

## CHAPTER 2

### TRUE / FALSE QUESTIONS

1. Organizations are able to operate most efficiently when shared values exist among the employees.

True / False

Answer: TRUE

Learning Objective: 02-02

Difficulty: medium

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 / False

Answer: TRUE

Learning Objective: 02-01

Difficulty: medium

Topic: National Culture and Values Influence Workplace Behavior

3. Organizations can achieve effectiveness only when employees share values.

True / False

Answer: TRUE

Learning Objective: 02-04

Difficulty: medium

Topic: National Culture and Values Influence Workplace Behavior

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

True / False

Answer: FALSE

Learning Objective: 02-02

Difficulty: easy

Topic: National Culture and Values Influence Workplace Behavior

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

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

True / False

Answer: FALSE

Learning Objective: 02-02

Difficulty: easy

Topic: National Culture and Values Influence Workplace Behavior

Explanation: The acceptance of unequal power differs across countries.

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

True / False

Answer: FALSE

Learning Objective: 02-02

Difficulty: medium

Topic: National Culture and Values Influence Workplace Behavior

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

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

True / False

Answer: FALSE

Learning Objective: 02-02

Difficulty: medium

Topic: National Culture and Values Influence Workplace Behavior

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

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

True / False

Answer: FALSE

Learning Objective: 02-02

Difficulty: easy

Topic: Organizational Culture Matters

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

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

True / False

Answer: TRUE

Learning Objective: 02-02

Difficulty: easy

Topic: Organizational Culture Matters

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

True / False

Answer: FALSE

Learning Objective: 02-02

Difficulty: easy

Topic: Organizational Culture Matters

Explanation: Feelings and perceptions are usually kept at the subconscious level.

11. If quality customer service is important in the culture, then individuals will be expected to adopt this behavior.

True / False

Answer: TRUE

Learning Objective: 02-03

Difficulty: medium

Topic: Organizational Culture Matters

12. Researchers who have studied the impact of culture on employees indicate that it provides and encourages a form of stability.

True / False

Answer: TRUE

Learning Objective: 02-02

Difficulty: easy

Topic: Organizational Culture Matters

13. Southwest Airlines has established a strong culture in part due to its hiring practices. Their approach is "hire for the skill and train the attitude."

True / False

Answer: FALSE

Learning Objective: 02-03

Difficulty: medium

Topic: Organizational Culture Matters

Explanation: The Southwest airlines approach is to hire for attitude and train the skill.

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

True / False

Answer: FALSE

Learning Objective: 02-03

Difficulty: hard

Topic: Organizational Culture Matters

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

15. Behavioral compliance is a general indicator of cultural commitment.

True / False

Answer: FALSE

Learning Objective: 02-03

Difficulty: medium

Topic: Influencing Culture Change

Explanation: Behavioral compliance does not mean cultural commitment.

16. Weeding out cultural misfits should be done only after weighing the costs and benefits of losing talented performers.

True / False

Answer: TRUE

Learning Objective: 02-03

Difficulty: easy

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 / False

Answer: TRUE

Learning Objective: 02-05

Difficulty: easy

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 / False

Answer: TRUE

Learning Objective: 02-05

Difficulty: medium

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 / False

Answer: TRUE

Learning Objective: 02-05

Difficulty: easy

Topic: Socialization Sustains the Culture

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

True / False

Answer: FALSE

Learning Objective: 02-05

Difficulty: easy

Topic: Socialization Sustains the Culture

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

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

True / False

Answer: FALSE

Learning Objective: 02-05

Difficulty: medium

Topic: Characteristics of Effective Socialization

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

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

True / False

Answer: TRUE

Learning Objective: 02-05

Difficulty: medium

Topic: Characteristics of Effective Socialization

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

True / False

Answer: TRUE

Learning Objective: 02-04

Difficulty: easy

Topic: Characteristics of Effective Socialization

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

True / False

Answer: FALSE

Learning Objective: 02-04

Difficulty: medium

Topic: Characteristics of Effective Socialization

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

25. Workplace spirituality is the same as workplace religion.

True / False

Answer: FALSE

Learning Objective: 02-04

Difficulty: medium

Topic: Characteristics of Effective Socialization

Explanation: 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.

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

True / False

Answer: TRUE

Learning Objective: 02-04

Difficulty: easy

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.

Answer: D

Learning Objective: 02-01

Difficulty: medium

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

Answer: B

Learning Objective: 02-01

Difficulty: medium

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

Answer: D

Learning Objective: 02-03

Difficulty: medium

Topic: National Culture and Values Influence Workplace Behavior

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.

