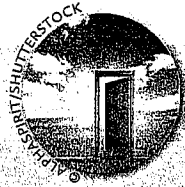


Questions

1. How is corporate culture likely to affect HP's ability to integrate acquired companies into its organizational structure?
2. Analyze HP's use of departmentalization. Why are its choices appropriate for a technology company?
3. Analyze HP's approach to delegation and decentralization. Are its choices appropriate for a technology company? Why or why not?

Building Skills for Career Success



① SOCIAL MEDIA EXERCISE

Zappo's is a company that embraces the notion that customers come first. It is well known that this company is customer-centered. One of the ways that it allows employees to communicate with customers is through its blog www.zapposinsights.com/blog.

1. Take a look at this blog. What can you tell about the corporate culture of Zappo's?
2. How do they approach customer service? Do you think it works? Why or why not?

② JOURNALING FOR SUCCESS

Discovery statement: This chapter described the powerful influence that a corporate culture has on an organization.

Assume that after leaving school, you are hired by your "dream company."

Assignment

1. What are the major corporate culture dimensions of your dream company?
2. Before accepting a job at your "dream company," how will you find out about the company's corporate culture?
3. From Figure 7.7, identify the type of corporate culture that you prefer and explain why.
4. Thinking back to previous jobs that you have had, describe the worst corporate culture you have ever experienced.

③ DEVELOPING CRITICAL-THINKING SKILLS

A firm's culture is a reflection of its most basic beliefs, values, customs, and rituals. Because it can have a powerful influence on how employees think and act, this culture also can have a powerful influence on a firm's performance. The influence may be for the better, of course, as in the case of Kraft Foods, or it may be for the worse, as in the case of a bureaucratic organization whose employees feel hopelessly mired in red tape. When a company is concerned about mediocre performance and declining sales figures, its managers would do well to examine the cultural environment to see what might be in need of change.

Assignment

1. Analyze the cultural environment in which you work. (If you have no job, consider your school as your workplace and your instructor as your supervisor.) Ask yourself and your co-workers (or classmates) the following questions and record the answers:

- a. Do you feel that your supervisors welcome your ideas and respect them even when they may disagree with them? Do you take pride in your work? Do you feel that your work is appreciated? Do you think that the amount of work assigned to you is reasonable? Are you compensated adequately for your work?
 - b. Are you proud to be associated with the company? Do you believe what the company says about itself in its advertisements? Are there any company policies or rules, written or unwritten, that you feel are unfair? Do you think that there is an opportunity for you to advance in this environment?
 - c. How much independence do you have in carrying out your assignments? Are you ever allowed to act on your own, or do you feel that you have to consult with your supervisor on every detail?
 - d. Do you enjoy the atmosphere in which you work? Is the physical setting pleasant? How often do you laugh in an average workday? How well do you get along with your supervisor and co-workers?
 - e. Do you feel that the company cares about you? Will your supervisor give you time off when you have some pressing personal need? If the company had to downsize, how do you think you would be treated?
2. Using the responses to these questions, write a two-page paper describing how the culture of your workplace affects your performance and the overall performance of the firm. Point out the cultural factors that have the most beneficial and negative effects. Include your thoughts on how negative effects could be reversed.

④ BUILDING TEAM SKILLS

An organization chart is a diagram showing how employees and tasks are grouped and how the lines of communication and authority flow within an organization. These charts can look very different depending on a number of factors, including the nature and size of the business, the way it is departmentalized, its patterns of delegating authority, and its span of management.

Assignment

1. Working in a team, use the following information to draw an organization chart: The KDS Design Center works closely with two home-construction companies, ACME Homebuilders and Highmass. KDS's role is to help customers select materials for