

University of Wales
Trinity Saint David

LCBB4003

LEVEL 4

ASSESSMENT 1



STUDENT 1913405

TERM 2 GROUP 2
NAME ANAMARIA LUPU

LECTURER

Dr. John-Paul Okeke

October 2020

Table of Contents

Introduction 1

Structure and Culture of Google 2

 1. The structure of Google 2

 2. The culture of Google 3

 3. Criticism of Google 5

Conclusion 6

Reference List 7

Introduction

According to Cambridge Dictionary, Google is the name of a search engine program for finding information on the internet. Google is an American search engine company created by two graduate students of Stanford University, Sergey Brin and Larry Page in 1998. The Google core began as an online search engine, earning almost all revenue from advertising, but also by diversifying services and products, from e-mail and online document, from creation to software, mobile phones, and tablet computers.

This essay describe the structure and culture of Google organisation. In addition, the essay will discuss the importance of understanding the organisational culture and the factors that contribute to the company performance.

The evidence suggest that, in order to achieve organisational goals and objectives, the organisational structure is necessary for an effective performance. Moreover, the culture of the company is important among the beliefs, values, and attitudes, have a significant effect of the business performance (Mullins, 2007, p.727).

The structure and culture of Google

1. The structure of Google

A significant reconfiguration of the organisational structure was announced in 2015 at Google by one of the founders, Larry Page.

The company formed an organisation called Alphabet, a new-born holding company composed of self-sufficient operating units, the parent company of the Google.

Furthermore, in 2017, further shift has announced at Google's by changing from an organisation to an LLC or limited liability corporation (Skyler, 2018).

Another point to consider is the originally slogan of Google was "Don't Be Evil". After the restructure of Google in 2015 under Alphabet corporation, the old slogan was replaced with a new one, namely "Do the Right Thing", a more positive one, that emphasize the company to focus attention on doing right, instead of avoiding mistakes.

In order to accomplish targets and objectives, and to performed in an effective way, the keys activities, a corporation needs to split the responsibilities between its.

Structure ensure the framework of a company and its type of governance. It is by methods for structure that the reason and work of the organisation are performed. The director needs to comprehend the significance and impacts of company structure and design (Mullins, 2007, p.563).

Google is one of only a handful few innovative organisations which keep on having one of the quickest growth worldwide. Beginning by generating a search engine that involved PageRank model, created by Larry Page and Web internet searcher, made by Sergey Brin, getting to a site, and recording its substance (Jarvis, 2011; Downes ,2007).

Google had put forth additional attempts in making a list of various sites, which have been up to 25 billion sites. This additionally incorporates 17 million pictures and one billion messages to Usenet gathering (Downes, 2007).

In addition, to explore websites, Google users can look for PDF records, PostScript, likewise Microsoft, Lotus, PowerPoint, and Shockwave documents. Google's innovation is fairly uncommon, investigating a large number of various factors of users and businesses who place ads. It at that point associates them with a great many likely notices and gives messages of ad, which is nearest to objects in under one second.

Research has shown that the motivation behind structure is driving the division of work among people from the business, and the co-arrangement of their activities so they are composed towards the destinations and focuses of the association. Structure is indisputably for any affiliation, describes endeavours and duties, maintain sources of income and connections, and channels of communications (Mullins, 2007, p.564).

There are those who argue that, the behaviour is influenced by examples of association structure, innovation, styles of authority and frameworks of the board through which administrative cycles are arranged, coordinated, and controlled. The focal point of consideration, therefore, is on the impact of the company structure and plan, and examples of the board, on the conduct of individuals inside the partnership (Mullins, 2007, p.746).

Started in a flat organisation structure, from 2 employers to over 118,899 full-time employees. Nowadays, Google has a cross-functional organisational structure, which is technically a matrix corporate structure with a considerable degree of flatness.

The matrix organisation can be defined as a combination of functional departments which provide a stable base for specialised activities and a permanent location for members of staff, and units that integrate various activities of different functional departments on a programme, product, project team, system basis or geographical. Matrix structure offers the benefits of flexibility, control and security of project information, and opportunities for staff progress, meetings, and data share across teams (Mullins, 2007, p.584).

This flatness is a characterizing primary element that supports the development and competitiveness, and Google LLC's prosperity is connected to the efficacy of its authoritative structure and hierarchical culture in supporting greatness in advancement (Smithson, 2019).

