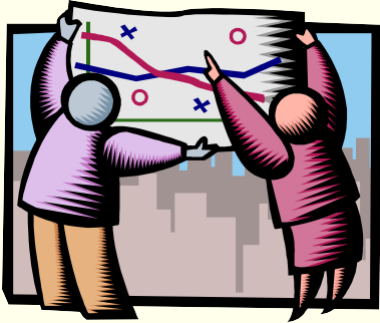
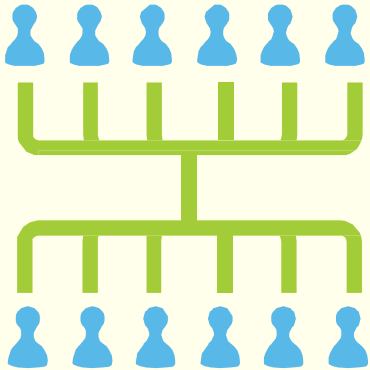


Lecture will start at 9:15am



Management and Organisational Behaviour

Organisational Culture



Last Time



What did we discuss two weeks ago?

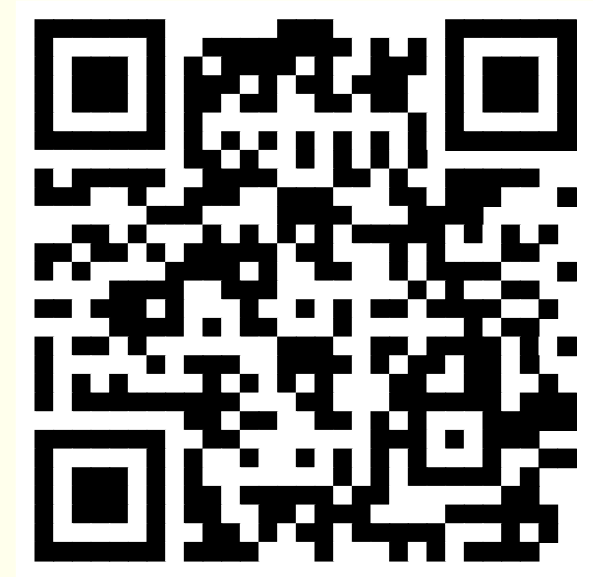
- Types of Organisational structures
- Centralised vs Decentralised organisations

Join the Vevox session

Go to **vevox.app**

Enter the session ID: **116-849-020**

Or scan the QR code





What does the term *span of control* mean in an organisation?

The number of departments within a company

0%

The number of employees a manager directly supervises

0%

The level of authority held by senior executives

0%

The amount of profit a department generates

0%



What does the term *span of control* mean in an organisation?

The number of departments within a company

0%

The number of employees a manager directly supervises

100%

The level of authority held by senior executives

0%

The amount of profit a department generates

0%



A manager supervises **15 employees directly**.
What is their span of control?

