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CORRECT ANSWERS ARE LOCATED IN THE 2ND HALF OF THIS DOC.

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

1) Organizations can operate efficiently only when shared values exist among the employees.
   - ◎ true
   - ◎ false

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

3) Values do not simply appear; they evolve.
   - ◎ true
   - ◎ false

4) The effect of values on workplace productivity and effectiveness is easily determined.
   - ◎ true
   - ◎ false

5) The extent to which subordinates accept unequal power is the same across countries.
   - ◎ true
   - ◎ false

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

7) Hofstede included indulgence/restraint in his original four–value dimension framework.
   - ◎ true
   - ◎ false

8) In countries with high masculinity, one finds less conflict and stress when it comes to balancing home and work life.
   - ◎ true
   - ◎ false

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9) An organization's culture cannot be seen, sensed, or felt.
- ◎ true
- ◎ false

10) Organizational culture creates a pattern of beliefs, values, and expectations in employees.
- ◎ true
- ◎ false

11) A person's feelings and perceptions are usually kept at the conscious level.
- ◎ true
- ◎ false

12) One impact of culture on employees indicates that it provides and encourages a form of stability.
- ◎ true
- ◎ false

13) A strong culture is characterized by employees sharing core values but not necessarily agreeing with the way things should be done within the organization.
- ◎ true
- ◎ false

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14) 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
- ◎ false

15) 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.
- ◎ true
- ◎ false

16) Terry adheres to the required dress code without complaint. This compliance may be taken as a general indicator of Terry's cultural commitment.
- ◎ true
- ◎ false

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17) Behavior change does not necessarily produce culture change unless supported by justification.
- ◎ true
- ◎ false

18) Employees that are cultural misfits may present specific and significant harm to an organization, and as such, they should be separated with due haste.
- ◎ true
- ◎ false

19) 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

20) In the accommodation stage of socialization, individuals see the job and organization for what they actually are.
- ◎ true
- ◎ false

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21) Individuals who experience realism and congruence during the anticipatory stage of socialization have a less stressful accommodation stage.
- ◎ true
- ◎ false

22) Role management is the third stage of socialization practices. As seasoned members of the organization, individuals in this stage typically experience little conflict.
- ◎ true
- ◎ false

23) Generally, individuals having unmanaged stress works to the advantage of the organization.
- ◎ true
- ◎ false

24) Research indicates that most managers have never had a mentor.
- ◎ true
- ◎ false

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25) Mentoring relationships generally last from 6 to 9 months.
- ◎ true
- ◎ false

26) People are attracted to mentors who look, act and communicate like them.
- ◎ true
- ◎ false

27) Over the past decade, research into spirituality has grown out of favor.
- ◎ true
- ◎ false

28) Workplace spirituality is the same as workplace religion.
- ◎ true
- ◎ false

29) Someone who is promoting and prodding others to show or be more spiritual may also be disrupting the work performance of colleagues.
- ◎ true
- ◎ false

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MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

30) The values, norms, customs, and rituals of cultures are influenced by all of the following except _____.
- A) politics
- B) religion
- C) language
- D) phonology

31) _____ 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

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32) Hofstede's value dimensions include _____.
A) accommodation
B) femininity
C) integrity
D) long-term orientation

33) Which of the following is not provided as a channel that is likely to help pass values from one generation to the next?
A) Religion
B) Communities
C) The education system
D) Linguistics

34) _____ are the conscious, affective desires or wants of people that guide behavior.
A) Cultures
B) Values
C) Needs
D) Wants

35) 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

36) Countries with higher levels of uncertainty avoidance tend to have_____.
A) organizational activities that are less formal
B) more risk taking occurring
C) higher job mobility to mitigate risk
D) specific rules, laws, and procedures

37) 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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38) _____ 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

39) The fifth cultural dimension of Hofstede's framework, long-term orientation, was developed based upon research using the_____.
A) Hofstede Cultural Survey (HCS)
B) Hawthorne Survey of Cultural Affect (HSCA)
C) Chinese Value Survey (CVS)
D) GLOBE Survey (GS)

