



Managing People

Unit Seven

Course Unit Structure



- ▶ Managing People Course Structure
 - ▶ Unit 1: Individual Behavior
 - ▶ Unit 2: Motivation
 - ▶ Unit 3: Business Communication
 - ▶ Unit 4: Managing Human Capital
 - ▶ Unit 5: Leadership
 - ▶ Unit 6: Managing Groups and Teams
 - ▶ **Unit 7: Create a Winning Organizational Culture**
 - ▶ Unit 8: Power, Politics and Change

Unit Learning Objectives

- ▶ relate the dimensions of organizational culture such as employee's values and beliefs, common goals, leadership styles, and shared assumptions
- ▶ describe the relationship between the external business environment and the organizational culture
- ▶ examine the relationship between leadership and development of subordinates to achieve organizational strategy
- ▶ apply leadership practices such as mentoring and talent development to foster career progression of subordinates



Unit Vocabulary

- adhocracy culture
- aggressive culture
- clan culture
- clustering
- Competing Values Framework (CVF)
- complex-stable environment
- complex-unstable environment
- divisional structure
- environmental complexity
- environment change
- functional structure
- geographic structure
- hierarchy culture
- Hofstede's Cultural Dimensions

- geographic structure
- hierarchy culture
- Hofstede's Cultural Dimensions
- innovative culture
- market culture
- matrix structure
- mechanistic organization
- networked team structures
- organic organization
- simple-stable environment
- simple-unstable environment
- stable culture
- supportive leadership
- team-oriented culture
- virtual structures and organizations



Overview: Unit Seven Topics

- ▶ Organizational culture
- ▶ Organizational structure
- ▶ External environments
- ▶ Culture and Development



7a Competing Values Framework



7a Cultural Dimensions

- ▶ Hofstede's Cultural Dimensions
 - ▶ power distance
 - ▶ uncertainty avoidance
 - ▶ individualism versus collectivism
 - ▶ masculinity versus femininity
 - ▶ long-term orientation
 - ▶ indulgence versus restraint.

