

## Chapter 02

### Organizational Culture, Socialization, and Mentoring

#### True / False Questions

1. Organizational culture is passed on to new employees through the process of socialization.

True False

2. Organizational culture influences the type of organizational structure adopted by a company.

True False

3. Espoused values represent the explicitly stated values and norms that are preferred by an organization.

True False

4. The company bulletin board on which employees post notes is an example of an enacted value.

True False

5. Since a gap between espoused values and enacted values has no influence on employee attitudes and organizational performance, managers should not waste time on reducing such gaps.

True False

6. When basic assumptions are widely held among employees, people will find behavior based on an inconsistent value easier to follow.

True False

7. Changes in organizational culture occur rapidly at the level of basic assumptions and only gradually at the level of observable artifacts.

True False

8. Giving members an organizational identity is one of the functions of organizational culture.

True False

9. The competing values framework (CVF) provides a practical way for managers to understand, measure, and improve profitability.

True False

10. Organizations can possess characteristics associated with more than one culture type.

True False

11. An organization cannot have both a clan culture and a hierarchical culture.

True False

12. The basic method by which a clan culture achieves effectiveness is collaboration.

True False

13. An organization with an external focus that values flexibility has a hierarchical culture.

True False

14. An adhocracy culture values flexibility and has an external focus.

True False

15. A market culture is well suited for companies that rule the market and have no competitors.

True False

16. Organizations with a market culture tend to reward people who deliver results.

True False

17. The clan culture and market culture are both represented by values that emphasize an internal focus.

True False

18. An organization's culture can be a source of competitive advantage.

True False

19. The process of organizational change always begins with the recruitment of new employees.

True False

20. Organizational culture will not change in a significant way unless managers are able to change basic underlying assumptions.

True False

21. The anticipatory socialization phase begins when the employment contract has been signed.

True False

22. Organization socialization begins before the individual actually joins the organization.

True False

23. Divestiture is the denial and stripping away of the newcomer's existing sense of self and the reconstruction of self in the organization's image.

True False

24. Serial socialization provides a timetable for the assumption of the role, whereas a variable process does not.

True False

25. Clothing company Beetle Basics puts all its new employees through the same three-day orientation program. This is a collective, formal socialization experience.

True False

26. A disjunctive socialization process is one in which the newcomer is socialized by an experienced member.

True False

27. Formal socialization is the practice of segregating a newcomer from regular organization members during a defined socialization period.

True False

28. An opportunistic network is associated with having weak ties with multiple developers from different social systems.

True False

29. A receptive developmental network is the strongest type of network.

True False

30. An entrepreneurial developmental network is associated with having weak ties with multiple developers from different social systems.

True False

## Multiple Choice Questions

31. Organizational \_\_\_\_\_ is(are) the set of shared, taken-for-granted implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments.

- A. artifacts
- B. culture
- C. ethics
- D. socialization
- E. mentoring

32. The three fundamental layers of organizational culture are:

- A. observable artifacts, ethics, and socialization.
- B. ethics, socialization, and mentoring.
- C. ethics, observable artifacts, and mentoring.
- D. observable artifacts, espoused values, and mentoring.
- E. observable artifacts, espoused values, and underlying assumptions.

33. Which of the following is an example of an artifact of an organization?

- A. The different management styles of people in the organization
- B. The national culture in which the organization functions
- C. The underlying beliefs about the organization
- D. The company's annual awards function
- E. The company's espoused values

34. \_\_\_\_\_ consist of the physical manifestation of an organization's culture. They include acronyms, manner of dress, awards, myths and stories told about the organization, published lists of values, observable rituals and ceremonies, special parking spaces, decorations, and so on.

- A. Mnemonics
- B. Artifacts
- C. Basic assumptions
- D. Espoused values
- E. Enacted values



35. When Hannah entered the Hyatt Hotel to confirm a booking she had done for her friend, she noticed that all the hospitality staff wore clothes in the same color and style. Which of the following layers of organizational culture would such a dress code represent?

- A. Artifacts
- B. Espoused values
- C. Enacted values
- D. Assumptions
- E. Mnemonics

36. The reception area of Catwalk Inc. has a huge showcase displaying the various awards the company has won over the years. This is a representation of which of the following layers of the organizational culture?

- A. Artifacts
- B. Espoused values
- C. Enacted values
- D. Semantics
- E. Mnemonics

37. A company hangs signs on its walls saying, "Trust is one of our guiding principles." This is an example of a(n):

- A. espoused value.
- B. enacted value.
- C. intrinsic value.
- D. redundant value.
- E. instrumental value.

38. The most visible level of an organization's culture is:

- A. espoused values.
- B. assumptions.
- C. ethics.
- D. artifacts.
- E. enacted values.

39. The top management of Olympic Sports Equipment has clearly stated the values and norms that the company expects its employees to follow. These are referred to as:

- A. espoused values.
- B. below-the-surface artifacts.
- C. enacted values.
- D. social artifacts.
- E. observable artifacts.

40. \_\_\_\_\_ represent the explicitly stated values and norms that are preferred by an organization.

- A. Artifacts
- B. Espoused values
- C. Enacted values
- D. Basic assumptions
- E. Beliefs

41. Every month, Target selects an employee for the "Employee of the Month" award. The winner gets a \$100 check and an assigned parking space for a month. This is an example of a(n):

- A. underlying assumption.
- B. enacted value.
- C. observable artifact.
- D. espoused value.
- E. mnemonic.

42. Every employee at RTG Inc. knows that the company's two main principles are "We value diversity" and "Teaching matters". Which of the following layers of organization culture does this represent?

- A. Artifacts
- B. Espoused values
- C. Enacted values
- D. Basic assumptions
- E. Competence suppressors

43. The values and norms that are exhibited by employees are called:

- A. face values.
- B. espoused values.
- C. intrinsic values.
- D. instrumental values.
- E. enacted values.

44. Though TGF's stated HR policies value diversity and encourage applications from diverse backgrounds, employees notice that this is not really put into practice.

This represents:

- A. a combination of artifacts and beliefs.
- B. a gap between espoused and enacted values.
- C. a combination of artifacts and espoused values.
- D. a gap between artifacts and enacted values.
- E. a synthesis of espoused and enacted values.

45. \_\_\_\_\_ constitute organizational values that have become so taken for granted over time that they become the underlying forces that guide organizational behavior.

- A. Artifacts
- B. Semantics
- C. Mnemonics
- D. Ethics
- E. Assumptions

46. The essential factor in maintaining social stability in an organization is:

- A. managing conflict and change in the organization.
- B. encouraging social networking among employees.
- C. increasing the gap between espoused and enacted values.
- D. instituting performance-based incentives.
- E. developing a clan culture rather than a market culture.

47. Which of the following reflects the extent to which the work environment is perceived as positive and reinforcing, and conflict and change are managed effectively?

- A. Social system stability
- B. Organizational identity
- C. Investiture socialization
- D. Disjunctive socialization
- E. Diversity of developmental relationships

48. The dimensions on which the Competing Values Framework bases its classifications of organizations are:

- A. profit/non-profit and horizontal/vertical.
- B. positivity/negativity and employer-focused/employee-focused.
- C. flexibility/stability and internality/externality.
- D. top-down/bottom-up and investiture/divestiture.
- E. serial/disjunctive and formal/informal.