Answer: D

Learning Objective: 02-03

Difficulty: medium

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

Answer: B

Learning Objective: 02-02

Difficulty: medium

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

Answer: C

Learning Objective: 02-02

Difficulty: easy

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.

Answer: D

Learning Objective: 02-02

Difficulty: medium

Topic: National Culture and Values Influence Workplace Behavior

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

Answer: B

Learning Objective: 02-02

Difficulty: medium

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

Answer: D

Learning Objective: 02-02

Difficulty: easy

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

Answer: C

Learning Objective: 02-02

Difficulty: medium

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.

Answer: B

Learning Objective: 02-02

Difficulty: medium

Topic: National Culture and Values Influence Workplace Behavior

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

Answer: B

Learning Objective: 02-02

Difficulty: medium

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. gender egalitarianism
- C. humane orientation
- D. altruistic orientation

Answer: C

Learning Objective: 02-02

Difficulty: medium

Topic: National Culture and Values Influence Workplace Behavior

40. A (n) \_\_\_\_\_ is a material object manufactured by people to facilitate culturally expressive activities.

- A. symbol
- B. sage
- C. myth
- D. artifact

Answer: D

Learning Objective: 02-05

Difficulty: medium

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.

Answer: B

Learning Objective: 02-03

Difficulty: easy

Topic: Organizational Culture Matters

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.

Answer: A

Learning Objective: 02-03

Difficulty: medium

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

Answer: D

Learning Objective: 02-03

Difficulty: medium

Topic: Organizational Culture Matters

44. Which of the following does Johnson & Johnson consider their first responsibility?

- A. Maintaining reasonable prices
- B. Their employees
- C. Treating everyone as an individual
- D. The people who use their products and services

Answer: D

Learning Objective: 02-03

Difficulty: medium

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.

Answer: D

Learning Objective: 02-03

Difficulty: medium

Topic: Organizational Culture Matters

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

Answer: D

Learning Objective: 02-03

Difficulty: medium

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

Answer: B

Learning Objective: 02-03

Difficulty: hard

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

Answer: D

Learning Objective: 02-03

Difficulty: medium

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.

Answer: D

Learning Objective: 02-05

Difficulty: medium

Topic: Socialization Sustains the Culture

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

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

Answer: C

Learning Objective: 02-05

Difficulty: medium

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

Answer: A

Learning Objective: 02-04

Difficulty: medium

Topic: Socialization Sustains the Culture

52. The sink or swim approach to socialization \_\_\_\_\_.

- A. is preferred to others
- B. never works
- C. may work
- D. never involves mentoring

Answer: C

Learning Objective: 02-05

Difficulty: medium

Topic: Socialization Sustains the Culture

53. Socialization is most important when an individual \_\_\_\_\_.

- A. first takes a job
- B. takes a different job in the same organization
- C. has failed to meet performance expectations
- D. Both A and B are correct.

Answer: D

Learning Objective: 02-04

Difficulty: medium

Topic: Socialization Sustains the Culture

54. When are we most receptive to information about a job or an organization?

- A. When faced with the need to make a decision

- B. When offered monetary incentives to do so
- C. When we hear it for the first time
- D. After we have made a mistake

Answer: A

Learning Objective: 02-04

Difficulty: medium

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

Answer: B

Learning Objective: 02-05

Difficulty: easy

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

Answer: C

Learning Objective: 02-05

Difficulty: easy

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

Answer: D

Learning Objective: 02-05

Difficulty: medium

Topic: Socialization Sustains the Culture

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.

Answer: C

Learning Objective: 02-05

Difficulty: medium

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.

Answer: C

Learning Objective: 02-05

Difficulty: medium

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.

Answer: D

Learning Objective: 02-05

Difficulty: easy

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

Answer: A

Learning Objective: 02-05

Difficulty: medium

Topic: Socialization Sustains the Culture

62. All of the following recommendations are presented in "Eight Ways to Be 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

Answer: A

Learning Objective: 02-04

Difficulty: medium

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

Answer: D

Learning Objective: 02-05

Difficulty: easy

Topic: Characteristics of Effective Socialization

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

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

Answer: C

Learning Objective: 02-05

Difficulty: medium

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

Answer: A

Learning Objective: 02-04

Difficulty: medium

Topic: Characteristics of Effective Socialization

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

Answer: C

Learning Objective: 02-04

Difficulty: medium

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

Answer: B

Learning Objective: 02-04

Difficulty: medium

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.

