

Ch-4 - Organizational Culture and Environment

* Explain Omnipotent view of management.

⇒ The omnipotent view of managers is that the manager is all-knowing.

Manager has total control over the organizations mission and operations.

Manager can take any decisions according to his point of view.

Manager is totally responsible for organizations run successful or unsuccessful.

Manager or high-level manager can take any decisions in the organization without knowing the other people point of view.

The quality of the organization is determined by the quality of its managers.

The Performance of manager is dependent on success of a organization.

The ability of manager decide the ~~future~~ organization growth.

If manager does not have Good skill in all the factor of Organization, then manager can not grow organization.

Manager required all the factor of organization run skill.

Only point of view of manager can be problem of organization growth.

* Explain Symbolic View of management.

=> In Symbolic view, much of an organization's success or failure due to external forces outside of manager's control.

In Symbolic view, manager's ability to affect outcomes is influenced by external factors.

It's unreasonable to expect manager's ~~decision~~ decisions affect an organization's performance.

Managers symbolize control and influence through their action.

In this view, managers are not directly responsible for organization growth.

The Performance of managers is not influences the Organization goals.

The quality of the organization is not determined by the quality of Manager.

* Explain Organizational Culture.

=> Organizational Culture is a system of values, rules and principle that follow by every employees.

It include company's Personality in Organization.

Organizational Culture is followed by founder of an Organization.

Every company have different Organizational culture.

Every employees of Organization should be follow and maintain Organizational ~~the~~ culture.

- Importance of Organizational Culture.

A strong and Positive Organizational culture increase performance of Organization.

Companies with strong culture give preference to new employees.

Organizational culture helps to organise the workflows.

Organizational Culture can increase Productivity of Organization.

Organizational Culture can help to create healthy team environment.

Best Organizational Culture can decrease the employee resign ratio.

* Explain Dimensions of Organizational Culture.

⇒ There are Seven Dimensions of Organizational Culture.

1 Attention to Detail:

Developing strong attention to Detail makes employee more effective in the workplace.

2 Outcome Orientation

In Organization, managers have to focus on Output or Outcome rather than how this outcome is done.

3 People Orientation

In Organization, every employee has satisfaction of work in Organization.

4 Team Orientation

In Organization, work is

divided into a team not individuals.

5 Aggressiveness

In Organization every employee are aggressive and competitive rather than cooperative.

6 Stability

When the organization environment is stable, these cultures may help the organization be effective.

7 Innovation and Risk Taking

A culture of innovation is a environment that encourages employees to share creative ideas and solutions.

* Explain three basic elements of Culture.

⇒ This are Three Basic elements of Culture.

1) Artifacts

2) Espoused Values

3) Basic Assumptions.

~~1) Art~~

1 Artifacts:

An Artifact is defined as a man-made object that has some kind of cultural.

Artifacts include our processes, our policies in Organization.

Artifacts include Products and behaviors of Group members in Organization.

Artifacts also include all the employees dressed in Organization.

2 Espoused Value:

Espoused values are the organization's stated values and rules.

It is how the member represent the organization of their behavior and ~~sto~~ shared values.

The mission, vision, goals and values are need to be display nicely in Framed posters.

Organization have one official philosophies to ~~identity~~ identity for the public.

3 Basic Assumption:

These Basic assumptions are well integrated in the work culture.

Basic assumption are easily recognized in action of the employees and management.

The inner values of employee can make or break an organization.

Being honest to work of employee, towards the organization, it can be effective for organization.

* Explain Strong and Weak Culture

Strong Culture

Weak Culture

- | | | |
|---|--|---|
| 1 | Employees are very well concern about the culture. | Employees are little concern about the culture. |
| 2 | Employee does no the know the history of organization. | Employee does not have history of organization. |
| 3 | Employee does not treat there work as a burden. | Employee treat work as a burden. |

4 Strong Connection between shared values and behavior	Weak Connection between shared values and behavior
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5 Culture Provides consistent message of what matters	Culture provides conflicting message of what matters
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* Explain Kotter and Heskett Study in detail

⇒ Kotter and Heskett, both are Harvard Business School Researchers.

Both Researchers tries to determine Factor to make Organizational culture more successful than other.

Kotter and Heskett identified two level of culture,

- 1) Visible
- 2) Invisible

1 Visible level :

Visible level are the behavior patterns and style of the employees

This level can be change easily.

2 Invisible level :

Invisible level are the shared values and assumptions of the employees

This level can be change difficulte.

- The study had four main Conclusions:

(i) Corporate culture can have a significant impact on long-term economic performance

(ii) Corporate culture will probably be an even factor is determining the success or failure.

ciii) Corporate culture that inhibit strong long-term Financial performance are not rare.

civ) Corporate culture can be made more performance enhancing.

* Explain How employees can learn Culture.

=> Employees can learn culture in a number of ways.

This are the most common ways to learn culture.

1 Stories :

Organizational stories contain a narrative of a events or Organization's founders, rule breaking and reaction to past mistake.

Stories contain all the rules and Organization goal, working process of a company.

2 Rituals:

Corporate rituals are repetitive sequences of activities that express the important of values and goals of the organization.

Every organization have different Rituals like Awards for excellence Performance of Year is given to employee.