49. Which of the following is a dimension of organizational culture used in the Competing Values Framework?

- A. Whether an organization follows a top-down or bottom-up approach to communication
- B. Whether an organization focuses its efforts on internal dynamics or outward toward its external environment
- C. Whether an organization uses investiture or divestiture to socialize new members into the organization
- D. Whether an organization's main focus is on profit or it contributes to not-for-profit activities
- E. Whether an organization's culture encourages formal or informal relationships between employers and employees

50. Which of the following company slogans most reflects the characteristics of a clan culture?

- A. You'll always find us one step ahead of the market.
- B. Think outside the box. Dream it. Do it.
- C. People are our greatest asset.
- D. Precision plus consistence equals quality.
- E. Putting customers first.



51. Which of the following statements about the Competing Values Framework is true?

- A. It is a mechanism for judging between employees.
- B. It is highly theoretical and impractical.
- C. It is an approach for classifying organizational culture.
- D. It does not take non-profit organizations into consideration.
- E. It describes six different types of organizational culture.

52. A clan culture can be identified by:

- A. internal focus and flexibility.
- B. external focus and flexibility.
- C. internal focus and control.
- D. external focus and stability.
- E. external focus and control.

53. A(n) \_\_\_\_\_ organizational culture resembles a family-type organization in which effectiveness is achieved by encouraging collaboration between employees.

- A. clan
- B. market
- C. adhocracy
- D. hierarchy
- E. passive

54. Which of the following is a typical feature of an organization that has a clan culture?

- A. It values employee consensus and job satisfaction.
- B. It has an external rather than an internal focus.
- C. It prefers to maintain stability instead of adopting flexible methods of working.
- D. It discourages employee collaboration in favour of top-down management.
- E. It relies on centralized power and authority.

55. Tom's of Maine is a company which produces all-natural toothpastes, soaps, and other hygiene products. According to the company statement of beliefs, they aim to provide their employees with "a safe and fulfilling environment and an opportunity to grow and learn." Which of the following types of organizational culture has Tom's of Maine adopted?

- A. Clan culture
- B. Adhocracy culture
- C. Market culture
- D. Hierarchy culture
- E. Passive culture

56. A(n) \_\_\_\_\_ culture has an external focus and values flexibility.

- A. clan
- B. active
- C. adhocracy
- D. hierarchy
- E. market

57. An adhocracy culture:

- A. has an internal focus.
- B. is very employee focused.
- C. fosters the creation of innovative products and services by being adaptable.
- D. relies on centralized power and authority.
- E. is driven by competition and a strong desire to deliver results and accomplish goals.

58. Kling On Inc. values creativity and tries to develop new products in anticipation of changing customer demands. It can be said that Kling On has a(n) \_\_\_\_\_ culture.

- A. clan
- B. passive
- C. adhocracy
- D. hierarchy
- E. market

59. Apple breeds leaders who focus on innovative outputs and are agile enough to adapt to the frequent changes of their industry. Apple is an example of a(n) \_\_\_\_\_ culture because it allows its employees to take initiative and experiment with new ideas.

- A. clan
- B. adhocracy
- C. market
- D. hierarchy
- E. passive

60. Which of the following types of culture has an internal focus and values stability?

- A. Clan
- B. Passive
- C. Adhocracy
- D. Hierarchy
- E. Market

61. Which of the following types of culture has an external focus and values stability?

- A. Clan
- B. Passive
- C. Adhocracy
- D. Hierarchy
- E. Market

62. AT&T is an example of \_\_\_\_\_ culture because they pride themselves on being result - oriented and highly competitive in their industry.

- A. clan
- B. adhocracy
- C. market
- D. hierarchy
- E. passive

63. Companies with \_\_\_\_\_ cultures are more likely to implement Total Quality Management programs, as these programs fulfill the companies' requirement for control over every aspect of the process and maximize efficiency and measurability.

- A. hierarchical
- B. clan
- C. passive
- D. market
- E. adhocracy

64. The process by which employees learn an organization's values, norms, and required behaviors is known as:

- A. radicalization.
- B. institutionalization.
- C. socialization.
- D. dispensation.
- E. solicitation.

65. Feldman's three-phase model of organizational socialization begins with:

- A. the acquisition phase.
- B. the change phase.
- C. the anticipatory socialization phase.
- D. the encounter phase.
- E. the reciprocal socialization phase.

66. In Feldman's three-phase model, organizational socialization begins:

- A. before the individual actually joins the organization.
- B. during the interview process.
- C. once the individual is hired.
- D. when the mentor is identified in the organization.
- E. after the individual has spent a year in the company.

67. Organizational socialization that occurs prior to joining the organization is known as:

- A. reciprocal socialization.
- B. espousing.
- C. cultural reproduction.
- D. anticipatory socialization.
- E. divestiture.



68. Which of the following is a behavioral outcome expected once an outsider becomes a socialized insider within an organization?

- A. Identification with the organization
- B. Internal motivation to work
- C. High job satisfaction
- D. Performance of role assignments
- E. Frequent job hopping

69. Which of the following is an affective outcome expected once an outsider becomes a socialized insider within an organization?

- A. Remaining with the organization
- B. Spontaneously innovating and cooperating
- C. Performing role assignments
- D. Exhibiting high job involvement
- E. Carrying out tasks independently

70. The encounter phase of the organizational socialization begins:

- A. before the individual interviews with the company.
- B. when the employment contract has been signed.
- C. when the important tasks has been mastered.
- D. after the individual has achieved a certain status symbol in the organization.
- E. after the individual completes 3 years of work in the organization.

71. During the \_\_\_\_\_ phase of socialization, employees come to learn what the organization is really like.

- A. encounter
- B. reciprocal
- C. acquisition
- D. anticipation
- E. renewal

72. Which phase of socialization requires employees to master important tasks and roles and to adjust to their work group's values and norms?

- A. Renewal
- B. Change and acquisition
- C. Anticipatory socialization
- D. Encounter
- E. Pre-socialization

73. The \_\_\_\_\_ socialization tactic relies heavily on role models.

- A. individual
- B. serial
- C. informal
- D. sequential
- E. divestiture

74. An organization that strips away a newcomer's sense of self is using a(n) \_\_\_\_\_ socialization tactic.

- A. random
- B. disjunctive
- C. informal
- D. variable
- E. divestiture

75. Socialization research offers which of these practical guideline(s) for managing organizational socialization?

- A. Managers should implement a sink-or-swim approach to organizational socialization.
- B. Managers play the least important role during the encounter phase, therefore, they should minimize their time allocation to this phase.
- C. Proactive socialization behaviors have a negative impact on organizations.
- D. Managers should pay attention to the socialization of diverse employees.
- E. A serial socialization process should be used when a company has been newly started and all employees are newly hired.

76. \_\_\_\_\_ is defined as the process of forming and maintaining developmental relationships between a senior and a junior person.

- A. Organizational socialization
- B. Adhocracy
- C. Hierarchy
- D. Mentoring
- E. Coaching

77. Which of the following is true of mentoring new employees within an organization?

- A. Mentoring is an important tool for organizational socialization, but has no impact on the employee's career prospects.
- B. Developers refrain from connecting with protégés on a social footing in order to maintain neutrality.
- C. Mentoring relationships are typically short-lived, lasting only until the employee has been socialized into his or her role.
- D. Developers concentrate on developing protégés' task-related skills and providing career support.
- E. Mentoring provides protégés with psychological and social support as well as providing job-related training.

78. According to Kathy Kram, the two general functions that mentoring accomplishes are:

- A. career functions and psychosocial functions.
- B. psychological development and social development.
- C. socialization and radicalization.
- D. behavioral development and skills development.
- E. investiture functions and disjunctive functions.

