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**AIU Exam 3 – Values, Attitudes, Emotions, and Culture: The Manager as a Person**

# School: Business & Economics

# Major: Business Administration

Course title: Values, Attitudes, Emotions, and Culture: The Manager as a Person

Description of course:

* Describe the various personality traits that affect how managers think, feel, and behave.
* Explain what values and attitudes are and describe their impact on managerial actions.
* Appreciate how moods and emotions influence all members of an organization.
* Describe the nature of emotional intelligence and its role in management.
* Define organizational culture and explain how managers both create and are influenced by organizational culture.

Book and Chapter: Contemporary Management – Chapter 3.

Bibliography of book: Jones Gareth and Jennifer George. Contemporary management. McGraw-Hill Higher Education, 2016.

## Chapter 3

## Management in Action

Answer all 7 questions…short answers of 2 to 4 paragraphs.

1. Discuss why managers who have different types of personalities can be equally effective and successful.
2. Can managers be too satisfied with their jobs? Can they be too committed to their organizations? Why or why not?
3. Assume that you are a manager of a restaurant. Describe what it is like to work for you when you are in a negative mood.
4. What might managers be disadvantaged by low levels of emotional intelligence?
5. Interview a manager in a local organization. Ask the manager to describe situations in which he or she is especially likely to act in accordance with his or her values. Ask the manager to describe situations in which he or she is less likely to act in accordance with his or her values.
6. Watch a popular TV show and as you watch it try to determine the emotional intelligence levels of the characters the actors in the show portray. Rank the characters from highest to lowest in terms of emotional intelligence. As you watch the show, what forces influence your assessments of emotional intelligence levels?
7. Go to an upscale clothing store in your neighborhood and go to a clothing store that is definitely not upscale. Observe the behaviors of employees in each store as well as store’s environment. In what ways can the organizational cultures in each store similar? In what ways are they different?

## Building Management Skills

Think about the culture of the last organization you worked for, your current university or, or another organization, or club to which you belong. Then answer the following questions:

### Answer all 4 questions… short answers of 2 to 4 paragraphs

1. What values are emphasized in this culture?
2. What norms do members of this organization follow?
3. Who seems to have played an important role in creating the culture?
4. In what ways is the organizational culture communicated to organizational members?

## Be the Manager

You have recently been hired as the vice president of human resources of an advertising agency. One problem that has been brought to your attention is the fact the creative departments at the agency have dysfunctional high levels of conflict. You have spoken with members of these departments and in each one, it seems that a few members of the department creating all the problems. All these individuals are valued contributors who have many creative ad campaigns to their credit. The high levels of conflict are creating problems in the departments, and negative moods and emotions are much more prevalent than positive feelings.

Short answers of 3 to 6 paragraphs.

1. What are you going to do to both retain valued employees and alleviate the excessive conflict and negative feelings in these departments?

**Description of Course**

### Answer to questions

* Describe the various personality traits that affect how managers think, feel, and behave.

**Answer:**

The way managers think, feel, and behave depend on their personality traits or characters which have been regrouped into five facets referred to as the Big Five personality traits each viewed as a continuum along which managers fall. They include:

1. **Extraversion:** This is the tendency to experience a positive outfit full of positive emotions and moods that make oneself feel good. Managers high on extraversion (extroverts) tend to be sociable, affectionate, outgoing, and friendly. Meanwhile, managers who are low on extraversion (introverts) have less positive outfit and less inclined towards social interactions. However, though extroverts can be an asset to their organization, introverts can also be efficient and effective if their job does not require much social interactions and their nature also permit them to accomplish their job well on time.
2. **Negative Affectivity:** This is the expression of negative emotions and moods, feeling distressed and always critical of oneself and others. Managers high on this trait always express anger, are pessimistic, dissatisfied and always complain about their own selves and others lack of progress. Managers who are low on negative affectivity are less pessimistic, have less negative emotions and moods and less critical of self and others. However, manager’s criticism can be positive if it spurs or encourages team to improve performance.
3. **Agreeableness:** This is the tendency to go along well with others. Managers high on agreeableness tend to be affectionate, likable, and care for others. Managers who are low on this trait are distrustful of others, uncooperative, unsympathetic, and antagonistic (opposes all suggestions). Nevertheless, some managerial jobs require managers to be antagonistic e.g. military management.
4. **Conscientiousness:** This is the tendency to be scrupulous and persevering. Managers who are high on conscientiousness are organized and self-discipline while managers low on this trait lack direction and self-discipline. Successful entrepreneurs are high on conscientiousness as their determination and persistence help them overcome obstacles and turn their ideas to successful new ventures.
5. **Openness to Experience:** This is the tendency to be original, having broad interest, be open to a wide range of stimuli, be daring, and take risks. Managers who are high on this trait continuum are most likely to take risks (prone or liable to regrets) and are innovative in their planning and decision making while managers low on openness to experience are less prone to take risks and more conservative in their planning and decision making. Successful entrepreneurs are high on openness to experience and conscientiousness giving them the accomplishment of entrepreneurs and managers.

To conclude, no single trait is right or wrong for being an effective manager because one trait may enhance managerial effectiveness in one situation and impairs it in another.

Other special personality traits for effective management include:

1. **Locus of control:** Managers who believe that their actions and behavior are major and decisive determinants of outcomes such as attaining levels of job performance and decide to make a difference are said to have an internal locus of control. Such managers also help to ensure ethical behavior and decision making in their organizations because people feel accountable and responsible for their actions. Meanwhile managers with an external locus of control believe that outside forces are responsible to make a difference to what is happening to and around them and their actions. As such, they don’t need to intervene to try to change a situation or solve a problem leaving it to someone else.
2. **Self-esteem:** This is the degree to which individuals feel good about themselves and their capacity. People with high esteem believe they are competent, deserving, are capable of handling most situations, keeping high standards, push ahead on difficult projects, and gives them the confidence they need to make important decisions. People with low self-esteem have poor opinions of themselves, unsure about their capabilities, question their ability to succeed at different endeavors.
3. **Needs for Achievement, Affiliation, and Power:** The needs for achievement is the extent to which an individual has a strong desire to perform challenging tasks well and to meet personal standards for excellence. People with a high need for achievement often set clear goals for themselves and like to receive performance feedback. The need for affiliation is the extent to which an individual is concerned about establishing and maintaining good interpersonal relationships, being liked, and having the people around him or her get along with one another. The power is the extent to which an individual desires to control or influence others.

. Explain what values and attitudes are and describe their impact on managerial actions.

**Answer:**

Values, according to Milton Rockeach, describe what managers are trying to achieve through work and how they think they should behave. He proposes two kinds of values namely:

1. Terminal value: A lifelong goal or objective that an individual seeks to achieve which often leads to the formation of norms which are unwritten, informal codes of conduct which prescribe how people should act in particular situations and which are considered important by most members of a group or organization.
2. Instrumental value: Is the mode of conduct that an individual seeks to follow.

Milton developed 18 terminal values and 18 instrumental values which are guiding principles in an individual life or value system beginning with the most important to the least important.

Some important terminal values include; a sense of accomplishment (a lasting contribution e.g. developing a new product), equality (brotherhood and equal opportunity for all), self-respect (self-esteem), a comfortable life (a prosperous life), an exciting life (a stimulating, active life), freedom (independence, free choice), and social recognition (respect, admiration). Any manager who places a relative importance on each terminal value understands what he or she is striving to achieve and what he or she will focus their efforts on.

