

Who is your Cristina?
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Course: *MGT 360*
Title: *Management and Organizational Behavior (3 units)*

“The single biggest problem in communication is the illusion that it has taken place.”
---George Bernard Shaw (1856-1950)

Purpose

The purpose of this document is to help structure the discussion for the video clip from the movie “Spanglish” (2004).

Scene setup

In this movie, Adam Sandler plays a successful chef and owns a popular LA bistro. He and his wife live in a nice house and have a teenage daughter. Paz Vega plays their housekeeper and the housekeeper has a pre-teenage daughter (Cristina).

The chef and his wife rent a beach house for the summer. The housekeeper and the housekeeper’s daughter are at the beach house as well. When everyone was all walking along the beach one evening, the chef mentions to the two kids (his own daughter and the housekeeper’s daughter, Cristina) that he will pay \$1 for each seashell they each can collect. (The seashells would make a nice art project or similar display at the restaurant he owns.) Previously in the movie, the chef’s wife has been doing some nice (but relatively unnoticed) things for the housekeeper’s daughter, such as taking Cristina along when she takes her own daughter for expensive haircuts. Similarly, the housekeeper has been doing some nice (but relatively unnoticed) things for the chef’s daughter, such as occasionally altering and sewing (“letting out”) some her dresses.

As you might have already guessed, the housekeeper speaks only Spanish, the chef speaks only English, and Cristina is thrust in the role of translator.

The scene in the video clip involves the chef, the housekeeper, and the housekeeper’s daughter (Cristina). The scene begins when Cristina presents to the chef all of the seashells she has dutifully collected on the beach.

(roll clip)...

Organizational Conflict and Personal Dimensions

The following categories were taken from the textbook—Montana/Charnov (chapter 19). Identify at least one issue from the video clip for each cell below (not all cells may be relevant).

| Style of Conflict Resolution | Chef | Housekeeper | Cristina |
|--|-------------|--------------------|-----------------|
| <i>Avoidance</i> | Issue(s): | Issue(s): | Issue(s): |
| <i>Smoothing</i> | Issue(s): | Issue(s): | Issue(s): |
| <i>Dominance (or Power Intervention)</i> | Issue(s): | Issue(s): | Issue(s): |
| <i>Compromise</i> | Issue(s): | Issue(s): | Issue(s): |
| <i>Confrontation</i> | Issue(s): | Issue(s): | Issue(s): |

Communication Skills and Management Effectiveness

The following categories were taken from the textbook—Montana/Charnov (chapter 17). Identify at least one issue from the video clip for each cell below (not all cells may be relevant).

| Textbook Concept | Issue(s)/Question(s) from the Movie | Analogous Issue(s)/Question(s) in Organizations |
|-------------------------------------|-------------------------------------|---|
| The Message | | |
| Encoding and Sending | | |
| Filtering | | |
| Noise | | |
| Decoding | | |
| Feedback | | |
| Message Overload | | |
| Message Complexity | | |
| Personal Distortion Mechanisms | | |
| Psychological Distortion Mechanisms | | |
| Downward Communication | | |
| Upward Communication | | |
| Lateral and Diagonal Communication | | |
| Other non-textbook issue? | | |

Additional Questions

In your *personal* life, who, if anyone, is your Cristina?

In your *academic* life, who, if anyone, is your Christina?

In your *professional* life, who, if anyone, is your Cristina?

Motivation: Theory and Practice

The following categories were taken from the textbook—Montana/Charnov (chapter 13). Identify at least one issue from the video clip for each cell below (not all cells may be relevant).

| Reinforcement Theory (Skinner) | Chef | Housekeeper | Cristina |
|---------------------------------------|-------------|--------------------|-----------------|
| <i>Positive Reinforcement</i> | Issue(s): | Issue(s): | Issue(s): |
| <i>Negative Reinforcement</i> | Issue(s): | Issue(s): | Issue(s): |
| <i>Extinction</i> | Issue(s): | Issue(s): | Issue(s): |
| <i>Punishment</i> | Issue(s): | Issue(s): | Issue(s): |
| <i>Confrontation</i> | Issue(s): | Issue(s): | Issue(s): |

Identify at least one issue from the video clip for each cell below (not all cells may be relevant).

| Motives Theory (McClelland) | Chef | Housekeeper | Cristina |
|------------------------------------|-------------|--------------------|-----------------|
| <i>Need for Achievement</i> | Issue(s): | Issue(s): | Issue(s): |
| <i>Need for Power</i> | Issue(s): | Issue(s): | Issue(s): |
| <i>Need for Affiliation</i> | Issue(s): | Issue(s): | Issue(s): |

Individual Power (Relationships) within the Organizational Setting

The following categories were taken from the textbook—Montana/Charnov (chapter 16). Place an “X” next to the type of power from the video clip for each cell below (not all types of power in all cells may be relevant). For example, if the Chef has legitimate power with respect to the Housekeeper, place an “X” next to legitimate in the first row, second column (“*from* Chef, *to* Housekeeper”)

| From/To | To Chef | To Housekeeper | To Cristina |
|--------------------------------|--|--|--|
| <i>From Chef</i> | | Legitimate: Reward: Coercive: Expert: Charisma: Referent: Information: | Legitimate: Reward: Coercive: Expert: Charisma: Referent: Information: |
| <i>From Housekeeper</i> | Legitimate: Reward: Coercive: Expert: Charisma: Referent: Information: | | Legitimate: Reward: Coercive: Expert: Charisma: Referent: Information: |
| <i>From Christina</i> | Legitimate: Reward: Coercive: Expert: Charisma: Referent: Information: | Legitimate: Reward: Coercive: Expert: Charisma: Referent: Information: | |