79. According to Kathy Kram, which of these is a psychological function of mentoring?

- A. Sponsorship
- B. Exposure-and-visibility
- C. Coaching
- D. Protection
- E. Counseling

80. According to researcher Kathy Kram, which of these is a career function of mentoring?

- A. Friendship
- B. Acceptance-and-confirmation
- C. Coaching
- D. Role modeling
- E. Counseling

81. A receptive developmental network is composed of:

- A. strong relationships between protégés within the same social system.
- B. strong ties among several developers from different social systems.
- C. relationships based on frequent interactions, reciprocity, and positive affect.
- D. a few weak ties from one social system.
- E. weak ties from various social systems from which the networked relationships stem.

82. Which developmental network associated with mentoring contains a few strong ties between an employee and developers who all come from one social system?

- A. Entrepreneurial
- B. Traditional
- C. Opportunistic
- D. Receptive
- E. Cognitive

83. A(n) \_\_\_\_\_ network is associated with having weak ties with multiple developers from different social systems.

- A. traditional
- B. cognitive
- C. receptive
- D. entrepreneurial
- E. opportunistic



84. A(n) \_\_\_\_\_ developmental network is composed of a few weak ties from one social system, such as an employer or professional association.

- A. receptive
- B. traditional
- C. opportunistic
- D. entrepreneurial
- E. oppositional

85. Which of the following is the strongest type of developmental network associated with mentoring?

- A. Receptive
- B. Traditional
- C. Opportunistic
- D. Entrepreneurial
- E. Oppositional

## Essay Questions

86. Define organizational culture and state its characteristics.

87. Explain the importance of observable artifacts in an organization's culture.

88. State the five key components of values.

89. Briefly describe the three layers of organizational culture.

90. Distinguish between espoused values and enacted values.

91. State the four functions of organizational culture.

92. Explain the features of the clan type of organizational culture.

93. Draw a chart depicting the competing values framework (CVF), including the dimensions of the model and the culture types. Explain in what way each culture type fits its quadrant in the model.

94. Differentiate between an adhocracy organizational culture and a market organizational culture.

95. Describe Daniel Feldman's three-phase model of organizational socialization.

96. Differentiate between formal and informal socialization techniques.

97. Differentiate between sequential and random socialization tactics.

98. Differentiate between the socialization tactics of divestiture and investiture.

99. How does mentoring help to embed an organization's culture among employees?

100. Describe the four types of developmental networks.

## Chapter 02 Organizational Culture, Socialization, and Mentoring **Answer Key**

### True / False Questions

1. Organizational culture is passed on to new employees through the process of  
(p. 32) socialization.

**TRUE**

Organizational culture is passed on to new employees through the process of socialization.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Organizational Culture: Definition and Context*



2. Organizational culture influences the type of organizational structure adopted  
(p. 32-33) by a company.

**TRUE**

Organizational culture influences the type of organizational structure adopted by a company and a host of practices, policies, and procedures implemented in pursuit of organizational goals.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Organizational Culture: Definition and Context*

3. Espoused values represent the explicitly stated values and norms that are  
(p. 33) preferred by an organization.

**TRUE**

Espoused values represent the explicitly stated values and norms that are preferred by an organization.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

4. The company bulletin board on which employees post notes is an example of  
(p. 33) an enacted value.

**FALSE**

The physical manifestation of an organization's culture are known as artifacts.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

5. Since a gap between espoused values and enacted values has no influence on  
(p. 35) employee attitudes and organizational performance, managers should not  
waste time on reducing such gaps.

**FALSE**

It is important for managers to reduce gaps between espoused and enacted values because they can significantly influence employee attitudes and organizational performance.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

6. When basic assumptions are widely held among employees, people will find  
(p. 35) behavior based on an inconsistent value easier to follow.

**FALSE**

When basic assumptions are widely held among employees, people will find behavior based on an inconsistent value inconceivable. Google, for example, is noted for its innovative culture. Employees at Google would be shocked to see management act in ways that did not value creativity and innovation.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

7. Changes in organizational culture occur rapidly at the level of basic  
(p. 35) assumptions and only gradually at the level of observable artifacts.

**FALSE**

Basic assumptions constitute organizational values that have become so taken for granted over time that they become assumptions that guide organizational behavior. They thus are highly resistant to change.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

8. Giving members an organizational identity is one of the functions of  
(p. 35) organizational culture.

### TRUE

The four main functions of organizational culture are to 1) give members an organizational identity, 2) facilitate collective commitment, 3) promote social system stability, and 4) shape behavior by helping members make sense of their surroundings.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

9. The competing values framework (CVF) provides a practical way for managers  
(p. 37) to understand, measure, and improve profitability.

### FALSE

The competing values framework (CVF) provides a practical way for managers to understand, measure, and change organizational culture.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

10. Organizations can possess characteristics associated with more than one  
(p. 37) culture type.

**TRUE**

Organizations can possess characteristics associated with each culture type.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

11. An organization cannot have both a clan culture and a hierarchical culture.  
(p. 37)

**FALSE**

Organizations can possess characteristics associated with each culture type.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

12. The basic method by which a clan culture achieves effectiveness is  
(p. 38) collaboration.

**TRUE**

The clan culture resembles a family-type organization in which effectiveness is achieved by encouraging collaboration between employees.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

13. An organization with an external focus that values flexibility has a hierarchical  
(p. 38) culture.

**FALSE**

An adhocracy culture has an external focus and values flexibility.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

14. An adhocracy culture values flexibility and has an external focus.

(p. 38)

**TRUE**

An adhocracy culture values flexibility and has an external focus.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

15. A market culture is well suited for companies that rule the market and have no competitors.

(p. 39)

**FALSE**

A market culture has a strong external focus and values stability and control. Organizations with this culture are driven by competition and a strong desire to deliver results and accomplish goals.

*AACSB: Analytic*

*Blooms: Understand*

*Difficulty: 2 Medium*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

16. Organizations with a market culture tend to reward people who deliver results.

(p. 39)

**TRUE**

A market culture has a strong external focus and values stability and control. Organizations with this culture are driven by competition and a strong desire to deliver results and accomplish goals. Organizations with this culture tend to reward people who deliver results.

*AACSB: Analytic*

*Blooms: Understand*

*Difficulty: 2 Medium*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

17. The clan culture and market culture are both represented by values that

(p. 40) emphasize an internal focus.

**FALSE**

The clan culture is represented by values that emphasize an internal focus and flexibility, whereas the market culture has an external focus and concern for stability and control.

*AACSB: Analytic*

*Blooms: Understand*

*Difficulty: 2 Medium*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*



18. An organization's culture can be a source of competitive advantage.

(p. 41)

**TRUE**

Research shows that organizational culture is clearly related to measures of organizational effectiveness. This reinforces the conclusion that an organization's culture can be a source of competitive advantage.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

19. The process of organizational change always begins with the recruitment of

(p. 42) new employees.

**FALSE**

The process of culture change essentially begins with targeting one of the three layers of organizational culture—observable artifacts, espoused values, and basic assumptions.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-03 Summarize the process by which organizations change their cultures.*

*Topic: Dynamics of Organizational Culture*

20. Organizational culture will not change in a significant way unless managers are  
(p. 42) able to change basic underlying assumptions.

**TRUE**

Organizational culture will not change in a significant way unless managers are able to change basic underlying assumptions.

*AACSB: Analytic*

*Blooms: Understand*

*Difficulty: 2 Medium*

*Learning Objective: 02-03 Summarize the process by which organizations change their cultures.*

*Topic: Dynamics of Organizational Culture*

21. The anticipatory socialization phase begins when the employment contract has  
(p. 46) been signed.

**FALSE**

Anticipatory socialization occurs before an individual actually joins an organization.