Answer: D

Learning Objective: 02-04

Difficulty: medium

Topic: Characteristics of Effective Socialization

69. Which of the following statements about spirituality is true?

- A. Spirituality is a personal and private path
- B. Spirituality contains elements of many religions
- C. Spirituality grows from self-inquiry
- D. All of the choices are correct.

Answer: D

Learning Objective: 02-04

Difficulty: easy

Topic: Characteristics of Effective Socialization

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

Answer: C

Learning Objective: 02-04

Difficulty: medium

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.

Answer: B

Learning Objective: 02-04

Difficulty: medium

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.

Answer: D

Learning Objective: 02-04

Difficulty: medium

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."

Answer: B

Learning Objective: 02-04

Difficulty: medium

Topic: Characteristics of Effective Socialization

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

Answer: B

Learning Objective: 02-04

Difficulty: medium

Topic: Characteristics of Effective Socialization

75. Spirituality in the work place \_\_\_\_\_.

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

Answer: C

Learning Objective: 02-04

Difficulty: medium

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

Answer: B

Learning Objective: 02-05

Difficulty: medium

Topic: Characteristics of Effective Socialization

## SHORT ANSWER QUESTIONS

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

Answer: 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.

Learning Objective: 02-02

Difficulty: hard

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?

Answer: 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.

Learning Objective: 02-02

Difficulty: medium

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.

Answer: 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.

Learning Objective: 02-03

Difficulty: medium

Topic: Organizational Culture Matters

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?

Answer: 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.

Learning Objective: 02-03

Difficulty: medium

Topic: Organizational Culture Matters

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

Answer: 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.

Learning Objective: 02-03

Difficulty: hard

Topic: Organizational Culture Matters

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

Answer: 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.

Learning Objective: 02-03

Difficulty: hard

Topic: Organizational Culture Matters

83. Why is culture so difficult to measure or assess?

Answer: 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.

Learning Objective: 02-02

Difficulty: medium

Topic: Influencing Culture Change

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

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

Learning Objective: 02-05

Difficulty: medium

Topic: Socialization Sustains the Culture

85. What is socialization?

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

Learning Objective: 02-05

Difficulty: easy

Topic: Socialization Sustains the Culture

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

Answer: 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.

Learning Objective: 02-04

Difficulty: hard

Topic: Socialization Sustains the Culture

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

Answer: When one changes jobs or changes organizations.

Learning Objective: 02-05

Difficulty: easy

Topic: Socialization Sustains the Culture

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

Answer: 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.

Learning Objective: 02-05

Difficulty: medium

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?

Answer: 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.

Learning Objective: 02-05

Difficulty: hard

Topic: Socialization Sustains the Culture

90. Is socialization only for organizational newcomers?

Answer: 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.

Learning Objective: 02-05

Difficulty: easy

Topic: Socialization Sustains the Culture

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

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

Learning Objective: 02-05

Difficulty: easy

Topic: Characteristics of Effective Socialization

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.

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

Learning Objective: 02-04

Difficulty: medium

Topic: Characteristics of Effective Socialization

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

Answer: 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.

Learning Objective: 02-04

Difficulty: hard

Topic: Characteristics of Effective Socialization

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

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

Learning Objective: 02-04

Difficulty: hard

Topic: Characteristics of Effective Socialization

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

Answer: 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.

Learning Objective: 02-04

Difficulty: hard

Topic: Characteristics of Effective Socialization

## ESSAY QUESTIONS

96. Describe the layers of culture proposed by Schein. Provide examples for each layer.

Answer: Schein contends that an organization's culture has three layers. Layer 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 layer two are values or the things that are important to people. Values are conscious, affective desires or wants. In layer three are the basic assumptions people make that guide their behavior.

Included in this layer are assumptions that tell individuals how to perceive, think about, and feel about work, performance goals, human relationships, and the performance of colleagues.

Learning Objective: 02-02

Difficulty: hard

Topic: Organizational Culture Matters

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

Answer: 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.

Learning Objective: 02-04

Difficulty: medium

Topic: Socialization Sustains the Culture

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

Answer: 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.

Learning Objective: 02-05

Difficulty: medium

Topic: Socialization Sustains the Culture

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

Answer: 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.

Learning Objective: 02-05

Difficulty: hard

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.

Answer: 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.

Learning Objective: 02-04

Difficulty: hard

Topic: Characteristics of Effective Socialization