3

0%

5

0%

15

0%

30

0%



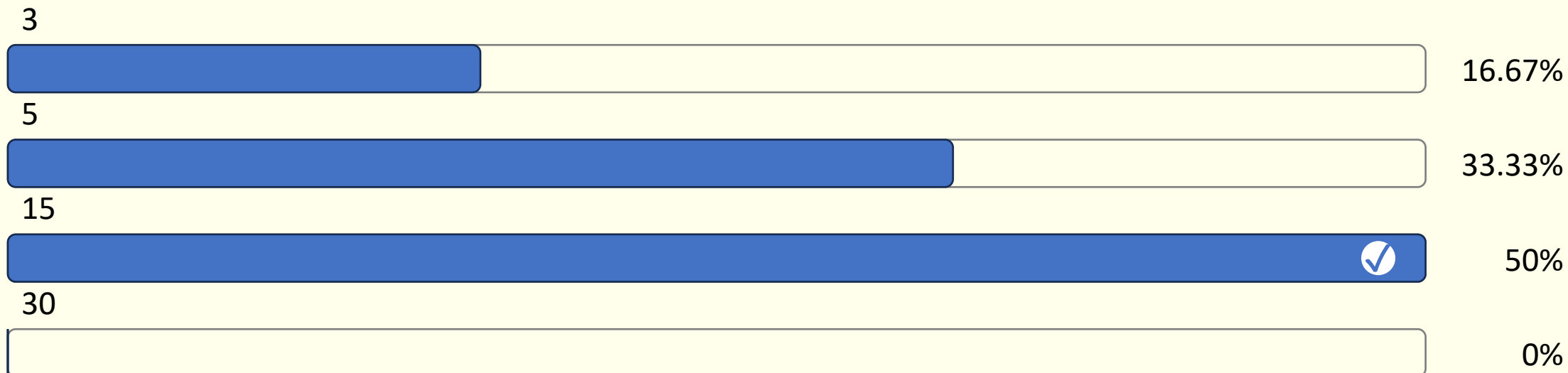
6

Join at: vevox.app

ID: 116-849-020

Preparing Results

A manager supervises **15 employees directly**.
What is their span of control?





What does the term *chain of command* mean in an organisation?

The system used to reward employees for good performance

0%

The process used to train new employees

0%

The order in which products are produced in a company

0%

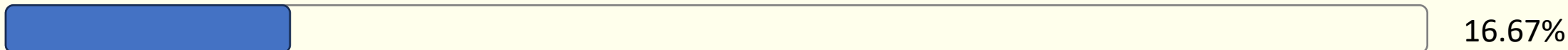
The formal line of authority that shows who reports to whom in an organisation

0%

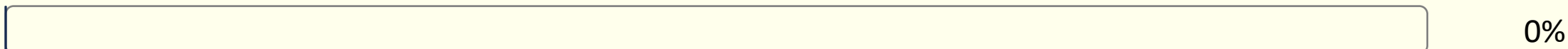


What does the term *chain of command* mean in an organisation?

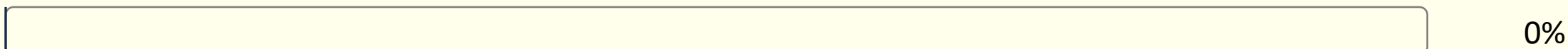
The system used to reward employees for good performance



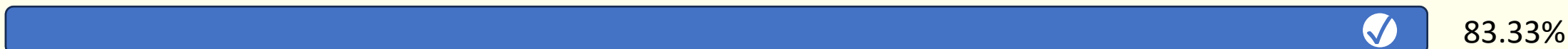
The process used to train new employees



The order in which products are produced in a company



The formal line of authority that shows who reports to whom in an organisation





A flat organisational structure is characterised by:

Many hierarchical levels

0%

High centralisation

0%

Few levels of management

0%

Strict chain of command

0%



6

Join at: vevox.app

ID: 116-849-020

Preparing Results

A flat organisational structure is characterised by:

Many hierarchical levels



16.67%

High centralisation



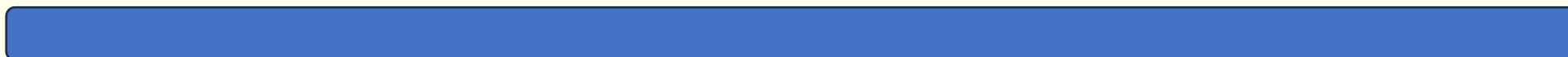
16.67%

Few levels of management



16.67%

Strict chain of command



50%



Which of the following best describes a **tall** organisational structure?

Many hierarchical levels with narrow spans of control

0%

Departments are grouped by products or regions

0%

Employees report directly to multiple managers

0%

Few levels of management with wide spans of control

0%



6

Join at: vevox.app

ID: 116-849-020

Preparing Results

Which of the following best describes a **tall** organisational structure?