*AACSB: Analytic*

*Blooms: Understand*

*Difficulty: 2 Medium*

*Learning Objective: 02-04 Describe the three phases in Feldman's model of organizational socialization.*

*Topic: The Organizational Socialization Process*

22. Organization socialization begins before the individual actually joins the  
(p. 46) organization.

**TRUE**

Anticipatory socialization occurs before an individual actually joins an organization.

*AACSB: Analytic*

*Blooms: Understand*

*Difficulty: 2 Medium*

*Learning Objective: 02-04 Describe the three phases in Feldman's model of organizational socialization.*

*Topic: The Organizational Socialization Process*

23. Divestiture is the denial and stripping away of the newcomer's existing sense of  
(p. 48) self and the reconstruction of self in the organization's image.

**TRUE**

Divestiture is the denial and stripping away of the newcomer's existing sense of self and the reconstruction of self in the organization's image.

Refer To: Table 2-1

*AACSB: Analytic*

*Blooms: Understand*

*Difficulty: 2 Medium*

*Learning Objective: 02-05 Discuss the various tactics used to socialize employees.*

*Topic: The Organizational Socialization Process*

24. Serial socialization provides a timetable for the assumption of the role, whereas  
(p. 48) a variable process does not.

**FALSE**

Fixed socialization provides a timetable for the assumption of the role, whereas  
a variable process does not.

Refer To: Table 2-1

*AACSB: Analytic*

*Blooms: Understand*

*Difficulty: 2 Medium*

*Learning Objective: 02-05 Discuss the various tactics used to socialize employees.*

*Topic: The Organizational Socialization Process*

25. Clothing company Beetle Basics puts all its new employees through the same  
(p. 48) three-day orientation program. This is a collective, formal socialization  
experience.

**TRUE**

Collective socialization consists of grouping newcomers and exposing them to  
a common set of experiences. Formal socialization is the practice of  
segregating a newcomer from regular organization members during a defined  
socialization period

Refer To: Table 2-1

*AACSB: Analytic*

*Blooms: Apply*

*Difficulty: 3 Hard*

*Learning Objective: 02-05 Discuss the various tactics used to socialize employees.*

*Topic: The Organizational Socialization Process*

26. A disjunctive socialization process is one in which the newcomer is socialized  
(p. 48) by an experienced member.

**FALSE**

A serial process is one in which the newcomer is socialized by an experienced member.

Refer To: Table 2-1

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-05 Discuss the various tactics used to socialize employees.*

*Topic: The Organizational Socialization Process*

27. Formal socialization is the practice of segregating a newcomer from regular  
(p. 48) organization members during a defined socialization period.

**TRUE**

Formal socialization is the practice of segregating a newcomer from regular organization members during a defined socialization period.

Refer To: Table 2-1

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-05 Discuss the various tactics used to socialize employees.*

*Topic: The Organizational Socialization Process*

28. An opportunistic network is associated with having weak ties with multiple  
(p. 51) developers from different social systems.

**TRUE**

An opportunistic network is associated with having weak ties with multiple  
developers from different social systems.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-06 Explain the four types of developmental networks derived from a developmental network model of mentoring.*

*Topic: Embedding Organizational Culture through Mentoring*

29. A receptive developmental network is the strongest type of network.  
(p. 51)

**FALSE**

An entrepreneurial network, which is the strongest type of developmental  
network, is made up of strong ties among several developers who come from  
four different social systems.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-06 Explain the four types of developmental networks derived from a developmental network model of mentoring.*

*Topic: Embedding Organizational Culture through Mentoring*

30. An entrepreneurial developmental network is associated with having weak ties  
(p. 51) with multiple developers from different social systems.

**FALSE**

An entrepreneurial network, which is the strongest type of developmental network, is made up of strong ties among several developers who come from four different social systems.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-06 Explain the four types of developmental networks derived from a developmental network model of mentoring.*

*Topic: Embedding Organizational Culture through Mentoring*

## Multiple Choice Questions

31. Organizational \_\_\_\_\_ is(are) the set of shared, taken-for-granted implicit  
(p. 32) assumptions that a group holds and that determines how it perceives, thinks  
about, and reacts to its various environments.

A. artifacts

**B.** culture

C. ethics

D. socialization

E. mentoring

Organizational culture is "the set of shared, taken-for-granted implicit  
assumptions that a group holds and that determines how it perceives, thinks  
about, and reacts to its various environments."

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Organizational Culture: Definition and Context*



32. The three fundamental layers of organizational culture are:

(p. 32)

- A. observable artifacts, ethics, and socialization.
- B. ethics, socialization, and mentoring.
- C. ethics, observable artifacts, and mentoring.
- D. observable artifacts, espoused values, and mentoring.
- E. observable artifacts, espoused values, and underlying assumptions.

Figure 2-1 shows the three fundamental layers of organizational culture. They are observable artifacts, espoused values, and basic underlying assumptions.

Refer To: Figure 2-1

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

33. Which of the following is an example of an artifact of an organization?

(p. 33)

- A. The different management styles of people in the organization
- B. The national culture in which the organization functions
- C. The underlying beliefs about the organization
- D.** The company's annual awards function
- E. The company's espoused values

Artifacts consist of the physical manifestation of an organization's culture.

Organizational examples include acronyms, manner of dress, awards, myths and stories told about the organization, published lists of values, observable rituals and ceremonies, special parking spaces, decorations, and so on.

*AACSB: Analytic*

*Blooms: Apply*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

34. \_\_\_\_\_ consist of the physical manifestation of an organization's culture. They  
(p. 33) include acronyms, manner of dress, awards, myths and stories told about the organization, published lists of values, observable rituals and ceremonies, special parking spaces, decorations, and so on.

- A. Mnemonics
- B. Artifacts**
- C. Basic assumptions
- D. Espoused values
- E. Enacted values

Artifacts consist of the physical manifestation of an organization's culture. Organizational examples include acronyms, manner of dress, awards, myths and stories told about the organization, published lists of values, observable rituals and ceremonies, special parking spaces, decorations, and so on.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

35. When Hannah entered the Hyatt Hotel to confirm a booking she had done for her friend, she noticed that all the hospitality staff wore clothes in the same color and style. Which of the following layers of organizational culture would such a dress code represent?

- A. Artifacts
- B. Espoused values
- C. Enacted values
- D. Assumptions
- E. Mnemonics

Artifacts consist of the physical manifestation of an organization's culture. Organizational examples include acronyms, manner of dress, awards, myths and stories told about the organization, published lists of values, observable rituals and ceremonies, special parking spaces, decorations, and so on.

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Difficulty: 3 Hard*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

36. The reception area of Catwalk Inc. has a huge showcase displaying the various  
(p. 33) awards the company has won over the years. This is a representation of which  
of the following layers of the organizational culture?

- A.** Artifacts
- B. Espoused values
- C. Enacted values
- D. Semantics
- E. Mnemonics

Artifacts consist of the physical manifestation of an organization's culture. Organizational examples include acronyms, manner of dress, awards, myths and stories told about the organization, published lists of values, observable rituals and ceremonies, special parking spaces, decorations, and so on.

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Difficulty: 3 Hard*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

37. A company hangs signs on its walls saying, "Trust is one of our guiding principles." This is an example of a(n):  
(p. 33)

- A. espoused value.
- B. enacted value.
- C. intrinsic value.
- D. redundant value.
- E. instrumental value.

Espoused values represent the explicitly stated values and norms that are preferred by an organization.

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Difficulty: 3 Hard*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

38. The most visible level of an organization's culture is:

*(p. 33)*

- A. espoused values.
- B. assumptions.
- C. ethics.
- D.** artifacts.
- E. enacted values.

