequence of steps or timetable before the employee can begin the new job; and, assigning an experienced employee to serve as a role model or mentor for the newcomer.

Difficulty: 3 Hard
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Socialization Sustains the Culture

87. At what point during a career are individuals most aware of the socialization process?

When one changes jobs or changes organizations.

Difficulty: 1 Easy
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Socialization Sustains the Culture

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88. What two kinds of information are people vitally interested in obtaining before entering a new job or organization?

First, they want to learn as much as they can about what working for the organization is really like. Second, they want to know whether they are suited to the jobs available in the organization.

Difficulty: 2 Medium
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Socialization Sustains the Culture

89. Identify the three stages of socialization. Which of these stages is most important for developing high-performing employees, and why?

The three stages of socialization are (a) anticipatory socialization; (b) accommodation; and (c) role management. Some students will suggest that anticipatory socialization is the most important stage for developing high-performing employees since it represents the worker's first view of the organization and it sets the stage for all subsequent phases. Successful socialization in all three stages, however, is probably necessary to create and maintain highly functioning employees.

Difficulty: 3 Hard
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Socialization Sustains the Culture

90. Is socialization only for organizational newcomers?

Not only for newcomers, the socialization process also goes on throughout an individual's career. As the needs of the organization change, for example, its employees must adapt to those new needs; that is, they must continue to be socialized.

Difficulty: 1 Easy
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Socialization Sustains the Culture

91. What is the best way to learn how to be a mentor?

The best way to learn how to be a mentor is to be mentored yourself.

Difficulty: 1 Easy
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Characteristics of Effective Socialization

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92. Mentoring is a unique, reciprocal, learning partnership between two people that involves psychosocial and career support. Name three of those support functions, as identified by Kram.

Any three of the following: sponsorship, exposure and visibility, coaching, protection, challenging assignments, role modeling, acceptance, confirmation, counseling, and friendship.

Difficulty: 2 Medium
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Characteristics of Effective Socialization

93. What were three of Mitroff and Denton's findings?

They found that: Employees who are more spiritually involved achieve better results; There was near-unanimous agreement about the meaning of spirituality: "the desire to find ultimate meaning and purpose in one's life and to live an integrated life." Few respondents feel they can act on their spirituality in the workplace; Employees do not want to fragment their lives. They want to be acknowledged as whole persons in the workplace; People differentiate strongly between religion and spirituality.

Difficulty: 3 Hard
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Characteristics of Effective Socialization

94. What is meant by the term "spirituality"?

Spirituality means that people (employees) have a personal or inner life that nourishes and is nourished by performing relevant, meaningful, and challenging work.

Difficulty: 3 Hard
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Characteristics of Effective Socialization

95. Can spirituality be measured validly and reliably? How?

Spirituality is a personal and private path that grows from a person's self-inquiry. Because this is an inner process, it is difficult to both observe and measure. Spirituality researchers have conducted several studies, primarily using surveys, but have not developed research methods, designs, and processes that are acceptable in terms of reliability, validity, and response rates.

Difficulty: 3 Hard
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Characteristics of Effective Socialization

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Essay Questions

96. Describe the levels of culture proposed by Schein. Provide examples for each level.

Schein contends that an organization's culture has three levels. Level one includes artifacts and creations that are visible but often not interpretable. An annual report, a newsletter, wall dividers between workers, and furnishings are examples of artifacts and creations. At level two are values or the things that are important to people. Values are conscious, affective desires or wants. In level three are the basic assumptions people make that guide their behavior. Included in this level are assumptions that tell individuals how to perceive, think about, and feel about work, performance goals, human relationships, and the performance of colleagues.

Difficulty: 3 Hard
Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: Organizational Culture Matters

97. What is PO fit and why is it important to employers?

Person-organization (PO) fit is the extent to which a person's values and personality are perceived to fit the culture of the organization. Employees that fit well with an organizational culture were more likely to be satisfied with their jobs, co-workers, and supervisors; be more committed to the organization; and be less likely to quit.

Difficulty: 2 Medium
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Socialization Sustains the Culture

98. What issues are associated with less structured and informal approaches to socialization?

One approach to socializing new employees is much less structured and informal, whereby a new employee assumes the new job without meeting other new employees, attending social events, or being assigned to a mentor who can show him or her the ropes. This "sink or swim" approach may work but often results in poorly adjusted new employees who may end up being mentored by the "wrong employee," getting frustrated, or quitting the organization in six months. Such turnover has a negative effect on both the employee and organization, and it can often be prevented by a well-organized socialization program that helps new employees adjust successfully.

Difficulty: 2 Medium
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Socialization Sustains the Culture

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99. What major activities comprise the accommodation stage of socialization?

Four major activities comprise the accommodation stage: All individuals, to a degree, must engage in (1) establishing new interpersonal relationships with both co-workers and supervisors, (2) learning the tasks required to perform the job, (3) clarifying their role in the organization and in the formal and informal groups relevant to that role, and (4) evaluating the progress they are making toward satisfying the demands of the job and the role.

Difficulty: 3 Hard
Learning Objective: 02-05 Compare the characteristics of effective socialization.
Topic: Socialization Sustains the Culture

100. The results of the Mitroff and Denton research led them to identify a number of distinct models that describe how workplace spirituality can be practiced. Describe these models.

The results of the Mitroff and Denton research led them to identify a number of distinct models that describe how workplace spirituality can be practiced: recovery (e.g., Alcoholics Anonymous), evolutionary (evolved from religious to more ecumenical, e.g., YMCA), socially responsible (e.g., Ben & Jerry's), values-based (e.g., Kingston Technology), and religion-based (e.g., Mormon-owned Ag Reserves, Inc.). These five models representing different kinds of spirituality in organizations suggest that spirituality can be productive, encouraging trust, work/life balance, empathy and compassion about others, the valuing of human assets, the full development and self-actualization of people, and ethical behavior.

Difficulty: 3 Hard
Learning Objective: 02-04 Identify ways in which socialization sustains organizational culture.
Topic: Characteristics of Effective Socialization

101. Describe the concept of artifacts as it relates to the discussion of culture. Include in your answers examples of what may be considered artifacts in the specific setting of this school.

Schein contends that an organization's culture has three levels. Level one includes artifacts and creations that are visible but often not interpretable. An annual report, a newsletter, wall dividers between workers, and furnishings are examples of artifacts and creations. Specific examples of the school's artifacts will vary by institution and student.

Difficulty: 3 Hard
Learning Objective: 02-02 Describe the key components and levels of organizational culture.
Topic: Organizational Culture Matters

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