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 ("Bernice"). Paz Vega ("Flor") 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 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/bistro he owns.)

Previously in the movie, the chef's wife has been doing some nice (but relatively unnoticed) things for the housekeeper's daughter (Cristina), 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 (Bernice), such as occasionally altering and sewing ("letting out") some her dresses, because she is a teenager and is sensitive about her recent weight gain.

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

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 a supplemental reading in first part of the semester—Montana/Charnov chapter 19 (Conflict: Organizational and Personal). Identify at least one issue from the video clip for each cell below (not all cells may be relevant).

Style of Conflict Resolution	Issue(s)/Example(s) from the Movie
Avoidance (Total or partial separation to minimize interaction)	
Smoothing (Stresses harmony, including partial denial of any conflict at all)	
Dominance (or Power Intervention) (Imposition of a conflict resolution by shifting it to a higher authoritative power)	
Compromise (Seeks a problem resolution that satisfies at least part of each party's position)	
Confrontation (Thorough and frank discussion to optimize the organization's goals, but likely not one party's goals)	

Personality Profile – Big 5 "OCEAN" (IPIP/NEO survey instrument)

The following categories were taken from the five dimensions of the "Big 5" (OCEAN) personality profile. Identify at least one issue from the video clip for each cell below (not all cells may be relevant).

Personality Dimension (and Facets)	Issue(s)/Example(s) from the Movie
Openness to Experience imagination, artistic interests, emotionality, adventurousness, intellect, liberalism	
Conscientiousness self-efficacy, orderliness, dutifulness, achievement-striving, self-discipline, cautiousness	
Extraversion friendliness, gregariousness, assertiveness, activity-level, excitement-seeking, cheerfulness	
Agreeableness trust, morality, altruism, cooperation, modesty, sympathy	
Neuroticism anxiety, anger, depression, self-consciousness, immoderation, vulnerability	

Communication in Organization

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

Textbook Concept	Issue(s)/Example(s) from the Movie
The Message	
Encode (Sender)	
Feedback	
Noise	
Decode (Receiver)	
Filtering	
Selective Perception	
Information Overload	
Semantics	
Gender Differences	
Issues of Non-verbal Communication	
Downward Communication	
Upward Communication	
Lateral and Diagonal Communication	
Other non-textbook issue?	

Motivating Employees

The following categories were taken from the textbook—Carpenter (Chapter 14). Identify at least one issue from the video clip for each cell below (not all cells may be relevant).

Reinforcement Theory (Skinner)	Issue(s)/Example(s) from the Movie
Positive Reinforcement	
Negative Reinforcement	
Punishment	
Extinction	

Acquired Needs ("Motives") Theory (McClelland)	Issue(s)/Example(s) from the Movie
Need for Achievement	
Need for Power	
Need for Affiliation	

Expectancy Theory	Issue(s)/Example(s) from the Movie
Expectancy	
Instrumentality	
Valence	

Equity Theory	Issue(s)/Example(s) from the Movie
Inputs	
Outputs	
Referents	

Emotional Intelligence

The following categories were taken from the HBR (Goleman) reading. Identify at least one issue from the video clip for each cell below (not all cells may be relevant).

Dimension of Emotional Intelligence	Issue(s)/Example(s) from the Movie
Self-Awareness	
Self-Regulation	
Motivation	
Empathy	
Social Skills	

Individual Power (Relationships) within the Organizational Setting

The following categories were taken from the supplemental reading—French/Raven (Wikipedia). Identify at least one issue from the video clip for each cell below (not all cells may be relevant). At this point in the semester, you may not have gotten to this reading yet.

Type of Power	Issue(s)/Example(s) from the Movie
Legitimate (by role or position)	
Reward (can grant rewards)	
Coercive (can remove something)	
Referent (points to the personal characteristics of another)	
Expert (possesses special knowledge or skills)	
Information (possesses special access to private information)	