2. The culture of Google

Organisations are complex social frameworks that can be characterized and studies in various manners, Geert Hofstede is perhaps the main contributors of the group of information on culture and work environment. His work has to a great extent came about because of a huge scope research program including representatives from IBM enterprise. In focusing in on one business, Hofstede felt that the outcome could be all the more unmistakably connected to public social distinction. Contending that culture is "collective programming or software of the mind" Hofstede recognize fifth elements of culture (Mullins, 2007, p.24).

Artifacts, espoused values, and basic assumptions assisting us with understanding the lifestyle in the company. Also, the “artifacts” are recognized, for example through dress codes, level of convention relationship, working hours, gatherings, correspondence, get-togethers, language, character images, ceremonies, office space, balance among work and family.

It appears to be that Google is very open in these antiquities by demonstrating a regard for uniform and culture of each staff individually and giving them the option to dress in usual garments (Schein 2009).

The employees of Google benefice free meals, volleyball court, a pool, a car wash, an oil change, a hair style, free medical care, and other different advantages. Moreover, the greatest benefit for the staff is to be picked up on working days.

With regards to the company, people are wondering often what the prosperity formula is, and the response is the representatives of Google. Making their own exceptional work environment culture rules to establish a powerful workplace for their employees, in order to achieve productiveness.

With regards to the elements that creates the originality and innovation, easily is admitted that the workplace is perhaps the mainly things. Google has succeeded in regard to designing a picture of a creative workplace. In fact, Google's founders strongly believed in creating a company where the individuals would be productively to work at when creating a home-like conditions. With regards to the components that create innovation and creativity, it is easy to recognize that working conditions it is one of the most important things.

The pervasive idea of culture regarding "how things are done around here" regular qualities, beliefs and mentalities, therefore, significantly effect on administrative processes, for example, choices making, plan of structure, team behaviour, inspiration and employment fulfilment, and the executive's control.

Culture is unmistakably a significant element of effective organisational performance, there is a strong connection between an organisation culture and its accomplishments.

And according to Cummings and Worley: " A company's culture is the pattern of assumptions, values and norms that are more or less shared by an institution's members ".

In order for leaders to succeed, manage, and exchange their way for a better performance, are three administrative tools to be utilize, for example, reward system, training, recruitment, selection and social tools (Mullins, 2007, p.718).

Google is giving close consideration to how is draw in and evaluate ability at each progression of the enlistment and hiring process. Building the team with the right people in the company, the hiring process could include interviews, people analyse, personality tests, brainstorm, in order to improve company's productivity.

Recruiting individuals with various foundations and a wide scope of encounters.

Contemplating geographic and financial variety as well, extending enlisting endeavours from 75 schools to more than 800, encouraging women's in tech field. Continuous striving to adding value to Google's culture, not just a fit workplace.

Google is a role model of the multicultural association coming from various areas parts of the world, public or provincial societies making this multicultural association with an official society for the entire business.

Development is the key for long-term achievement of the company, by having a vision, mission and technique that are known and perceived. Leadership responsibilities, open administration style, sensible targets and elevating a culture helpful to training and development.

According to Thompson (2019), Google is intended to empower both loyalty and originality. Emphasis on development, Google has expanded from search engines and made many products through, for example, Google Maps and the Google Chrome Web program, Gmail, Duo, YouTube music, Google Cloud, Google my Business and many more.

Transparency includes sharing of data to improve the business measures. Openness is accomplished through the matrix structure. Inside the setting of Google's hierarchical culture, workers are encouraged to offer their thoughts and ideas in meetings with directors. In addition, the company supports the team inclusion in tasks and experiments, which are executed to test new ideas. The organisation culture makes a social warm environment, warmth being the factor that encourages data sharing and worker fulfilment. The organisation's culture keeps a little organisation family feel, where individuals can without much of a stretch offer thoughts with one another, including chiefs like Larry Page (Smithson, 2019).

From a startling approach to the employee morale to unparalleled culture of work-life balance, including great parental-leave arrangements, free food, fitness and laundry facilities, Google's effective culture has become a plan each association should keep by and by. Going by numbers, 86% of Googlers state they're amazingly or genuinely happy with their work.

Larry Page express the culture and its productivity this manner: "It's important that the company be a family, that people feel that they're part of the company and that the company is like a family to them. When you treat people that way, you get better productivity." Transparency and open communication are central key points to how the work is done, aiming to guarantee that company news arrives at our teams first through internal channels. In the last 23 years, Google's main goal stand in "Our mission is to **organise** the world's **information** and make it **universally accessible** and **useful**."