At the more visible level, culture represents observable artifacts.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

39. The top management of Olympic Sports Equipment has clearly stated the  
(p. 33) values and norms that the company expects its employees to follow. These are referred to as:

- A. espoused values.
- B. below-the-surface artifacts.
- C. enacted values.
- D. social artifacts.
- E. observable artifacts.

Espoused values represent the explicitly stated values and norms that are preferred by an organization.

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Difficulty: 3 Hard*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*



40. \_\_\_\_\_ represent the explicitly stated values and norms that are preferred by an  
(p. 33) organization.

- A. Artifacts
- B. Espoused values**
- C. Enacted values
- D. Basic assumptions
- E. Beliefs

Espoused values represent the explicitly stated values and norms that are preferred by an organization.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: The Dynamics of Organizational Behavior*

41. Every month, Target selects an employee for the "Employee of the Month" award. The winner gets a \$100 check and an assigned parking space for a month. This is an example of a(n):

(p. 33)

- A. underlying assumption.
- B. enacted value.
- C. observable artifact.
- D. espoused value.
- E. mnemonic.

Artifacts consist of the physical manifestation of an organization's culture. Organizational examples include acronyms, manner of dress, awards, myths and stories told about the organization, published lists of values, observable rituals and ceremonies, special parking spaces, decorations, and so on.

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Difficulty: 3 Hard*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

42. Every employee at RTG Inc. knows that the company's two main principles are  
(p. 33) "We value diversity" and "Teaching matters". Which of the following layers of  
organization culture does this represent?

- A. Artifacts
- B. Espoused values**
- C. Enacted values
- D. Basic assumptions
- E. Competence suppressors

Espoused values represent the explicitly stated values and norms that are preferred by an organization.

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Difficulty: 3 Hard*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

43. The values and norms that are exhibited by employees are called:

(p. 34)

- A. face values.
- B. espoused values.
- C. intrinsic values.
- D. instrumental values.
- E.** enacted values.

Enacted values represent the values and norms that actually are exhibited or converted into employee behavior.

*AACSB: Analytic*

*Blooms: Understand*

*Difficulty: 2 Medium*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

44. Though TGF's stated HR policies value diversity and encourage applications  
(p. 34) from diverse backgrounds, employees notice that this is not really put into  
practice. This represents:

- A. a combination of artifacts and beliefs.
- B.** a gap between espoused and enacted values.
- C. a combination of artifacts and espoused values.
- D. a gap between artifacts and enacted values.
- E. a synthesis of espoused and enacted values.

Enacted values represent the values that employees ascribe to an organization based on their observations of what occurs on a daily basis. The enacted values may differ from the values an organization espouses.

*AACSB: Analytic*

*Blooms: Apply*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

45. \_\_\_\_\_ constitute organizational values that have become so taken for granted  
(p. 35) over time that they become the underlying forces that guide organizational  
behavior.

- A. Artifacts
- B. Semantics
- C. Mnemonics
- D. Ethics
- E. Assumptions

Basic underlying assumptions are unobservable and represent the core of organizational culture. They constitute organizational values that have become so taken for granted over time that they become assumptions that guide organizational behavior.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

46. The essential factor in maintaining social stability in an organization is:

(p. 36)

- A. managing conflict and change in the organization.
- B. encouraging social networking among employees.
- C. increasing the gap between espoused and enacted values.
- D. instituting performance-based incentives.
- E. developing a clan culture rather than a market culture.

Social system stability reflects the extent to which the work environment is perceived as positive and reinforcing, and the extent to which conflict and change are effectively managed.

*AACSB: Reflective Thinking*

*Blooms: Understand*

*Difficulty: 3 Hard*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

47. Which of the following reflects the extent to which the work environment is perceived as positive and reinforcing, and conflict and change are managed effectively?  
(p. 36)

- A. Social system stability
- B. Organizational identity
- C. Investiture socialization
- D. Disjunctive socialization
- E. Diversity of developmental relationships

Social system stability reflects the extent to which the work environment is perceived as positive and reinforcing, and the extent to which conflict and change are effectively managed.

*AACSB: Analytic*

*Blooms: Understand*

*Difficulty: 2 Medium*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*



48. The dimensions on which the Competing Values Framework bases its  
(p. 37) classifications of organizations are:

- A. profit/non-profit and horizontal/vertical.
- B. positivity/negativity and employer-focused/employee-focused.
- C. flexibility/stability and internality/externality.
- D. top-down/bottom-up and investiture/divestiture.
- E. serial/disjunctive and formal/informal.

One axis pertains to whether an organization focuses its attention and efforts on internal dynamics and employees or outward toward its external environment and its customers and shareholders. The second is concerned with an organization's preference for flexibility and discretion or control and stability.

*AACSB: Analytic*

*Blooms: Understand*

*Difficulty: 2 Medium*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

49. Which of the following is a dimension of organizational culture used in the  
(p. 37) Competing Values Framework?

- A. Whether an organization follows a top-down or bottom-up approach to communication
- B. Whether an organization focuses its efforts on internal dynamics or outward toward its external environment**
- C. Whether an organization uses investiture or divestiture to socialize new members into the organization
- D. Whether an organization's main focus is on profit or it contributes to not-for-profit activities
- E. Whether an organization's culture encourages formal or informal relationships between employers and employees

One axis pertains to whether an organization focuses its attention and efforts on internal dynamics and employees or outward toward its external environment and its customers and shareholders. The second is concerned with an organization's preference for flexibility and discretion or control and stability.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

50. Which of the following company slogans most reflects the characteristics of a  
(p. 37) clan culture?

- A. You'll always find us one step ahead of the market.
- B. Think outside the box. Dream it. Do it.
- C. People are our greatest asset.
- D. Precision plus consistence equals quality.
- E. Putting customers first.

Clan culture is very "employee-focused" and strives to instill cohesion through consensus and job satisfaction and commitment through employee involvement.

*AACSB: Analytic*

*Blooms: Apply*

*Difficulty: 2 Medium*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

51. Which of the following statements about the Competing Values Framework is  
(p. 37) true?

- A. It is a mechanism for judging between employees.
- B. It is highly theoretical and impractical.
- C. It is an approach for classifying organizational culture.
- D. It does not take non-profit organizations into consideration.
- E. It describes six different types of organizational culture.

The Competing Values Framework is the most widely used approach for classifying organizational culture. It also was named as one of the 40 most important frameworks in the study of organizations and has been shown to be a valid approach for classifying organizational culture.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

52. A clan culture can be identified by:

(p. 37)

- A. internal focus and flexibility.
- B. external focus and flexibility.**
- C. internal focus and control.
- D. external focus and stability.
- E. external focus and control.

A clan culture has an internal focus and values flexibility rather than stability and control.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

53. A(n) \_\_\_\_\_ organizational culture resembles a family-type organization in which  
(p. 37) effectiveness is achieved by encouraging collaboration between employees.

- A. clan
- B. market
- C. adhocracy
- D. hierarchy
- E. passive

A clan culture has an internal focus and values flexibility rather than stability and control. It resembles a family-type organization in which effectiveness is achieved by encouraging collaboration between employees.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

54. Which of the following is a typical feature of an organization that has a clan  
(p. 37) culture?

- A. It values employee consensus and job satisfaction.
- B. It has an external rather than an internal focus.
- C. It prefers to maintain stability instead of adopting flexible methods of working.
- D. It discourages employee collaboration in favour of top-down management.
- E. It relies on centralized power and authority.