Instrumental values include; being ambitious (hardworking, aspiring), broad-minded (open-minded), capable (competent, effective), responsible (dependable, reliable), and self-control (restrained, self-discipline). A manager who places a relative importance on each of these instrumental values will be able to determine the actual behaviors on the job. A manager who considers being imaginative (daring, creative) is highly important, such a manager is innovative and takes risks than a manager who considers it to be less important. Furthermore a manager who considers being honest (sincere, truthful) to be of paramount importance, will be a driving force to ensure that all members of the organization behave ethically. Generally, the terminal and instrumental values (values system) are guiding principles in an individual’s live.

Attitude is a collection of feelings and beliefs which managers like others have about their jobs and organizations, which affect how managers carry out their job. Such include:

1. **Job Satisfaction:** This is the feelings and beliefs that managers have about their current jobs. Managers who have high levels of job satisfaction, generally like their job, feel fairly treated, and believe their jobs have a desirable features or characteristics such as interesting work, and job security, autonomy, or nice coworkers. The levels of job satisfaction tends to increase as one moves up the managerial hierarchy in an organization. Job satisfaction often leads to organizational citizenship behaviors as satisfied managers and employees are more likely to go an extra mile for their organization or perform organizational citizenship behaviors – behaviors not required by the organizational members but which contribute to and are necessary for organizational efficiency, effectiveness, and competitive advantage. Such behaviors of “above and beyond the call for duty” such as putting in long hours for creative ideas and overcoming obstacles for implementing them, going out of one’s way to help a coworker, subordinate, or a superior. Satisfied managers and employees are less likely to quit hence reducing employees turnover. However, dissatisfaction sets in if there’s threat of unemployment and increase workloads from organizational downsizings and layoffs.
2. **Organizational Commitment:** This is the collection of feelings and believes managers have about their organizations – what they are doing and what they stand for and so feel a high degree of loyalty to their organizations. Organizational commitment can be strong when managers and employees truly believe in organizational values, values which lead to organizational culture. Committed managers are less likely to quit but rather persuade others both inside and outside of the organization and seek to accomplish the merits of what the organization has done. Generally, levels of attitudes are different in different organizations in different countries in different regions due to different kinds of opportunities and rewards because they face different economic, political, and sociocultural forces in their organizations’ general environments.
* Appreciate how moods and emotions influence all members of an organization.

**Answer:**

A mood is a feeling or state of mind. When people are in a positive mood, they feel excited, enthusiastic, active, or elated. On a contrary, when people are in a negative mood, they feel distressed, fearful, hostile, scornful, jittery, or nervous. People who are high in negative affectability are likely to experience negative mood but not necessarily always though, as receiving a raise is most likely to put people in their good mood regardless of their personality traits.

Emotions are more intense feelings than moods and are often directly link to what caused them, and are short-lived because once whatever caused them are dealt with, the feelings may linger to a less intense mood.

Generally, emotions and moods give managers and all employees an important information and signals of what is going on in the workplace. Positive emotions and moods signal that things are going well and thus can lead to expansion, and even playful thinking. Negative emotions and moods in the other hand signal that there are problems in need of attention and areas for improvement. When people are in their negative mood, they tend to be more detail-oriented and focus on the facts at hand.

* Describe the nature of emotional intelligence and its role in management.

Answer:

Emotional intelligence is the ability to understand and manage one’s own moods and emotions and the moods and emotions of other people. Managers with a high level of emotional intelligence are more likely to understand how they are feeling and why and they are more able to manage their feelings so that they will not influence effective decisions making. Emotional intelligence help managers to understand how their subordinates feel and why they feel that way and they try to manage these feelings by developing strong interpersonal bonds with them to help the organization to attain its goals. For example, Bernard Goldhirsh (1979), his emotional intelligence helped him understand the challenges and frustrations entrepreneurs like himself faced and their need for support, and so developed the Inc. magazine which gives entrepreneurs information and support by profiling successful and unsuccessful entrepreneurial ventures, highlighting management techniques that work and providing first-hand account of how successful entrepreneurs developed and manage their businesses.

* Define organizational culture and explain how managers both create and are influenced by organizational culture.

