



SNS COLLEGE OF TECHNOLOGY

Coimbatore - 35

19BAE717 – Cross Cultural Management

UNIT-I Organizational Culture and Organisational Change

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TODAY'S TOPIC: Organisational Culture and Organizational Change





Organisational Culture :



- Organizational culture is the collection of values, expectations, and practices that guide and inform the actions of all team members. Think of it as the collection of traits that make your company what it is. A great culture exemplifies positive traits that lead to improved performance, while a dysfunctional company culture brings out qualities that can hinder even the most successful organizations.
- Organizational culture, also known as corporate culture, refers to the values, attitudes, beliefs and behaviors that characterize and contribute to organization's unique social and emotional work environment. Organizational culture is unique for every organization and one of the hardest things to change and consists of written and unwritten rules that have been developed over time.



Qualities of a great organizational culture:



- Every organization's culture is different, and it's important to retain what makes your company unique. However, the cultures of high-performing organizations consistently reflect certain qualities that you should seek to cultivate:
- **Alignment**-comes when the company's objectives and its employees' motivations are all pulling in the same direction. Exceptional organizations work to build continuous alignment to their vision, purpose, and goals.
- **Appreciation**-can take many forms: a public kudos, a note of thanks, or a promotion. A culture of appreciation is one in which all team members frequently provide recognition and thanks for the contributions of others.
- **Trust**-is vital to an organization. With a culture of trust, team members can express themselves and rely on others to have their back when they try something new.



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- **Integrity**-like trust, is vital to all teams when they rely on each other to make decisions, interpret results, and form partnerships. Honesty and transparency are critical components of this aspect of culture.
- **Innovation**-leads organizations to get the most out of available technologies, resources, and markets. A culture of innovation means that you apply creative thinking to all aspects of your business, even your own cultural initiatives.
- **Psychological safety**-provides the support employees need to take risks and provide honest feedback. Remember that psychological safety starts at the team level, not the individual level, so managers need to take the lead in creating a safe environment where everyone feels comfortable contributing. Now that you know what a great culture looks like, let's tackle how to build one in your organization.



Organizational Change:



- Organizational change refers to **the actions in which a company or business alters a major component of its organization**, such as its culture, the underlying technologies or infrastructure it uses to operate, or its internal processes.
- Organizational change management is the process of guiding organizational change to a successful resolution, and it typically includes three major phases: preparation, implementation, and follow-through.



Types of Organizational Change:



There are two types of Organizational Change , they are

1. Adaptive Changes
2. Transformational Changes

Adaptive Changes:

- Adaptive changes are small, incremental changes organizations adopt to address needs that evolve over time. Typically, these changes are minor modifications and adjustments that managers fine-tune and implement to execute upon business strategies. Throughout the process, leadership may add, subtract, or refine processes.
- One example of an adaptive change is an organization that upgrades their computer operating systems from Windows 8 to Windows 10.



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Transformational Changes:

- Transformational changes have a larger scale and scope than adaptive changes. They can often involve a simultaneous shift in mission and strategy, company or team structure, people and organizational performance, or business processes. Because of their scale, these changes often take a substantial amount of time and energy to enact. Though it's not always the case, transformational changes are often pursued in response to external forces, such as the emergence of a disruptive new competitor or issues impacting a company's supply chain.
- An example of a transformational change is the adoption of a customer relationship management software (CRM), which all departments are expected to learn and employ.
- Many changes will fall somewhere between adaptive and transformational on the spectrum. For this reason, managers need to understand that the change process must be tailored to the unique challenges and demands of each situation.



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