Many hierarchical levels with narrow spans of control



66.67%

Departments are grouped by products or regions

0%

Employees report directly to multiple managers

0%

Few levels of management with wide spans of control

33.33%



In a matrix organisational structure, employees typically report to:

One supervisor only

0%

Two or more managers

0%

No formal manager

0%

External stakeholders

0%



6

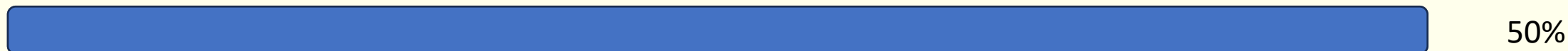
Join at: vevox.app

ID: 116-849-020

Preparing Results

In a matrix organisational structure, employees typically report to:

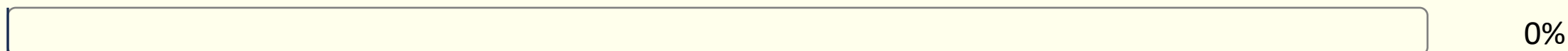
One supervisor only



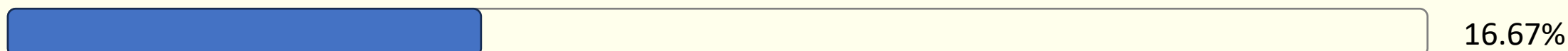
Two or more managers



No formal manager



External stakeholders





In a centralised organisational structure, who typically makes most of the important decisions?

Frontline employees

0%

Customers

0%

Senior management

0%

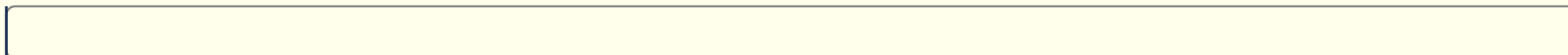
External consultants

0%



In a centralised organisational structure, who typically makes most of the important decisions?

Frontline employees



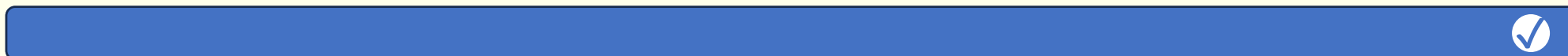
0%

Customers



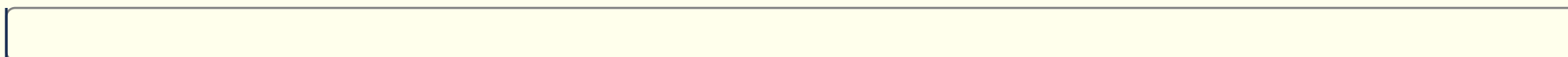
0%

Senior management



100%

External consultants



0%



Which statement best describes a decentralised organisation?

Decisions are only made by the CEO

0%

Employees have no authority

0%

Decision-making power is shared across different levels of the organisation

0%

There are no managers in the organisation

0%



6

Join at: **vevox.app**ID: **116-849-020**

Preparing Results

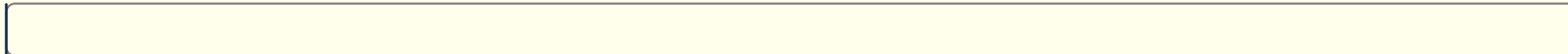
Which statement best describes a decentralised organisation?

Decisions are only made by the CEO



0%

Employees have no authority



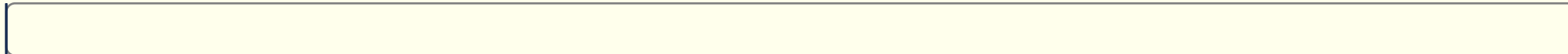
0%

Decision-making power is shared across different levels of the organisation



100%

There are no managers in the organisation



0%



What are the consequences of a badly designed organisational structure?



What are the consequences of a badly designed organisational structure?

slow decision
unhappy employees
conflicts
unhappy clients
fight
confused
slow decision
poor performance
imbalance of power
poor performance
conflicts
fight
dramas
unhappy clients
slow decision
fight
unhappy employees
poor financial result
unhappy customers

The changing face of the workplace

What's new?

What factors might impact
organisational structures in
the future?

e.g. how is the workplace
changing?