3. Criticism of Google

A significant legal challenge come into the light along criticism to Google, from US lawmakers to antitrust charges, from the critic Barry Lynn, an executive director of Open Markets Institute (Paul, 2020).

Donald Trump's The Department of Justice is another entity that is against Google and is acting against the big tech, since 2019, along with another separate investigation from the Federal Trade Commission. Also, attorneys general in 50 US states and regions declared an inspection into Google over alleged "monopolistic behaviour", creating a difficult time for company.

Although, the creative and innovative culture of Google and its diversification strategy, critics such as Gene Munster from the Piper Jaffray Investment Bank charge that most of these products have not produced significant new revenue.

The significant revenue of Google is from advertising, but many of its products are offered for free to encourage users the use of the Google search engine.

Criticism argue that employees are paid less than many other Silicon Valley companies but used different advantages to attract workers (Paul, 2020).

Political dispute divide the company, and in 2018, a charge of sexual misconduct put the company into a bad light. Kevin Cernekee, an engineer, was found guilty following an internal investigation and finally, fired from the company (Gilbert, 2019).

The critics assumed that the engineer was received a significant amount of money as well, at his leaving from the company.

Conclusion

There is a strong connection between the structure and culture for an effective performance of one organisation, in order to achieve organisational goals, objectives, and prosperity.

After taking everything into consideration and reflecting on previous jobs, Google structure and culture, will be taking into my future career as a role model of leadership style.

Is easily to understand that at Google, the work environment is unique, motivating and collaborating with the greatest players from the field.

Moreover, creating a familiar "home" environment for a better productivity and creativity, Google encourage them employee for openness and risk taking and innovation.

All organisation members are promoting the same vision and passion with Google, to progress the company in the world of dot-com.

Reference List

Forbes (2018) *13 Reasons Google Deserves Its 'Best Company Culture' Award*
Available at: www.forbes.com/sites/forbestechcouncil/2018/02/08/13-reasons-google-deserves-its-best-company-culture-award/?sh=28f566e43482 Best Company Culture' Award (forbes.com)
(Accessed: 28 October 2020).

Gilbert, B. (2019) Business Insider, *Google reportedly has a massive culture problem that's destroying it from the inside*
Available at: www.businessinsider.com/google-culture-problems-eric-schmidt-aberrant-geniuses-2019-8?r=US&IR=T
(Accessed: 27 October 2020).

Gillett, R. (2016) Business Insider *5 reasons Google is the best place to work in America and no other company can touch it*
Available at: www.businessinsider.com/google-is-the-best-company-to-work-for-in-america-2016-4?r=US&IR=T
(Accessed: 31 October 2020).

Google (2020) *From the garage to the Googleplex*. Available at: www.about.google/
(Accessed: 30 October 2020).

Mullins, L. J. (2007) *Management and Organisational Behaviours*, Eight Edition, Prentice Hall

Noviantoro, T. (2014) Linked In *ORGANIZATIONAL CULTURE IN GOOGLE INC.*
Available at: www.linkedin.com/pulse/20140904061228-154884582-organizational-culture-in-google-incom
(Accessed: 28 October 2020).

Paul, K. (2020) The Guardian *Washington's crackdown on Google is the greatest threat yet to big tech*
Available at: www.theguardian.com/technology/2020/oct/20/google-antitrust-charges-threat-big-tech
(Accessed: 27 October 2020).

Skyle, H. (2018) Bizfluent *Google's Organizational Structure*
Available at: www.bizfluent.com/13654226/googles-industry-analysis
(Accessed: 30 October 2020).

Smithson, N. (2019) Panmore Institute *Google's Organizational Structure & Organizational Culture*
Available at: www.panmore.com/google-organizational-structure-organizational-culture
(Accessed: 30 October 2020).

Thompson, J. (2019) Bizfluent *Google's Industry Analysis*
Available at: www.bizfluent.com/13654226/googles-industry-analysis
(Accessed: 31 October 2020).

Thompson, S. (2019) Chron *Google's Business Leadership and Organizational Culture*
Available at: www.smallbusiness.chron.com/googles-business-leadership-organizational-culture-58108.html
(Accessed: 30 October 2020).

Tran, S. K. (2017) Springer Open *GOOGLE: a reflection of culture, leader, and management*
Available at: www.jcsr.springeropen.com/articles/10.1186/s40991-017-0021-0
(Accessed: 30 October 2020).