Answer:

People do think and behave differently but when they belong to the same organization, they share certain beliefs and values that lead them act in similar ways highlighting the organizational culture. The organizational culture is therefore the shared set of beliefs, expectations, values, norms and work routines that influence how individuals, groups, and teams interact with one another and cooperate to achieve organizational goals. The stronger the culture of an organization, the more one can think of it as being the ‘personality’ of an organization because it influences the way its members behave.

Managers play a particularly important part in influencing organizational culture through their multiple roles and how managers create culture can vividly be seen in start-ups of new companies. Entrepreneurs who create their companies themselves are also start-up managers and founders who tend to be attracted to and choose employees whose personality are similar to their own – the attraction-selection-attrition model developed by Benjamin Schneider – this dominant personality profile of members determines and shapes the organizational culture.

**Management in Action**

1. Discuss why managers who have different types of personalities can be equally effective and successful

Answer:

Managers with different types of personalities can be equally effective and successful because no single personality trait is right or wrong for being an effective manager. One trait may enhance managerial effectiveness in one situation and impairs it in another. For example, although a manager who experience a positive outfit full of positive emotions and moods that make himself feel good (extravert) can be an asset to his organization, a negative affectivity manager’s criticism can be positive if it spurs or encourages team to improve performance as can be vividly seen in military management.

1. Can managers be too satisfied with their jobs? Can they be too committed to their organizations? Why or why not?

Answer:

Yes managers can be too satisfied with their jobs and can be too committed to their organizations because job satisfaction and organizational commitment are job attitudes**.** Job Satisfaction is the feelings and beliefs that managers have about their current jobs. Managers who have high levels of job satisfaction, generally like their job, feel fairly treated, and believe their jobs have a desirable features or characteristics such as interesting work, fare salary and job security, less health insurance, autonomy, or nice coworkers. Such managers will never want to quit.

In the other hand, organizational commitment is the collection of feelings and believes managers have about their organizations – what they are doing and what they stand for and so feel a high degree of loyalty to their organizations. Organizational commitment can be strong when managers and employees truly believe in organizational values, values which lead to organizational culture. Committed managers are less likely to quit but rather persuade others both inside and outside of the organization and seek to accomplish the merits of what the organization has done for them.

1. Assume that you are a manager of a restaurant. Describe what it is like to work for you when you are in a negative mood.

Answer:

When people are in a negative mood, they feel distressed, fearful, hostile, scornful, jittery, or nervous, and detail-oriented. Generally, emotions and moods give managers and all employees an important information and signals of what is going on in the workplace. Negative emotions and moods give signals that there are problems in need of attention and areas for improvement. So as a manager of a restaurant in my negative mood, I am passing on information and signals to my subordinates that there are problems that need attention and areas for improvement. I will not only criticize but I will equally be hostile and scornful on them as well. In order to avoid my trouble my subordinates will do all to avoid me. In this way, their performance will likely increase.

1. What might managers be disadvantaged by low levels of emotional intelligence?

Answer:

Managers who have low levels of emotional intelligence might not be able to understand how to manage their moods and emotions and so often allow their moods and emotions to come in to way to influence decision making negatively which might be very disadvantageous and dangerous for the achievement of organizational goals and objectives. In the same manner, managers who have low levels of emotional intelligence might not be able to understand their subordinates’ feelings nor manage them and so fail to create interpersonal bonds with them. In this way, managers fail in their leadership role which is very disadvantaged of them. Such managers fail to give lasting contributions to challenges in their organizations as well as to the society.

1. Interview a manager in a local organization. Ask the manager to describe situations in which he or she is especially likely to act in accordance with his or her values. Ask the manager to describe situations in which he or she is less likely to act in accordance with his or her values.

