



Chapter 3

ORGANIZATIONAL CULTURE AND ENVIRONMENT: THE CONSTRAINTS

- Differentiate the symbolic from the omnipotent view of management
- Define organizational culture
- Identify the seven dimensions that make up an organization's culture and how these dimensions reflect the organization's personality
- Explain how cultures can be strong or weak
- Describe the various ways that employees learn culture

- Explain how culture constrains managers
- Describe the various components in an organization's specific and general environments
- Contrast certain and uncertain environments
- Identify the various stakeholders with whom managers have to deal
- Clarify how managers manage relationships with external stakeholders

- managers are directly responsible for an organization's success
 - if the organization performs poorly, managers will be held accountable

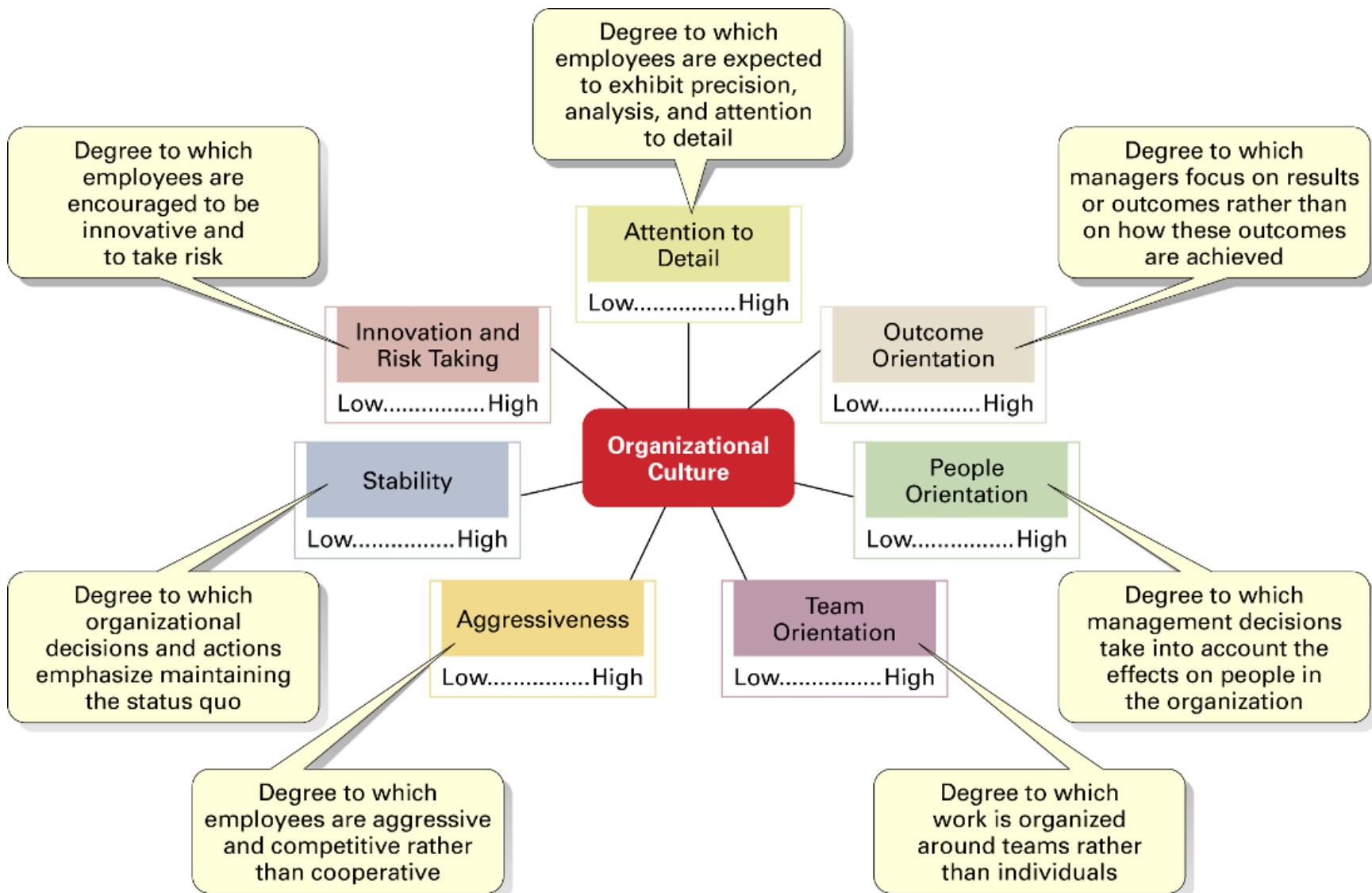
- the actual part that managers play in organizational success or failure is minimal
- managers must create meaning out of randomness, confusion, and ambiguity

- managers are neither helpless nor all powerful

Parameters of Managerial Discretion



- A system of shared meaning and beliefs held by organizational members that determines, in large degree, how they act
 - a common perception
 - individuals describe organizational culture in similar terms
 - a descriptive term
- composite picture of organizational culture may be derived from seven dimensions
 - organization's personality often shaped by one of these dimensions



