

Who is your Cristina?
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[updated: Friday, October 31, 2014]

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

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
<p><i>Openness to Experience</i></p> <p>imagination, artistic interests, emotionality, adventurousness, intellect, liberalism</p>	
<p><i>Conscientiousness</i></p> <p>self-efficacy, orderliness, dutifulness, achievement-striving, self-discipline, cautiousness</p>	
<p><i>Extraversion</i></p> <p>friendliness, gregariousness, assertiveness, activity-level, excitement-seeking, cheerfulness</p>	
<p><i>Agreeableness</i></p> <p>trust, morality, altruism, cooperation, modesty, sympathy</p>	
<p><i>Neuroticism</i></p> <p>anxiety, anger, depression, self-consciousness, immoderation, vulnerability</p>	

Communications in Organizations

The following categories were taken (chiefly) from the textbook—Neck (Chapter 15). Identify at least one issue from the video clip for (relevant) cells below.

Communication Process	Issue(s)/Example(s) from the Movie
<i>Encode (Sender)</i>	
<i>The Message</i>	
<i>Decode (Receiver)</i>	
<i>Feedback</i>	
<i>Noise</i>	

Communication Barriers	Issue(s)/Example(s) from the Movie
<i>Filtering</i>	
<i>Emotion</i>	
<i>Information Overload</i>	
<i>Differing Perceptions</i>	

Other Issues	Issue(s)/Example(s) from the Movie
<i>Communication Network</i>	
<i>Channel Richness</i>	
<i>Listening</i>	
<i>Semantics</i>	
<i>Gender Differences</i>	
<i>Issues of Non-verbal Communication</i>	

Leadership Disciplines

The following categories were taken from the textbook—Neck (Chapter 15). Identify at least one issue from the video clip for (relevant) cells below.

Discipline	Issue(s)/Example(s) from the Movie
<i>Compassion</i> (care and respect for others)	
<i>Conscientiousness</i> (awareness of others' behaviors)	
<i>Forgiveness</i> (stop feeling anger or placing blame)	
<i>Gratitude</i> (expressing appreciation and thankfulness)	
<i>Grit</i> (passionate perseverance to achieve long-term goals)	
<i>Humility</i> (genuinely asking for help when needed)	
<i>Hypo-Egoic</i> (heightened self-awareness and reducing ego impact)	
<i>Mindfulness</i> (awareness of present experiences and complexity)	
<i>Openness</i> (experience fun, elation, and delight)	
<i>Wisdom</i> (ability to make principle-based decisions)	

Motivating Employees (two pages)

The following categories were taken (chiefly) from the supplemental reading in Carpenter. Identify at least one issue from the video clip for each (relevant) cell below.

Needs-based Theory (Maslow)	Issue(s)/Example(s) from the Movie
<p><i>Self-Actualization</i></p> <p>(you define your success goals, and you decide if and when you've achieved them)</p>	
<p><i>Esteem</i></p> <p>(your ego and self-definition is valued and put to good, productive use)</p>	
<p><i>Social</i></p> <p>(systematic belonging and beneficial networking)</p>	
<p><i>Safety</i></p> <p>(feeling secure in workplace social and economic fabric)</p>	
<p><i>Physiological</i></p> <p>(basic remuneration to cover food, water, and shelter, etc.)</p>	

Two-factor Theory (Herzberg)	Issue(s)/Example(s) from the Movie
<p><i>Hygiene Factors</i></p> <p>(company policies, supervision, working conditions, salary, security)</p>	
<p><i>Motivators</i></p> <p>(achievement, recognition, interesting work, increased responsibility, advancements/growth)</p>	

Acquired Needs (“Motives”) Theory (McClelland)	Issue(s)/Example(s) from the Movie
<i>Need for Achievement</i> (strong need to be successful)	
<i>Need for Power</i> (desire to influence others and for control)	
<i>Need for Affiliation</i> (need to be liked and accepted by others)	

Process-based Theory (“Equity”)	Issue(s)/Example(s) from the Movie
<i>Inputs</i> (contributions a person feels she or he is making)	
<i>Outputs</i> (rewards a person feels she or he is receiving)	
<i>Referents</i> (other individuals similarly situated)	

Reinforcement Theory (Skinner)	Issue(s)/Example(s) from the Movie
<i>Positive Reinforcement</i> (positive behavior followed by positive consequences)	
<i>Negative Reinforcement</i> (positive behavior followed by removal of negative consequences)	
<i>Punishment</i> (negative behavior followed by negative consequences)	
<i>Extinction</i> (negative behavior followed by removal of negative consequences)	

Individual Power (Relationships) within the Organizational Setting

The following categories were taken from the textbook—Neck (Chapter 13). 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
<p style="text-align: center;"><i>Legitimate</i></p> <p>(has a role or position)</p>	
<p style="text-align: center;"><i>Reward</i></p> <p>(can grant rewards)</p>	
<p style="text-align: center;"><i>Coercive</i></p> <p>(can remove something)</p>	
<p style="text-align: center;"><i>Referent</i></p> <p>(points to the personal characteristics of another)</p>	
<p style="text-align: center;"><i>Expert</i></p> <p>(possesses special knowledge or skills)</p>	
<p style="text-align: center;"><i>Information</i></p> <p>(possesses special access to private information)</p>	

Emotional Intelligence

The following categories were taken from the textbook—Neck (Chapter 13). 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.

Dimension of Emotional Intelligence	Issue(s)/Example(s) from the Movie
<i>Self-Awareness</i>	
<i>Self-Management (or Self-Regulation)</i>	
<i>Social Awareness (or Empathy)</i>	
<i>Relationship Management (or Social Skills)</i>	