



SNS COLLEGE OF ENGINEERING

Kurumbapalayam (Po), Coimbatore - 641 107

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DEPARTMENT OF MANAGEMENT STUDIES

COURSE NAME : 19BA101- MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

I YEAR /I SEMESTER

UNIT 5: ORGANISATIONAL CULTURE AND CHANGE

Topic 1: Creating and Sustaining Organisational Culture



Organizational Culture

A common perception held by the organization's members; a system of shared meaning.

Organisational culture is a set of beliefs, values, and norms that are shared by an organisational members.

Characteristics:

1. Innovation and risk taking
2. Attention to detail
3. Outcome orientation
4. People orientation
5. Team orientation
6. Aggressiveness
7. Stability



Accenture Culture



Google Culture





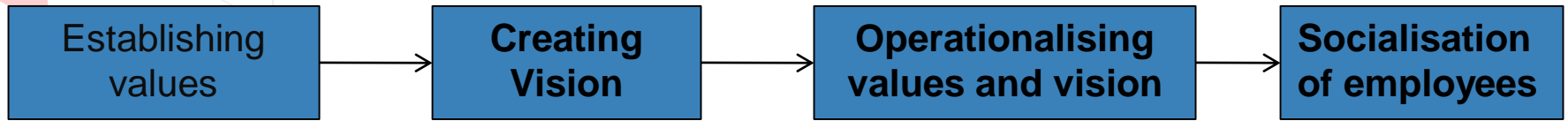
ORGANISATIONAL CULTURE AND CHANGE



- **Defines the boundary between one organization and others.**
- **Conveys a sense of identity for its members.**
- **Facilitates the generation of commitment to something larger than self-interest.**
- **Enhances the stability of the social system.**
- **Serves as a sense-making and control mechanism for fitting employees in the organization / Organizational process**
- **Objective setting**
- **Work ethic**
- **Motivational pattern**



PROCESS OF CREATING ORGANISATIONAL CULTURE





- ◀ **Establishing values:**

- What is right and what is wrong
- What is desirable and undesirable
- Type of practices to be followed on

- ◀ **Creating vision**

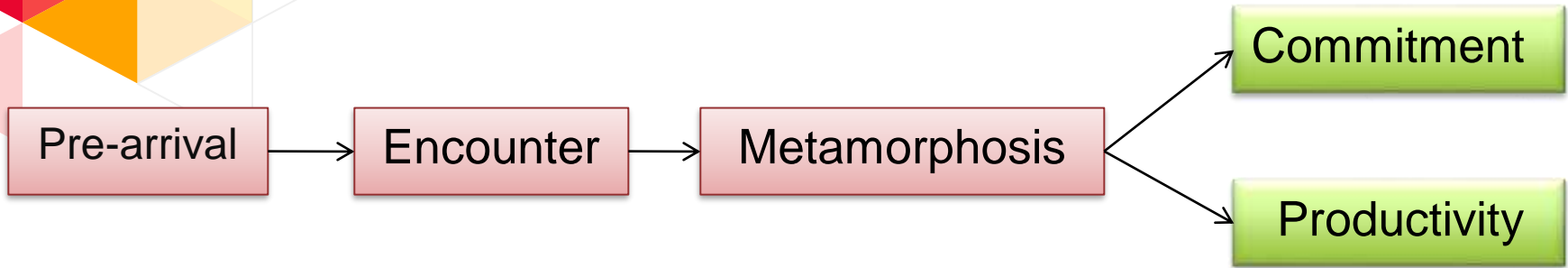
- Imagination of future events
- What Challenges lie ahead

- ◀ **Operationalizing values and vision**

- Written statement of values and vision is preferable
- Structure well designed
- Process should inspire employees
- Selection of employees
- Reward System



SOCIALISATION PROCESS





Pre-arrival Stage

The period of learning in the socialization process that occurs before a new employee joins the organization.

Encounter Stage

The stage in the socialization process in which a new employee sees what the organization is really like and confronts the possibility that expectations and reality may diverge.

Metamorphosis Stage

The stage in the socialization process in which a new employee changes and adjusts to the work, work group, and organization.



WAYS OF EMPLOYEES LEARN CULTURE/ METHODS OF SOCIALISATION

- Stories
- Rituals – motivate & unite
- Material Symbols
- Language



SOCIALISATION OPTIONS

Formal and Informal

Individual and Collective

Fixed and Variable

Serial and Random

Investiture and Divestiture

Investiture Culture is the culture in which a person adorns or swears for a position of authority or power.

Divestiture Culture – It is the reduction of an asset or business through sale, liquidation, exchange, closure, or any other means for financial or ethical reasons.



THANK YOU