A clan culture has an internal focus and values flexibility rather than stability and control. This type of culture is very "employee-focused" and strives to instill cohesion through consensus and job satisfaction and commitment through employee involvement.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

55. Tom's of Maine is a company which produces all-natural toothpastes, soaps, (p. 37) and other hygiene products. According to the company statement of beliefs, they aim to provide their employees with "a safe and fulfilling environment and an opportunity to grow and learn." Which of the following types of organizational culture has Tom's of Maine adopted?

- A.** Clan culture
- B. Adhocracy culture
- C. Market culture
- D. Hierarchy culture
- E. Passive culture

A clan culture has an internal focus and values flexibility rather than stability and control. This type of culture is very "employee-focused" and strives to instill cohesion through consensus and job satisfaction and commitment through employee involvement.

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Difficulty: 3 Hard*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*



56. A(n) \_\_\_\_\_ culture has an external focus and values flexibility.

*(p. 38)*

- A. clan
- B. active
- C. adhocracy**
- D. hierarchy
- E. market

An adhocracy culture has an external focus and values flexibility.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

57. An adhocracy culture:

(p. 38)

- A. has an internal focus.
- B. is very employee focused.
- C. fosters the creation of innovative products and services by being adaptable.
- D. relies on centralized power and authority.
- E. is driven by competition and a strong desire to deliver results and accomplish goals.

An adhocracy culture has an external focus and values flexibility. This type of culture fosters the creation of innovative products and services by being adaptable, creative, and fast to respond to changes in the marketplace.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

58. Kling On Inc. values creativity and tries to develop new products in anticipation  
(p. 38) of changing customer demands. It can be said that Kling On has a(n) \_\_\_\_\_  
culture.

- A. clan
- B. passive
- C. adhocracy
- D. hierarchy
- E. market

An adhocracy culture has an external focus and values flexibility. This type of culture fosters the creation of innovative products and services by being adaptable, creative, and fast to respond to changes in the marketplace.

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Difficulty: 3 Hard*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

59. Apple breeds leaders who focus on innovative outputs and are agile enough to  
(p. 38) adapt to the frequent changes of their industry. Apple is an example of a(n)  
\_\_\_\_\_ culture because it allows its employees to take initiative and experiment  
with new ideas.

- A. clan
- B. adhocracy**
- C. market
- D. hierarchy
- E. passive

An adhocracy culture has an external focus and values flexibility. This type of culture fosters the creation of innovative products and services by being adaptable, creative, and fast to respond to changes in the marketplace.

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Difficulty: 3 Hard*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

60. Which of the following types of culture has an internal focus and values  
(p. 39) stability?

- A. Clan
- B. Passive
- C. Adhocracy
- D. Hierarchy**
- E. Market

The hierarchy culture has an internal focus, which produces a more formalized and structured work environment, and values stability and control over flexibility.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

61. Which of the following types of culture has an external focus and values stability?  
(p. 39)

- A. Clan
- B. Passive
- C. Adhocracy
- D. Hierarchy
- E. Market

A market culture has a strong external focus and values stability and control.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

62. AT&T is an example of \_\_\_\_\_ culture because they pride themselves on being  
(p. 39) result - oriented and highly competitive in their industry.

- A. clan
- B. adhocracy
- C. market**
- D. hierarchy
- E. passive

A market culture has a strong external focus and values stability and control. Organizations with this culture are driven by competition and a strong desire to deliver results and accomplish goals.

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Difficulty: 3 Hard*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

63. Companies with \_\_\_\_\_ cultures are more likely to implement Total Quality Management programs, as these programs fulfill the companies' requirement for control over every aspect of the process and maximize efficiency and measurability.

- A. hierarchical
- B. clan
- C. passive
- D. market
- E. adhocracy

The hierarchical culture has an internal focus, which produces a more formalized and structured work environment, and values stability and control over flexibility. This orientation leads to the development of reliable internal processes, extensive measurement, and the implementation of a variety of control mechanisms.

*AACSB: Reflective Thinking*

*Blooms: Apply*

*Difficulty: 3 Hard*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*



64. The process by which employees learn an organization's values, norms, and  
(p. 45) required behaviors is known as:

- A. radicalization.
- B. institutionalization.
- C. socialization.
- D. dispensation.
- E. solicitation.

Organizational socialization is defined as "the process by which a person learns the values, norms, and required behaviors which permit him to participate as a member of the organization."

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-04 Describe the three phases in Feldman's model of organizational socialization.*

*Topic: The Organizational Socialization Process*

65. Feldman's three-phase model of organizational socialization begins with:

(p. 45)

- A. the acquisition phase.
- B. the change phase.
- C. the anticipatory socialization phase.
- D. the encounter phase.
- E. the reciprocal socialization phase.

Organizational behavior researcher Daniel Feldman has proposed a three-phase model of organizational socialization. The three phases are (1) anticipatory socialization, (2) encounter, and (3) change and acquisition.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-04 Describe the three phases in Feldman's model of organizational socialization.*

*Topic: The Organizational Socialization Process*

66. In Feldman's three-phase model, organizational socialization begins:

(p. 46)

- A. before the individual actually joins the organization.
- B. during the interview process.
- C. once the individual is hired.
- D. when the mentor is identified in the organization.
- E. after the individual has spent a year in the company.

Anticipatory socialization occurs before an individual actually joins an organization.

*AACSB: Analytic*

*Blooms: Understand*

*Difficulty: 2 Medium*

*Learning Objective: 02-04 Describe the three phases in Feldman's model of organizational socialization.*

*Topic: The Organizational Socialization Process*

67. Organizational socialization that occurs prior to joining the organization is  
(p. 46) known as:

- A. reciprocal socialization.
- B. espousing.
- C. cultural reproduction.
- D. anticipatory socialization.
- E. divestiture.

Anticipatory socialization occurs before an individual actually joins an organization.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-04 Describe the three phases in Feldman's model of organizational socialization.*

*Topic: The Organizational Socialization Process*

68. Which of the following is a behavioral outcome expected once an outsider  
(p. 46) becomes a socialized insider within an organization?

- A. Identification with the organization
- B. Internal motivation to work
- C. High job satisfaction
- D.** Performance of role assignments
- E. Frequent job hopping

Behavioral outcomes for a socialized insider include 1) performs role assignments, 2) remains with organization, and 3) spontaneously innovate and cooperates.

Refer To: Figure 2-5

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-04 Describe the three phases in Feldman's model of organizational socialization.*

*Topic: The Organizational Socialization Process*

69. Which of the following is an affective outcome expected once an outsider  
(p. 46) becomes a socialized insider within an organization?

- A. Remaining with the organization
- B. Spontaneously innovating and cooperating
- C. Performing role assignments
- D.** Exhibiting high job involvement
- E. Carrying out tasks independently

Affective outcome for socialized insider includes: 1) Generally satisfied, 2)  
Internally motivated to work, and 3) High job involvement.

Refer To: Figure 2-5

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-04 Describe the three phases in Feldman's model of organizational socialization.*

*Topic: The Organizational Socialization Process*

70. The encounter phase of the organizational socialization begins:

(p. 47)

- A. before the individual interviews with the company.
- B.** when the employment contract has been signed.
- C. when the important tasks has been mastered.
- D. after the individual has achieved a certain status symbol in the organization.
- E. after the individual completes 3 years of work in the organization.

The encounter phase begins when the employment contract has been signed. During the encounter phase employees come to learn what the organization is really like.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-04 Describe the three phases in Feldman's model of organizational socialization.*

*Topic: The Organizational Socialization Process*

71. During the \_\_\_\_\_ phase of socialization, employees come to learn what the  
(p. 47) organization is really like.