The changing face of the workplace

7 'habits of the new organisation':

- Flexible and free-flowing
- Non-hierarchical
- Based on participation
- Creative and entrepreneurial
- Based around networks
- Driven by corporate goals
- Utilising technology as a key resource



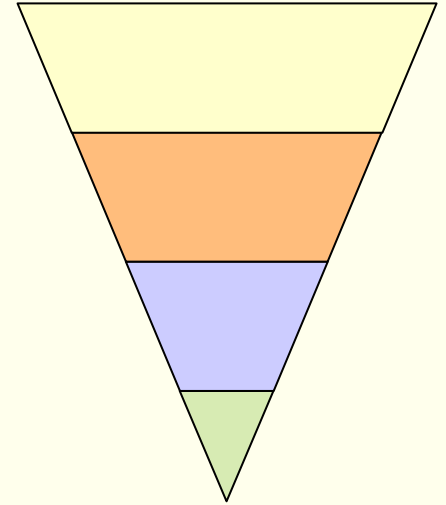
(Birkinshaw, 2001)

Core-ring organisation



(Birkinshaw, 2001)

The inverted organisation



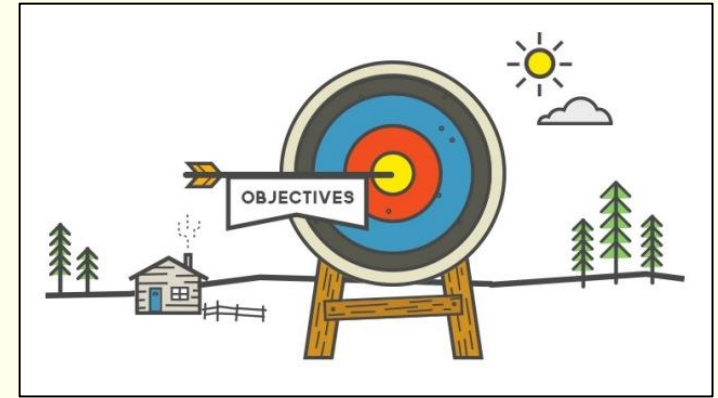
- These place customers at the summit and top management at the base.
- Involve the devolution of power and delegation to the empowered, self-managing workers near the top of the inverted pyramid.
- The line hierarchy becomes a support structure.

Flexible working arrangements

- Part-time working
- Term-time working
- Compressed hours
- Flexitime
- Staggered hours
- Time off in lieu
- Shift swapping
- Self-rostering
- Job sharing
- Annual hours
- Working from home
- Career breaks

[Hilton Team Members Embark on Life-Changing Experiences Through Thrive Sabbatical & Reset](#)

Today's Objectives



- What is organisational culture
- What are the different types of organisational culture
- The relationship between culture and performance
- How to change an organisational culture

Group Discussion

What does the term
'culture' mean to
you?

Group Discussion



What is
organisational
culture?

Organisational culture: definitions

‘The collection of traditions, values, policies, beliefs and attitudes that constitute a pervasive context for everything we do and think in an organisation.’

(McLean and Marshall, 1993)

The collective self-image and **style** of the organisation;
its **shared values and beliefs, norms and symbols**.

Definitions continued...