3 Material Symbols:

Material Symbols is includes what type of work environment it is - formal, casual, serious.

These reactions demonstrate the power of material symbol in creating an organization's personality.

Material Symbols convey to employees what kinds of behavior that are expected.

4 Language:

Many organizations and units within organizations use language as a way to identify and unite members of a culture.

Every organization has one unique language to identify the units in an organization.

* Explain how culture affects managers.

⇒ There are four functions of a manager. Every function is affected by the culture.

1 Planning:

In this function, managers have to set the goals of the organization.

~~Whenever~~ Whether the plan is made, every plan has risk.

Manager have to make Plan according to its Organization culture.

2 Organizing :

In this stage, manager allocate to resources for achieve the goal of Organization.

Manager have to allocate resources according to every region Organization culture requirement.

3 Leading :

In this stage, manager, must be sure the action of Organization members.

Manager have to leading Organization according to its Organization culture requirement.

4 Controlling:

In this stage, manager have to control all the employee in Organization.

Manager have to control Organization according to its Organization culture.

* Explain how we create different Organizational Culture.

=> There are different types of Organizational Culture in Organization.

(i) Creating An Ethical Culture:

The content and strength of an Organization's culture influences its ethical culture.

If the Culture is strong and Supports high ethical standards, it should have powerful employee behavior.

Managers in such a culture manager should communicate ethical or expectations.

For Creating ethical culture Company have to provides ethics training to employee.

cii) Creating An innovative culture

An Innovative culture helps to grow Organization very well.

In this culture, Manager should motivate the employee for think new idea of an Organization.

Manager have to support to employee for creating new things in an Organization.

An Innovative Culture, employees allowed to express its point of view towards the organization.

(iii) Creating A customer - responsive Culture.

In this culture, Customer is very important for an Organization.

In this culture, Company have to research the show that customer are satisfied to the organization.

Organization have to hired employee that consist with customer very friendly and patient.

Organization have to Provides Good Customer Services.

(iv) Creating A culture that Supports Diversity.

In Organization, Company have diversity like gender, age, race and other characteristics.

Organization have different type of employee like different age, different gender and different region etc.

Diversity contributes to more creative solution for Organization Problem.

Using Diversity, Organization have different point of view people in company.

cv) Creating Spirivality Culture.

In Spirivality Culture, different Religion employee are work together in the Organization.

Spirivality Culture recognize that employee to what is purpose of their work.

Spirivality Culture, can connect with employee Using their humanity in Organization.

* Explain External Environment.

=> Environment major role in the Organization growth.

External Environment refers to the factor with which forces outside the Organization that affect the Organization growth.

There are two components in external environment.

1) Specific Environment

2) General Environment

1 Specific Environment:

Specific environment refers to those external forces that affects an Organization Directly.

This are the main external forces components.

(i) Customers:

Customers is very important factor of an organization and that can directly affect to an organization.

Customers uncertainty to an organization because their tastes can change or poor services of product.

cii) Suppliers :

After the customer, suppliers also directly affect to an organization.

Managers seek to ensure a steady flow of needed to suppliers at the lowest price possible.

ciii) Competitors :

Managers cannot afford to ignore the competition.

Organization have to compete with competitors every day.

(iv) Pressure Groups :

Managers must recognize special-interest groups that attempts to influences the actions of organizations.

2 General Environment :

The General environment contain those external factors that don't affect organizations to the extent that change in Organization

This are the basic factor of General Environment.

(a) Economic Conditions :

Interest rates, inflation, Stock market and the stage of the general business cycle are some economic factor.

This factor can affect management practices ~~is~~ in Organization.

b) Political / Legal Conditions:

Federal, state and local law as well as global and other country laws are also affect to an Organization.

In this condition, Organization have to follow certain rules.

c) Sociocultural Conditions:

Manager must adapt their practices to changing expectations of the society in which they operate.

According to Customer's tastes Organization change the Product.

d) Demographic Conditions:

Demographic conditions containt population characteristics such as gender, age, income etc.

Changes in this characteristics manager have to plan, organize lead and control.

ce) Technological Conditions:

The most rapid changes have occurred in technological.

According to new technological changes, Organization have to change their plan or method of workplace.

cf) Global Conditions:

The Globalization is one of the major factors affecting managers and Organizations.

Managers are challenged by an increasing number of global competitors and market.

* Explain how the environment affects managers.

=> There are two ways to affects environment to managers.

1) Assessing Environmental Uncertainty.

2) Managing Stakeholder Relationships.

1) Assessing Environmental Uncertainty.

There are two types of environmental Uncertainty.

- ci) Dynamic Environment
- cii) Stable Environment.

ci) Dynamic Environment:

If the components is an organization's environment changes frequently, it is called Dynamic.

Components are not similar to one another and continually changing.

(ii) Stable Environment:

If the components in an Organization's environment changes is minimal. it is called stable.

Components are not similar to one another and remain basically the same.

Q2) Managing Stakeholder Relationships

Stakeholders are any constituencies in an Organization's environment that affect by the Organization's actions.

If Stakeholder can take any decision than all the employee of Organization must be follow.

So, Decision of stakeholder
can impact major in
an organization.