Experiential Exercise
Rate Your Classroom Culture

Listed here are 14 statements. Using the 5-item scale (from Strongly Agree to Strongly Disagree), respond to each statement by circling the number that best represents your opinion.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. I feel comfortable challenging statements made by my instructor.	1	2	3	4	5
2. My instructor heavily penalizes assignments that are not turned in on time.	1	2	3	4	5
3. My instructor believes that "It's final results that count."	1	2	3	4	5
4. My instructor is sensitive to my personal needs and problems.	1	2	3	4	5
5. A large portion of my grade depends on how well I work with others in the class.	1	2	3	4	5
6. I often feel nervous and tense when I come to class.	1	2	3	4	5
7. My instructor seems to prefer stability over change.	1	2	3	4	5
8. My instructor encourages me to develop new and different ideas.					
9. My instructor has little tolerance for sloppy thinking.	1	2	3	4	5
10. My instructor is more concerned with how I came to a conclusion than with the conclusion itself.	1	2	3	4	5
11. My instructor treats all students alike.	1	2	3	4	5
12. My instructor frowns on class members helping each other with assignments.	1	2	3	4	5
13. Aggressive and competitive people have a distinct advantage in this class.	1	2	3	4	5
14. My instructor encourages me to see the world differently.	1	2	3	4	5

Calculate your total score by adding up the numbers you circled. Your score will fall between 14 and 70.

A high score (49 or above) describes an open, risk-taking, supportive, humanistic, team-oriented, easygoing, growth-oriented culture. A low score (35 or below) describes a closed, structured, task-oriented, individualistic, tense, and stability-oriented culture.

Note that differences count, so a score of 60 is a more open culture than one that scores 50. Also, realize that one culture isn't preferable over another. The "right" culture depends on you and your preferences for a learning environment.

Form teams of five to seven members each. Compare your scores. How closely do they align? Discuss and resolve any discrepancies. Based on your team's analysis, what type of student do you think would perform best in this class?

Ethical Dilemma
Is There Room for Snooping in an Organization's Culture?

Many companies spy on their employees—sometimes with and sometimes without their knowledge or consent. Organizations differ in their culture of surveillance.
Some differences are due to the type of business. A U.S. Department of Defense contractor has more reason—perhaps even an obligation—to spy on its employees than does an orange juice producer.

However, surveillance in most industries is on the upswing. There are several reasons, including the huge growth of two sectors with theft and security problems— services and information technology, respectively—and the increased availability of surveillance technology.

Consider the following surveillance actions, and decide for each whether it would never be ethical (mark N), would sometimes be ethical (mark S), or would always be ethical (mark A). For those you mark S, indicate on what factors your judgment would depend.

1. Sifting through an employee's trash for evidence of wrongdoing
2. Periodically reading e-mail messages for disclosure of confidential information or inappropriate use
3. Conducting video surveillance of work space
4. Monitoring Web sites visited by employees and determining the appropriateness and work relatedness of those visited
5. Taping phone conversations
6. Posing as a job candidate, an investor, a customer, or a colleague (when the real purpose is to solicit information)

Would you be less likely to work for an employer that engaged in some of these methods? Why or why not? Do you think use of surveillance says something about an organization's culture?

Class Exercise

Each of the 6 will vary by student but once the answer is given, the student should support his/her answer.

1. Would you be less likely to work for an employer that engaged in some of these methods? Why or why not?
   Answer. This is not an environment where most employees would thrive. This behavior seems to be a regression in organizational culture. These tactics are in direct contrast to a positive organizational culture that embraces people, focuses on trust, and rewards employees.

2. Do you think use of surveillance says something about an organization's culture?
   Answer: Yes, in some cases this is more of a culture of fear, distrust, and Theory X mentality. The managerial behavior of the future should be to try and "catch employees doing something right" not wait for them to make a mistake.