

# MS(HR) 552- Organizational Culture

## Lecture 17



# Recap from last lecture

In the last lecture, we discussed:

- Environment and internal disruptions
- Systematic and Revolutionary
- New organizing paradigm
- Driven by senior executives and line management

# Topics to be covered today:

- Major elements of Organizational Culture
- Diagnosing Organizational culture
  - Behavioral approach
  - Competing values approach
  - Deep Assumptions approach

# Organization Culture

Four major elements:

## 1. Artifacts

- Highest levels of cultural manifestation
- Observable behaviour of members
- Structures, systems, procedures, rules

## 2. Norms

- How members should behave in a particular situation
- Unwritten rules of behaviour

### 3. Values

- What ought to be in organizations
- What is important and what deserves attention

### 4. Basic assumptions

- Taken for granted assumptions
- How organizational problems should be solved
- Human nature, human activity and human relationships

# Diagnosing organizational culture

## 1. Behavioral approach

- The pattern of behaviors that produce results
- This approach provides specific descriptions about how tasks are performed
- It can be used to assess the cultural risk of trying to implement organizational changes needed to support a new strategy

# Diagnosing organizational culture

## 2. Competing values approach

- Organizational culture can be understood in terms of two important value pairs:
  - I. Internal focus and integration versus external focus and differentiation
  - II. Flexibility and discretion versus stability and control

# Diagnosing organizational culture

## 3. Deep Assumptions Approach

- Shared assumptions that guide member behavior and that have a powerful impact on organizational effectiveness
- People generally take cultural assumptions for granted and rarely speak of them directly
- Some values and beliefs that people espouse have little to do with the ones they really hold and follow.
- Large, diverse organizations are likely to have several subcultures.



# Summary

In today's lecture, we discussed:

- Major elements of Organizational Culture
- Diagnosing Organizational culture
  - Behavioral approach
  - Competing values approach
  - Deep Assumptions approach

Thank you

Ms. Prachi Kapil  
School of Management Studies and Liberal Arts  
Shoolini University  
Village Bajhol, Solan (H.P)

+919882090579(Mob No.)  
[prachi.538@shooliniuniversity.com](mailto:prachi.538@shooliniuniversity.com)