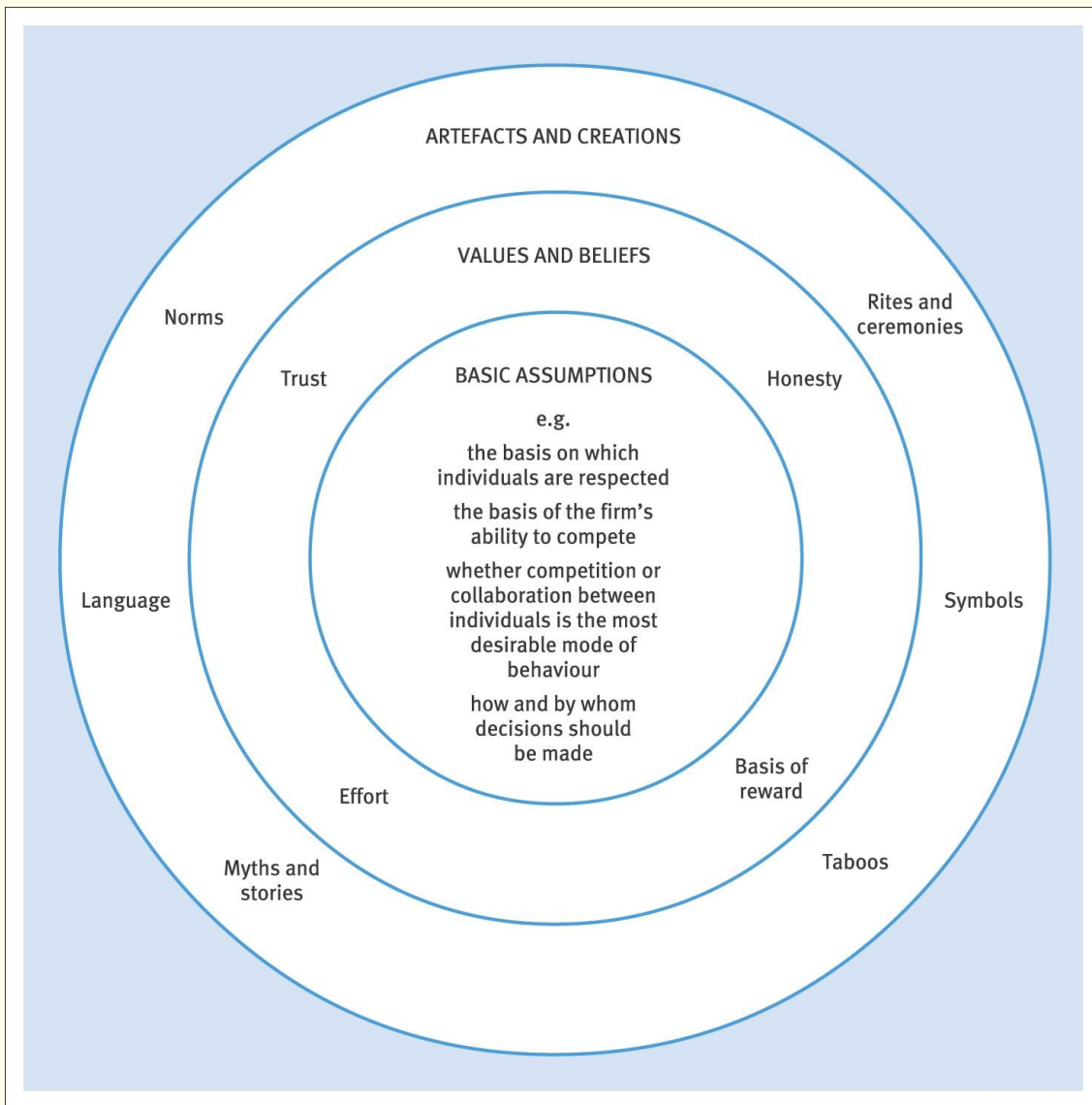
Organisational culture is often coined as “the way we do things around here” (CIPD, 2023) and (Handy, 2007)

It is a collection of practices, expectations and values that inform and guide team members. Some people think of it in terms of the company's personality and character that makes the workplace what it is (Woffindin, 2023)

Levels of culture: Schein

Shallow to **deep** as follows:

1. **Artefacts:** physical space and layout, technological output, written and spoken language, overt behaviour of group members
2. **Espoused values:** beliefs which become part of the conceptual process by which groups members justify actions and behaviour
3. **Basic underlying assumptions:** unconsciously held learned responses – the essence/core



(Think Insights, 2024)

Have you heard of the Monkey ladder experiment?

So, do you think behaviour is influenced by culture?

Access:

[THE MONKEY/STEPLADDER
EXPERIMENT - YouTube](#)

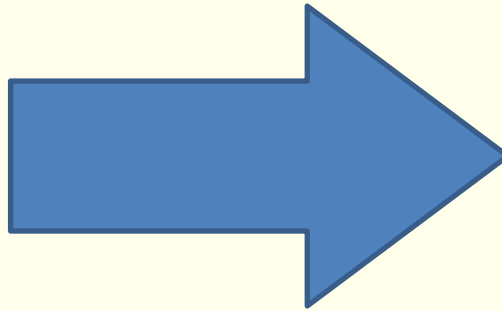


The organisation's 'personality'

'That's the way we do things around here.'