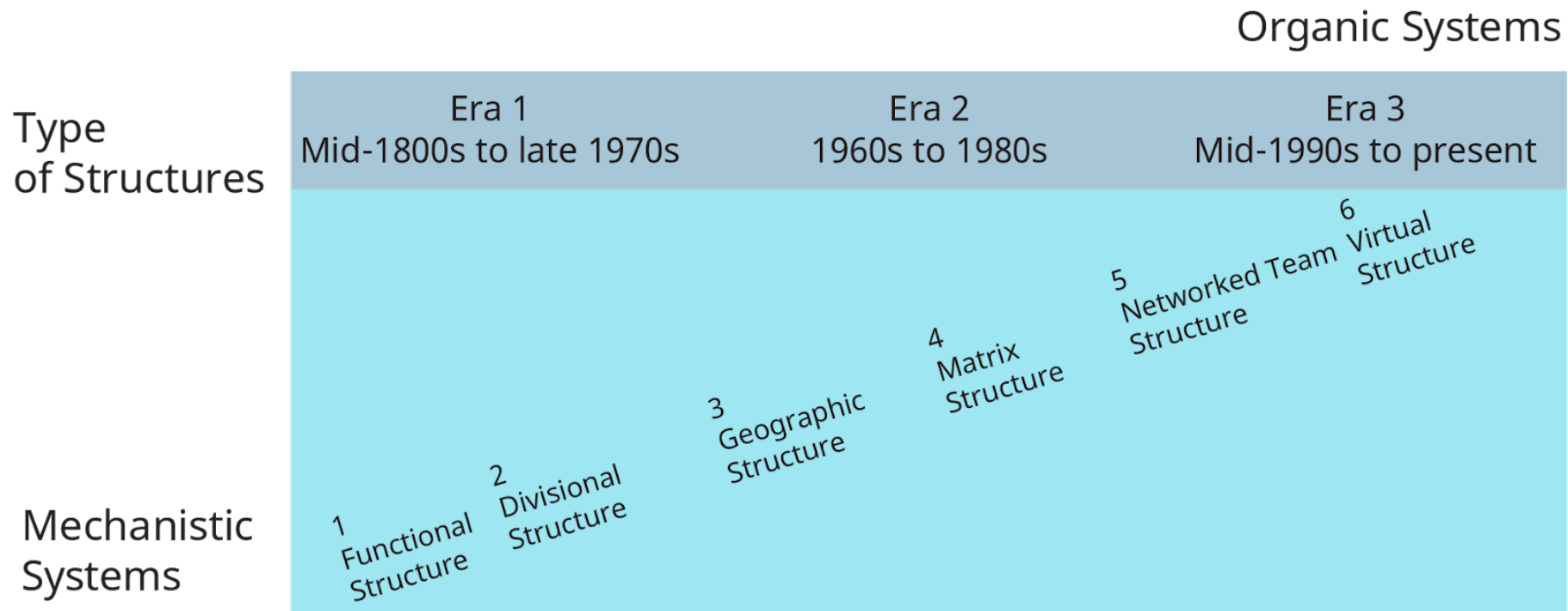


7b External Environment and Organizational Culture

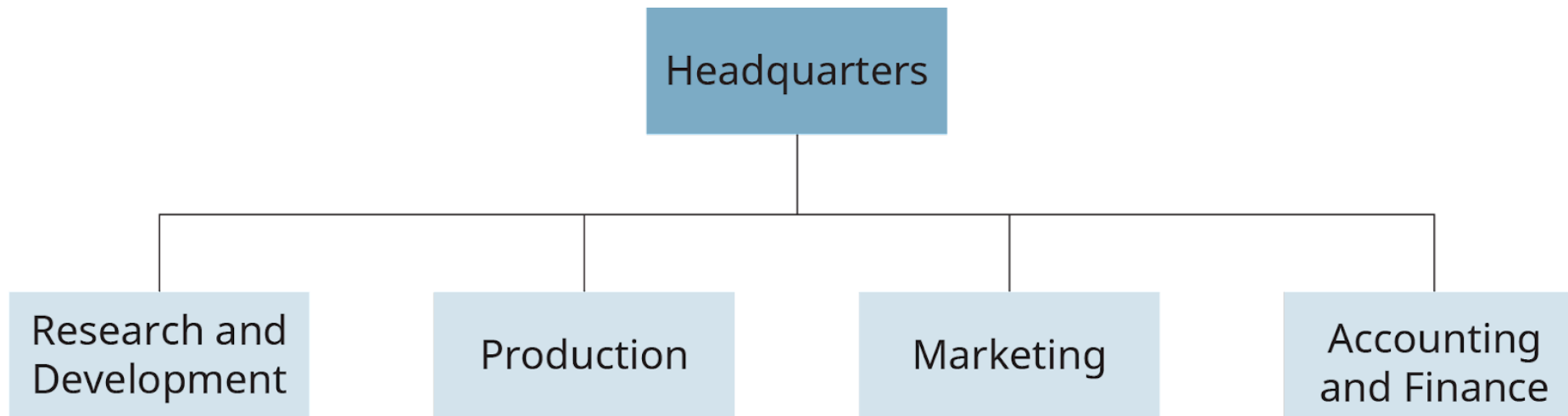


- ▶ **Environmental complexity** Environmental complexity refers to the number of elements in the environment (simple or complex)
- ▶ **Environmental change** is described as stable or unstable
- ▶ Therefore, we could have any mix of these
- ▶ Other elements of the external environment include
 - ▶ Sociocultural forces
 - ▶ Natural disasters/physical environment
 - ▶ Government and politics
 - ▶ Economic forces
 - ▶ Technological forces