- A. encounter
- B. reciprocal
- C. acquisition
- D. anticipation
- E. renewal

The encounter phase begins when the employment contract has been signed. During the encounter phase employees come to learn what the organization is really like.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-04 Describe the three phases in Feldman's model of organizational socialization.*

*Topic: The Organizational Socialization Process*



72. Which phase of socialization requires employees to master important tasks and roles and to adjust to their work group's values and norms?  
(p. 47)

- A. Renewal
- B. Change and acquisition**
- C. Anticipatory socialization
- D. Encounter
- E. Pre-socialization

The change and acquisition phase requires employees to master important tasks and roles and to adjust to their work group's values and norms.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-04 Describe the three phases in Feldman's model of organizational socialization.*

*Topic: The Organizational Socialization Process*

73. The \_\_\_\_\_ socialization tactic relies heavily on role models.

(p. 48)

A. individual

**B.** serial

C. informal

D. sequential

E. divestiture

A serial process is one in which the newcomer is socialized by an experienced member.

Refer To: Table 2-1

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-05 Discuss the various tactics used to socialize employees.*

*Topic: The Organizational Socialization Process*

74. An organization that strips away a newcomer's sense of self is using a(n) \_\_\_\_\_  
(p. 48) socialization tactic.

- A. random
- B. disjunctive
- C. informal
- D. variable
- E. divestiture

Divestiture is the denial and stripping away of the newcomer's existing sense of self and the reconstruction of self in the organization's image.

Refer To: Table 2-1

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-05 Discuss the various tactics used to socialize employees.*

*Topic: The Organizational Socialization Process*

75. Socialization research offers which of these practical guideline(s) for managing  
(p. 50) organizational socialization?

- A. Managers should implement a sink-or-swim approach to organizational socialization.
- B. Managers play the least important role during the encounter phase, therefore, they should minimize their time allocation to this phase.
- C. Proactive socialization behaviors have a negative impact on organizations.
- D. Managers should pay attention to the socialization of diverse employees.
- E. A serial socialization process should be used when a company has been newly started and all employees are newly hired.

Managers should pay attention to the socialization of diverse employees.

Research demonstrated that diverse employees, particularly those with disabilities, experienced different socialization activities than other newcomers.

In turn, these different experiences affected their long-term success and job satisfaction.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-04 Describe the three phases in Feldman's model of organizational socialization.*

*Topic: The Organizational Socialization Process*

76. \_\_\_\_\_ is defined as the process of forming and maintaining developmental  
(p. 50) relationships between a senior and a junior person.

- A. Organizational socialization
- B. Adhocracy
- C. Hierarchy
- D. Mentoring**
- E. Coaching

Mentoring is defined as the process of forming and maintaining intensive and lasting developmental relationships between a variety of developers (i.e., people who provide career and psychosocial support) and a junior person (the protégé, if male; or protégée, if female).

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-06 Explain the four types of developmental networks derived from a developmental network model of mentoring.*

*Topic: Embedding Organizational Culture through Mentoring*

77. Which of the following is true of mentoring new employees within an  
(p. 50) organization?

- A. Mentoring is an important tool for organizational socialization, but has no impact on the employee's career prospects.
- B. Developers refrain from connecting with protégés on a social footing in order to maintain neutrality.
- C. Mentoring relationships are typically short-lived, lasting only until the employee has been socialized into his or her role.
- D. Developers concentrate on developing protégés' task-related skills and providing career support.
- E. Mentoring provides protégés with psychological and social support as well as providing job-related training.

Mentoring is defined as the process of forming and maintaining intensive and lasting developmental relationships between a variety of developers (i.e., people who provide career and psychosocial support) and a junior person (the protégé, if male; or protégée, if female).

*AACSB: Analytic*

*Blooms: Understand*

*Difficulty: 2 Medium*

*Learning Objective: 02-06 Explain the four types of developmental networks derived from a developmental network model of mentoring.*

*Topic: Embedding Organizational Culture through Mentoring*

78. According to Kathy Kram, the two general functions that mentoring  
(p. 51) accomplishes are:

- A. career functions and psychosocial functions.
- B. psychological development and social development.
- C. socialization and radicalization.
- D. behavioral development and skills development.
- E. investiture functions and disjunctive functions.

Kram identified two general functions (career and psychosocial) of the mentoring process.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-06 Explain the four types of developmental networks derived from a developmental network model of mentoring.*

*Topic: Embedding Organizational Culture through Mentoring*

79. According to Kathy Kram, which of these is a psychological function of  
(p. 51) mentoring?

- A. Sponsorship
- B. Exposure-and-visibility
- C. Coaching
- D. Protection
- E. Counseling

Kram identified two general functions (career and psychosocial) of the mentoring process. Four psychosocial functions were role modeling, acceptance-and-confirmation, counseling, and friendship.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-06 Explain the four types of developmental networks derived from a developmental network model of mentoring.*

*Topic: Embedding Organizational Culture through Mentoring*



80. According to researcher Kathy Kram, which of these is a career function of  
(p. 51) mentoring?

- A. Friendship
- B. Acceptance-and-confirmation
- C. Coaching
- D. Role modeling
- E. Counseling

Kram identified two general functions (career and psychosocial) of the mentoring process. Five career functions that enhanced career development were sponsorship, exposure-and-visibility, coaching, protection, and challenging assignments.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-06 Explain the four types of developmental networks derived from a developmental network model of mentoring.*

*Topic: Embedding Organizational Culture through Mentoring*

81. A receptive developmental network is composed of:

*(p. 51)*

- A. strong relationships between protégés within the same social system.
- B. strong ties among several developers from different social systems.
- C. relationships based on frequent interactions, reciprocity, and positive affect.
- D. a few weak ties from one social system.
- E. weak ties from various social systems from which the networked relationships stem.

A receptive developmental network is composed of a few weak ties from one social system such as an employer or a professional association.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-06 Explain the four types of developmental networks derived from a developmental network model of mentoring.*

*Topic: Embedding Organizational Culture through Mentoring*

82. Which developmental network associated with mentoring contains a few strong  
(p. 51) ties between an employee and developers who all come from one social  
system?

A. Entrepreneurial

**B. Traditional**

C. Opportunistic

D. Receptive

E. Cognitive

A traditional network contains a few strong ties between an employee and  
developers that all come from one social system.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-06 Explain the four types of developmental networks derived from a developmental network model of mentoring.*

*Topic: Embedding Organizational Culture through Mentoring*

83. A(n) \_\_\_\_\_ network is associated with having weak ties with multiple  
(p. 51) developers from different social systems.

- A. traditional
- B. cognitive
- C. receptive
- D. entrepreneurial
- E. opportunistic

An opportunistic network is associated with having weak ties with multiple developers from different social systems.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-06 Explain the four types of developmental networks derived from a developmental network model of mentoring.*

*Topic: Embedding Organizational Culture through Mentoring*

84. A(n) \_\_\_\_\_ developmental network is composed of a few weak ties from one  
(p. 51) social system, such as an employer or professional association.

- A. receptive
- B. traditional
- C. opportunistic
- D. entrepreneurial
- E. oppositional

A receptive developmental network is composed of a few weak ties from one social system such as an employer or a professional association.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-06 Explain the four types of developmental networks derived from a developmental network model of mentoring.*

*Topic: Embedding Organizational Culture through Mentoring*

85. Which of the following is the strongest type of developmental network  
(p. 51) associated with mentoring?

- A. Receptive
- B. Traditional
- C. Opportunistic
- D.** Entrepreneurial
- E. Oppositional

An entrepreneurial network, which is the strongest type of developmental network, is made up of strong ties among several developers who come from four different social systems.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-06 Explain the four types of developmental networks derived from a developmental network model of mentoring.*

*Topic: Embedding Organizational Culture through Mentoring*

## Essay Questions

86. Define organizational culture and state its characteristics.

(p. 32)

Organizational culture is "the set of shared, taken-for-granted implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments." This definition highlights three important characteristics of organizational culture. First, organizational culture is passed on to new employees through the process of socialization. Second, organizational culture influences our behavior at work. Finally, organizational culture operates at different levels.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Organizational Culture: Definition and Context*

87. Explain the importance of observable artifacts in an organization's culture.

*(p. 33)*

At the more visible level, culture represents observable artifacts. Artifacts consist of the physical manifestation of an organization's culture.