Answer:

Interview carried out: 15/03/2022

Local Organization: National Financial Credit NFC Bank

Location: Douala – Cameroon

Name of manager withheld

Manager’s response: “We have 05 core values in our organization which we promote namely:

1. Transparency: In all our dealings with stakeholders.
2. Resilient: We are tenacious in the pursuit of our corporate goals.
3. Innovation: We continuously seek a better way of doing business and improving on our product offering and culture to better serve our stakeholders.
4. Modesty: We believe that the customer is KING.
5. Stewardship: We affirm our staffs are good stewards of resources and exercise frugality”.

The manager was not very open to my interview and his attempt to answer my questions was due to my personal connection. “We must obtain permission from top management in order to grand such interview” said he. As such, he warmed me of any recording or photos, and videos. Talking about situations where he is likely to act according to the values of his organization, he said he may likely act to make sure he satisfies his customers at his level to prevent them taking their problems to top management – that is being resilient which is one of the core values of the institution. In the other hand, talking about situations where he is less likely to act according to his values, he explained that he doesn’t take any risk and that all decisions making must come from top management. When all decisions making must come from top management it slows down creativity and innovation which is against the values of the institution.

1. Watch a popular TV show and as you watch it try to determine the emotional intelligence levels of the characters the actors in the show portray. Rank the characters from highest to lowest in terms of emotional intelligence. As you watch the show, what forces influence your assessments of emotional intelligence levels?

Answer:

Local TV: Equinox TV

Locality: Douala

Country: Cameroon

TV Show: Political parties’ debate

Watching this debate, I could determine the following emotional levels of the characters:

1. That the actors had certain feelings that so many things go wrong in the country but the government is doing nothing to address them.
2. The feelings could be understood from their expression.
3. Some actors had good understanding of their emotions and controlled their temper.
4. The government actors were less concern with the opposing feelings
5. I could determine emotions of fear of the future by opposing parties.
6. The government actors expressed emotions of continuous stability with no prove though.
7. Some actors showed a quick calm down from anger than others
8. Go to an upscale clothing store in your neighborhood and go to a clothing store that is definitely not upscale. Observe the behaviors of employees in each store as well as store’s environment. In what ways can the organizational cultures in each store similar? In what ways are they different?

Answer:

Name of Upscale clothing store: Carrefour Market

Location: Douala Airport

Name of Low-scale clothing store: City sport

Location: Akwa - Douala

What attracts me most at the Carrefour Market squares is not only the clean environment but the parking lounge which is internal with watchmen and survey cameras assuring a high level security. The watchmen carefully direct and control the parking and drive-offs of customers in a well-organized way that wouldn’t affect any vehicle. I observed that the store emphasizes a lot on the security of customers and their properties. This is by no way a surprise for the caliber of customers who visit the store. The customers of the store are people of affluent in the society. The store is well organized and spacious permitting free movement by customers. The shelves are very attractive and the whole place is bright revealing standards and innovation. It has cloths of all sizes from adults to infants of both sex in different sections and runs 24/7. Customers trust and belief in the quality of textile and they pay premium prices without much argument. When customers arrive the store, they are well received on the doorway by soft-spoken employees who orientate them to their needs and help them carry their bags. The adept “The customer is KING” is not only told here but visional. From my perspectives, the culture cultivated by this store is that of security, quality, innovation, and high level customer service.

City-sport Douala is not an upscale clothing store like Carrefour Market. Though the store specializes on high quality sport wears that customers belief in, the customer service is relatively low. Its car park is public (often full and lack of space to accommodate more customers), the security of customers’ cars is not guaranteed. The few employees present do not give full attention to customers hence leading to creation of unnecessary long lines of customers seeking attention. This does not go well with these customers most of whom are workers who visit the store after work and would like to avoid traffic jams of rush hours. So although the products of the store are of high quality, customers feel reluctant to visit the store when the think of the trouble they will face later and so choose to go elsewhere where they will obtain maximum satisfaction. This creates a situation where city-sport often have few customers visiting the store yet the store does not show any willingness to change for many years of its existence revealing a sort of conservative culture.

