

# Organizational behaviour

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**Surface manifestations:**

Culture’s most accessible forms which are visible and audible behaviour patterns and objects

Manifestation	Examples	
	<i>Motorola</i>	<i>Rolls Royce</i>
<b>Artefacts</b>	Name badges, stationery, T-shirts, promotional items, celebratory publications	Name badges. Standard workwear, issued to all staff levels in the organization. Each polo shirt is customized with the wearer’s name
<b>Ceremonials</b>	Annual service dances, annual total customer satisfaction competition	Fun days, sporting events, commemorative shows
<b>Courses</b>	Basic health and safety course	Induction courses to orientate new starts to RR principles
<b>Heroes</b>	Paul Galvin, Joseph Galvin – founders	Henry Rolls, Charles Royce – founders
<b>Jokes</b>	None	‘The Right Way, The Wrong Way and the Rolls-Royce Way’ – humorous, self-depreciation about the evolution of certain ways of going about things, but also a reminder of the importance of individuality and identity.
<b>Language</b>	Employees known as ‘Motorolans’. Role-naming conventions and communications remind everyone of their responsibilities as Motorolans.	Divisional/departmental naming – job roles defined within particular naming structures
<b>Legends</b>	The first walkie-talkies. First words communicated from the moon via Motorola technology	Commemorative window in tribute to the Rolls-Royce Spitfire’s contribution to World War II
<b>Mottoes</b>	Total Customer Satisfaction, Six Sigma Quality, Intelligence Everywhere, Engineering Intelligence with Style	Centre of Excellence Trusted to Deliver Excellence
<b>Norms</b>	Ethics, Respect, Innovation	Code of Business Conduct – Quality, Excellence, Ethics, Respect
<b>Physical layout</b>	Semi-open plan – cubed group set up. Junior managers have separate offices beside staff; senior managers have corporate offices distanced from most employees	Open plan layouts – applies to both offices and work cells where possible

### **Internal (intern) integration**

The process through which employees adjust to each other, work together, and perceive themselves as a collective entity

### **External (ekstern) adaptation (tilpasning)**

The process through which employees adjust to changing environmental circumstances to attain organizational goals

### **Types of organizational culture**

Charles Handy's model of culture typology:

- Power culture (a web) = organizations which have a single, dominant individual. Decisions are based on a balance of power rather than logic, and there is little emphasis on discussion to reach consensus.  
An example could be Apple. Steve Jobs was in the middle, where he had some people close to him, followed of some others.
- Pole culture (a Greek Temple) = organizations emphasize the importance of rules, procedures, role expectations and job descriptions. Managers within role culture organizations operate 'by the book', on the basis of their position in the hierarchy and their role.
- Person culture (a cluster) = organizations which are focused on individuals. They exist for the benefit of their members. This type of culture is typical of rock bands and classical chamber music groups, ect.
- Task culture (a lattice) = are job og project oriented. The environment are important.

### **National cultures**

#### **Social orientation**

The relative importance of the interests of the individual versus the interest of the group – individualism versus collectivism

#### **Power orientation**

The appropriateness of power/authority within organizations – respect versus tolerance

#### **Uncertainty orientation**

The emotional response to uncertainty and change – acceptance versus avoidance

#### **Goal orientation**

The motivation to achieve goals – aggressive masculinity versus passive femininity

#### **Time orientation**

The time outlook on work and life – short-term versus long-term

## Chapter 7 – Communication

### Communication process

The transmission of information, and the exchange of meaning, between at least two people

### Coding

The stage in the interpersonal communication process in which the transmitter chooses how to express a message for transmission to someone else

### Decoding

The stage in the interpersonal communication process in which the recipient interprets a message transmitted to them by someone else

### Perceptual filters

Individual characteristics, predispositions and preoccupations that interfere with the effective transmission and receipt of messages

*A model of the communication process page 225*

Term	Popular use	Dictionary definition
Decimate	Devastate	Cut by 10 per cent
Exotic	Colourful, glamorous	From another country
Aggravate	To annoy, to irritate	To make worse
Clinical	Cold, impersonal	Caring, at the bedside
Avid	Enthusiastic	Greedy

### Noise

Factors extraneous to the communication process which interfere with or distract attention from the transmission and reception of the intended meaning

### Feedback

The processes through which the transmitter of a message detects whether and how that message has been received and decoded

### Barriers to effective organizational communication

#### Some of the main barriers:

- Power differences
- Gender differences
- Physical surroundings
- Language
- Cultural diversity