Organizational examples include acronyms, manner of dress, awards, myths and stories told about the organization, published lists of values, observable rituals and ceremonies, special parking spaces, decorations, and so on. This level also includes visible behaviors exhibited by people and groups.

*AACSB: Analytic*

*Blooms: Understand*

*Difficulty: 2 Medium*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Organizational Culture: Definition and Context*

88. State the five key components of values.

*(p. 33)*

Values possess five key components. "Values (1) are concepts or beliefs, (2) pertain to desirable end-states or behaviors, (3) transcend situations, (4) guide selection or evaluation of behavior and events, and (5) are ordered by relative importance."

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*



89. Briefly describe the three layers of organizational culture.

*(p. 33,35)*

The three fundamental layers of organizational culture are observable artifacts, espoused values, and basic underlying assumptions. Artifacts consist of the physical manifestation of an organization's culture. Organizational examples include acronyms, manner of dress, awards, myths and stories told about the organization, published lists of values, decorations, and so on. Espoused values represent the explicitly stated values and norms that are preferred by an organization. Basic underlying assumptions are unobservable and represent the core of organizational culture. They constitute organizational values that have become so taken for granted over time that they become assumptions that guide organizational behavior.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

90. Distinguish between espoused values and enacted values.

(p. 33-34)

Espoused values represent the explicitly stated values and norms that are preferred by an organization. They are generally established by the founder of a new or small company and by the top management team in a larger organization. Enacted values, on the other hand, represent the values and norms that actually are exhibited or converted into employee behavior. They represent the values that employees ascribe to an organization based on their observations of what occurs on a daily basis.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-01 Discuss the layers and functions of organizational culture.*

*Topic: Dynamics of Organizational Culture*

91. State the four functions of organizational culture.

(p. 35,36,37)

The four functions of organizational culture are: 1) to give members an organizational identity, 2) to facilitate collective commitment, 3) to promote social system stability, and 4) to shape behavior by helping members make sense of their surroundings.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

92. Explain the features of the clan type of organizational culture.

*(p. 37)*

Clan culture has an internal focus and values flexibility rather than stability and control. It resembles a family-type organization in which effectiveness is achieved by encouraging collaboration between employees. This type of culture is very "employee-focused" and strives to instill cohesion through consensus and job satisfaction and commitment through employee involvement. Clan organizations devote considerable resources to hiring and developing their employees, and they view customers as partners.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

93. Draw a chart depicting the competing values framework (CVF), including the dimensions of the model and the culture types. Explain in what way each culture type fits its quadrant in the model.
- (p. 38)*

The CVF is shown in Figure 2-3. Clan cultures are flexible and internally focused; adhocracies are flexible and externally focused; hierarchies are stable and internally focused; and market cultures are stable and externally focused.

Feedback: Refer To: Figure 2-3

*AACSB: Analytic*

*Blooms: Understand*

*Difficulty: 2 Medium*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

94. Differentiate between an adhocracy organizational culture and a market  
(p. 38-  
39) organizational culture.

An adhocracy culture has an external focus and values flexibility. This type of culture fosters the creation of innovative products and services by being adaptable, creative, and fast to respond to changes in the marketplace. Adhocracy cultures do not rely on the type of centralized power and authority relationships that are part of market and hierarchical cultures. They empower and encourage employees to take risks, think outside the box, and experiment with new ways of getting things done. On the other hand, a market culture has a strong external focus and values stability and control. Organizations with this culture are driven by competition and a strong desire to deliver results and accomplish goals. Because this type of culture is focused on the external environment, customers and profits take precedence over employee development and satisfaction.

*AACSB: Analytic*

*Blooms: Understand*

*Difficulty: 2 Medium*

*Learning Objective: 02-02 Describe the general types of organizational culture and their associated characteristics.*

*Topic: Dynamics of Organizational Culture*

95. Describe Daniel Feldman's three-phase model of organizational  
(p. 45,46,47) socialization.

Organizational behavior researcher Daniel Feldman proposed a three-phase model of organizational socialization that promotes deeper understanding of this important process. The three phases are (1) anticipatory socialization, (2) encounter, and (3) change and acquisition. Anticipatory socialization occurs before an individual actually joins an organization. During the encounter phase employees come to learn what the organization is really like. The change and acquisition phase requires employees to master important tasks and roles and to adjust to their work group's values and norms.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-04 Describe the three phases in Feldman's model of organizational socialization.*

*Topic: The Organizational Socialization Process*

96. Differentiate between formal and informal socialization techniques.

(p. 48)

Formal socialization is the practice of segregating a newcomer from regular organization members during a defined socialization period versus not clearly distinguishing a newcomer from more experienced members.

Feedback: Refer To: Table 2-1

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-05 Discuss the various tactics used to socialize employees.*

*Topic: The Organizational Socialization Process*

97. Differentiate between sequential and random socialization tactics.

(p. 48)

Sequential socialization refers to a fixed progression of steps that culminate in the new role, compared to an ambiguous or dynamic progression. For example, the socialization of doctors involves a lockstep sequence from medical school, to internship, to residency before they are allowed to practice on their own.

Feedback: Refer To: Table 2-1

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-05 Discuss the various tactics used to socialize employees.*

*Topic: The Organizational Socialization Process*

98. Differentiate between the socialization tactics of divestiture and investiture.

*(p. 48)*

Investiture refers to the affirmation of a newcomer's incoming global and specific role identities and attributes. On the other hand, divestiture is the denial and stripping away of the newcomer's existing sense of self and the reconstruction of self in the organization's image.

Feedback: Refer To: Table 2-1

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-05 Discuss the various tactics used to socialize employees.*

*Topic: The Organizational Socialization Process*



99. How does mentoring help to embed an organization's culture among  
(p. 50) employees?

Mentoring is defined as the process of forming and maintaining intensive and lasting developmental relationships between a variety of developers (i.e., people who provide career and psychosocial support) and a junior person (the protégé, if male; or protégée, if female). Mentoring can serve to embed an organization's culture when developers and the protégé/protégée work in the same organization for two reasons. First, mentoring contributes to creating a sense of oneness by promoting the acceptance of the organization's core values throughout the organization. Second, the socialization aspect of mentoring also promotes a sense of membership.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-06 Explain the four types of developmental networks derived from a developmental network model of mentoring.*

*Topic: Embedding Organizational Culture through Mentoring*

100. Describe the four types of developmental networks.

*(p. 51)*

The four types of developmental network are receptive, traditional, entrepreneurial, and hierarchical. A receptive developmental network is composed of a few weak ties from one social system such as an employer or a professional association. In contrast, a traditional network contains a few strong ties between an employee and developers that all come from one social system. An entrepreneurial network, which is the strongest type of developmental network, is made up of strong ties among several developers who come from four different social systems. Finally, an opportunistic network is associated with having weak ties with multiple developers from different social systems.

*AACSB: Analytic*

*Blooms: Remember*

*Difficulty: 1 Easy*

*Learning Objective: 02-06 Explain the four types of developmental networks derived from a developmental network model of mentoring.*

*Topic: Embedding Organizational Culture through Mentoring*