



Introduction

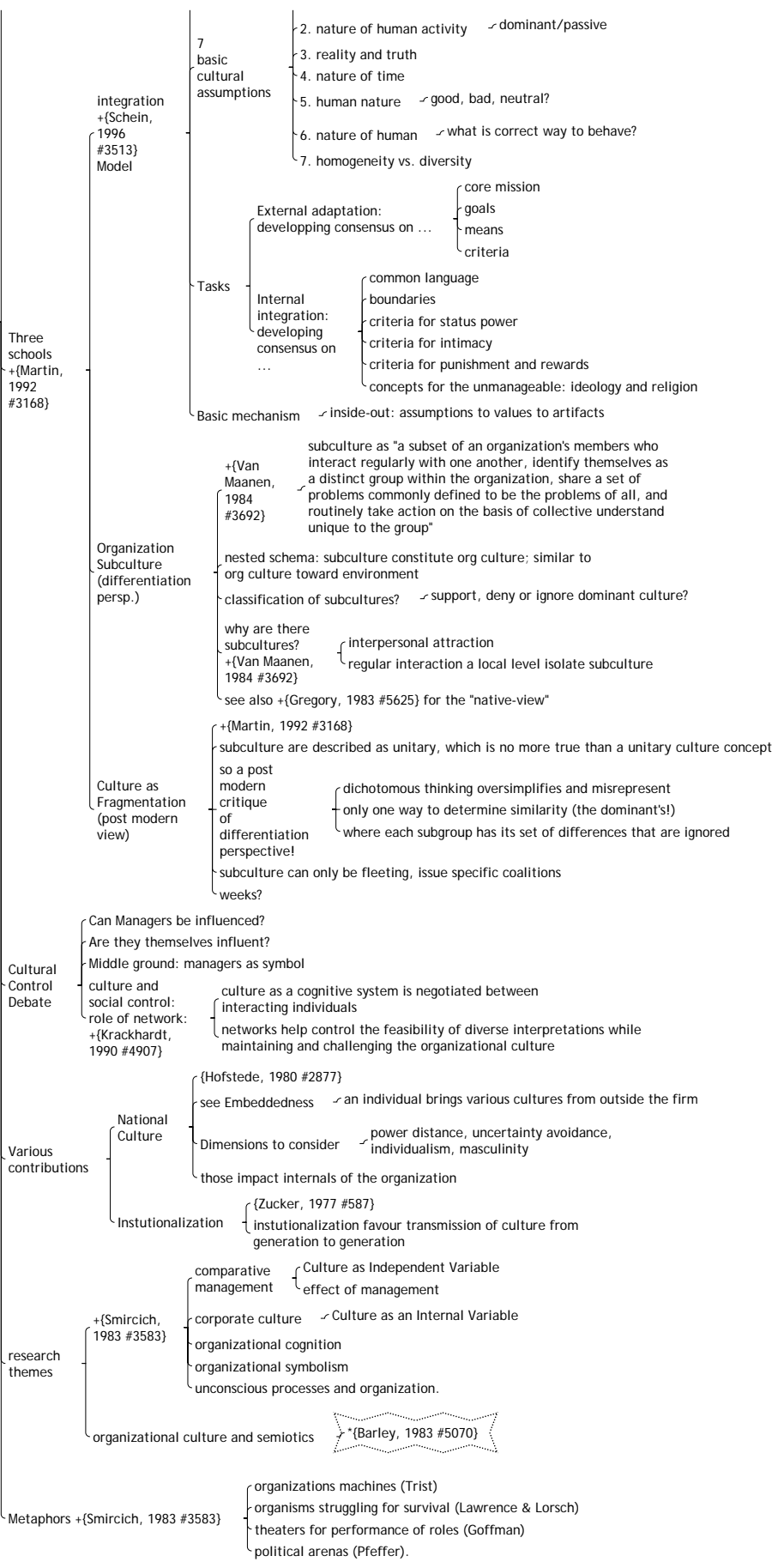
- Definitions
 - see definition collection 
 - "culture can be thought of as the normative order, operating through informational and social influence, that guides and constrains the behavior of people in collectives... We define culture as a system of shared values that define what is important and norms that define appropriate attitudes and behaviors for organizational members (how to feel and behave)" ~+(O'Reilly, 1996 #5583)
 - usually relatively to a group, with something held in common, "shared"
 - yet, usually "shared meaning" not empirically available! ~ shared as disjoint!
- importance? ~ culture leads to performance? *(Barney, 1986 #37)

History

- Symbolic Interpretative roots first
 - culture as a context
 - *(Geertz, 1973 #2697) "The concept of culture I espouse ... is essentially a semiotic one. Believing, with Max Weber, that man is an animal suspended in webs of significance he himself has spun, I take culture to be those webs, and the analysis of it to be therefore not an experimental science in search of law, but an interpretive one in search of meaning"
 - org reality is socially constructed
 - focus on symbol (very similar to artifacts, but sense loaded)
- then modernist
 - culture as a tool, in an efficiency and control perspective
 - decontextualized so that generalizing can be reached
 - main variable: culture strength
 - {Deal, 1982 #2549}: extent to which org members share core values ~ pb: difficult, plus dependent on establishing properly the list of core values
 - Managing Culture?
 - {Kotter, 1992 #3001}: variable defined by alters judgement
 - find that strong culture improve performance
 - even better if culture of anticipation, env. scanning,
 - a tool for improved performance {Ouchi, 1981 #5581}
 - for instance through recruiting and hiring mechanism {Peters, 1982 #5582}
 - a form of social control ~+(O'Reilly, 1996 #5583)
- quite opposite to other org studies field! ~(Hatch, 1997 #4432)
- why Study culture? +(Schein, 1996 #3513)
 - Biases
 - underestimation of the power of culture
 - individualistic bias
 - agregate individual behavior
 - or simply anthropomorphizing the organization
 - failure of learning
 - see learning 
 - learning disability : see (Argyris, 1978 #2264) second order
 - three cultures of management
 - operators vs engineers vs. management
 - engineers and management collude to eliminate "human"
 - focus on short term profit that displace even enlightened management
 - Three levels
 - Assumptions
 - inaccessible to consciousness
 - ex: nature of man (economic, symbolic, etc.)
 - Norms and Values
 - norms: unwritten rules of the group
 - values: social principles
 - Artifacts
 - ~ physical, behavioral, verbal
- 1. Org relationships ~ dominant, submissive, etc. to its environment

