**Module 5 - Background**

**ORGANIZATIONAL CULTURE**

**Required Material**

A good place to start are these interactive tutorials:

[*Organizational Culture*](http://www.pearsoncustom.com/mct-comprehensive/asset.php?isbn=1269879944&id=12100). Pearson Learning Solutions. New York, NY.

After reviewing the tutorial, dig deeper into this topic with the following readings:

Rao, P. (2010). Organisational culture and effectiveness.*OrganisationalBehaviour.*Global Media, Mumbai. [Ebrary]

Piccolo, R. &Bardes, M. (2011). Chapter 13: Cultural due diligence. In Baker, H. (Ed.) *Art of Corporate Restructuring*, John Wiley & Sons, Hoboken, N.J [Ebrary]

De Vries, M. (2011). Chapter 4: The question of organizational culture. *Reflections on Organizations : On the Couch with Manfred Kets de Vries*. Jossey-Bass, Hoboken, NJ [Ebrary]

**Required Case Assignment Reading**

Klein, D. (2011). Creating cultures that lead to success: Lincoln Electric, Southwest Airlines, and SAS Institute. *Organizational Dynamics* 41(1), 35-39 [Available in Science Direct. Note: you only have to read the middle portion of the article concerning Southwest Airlines and not the whole article]

Bird, A. (Mar. 13, 2011).Southwest: Corporate culture combines work, play. *The Post and Courier.* [ProQuest]

Whatley, H. (2013). Principles and dimensions of market-based management.*Independent Journal of Management & Production, 4*(1), 126-135. [ProQuest]

Dissecting the Kochtopus. (Jun. 7, 2014). *The Economist*, 411, 76. [ProQuest]

**Optional Material**

Torrington, D. (2013). Chapter 5: Organization: The culture you work in. *Managing to Manage : The Essential Guide to People Management*. Kogan Page Ltd., London [Ebrary]

Kumar, V., &Gopinadhan, S. (2009).Organisational culture. *OrganisationalBehaviour and Mass Media.* Global Media, Mumbai [Ebrary]

Perkins, S., &Arvinen-Muondo, R. (2013). Chapter 8: Organizational culture. *Organizational Behaviour : People, Process, Work and Human Resource Management.*Kogan Page Ltd., London. [Available in Ebrary]

Schein, E. (2010). Chapter 1: The concept of organizational culture: why bother? *Organizational Culture and Leadership (Fourth Edition).* Jossey Bass, Hoboken, NJ, USA [Ebrary]