(Handy, 2007)

Culture



Behaviour

Example – Organisational Culture at Google



Access:

[GOOGLE DOCUMENTARY](#)

[| Managing](#)

[Organizational Behavior](#)



Access:
https://www.youtube.com/watch?v=_StFO-SJrNA

Why is culture important?

Culture shapes behaviour

- Friendly or Aggressive
- Proactive or Passive
- Concerned or Not Bothered
- Teamworker or Solo Player
- Rule Follower or Rule Breaker

Positive aspects of culture

When accepted by employees, culture increases the **authority of management** because:

- Employees identify with the organisation
- They internalise the organisation's values
- They are motivated to achieve organisational objectives

(Cartwright 1999)

Therefore....

- Values, beliefs and assumptions influence behaviour
- Culture guides actions but only when strong and unchallenged
- Some company cultures are better than others
- If values, beliefs and attitudes can be learned they can also be changed

Culture as a Liability

- **Barrier to Change**
 - Culture is slow to change – even in a dynamic environment
- **Barrier to Diversity**
 - Culture seeks to minimise diversity
 - Can embed prevalent bias and prejudice
- **Barrier to Acquisitions and Mergers**
 - Most mergers fail due to cultural incompatibility

Types of Organisational Culture

Activity:

You have 15 minutes to find out about the following types of organisational culture:

- *Clan Culture*
- *Market Culture*
- *Adhocracy Culture*
- *Hierarchy Culture*

Be prepared to share your answers with the class

Clan Culture:

- Inward focused
- A large emphasis on interpersonal relationships
- Aim = “one big family”
- Often representative of smaller, start-up businesses

Market Culture:

- Most ‘aggressive’ type of culture
- Driven by targets and deadlines
- Focuses on stability and clear functions
- Always wanting to stay one step ahead of competitors

Adhocracy Culture:

- Focuses on innovation and initiative
- Showing the readiness to take risks
- “Learn from your mistakes”
- Often representative of tech companies

Hierarchy Culture:

- An established chain of command
- A traditional view of a corporate structure
- Aims for steady growth through small changes



Handy's Model of Organisational Culture

A Level / IB Business

Hosted by Jim Riley

Access:
[Handy's Model of Organisational Culture](#)

Handy's 4 types of culture:

Person – The individual is the central focus.

Found amongst artists, performers, barristers, architects.

Power – Power radiates out from the centre like a spider's web. Control.

Found in small entrepreneurial companies, family-dominated companies

Role – Found in bureaucracies.

The main emphasis is on compliance with rules and procedures.

Task – The emphasis is on completing the job or project.

Found in organisations which require teamwork, flexibility and speed, such as events agencies.

Main cultures in the UK = Role and Task



Handy (1986)

Group Discussion:

What can influence
the 'type of culture' an
organisation has?

Influences on the development of culture

- ✓ History
- ✓ Primary function and technology
- ✓ Strategy
- ✓ Size
- ✓ Location
- ✓ Management and staffing
- ✓ The environment
- ✓ Budget

Culture vs Performance

'Without exception, the dominance and coherence of culture proved to be an essential quality of the excellent companies.'

(Peters, 1984)

'There is nothing accidental about cultural strengths.. There is a relationship between an organisation's culture and its performance.'

Organisations that focus on culture create not only a positive work environment but are also setting themselves up for long-term financial success (Khan, 2022)

Some organisations think its solely a HR responsibility

Others think culture 'just happens'

But it stems from consistent beliefs, attitudes and behaviours

Managerial Tools

To be suitable, a culture must be:

- Strategically relevant
- Strong enough for people to care
- Able to adapt to changing circumstances

Managerial tools to develop culture include:

- Recruitment and selection
- Social tools and training
- Reward systems

Three perspectives on culture

- **Optimists** – culture can be changed
 - e.g. Peters and Waterman (1982)
- **Pessimist** – culture cannot be changed,
 - e.g. Hatch (1997)
- **Realists** – parts of culture can be changed,
 - e.g. Meek (1988)

Ogbonna and Harris (2006)

Group Discussion:

How could an
organisation change
its culture?

