

In the name of the most high

V

Organizations as Culture

Creating Social Reality

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Key words:

- ☑ Corporate culture
- ☑ Industrial culture

WHY

(CULTURE)?

What is the phenomenon we call
Culture?

Organization

n as a cultural

phenomenon

International

differences

in organization and

management.

JAPAN.

A *culture* of

Cooperation

and *Service.*



GREAT BRITAIN.

A *culture* shaped by

Deep Division

▶ THE UNITED STATE.

A *culture* emphasizing

Competition

understanding the differences:

- ✘ appreciation of “foreign” practice
- ✘ appreciation of our own

Corporate

CULTURE

A fragmented culture

in an

insurance firm.

EXAMPLES OF CORPORATE CULTURES

Team commitment at

Hewlett-Packard

the policy of

"nine-day fortnight"

EXAMPLES OF CORPORATE CULTURES

corporate A jungle at

IT

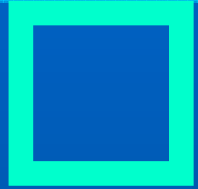
EXAMPLES OF CORPORATE CULTURES:

Comparing

corporate cultures:



The influence of
VALUES
and **LEADERSHIP**
style



The influence of

GENDER

● Other influences:

■ Professional groups

■ Subcultures: social and ethnic group

■ Coalition and counter culture

Culture:

Rule following or

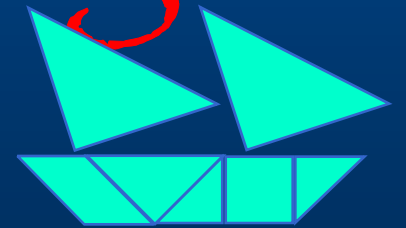
enactment?

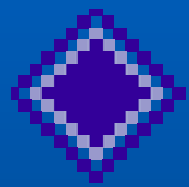
- The influence of *norms and customs.*

- The influence of *situational context.*

- *Enacting reality.*

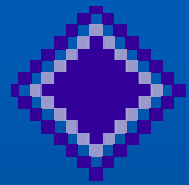
Culture:
A complex and
subtle language



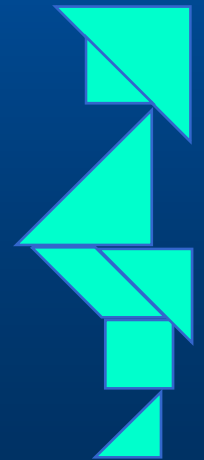


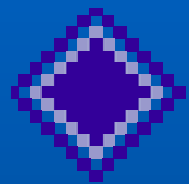
Language of time



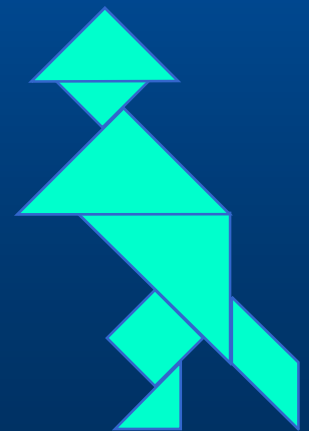


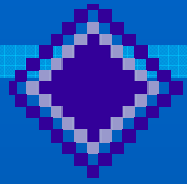
Language of space





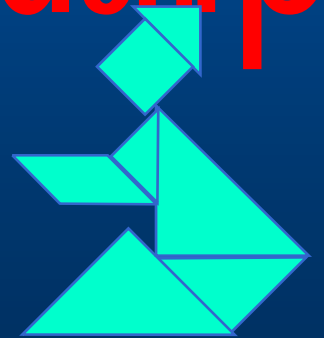
Language of things

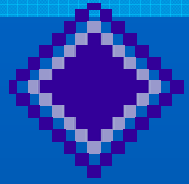




Language of

friendship





Language of

agreements



ORGANIZATION :

*the enactment of a
shared reality*

Organization as *social*
constructions

Cultural change

and

core values

Cultural change as
transformation
of mindsets, values, and
shared meaning

The *hidden depth* of culture

- *The financial consideration*
- *Organizational structure, rules, policies missions, job description.*
- *Routine aspect of every day practice*
- *and ...*

The Nomizu Sake Company

- *In its formative stage the company brought over a team of Japanese sake makers.*

- When full production commenced : (fall of 1983)

- Additional production line workers were hired

- Students
- Expatriate Housewives
- Student Drop-outs
- Blacks And Whites
- Hispanics And Asian-American

● *Japanese Workers* → Salary Basis

● *American Workers* → Hour Basis

Strength and
limitations
of the *Culture Metaphor*

The metaphor emphasizes the Symbolic
significant of almost everything we do

Strength

We learn that **organization** and **shared meaning** are one and the same.

Strength

Leaders and managers see how their **success** hinges on the **creation of shared meaning.**

Strength

Leaders and managers gain a new understanding of their impacts and roles.

Strength

We see that organization and their environment are enacted domains.

Strength

Strategic management is
understood as an enactment
process.

Strength

The metaphor offers a fresh perspective on **organizational change**.

Strength

The metaphor can be used to support ideological manipulation and control.

limitations

Culture is holographic and cannot really be managed.

limitations

Like an **iceberg**, important dimension of culture are always invisible, and what is easily seen can be relatively unimportant.

limitations

Culture usually have a deep political dimension, making it impossible to grasp the **full significant of culture** through the culture metaphor.

limitations