40) Power distance_____.
A) is a reflection of the acceptance of aggressive and confrontational in social relationships
B) is the level of acceptance by a society of the unequal distribution of power in organizations
C) examines organizational use of rules, regulations, and social norms
D) encourages decentralized organizational forms when it is high as decisions are distanced from the leader

41) Within the Hofstede framework,_____ refers to the presence of traditionally "masculine" values—assertiveness and materialism.
A) masculinity/femininity
B) patriarchy
C) gender orientation
D) masculinity/paternalism

42) Within the Hofstede framework,_____ refers to the extent to which a culture controls the desire to pursue enjoyment and fun.
A) control/leniency
B) long-term/short-term orientation
C) indulgence/restraint
D) individualism/collectivism

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43) 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

44) Which of the following is most accurate considering our current knowledge on the topic of culture change.
A) Culture change requires only a minimal intervention and thus is a practical means to enhance organizational performance.
B) Cultures are so elusive and hidden that they cannot be adequately diagnosed, managed, or changed.
C) People naturally embrace culture change as a means to reduce anxiety.
D) While culture change may require an influential and powerful leader, major resource commitments are typically not needed.

45) 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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46) 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) emphasizing PJ fit in the hiring process.

47) 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.

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48) Theoretically based and empirically valid research on corporate culture and its impact_____.
A) are readily available and conclusive
B) were the focus of Fredrick Taylor's work
C) suggested indulgence is the most critical dimension for work outcomes
D) are relatively scarce

49) Research suggests that when ethics codes are developed and enforced within an organization, they have a positive impact. Which of the following was not provided as one of these impacts?
A) Job satisfaction
B) Esprit de corps
C) Organizational commitment
D) Organizational mobility

50) _____ 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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51) 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.

52) 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 and supervisors
B) supervisors and other departments
C) co-workers, supervisors, and other departments
D) co-workers, supervisors, other departments, and their families

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53) 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) skills and abilities
C) values and expected behaviors
D) values, abilities, and expected behaviors

54) _____ is the process by which organizations bring new employees into the culture.
A) Alteration
B) Maturation
C) Socialization
D) Normalization

55) 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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56) 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

57) Organizational socialization is most important when an individual_____.
A) first takes a job
B) accepts their first management position
C) has a technical background
D) first takes a job or takes a different job in the same organization

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58) 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

59) 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

60) 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

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61) 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.

62) During the_____ stage of socialization, 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) storming

63) Conflict between an individual's work group and other work groups within the organization usually surface during the _____ socialization stage.
A) negotiation
B) accommodation
C) role management
D) resource management

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64) In work organizations, a mentor can provide_____ to a younger, less-experienced protégé.
A) only coaching
B) friendship but should not provide coaching
C) coaching, friendship, and role modeling
D) coaching, and role modeling but should avoid providing friendship

65) Caterpillar's program in which younger employees mentor senior employees about things like new technology and generational changes is called_____.
A) upward coaching
B) millennial mentors
C) reverse mentoring
D) enhanced mentoring

66) 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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67) All of the following recommendations are presented as means 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.

68) 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 wages.

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69) All of the following are phases of the mentoring process except:
- A) Separation.
- B) Cultivation.
- C) Realism.
- D) Redefinition.

70) 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

71) 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) Both the YMCA and Ben & Jerry's

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72) 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) Kingston Technology

73) 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) There are no potentially negative outcomes associated with employee spirituality at work.

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74) 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) patient infection rates increased with the introduction of staff spirituality initiatives due to staff inattention

75) Research by Mitroff and Denton led them to identify_____ distinct models that describe how workplace spirituality is practiced.
A) three
B) four
C) five
D) six

76) 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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77) _____ 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) Devotion

78) A study of spirituality reported that organizational spirituality was positively correlated to:
A) Employee job involvement but not organizational identification.
B) Organizational identification but not employee job involvement.
C) Employee job involvement and organizational identification but not work rewards satisfaction.
D) Employee job involvement, organizational identification, and work rewards satisfaction.

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79) 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."

80) 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

81) 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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82) The "separation" phase of the mentor relationship occurs after the_____ phase.
A) cultivation
B) redefinition
C) friendship
D) conflict

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

83) What is the difference between a "long-term" orientation and a "short-term" orientation?

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84) 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 exists?

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

86) Nordstrom 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?