## Building Management Skills

Think about the culture of the last organization you worked for, your current university or another organization, or club to which you belong. Then answer the following questions:

### Answer all 4 questions… short answers of 2 to 4 paragraphs

1. What values are emphasized in this culture?
2. What norms do members of this organization follow?
3. Who seems to have played an important role in creating the culture?
4. In what ways is the organizational culture communicated to organizational members?

Answer:

I will like to talk about the culture of my organization (my personal creation) – INGMANNS ENGINEERING CO.LTD in which I have been working all my life.

1. What values are emphasized in this culture?

My company deals in the construction and maintenance of electricity network as an out sourcing partner of ENEO Cameroon. Electricity works is considered a high risk activity where loss of life and material or equipment damage is rampart. In this way i strictly emphasize the culture of safety at work in my company. In this way, I make sure all my employees are perfectly trained on safety measures which is a condition for employment and employees who defile any safety measure are sanctioned. The proof is that we have never had any major incident since we joined the industry in 2014.

1. What norms do members of this organization follow?

The norms we emphasize include:

* A safety quality officer evaluates all possible existing risks using a job safety analysis JSA document.
* All members of the team must participate in the JSA
* All dangerous situations must be reported to hierarchy
* Wearing of safety wares to avoid snake and insects bite and other harmful situations
* Wearing of fixable helmets to prevent shock from falling objects.
* Use of seat belts during road circulation
* Alcohol and other drugs are not allowed during working hours. Defaulters face serious sanctions.
* Use of insolated tools and gloves before working on live cables etc.
1. Who seems to have played an important role in creating the culture?

First of all, this safety culture is a pre-qualification condition for all subcontractors working with ENEO Cameroon. The culture is a direct implementation of ISO 9001 – Quality Management System which is assigned to top management in organizations to communicate them within the organization. As CEO and founder of my company, I am committed in communicating the quality policy to all the members of my company. As such, I have recruited a safety quality officer who connects management and employees.

1. In what ways is the organizational culture communicated to organizational members?

The organizational culture is maintained and transmitted to organizational members through:

1. Values of the founder: The founder of the company set the scene for the way cultural values and norms develop because his values guide the building of the company and he hire other managers and employees whom he beliefs will share these values and help the organization to attain them.
2. The process of socialization: This is the process by which new comers learn an organization’s values and norms and acquire the work behaviors necessary to perform jobs effectively.
3. Ceremonies and rites: Organize ceremonies to recognize important incidents such as rites of passage (promotion, send ford, or retirement), rites of integration, end-of-year meetings, award dinners etc.
4. Stories and language: Facts or fiction about organizational heroes and villains provide important clues about values and norms that reveal the kinds of behavior that are valued by the organization and the type of attitudes that are frowned on.

All in all, the organizational culture, managerial action, and organizational performance are all link together.

**Be the Manager**

1. What are you going to do to both retain valued employees and alleviate the excessive conflict and negative feelings in these departments?

Answer:

First of all, the high level conflict has developed due to lack of emotional intelligence by the managers of these departments who might have low levels of emotional intelligence. Managers who have low levels of emotional intelligence might not be able to understand their subordinates’ feelings nor manage them and so fail to create interpersonal bonds with them. In this way, managers fail in their leadership role which is very disadvantaged of them. The human resource manager did not understand and recognized the signals of the negative feelings and emotions expressed by valued employees from the beginning signals which indicated that there are problems in need of attention and areas for improvement and the situation had degenerated into a conflict. In this case, there is lack of competency by the human resource manager. The management function concern here is the organizing function and the management style I will advise management is a reorganization of these departments. I will recommend managers who recognize that emotional intelligence is important in awakening employee creativity.

**Bibliography**:

Gareth, R. J. & Jennifer, M. G. (2016). Contemporary management. McGraw-Hill Higher Education.