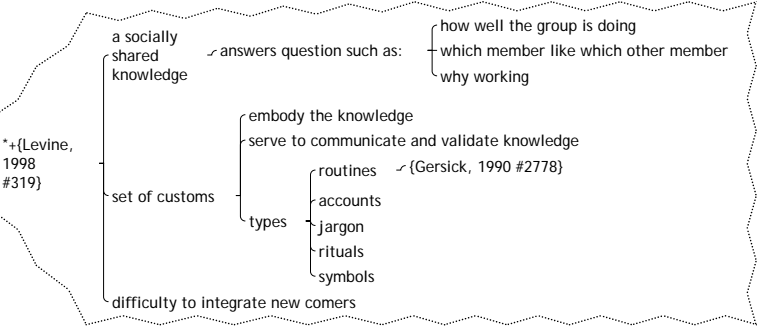
Cult

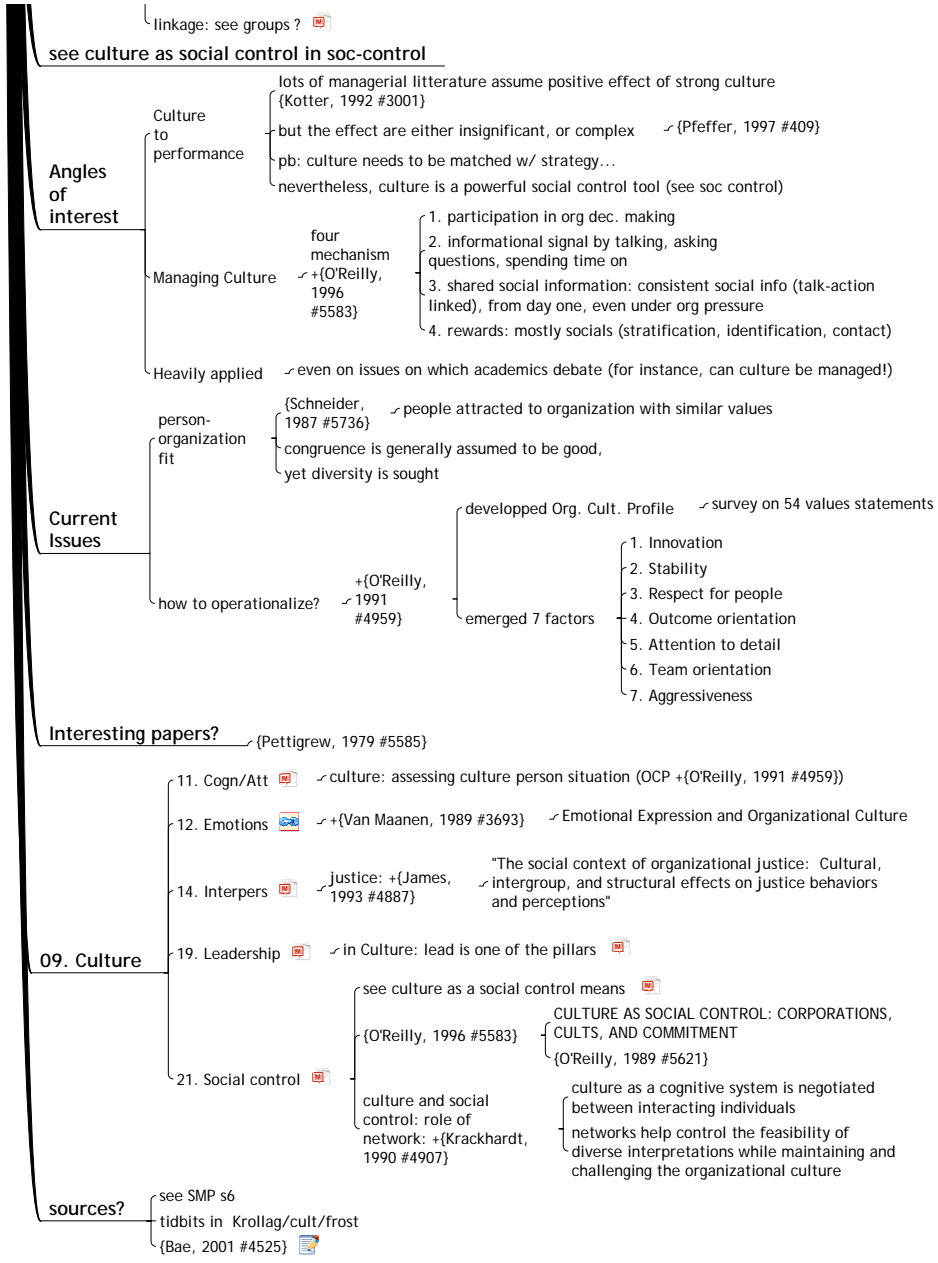
Org Culture (Hatch, 1997 #4432)



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culture in small groups





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