7c Organizational Structures

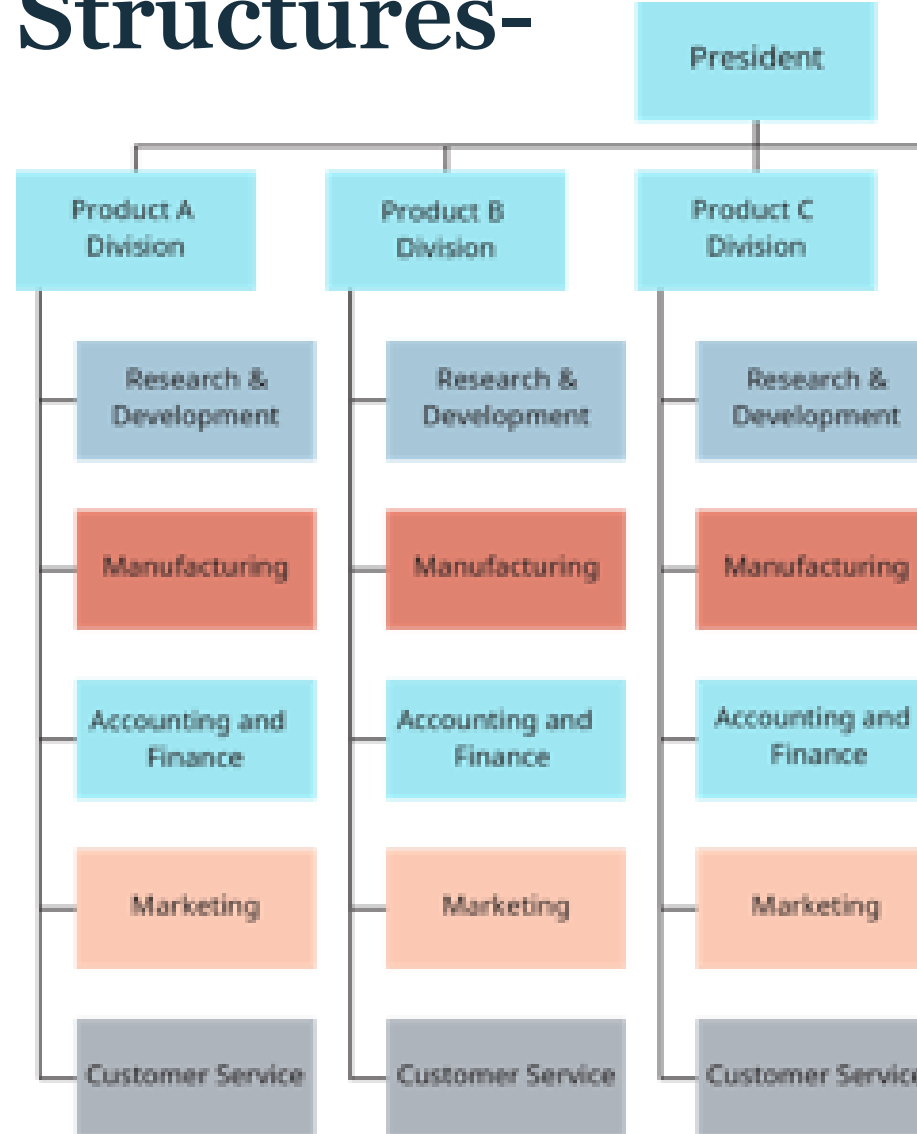


7c Organizational Structures- Functional

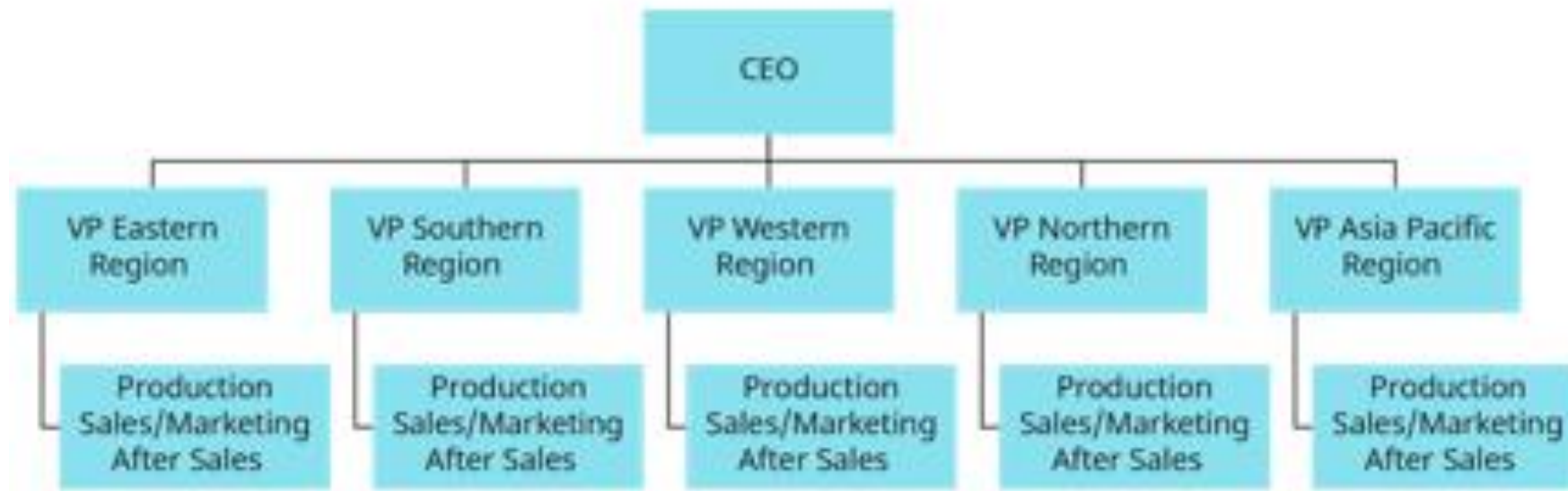


7c Organizational Structures- Divisional

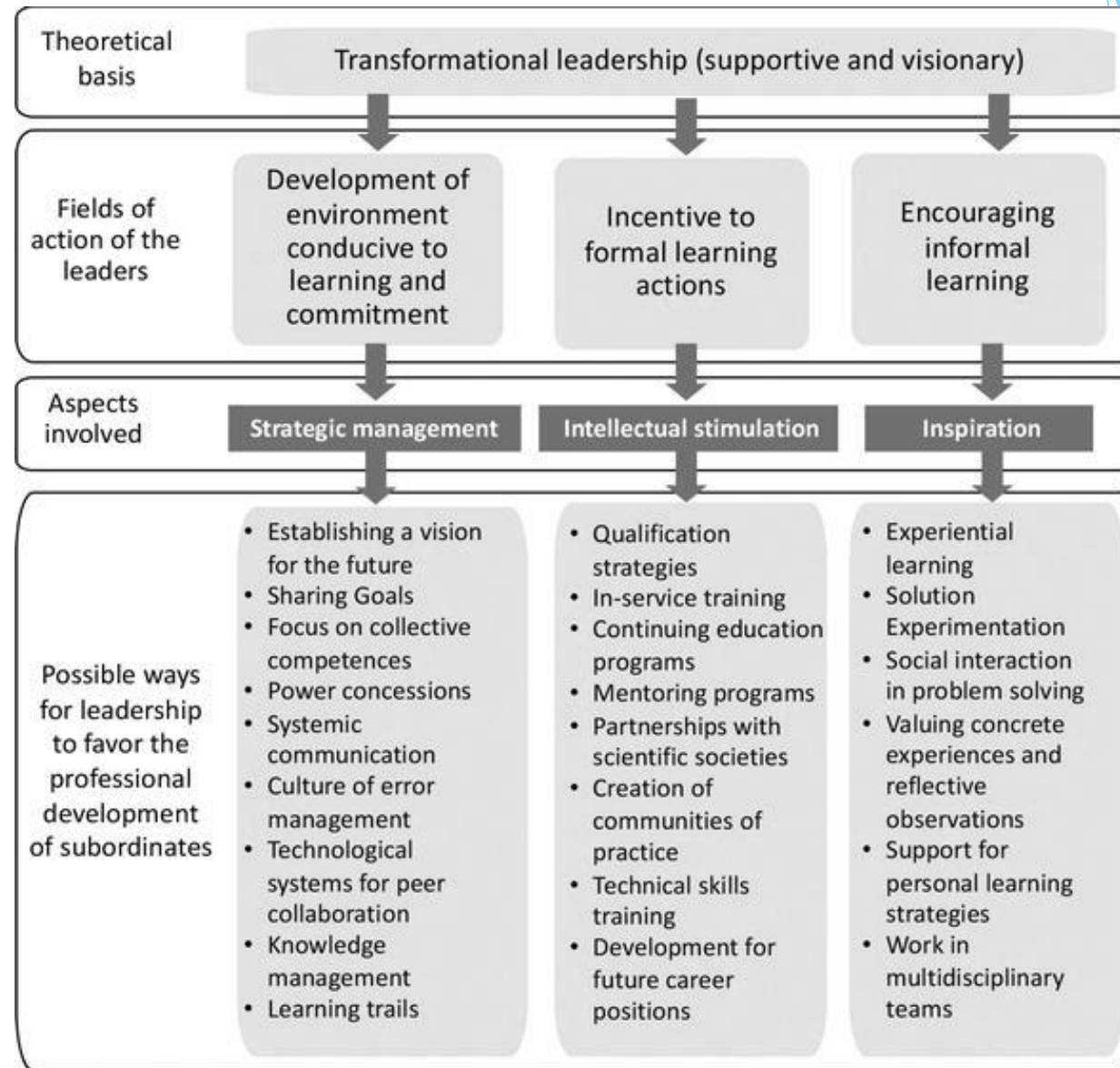
- ▶ Similar to a functional structure except each product has its own division



7c Organizational Structures- Geographic



7d Employee Development/Culture



Conclusion



- ▶ Here's what you learned:
 - ▶ relate the dimensions of organizational culture such as employee's values and beliefs, common goals, leadership styles, and shared assumptions
 - ▶ describe the relationship between the external business environment and the organizational culture
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What's Next?

- ▶ To prepare you for the practice exam, consider one more review of the study guide and course materials.
- ▶ Good luck on the practice exam!

