

天津外国语大学(天外)
**Tianjin Foreign Studies University
(TFSU)**

Organizational Behaviour

**Online class starts at 08:00
(Beijing Time, GMT+8)**

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Generation Names	
• The Greatest Generation – born 1901-1924. ...	
• The Silent Generation – born 1925-1945. ...	
• The Baby Boomer Generation – born 1946-1964. ...	
• Generation X – born 1965-1979. ...	
• Millennials – born 1980-1994. ...	
• Generation Z – born 1995-2012. ...	
• Gen Alpha – born 2013 – 2025.	

Review and Discussion Questions

1. Organizational culture is a difficult concept to grasp. How would you describe the culture of an office or a manufacturing plant?
2. A growing number of local employees work for foreign-owned firms in China. Do you think that these employees are being influenced by the approach to management and the culture of the country that owns the firm? Explain.
3. Identify the three socialization stages. Which of these stages is most important for developing high-performing employees? Explain.
4. Do you believe diversity plays a significant role in an organization's culture? Why or why not?
5. How can a leader or founder help create a strong culture in an organization? Can a leader eliminate culture? Explain.
6. 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?
7. To what degree do you believe that workplace spirituality can enhance employee performance?
8. Point out three assumptions about the culture of the last (or current) firm at which you were employed. TFSU
9. What can a leader do to promote cultural change that helps improve the overall effectiveness of an organization?
10. As millions of baby boomers continue to retire, to what extent will mentoring programs become more popular in organizations?



Exercise 1:

I have formed the group for the discussion.

Assessing and Considering Organizational Culture

Listed below are what two researchers refer to as specific manifestations of organizational culture. Enterprises over a period of time illustrate or use these cultural factors to strengthen and perpetuate the culture. Some of the widely publicized firms such as Harley-Davidson, Merck, Nike, Intel, Amazon.com, Oracle, Honda, Nestlé, Hershey, and Coca-Cola have distinct and strongly influential cultures.

- *Rite*—A relatively elaborate, dramatic planned set of activities that combines various forms of cultural expressions and that often has both practical and expressive consequences.
- *Ritual*—A standardized, detailed set of techniques and behaviors that manages anxieties but seldom produces intended, practical consequences of any importance.
- *Myth*—A dramatic narrative of imagined events, usually used to explain origins or transformations of something; also, an unquestioned belief about the practical benefits of certain techniques and behaviors that is not supported by demonstrated facts.
- *Saga*—A historical narrative of some wonderful event that has a historical basis but has been embellished with fictional details.
- *Folktale*—A completely fictional narrative.
- *Symbol*—Any object, act, event, quality, or relation that serves as a vehicle for conveying meaning, usually by representing another thing.

- *Language*—A particular manner in which members of a group use vocal sounds and written signs to convey meanings to each other.
- *Gesture*—Movements of parts of the body used to express meanings.
- *Physical setting*—Those things that physically surround people and provide them with immediate sensory stimuli as they carry out culturally expressive activities.
- *Artifact*—Material objects manufactured by people to facilitate culturally expressive activities.

The instructor will divide the class into groups of five or six to discuss each of the manifestations in terms of: (1) a firm the students have worked in, and (2) a popular firm such as the widely publicized enterprises listed above. The groups should also discuss the following:

1. How managers can influence the cultural factors listed above.
2. Which of the factors listed apply to the school/university they are now attending.
3. Why culture can influence the morale of employees.

The exercise can be completed in one or two classes (45–90 minutes). After the group discusses the questions and issues in the first class, a second class can be used to review each of the group's considerations and findings.



<https://www.istockphoto.com/photo/new-concrete-coworking-office-gm1127637268-297278815>



Exercise 2: Determining Your Diversity Quotient (DQ)

- Lee Gardenswartz and Anita Rowe are well-known and highly regarded diversity management trainers and advocates. They have developed a number of interesting approaches to managing diverse work groups. Listed below is a short, nine-item diversity quotient scale. Take the short questionnaire and score your own answers.



Diversity Questionnaire

Directions Indicate your views by placing a **T (true)** next to any of these nine statements you believe is true.

1. I know about the rules and customs of several different cultures.
2. I know that I hold stereotypes about other groups.
3. I feel comfortable with people who are different from me.
4. I associate with people who are different from me.
5. I find working on a multicultural team satisfying.
6. I find change stimulating and exciting.
7. I enjoy learning about other cultures.
8. When dealing with someone whose English is limited, I show patience and understanding.
9. I find that spending time building relationships with others is useful because more gets done.

Interpretation

The more true responses you have the more adaptable and open you are to diversity.

If you have five or more true responses, you probably are someone who finds value in cross-cultural experiences.

If you have fewer than five true responses, you may be resistant to interacting with people who are different from you. If that is the case, you may find that your interactions with others are sometimes blocked.



1. An organization (also a smaller unit such as a department) has how many cultural levels?

<https://create.kahoot.it/my-library/kahoots/228c52a1-5af8-477d-89b8-bd3c788b2010>

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Answers

▲ One



◆ Three



● Two

■ Four



Exit preview

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- 1. Assume you are in charge of socializing the newly hired nurses at a local hospital. What steps would you take to ensure that they understand the hospital's organizational culture? How would you help them understand how to manage stress on a daily basis so as to prevent burnout later in their careers? Explain.
- 2. Hospital environments are more stressful in nature than the work environments found in many other organizations. What are some of the unique challenges that hospitals face when attempting to create a supportive organizational culture that helps employees reduce and manage their stress levels?
- 3. Think about your university or an organization for which you have worked. Using the intervention strategies discussed in the text, provide examples of how the university or organization attempted to create a certain type of organizational culture. Was it successful (or unsuccessful) in creating the desired culture? Explain.



Thank you