Dobson's guide to changing culture

Step 1

Change recruitment, selection and redundancy policies to alter the composition of the workforce so that promotion and employment prospects are dependent on those concerned possessing or displaying the beliefs and values the organisation wishes to promote.

Step 2

Reorganise the workforce to ensure that those employees and managers displaying the required traits occupy positions of influence.

(Dobson, Williams and Walters, 1996)

Dobson's guide to changing culture (contd.)

Step 3

Effectively communicate the new values. This is done using a variety of methods such as one-to-one interviews, briefing groups, quality circles, house journals, etc. However, the example of senior managers exhibiting the new beliefs and values is seen as particularly important.

Step 4

Change systems, procedures and personnel policies, especially those concerned with rewards and appraisal.

(Dobson, Williams and Walters, 1996)

Guidelines for changing culture

1. Formulate a clear strategic vision.
2. Display top-management commitment.
3. Model culture change at the highest level.
4. Modify the organisation to support organisational changes
5. Select and socialise newcomers and terminate deviants.
6. Develop ethical and legal sensitivity.

(Cummings and Worley, 2008)

Culture: Conclusions

- No clear agreement about the nature or the flexibility of culture.
- Managers must make choices based on their own circumstances and perceived options.
- Without strong or appropriate cultures, managers may find it difficult to agree among themselves or gain compliance from others.
- In such situations, there is a tendency for conflict and power battles to occur.

Group Discussion:

If you could design your
ideal workplace culture,
what would it be like?
What values, behaviours
and working environment
would it include?

Today's Recap...



- ✓ What is organisational culture
- ✓ What are the different types of organisational culture
- ✓ The relationship between culture and performance
- ✓ How to change an organisational culture



Reference List

McLean, A. and Marshall, J. (1993) *Intervening in cultures*. University of Bath Working Paper.

CIPD (2023) *Organisational climate and culture: Factsheets*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/organisation-culture-change-factsheet/> (Accessed: 27th February 2026).

Handy, C.B. (2007) *Understanding organizations*. Penguin UK.

Woffindin, L. (2023) *What is Organisational Culture?* Available at: <https://cpdonline.co.uk/knowledge-base/business/organisational-culture/> (Accessed: 27th February 2026).

Think Insights (2024) *Schein's Organizational Culture Model*. Retrieved from <https://thinkinsights.net/consulting/schein-organizational-culture/>. (Accessed: 27th February 2026).

Cartwright, N. (1999) *The Dappled World: A Study of the Boundaries of Science*. Cambridge University Press.

Riley, J. (2018) *Handy's Model of Organisational Culture – Explained*. Available at <https://www.youtube.com/watch?v=kRlc0W48qYY> (Accessed: 27th February 2026).

Peters, T. J. (1984) 'Strategy Follows Structure: Developing Distinctive Skills', *California Management Review*, Vol. 26(3), pp. 111-125.

Ogbonna, E. and Harris L.C. (2006) *Managing organisational culture: insights from the hospitality industry*. Available at: <https://doi.org/10.1111/j.1748-8583.2002.tb00056.x> (Accessed: 27th February 2026).

Williams A.P.O., Dobson P. and Walters, M. (1996) *Changing Culture: New Organizational Approaches (Developing Strategies S.)* 2nd edn, Chartered Institute of Personnel & Development.

Cummings, T.G. and Worley, C.G. (2008) *Organization Development & Change*, 9th edn. Cengage Learning.

Trost, A. (2019) *Don't change Culture by changing the Culture*. Available at: https://youtu.be/ceud2z_HziU (Accessed: 27th February 2026).

I look forward to seeing you next week.

If you have any questions in the
meantime, please send an email from your
student account

l.bassler@uwtsd.ac.uk