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87) What is the impact of values-based codes of behavior on the employees of an organization?

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

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89) You have 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?

90) List three forms of cultural communication commonly found within organizations.

91) What is socialization?

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

93) At what point during a career are individuals most aware of the socialization process?

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

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

96) Is socialization only for organizational newcomers?

97) What is the best way to learn how to be a mentor?

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98) What practices might you employ if you were placed in charge of a program to mentor new students at your school?

99) 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.

100) What were three of Mitroff and Denton's findings?

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101) What is meant by the term "spirituality"?

102) Can spirituality be measured validly and reliably? How?

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

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

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104) The text presents a graphic depicting the Schein's levels of culture as a triangle/pyramid. What is the significance of the chosen shape?

105) What is PO fit, and why is it important to employers?

106) What issues are associated with less structured and informal approaches to socialization?

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107) What major activities comprise the accommodation stage of socialization?

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

109) 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.

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Answer Key

Test name: Chapter 02

1) TRUE
2) TRUE
3) TRUE
4) FALSE
5) FALSE
6) FALSE
7) FALSE

The original dimensions were power distance, uncertainty avoidance, individualism, and masculinity.

8) FALSE
9) FALSE

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

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10) TRUE
11) FALSE
12) TRUE
13) FALSE
14) TRUE

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

15) FALSE
16) FALSE

Behavioral compliance does not mean cultural commitment.

17) TRUE
18) FALSE
19) TRUE
20) TRUE
21) TRUE
22) FALSE

Specifically, during the role management, conflicts arise. One conflict is between the individual's work and home lives. The second source of conflict during the role management stage is between the individual's work group and other work groups in the organization.

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23) FALSE
24) FALSE
25) FALSE
Mentoring relationships generally last from 6 months to more than 5 years.

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

28) FALSE
29) TRUE
30) D
31) B
32) D
33) D
34) B
35) C
36) D
37) B
38) D
39) C
40) B
41) A
42) C
43) D
44) B
45) B
46) A
47) D
48) D
49) D
50) D
51) B
52) C
53) D
54) C
55) A
56) C
57) D

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58) A
59) B
60) C
61) D
62) C
63) C
64) C
65) C
66) A
67) A
68) D
69) C
70) C
71) C
72) B
73) D
74) C
75) C
76) C
77) B
78) D
79) B
80) B
81) C
82) A
83) Short 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.

84) Short Answer

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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.

85) Short 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.

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

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87) Short 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.

88) Short 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.

89) Short Answer

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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.

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

91) Short Answer
Socialization is the process by which organizations bring new employees into their culture.

92) Short 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.

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93) Short Answer
When one changes jobs or changes organizations.

94) Short 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.

95) Short 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.

96) Short Answer

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Socialization is 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.

97) Short Answer
The best way to learn how to be a mentor is to be mentored yourself.

98) Short Answer
While student answers will vary, elements of the OB in Action, block "Tips for Successful Mentoring Programs," are expected in the response.
Do not force mentoring relationships, but encourage leaders/experienced students to serve as mentors.
Train mentors in how to be effective.
Include in the mentoring in the school newsletter or in other forms of mass communication.
Inform students about the benefits and difficulties of mentor relationships with individuals of different gender, ages, race, and physical abilities.
Make sure there is diversity among the mentors. Make sure mentors are trained in dealing with diversity.

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

100) Short 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.

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

102) Short Answer

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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.

103) Essay

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.

104) Essay

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The triangle/pyramid shape is useful in communicating that level 3, unconscious assumptions; provides the basis upon which the other levels are built. The shape also can be used to communicate the level of conscious awareness of the levels. Level one, at the top of the triangle/pyramid is visible and conscious while the assumptions are unconscious and are only manifest through the other layers.

105) Essay

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.

106) Essay

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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 6 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.

107) Essay

Four major activities comprise the accommodation stage: All individuals, to a degree, must engage in

8. establishing new interpersonal relationships with both co-workers and supervisors,
9. earning the tasks required to perform the job,
10. clarifying their role in the organization and in the formal and informal groups relevant to that role, and
11. evaluating the progress they are making toward satisfying the demands of the job and the role.

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108) Essay

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, Incorporated). 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.

109) Essay

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.

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