

**In-class Group Assignment**

**MGT 320-2: 2020 - 2021**

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| Course Code: **MGT 470-2** | Course Name:  **Organizational Behavior**  |
| Date: **23/09/2020** | Time of submission: **23:59**  |
| Location: **Online**  | Instructor: **Dr. Ettiene Hoffman**  |
| Number of Students: **MAX 5 per group** | Number of Pages: **depends submission length** |

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**INSTRUCTIONS – READ CAREFULLY**

* Write your answer on this document.
* Max 5 students per group
* Avoid copy and paste from resources and paraphrase answers.
* Give concise, specific and focused answers to the task requirements.

**Mapping CLOs to Assignment Questions**

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| **Course Learning Outcomes** | **PLOs** |  |
| CLO1: Explain the concepts, theories and principles of organizational behavior as they relate to employee motivation, team development, leadership and organizational structure. | 2 | X |
| CLO2: Evaluate the role of employee individual characteristic on team performance, organizational performance and commitment, and provide recommended solutions to address deviant employee behavior. | 5 |  |
| CLO3: Identify and analyze major job attitudes and their impact on employee and organizational performance. | 6 |  |
| CLO4: Draw a set of interventions to improve productivity and enhance job satisfaction in organizations. | 5 |  |

***Review the following case study and answer the 4 questions comprehensively. Include an Introduction, Body, conclusion structure. (15 Marks)***

Diversity Google Case

*This exercise contributes to:*

***Learning Objective****: Describe how organizations manage diversity effectively*

***Learning Outcomes****: Explain the relationship between personality traits and individual behavior; Describe the factors that influence the formation of individual attitudes and values* ***AACSB****: Diverse and multicultural work environments.*

Do you want to work for Google? In some ways, who wouldn’t? Sunny California, fabulous campus, free organic meals, perks galore . . . oh, and challenging work with some of the brightest minds in the field. By all accounts, Google is a class act, a symbol of modernization.

Does Google want you to work for it? Ah, that is the question. Eric Schmidt, a former Google CEO, and Jonathan Rosenberg, a former Google senior product manager, say Google searches for a certain type of person: a “smart creative.” They say smart creatives are “a new kind

of animal”—and the secret ingredient to Google’s success.

Do you think you are a smart creative? Are you an impatient, outspoken, risk taker who is easily bored? Do you change jobs frequently? Are you intellectually flexible? Do you have technical know-how, business knowledge, and creativity? Do you think analytically?

According to Schmidt and Rosenberg, answering yes to these questions makes you a smart creative. As you can see, being a smart creative is not all positive. But it will get you hired at Google.

One last question: Are you male or female? Google may be a symbol of the modernization of the work*place*, but perhaps not of the work*force*. The Google workforce, with 48,600 individuals, is a man’s world—70 percent male overall. On the technical side, a full 83 percent of the engineering employees are male. In the management ranks, 79 percent of the managers are male. On the executive level, only three of the company’s 36 executives are women.

Google officials say they are aware of the lack of diversity, but their diversity initiatives have failed. However, others report that discriminatory comments go unchecked and there is a no care atmosphere. In fact, an interviewer at an all-company presentation insultingly teased a man and woman who shared an office, asking them, “Which one of you does the dishes?”

Thankfully, Google has begun to put its smart creatives to work on new thoughts about diversity. With the help of social psychology research, the company sent all employees through training on unconscious bias, or our reflexive tendency to be biased toward our own groups, to force people to consider their racist and sexist mindsets. So far, the training seems to be making a bigger difference than former initiatives, but the firm has a long way to go.

Laszlo Bock, Google’s top HR executive, said, “Suddenly you go from being completely

oblivious to going, ‘Oh my word”, it’s everywhere.’

Critics are skeptical that Google and other large technology firms will ever count women in their ranks in numbers that reflect the population, though research continues to indicate that men and women are highly similar employees. Once Google has achieved greater diversity than it currently has, however, perhaps its executives can begin to work on the pay differentials: a recent Harvard study indicated that women computer scientists receive 89 percent of the pay men earn for the same jobs.

*Sources:* S. Goldenberg, “Exposing Hidden Bias at Google,” *The New York Times,* September 25, 2014, B1, B9; S. Lohr, “The Google Formula for Success,” *The New York Times,* September 29, 2014, B8; N. Wingfield, “Microsoft Chief Backpedals on Women’s Pay,” *The New York Times,* October 10, 2014, B7–B8; and E. Zell, Z. Krizan, and S. R. Teeter, “Evaluating Gender Similarities and Differences Using Metasynthesis,” *American Psychologist* 70 (2015): 10–20.

**Questions**

1. How does this article and supporting materials (Google diversity report) affect your

perception of Google as an employer?

2. How would you describe Googles Workplace diversity Culture?

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2. Critically review Googles diversity initiatives to support their diversity goals.

4 Provide 5 recommendations that can support Google’s diversity initiatives

**Answer:**