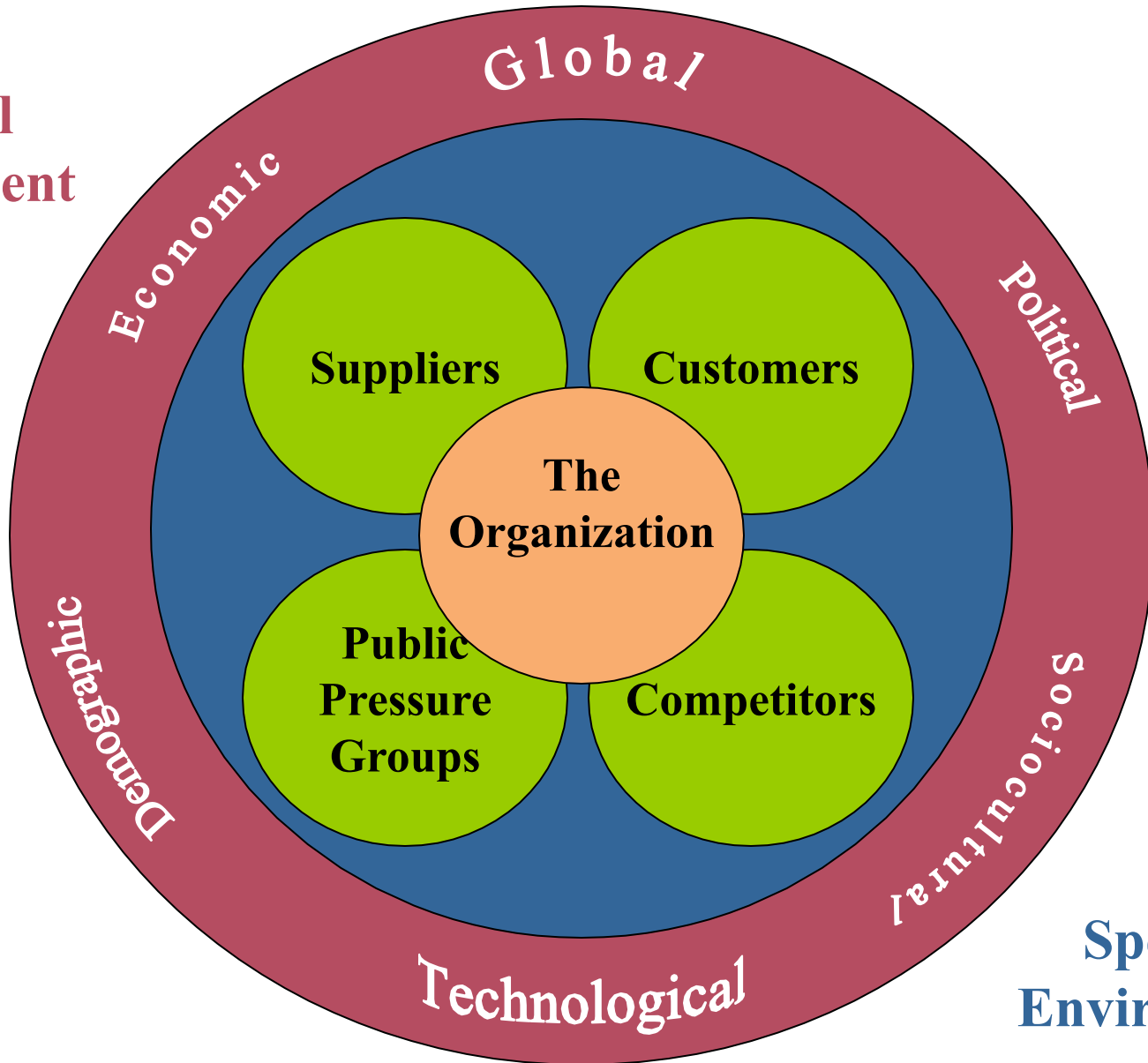
- in strong cultures, the key values are deeply held and widely shared
- strong cultures have greater influence on employees than do weak cultures
- employees more committed to organizations with strong cultures
- strong cultures are associated with high organizational performance
- most organizations have moderate to strong cultures

- usually reflects the vision or mission of the founder
 - founders project image of what the organization should be

- *Stories* - a narrative of significant events or people
- *Rituals* - repetitive sequences of activities
- *Material symbols* – essential in creating an organization’s personality.
- *Language* - identifies members of a culture
 - organizations develop unique terminology or jargon

- establishes appropriate managerial behavior
- constrains decision making in all management functions
 - *Planning* - degree of risk that plans should contain
 - how much environmental scanning is necessary
 - *Organizing* - degree of autonomy given to employees
 - degree of interdepartmental interaction
 - *Leading* - degree of concern for job satisfaction
 - what leadership styles are appropriate
 - *Controlling* - reliance on external or internal controls
 - what performance criteria to use

**General
Environment**



**Specific
Environment**

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