



Week 13



ensia The National School of
Artificial Intelligence
المدرسة الوطنية العليا للذكاء الاصطناعي

DECEMBER 19, 2023



الجمهورية الجزائرية الديمقراطية الشعبية
وزارة التعليم العالي والبحث العلمي

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المدرسة الوطنية العليا للذكاء الاصطناعي

National High School of Artificial Intelligence

(ENSIA)

Academic Year
2023-2024
[Y2-S1]

YOUR MANAGEMENT COURSE

Introduction to
BUSINESS

Introduction to Business / NHSAI (ENSIA) 2023-2024 / Instructor: Prof. Oukil

PART 4: LEADING

Chapter 15

UNDERSTANDING ORGANISATIONAL CULTURE & CULTURAL DIVERSITY

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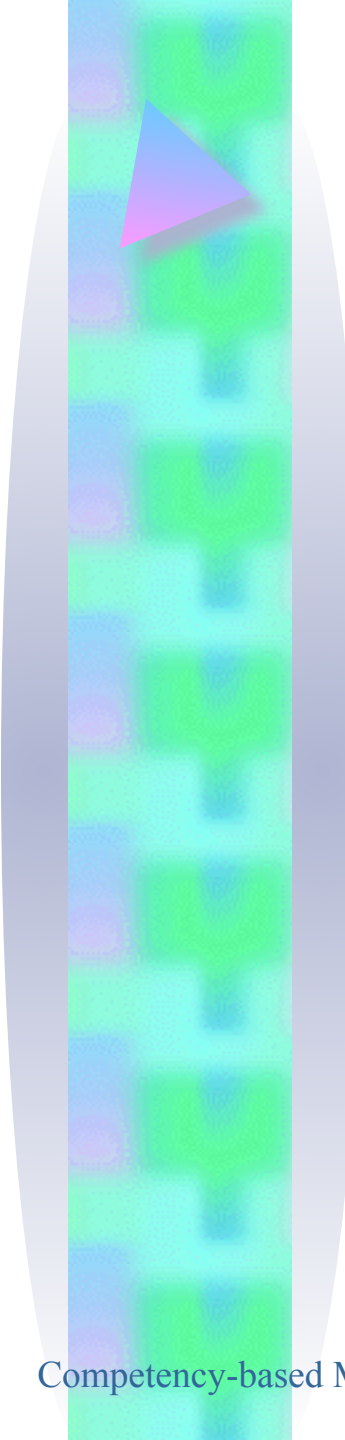
Learning goals:

- Describe the core elements of a **culture**;
- Compare and contrast 4 basic types of **organisational culture**;
- Discuss several types of **subculture** that may exist in organisations;
- Explain why managing **cultural diversity** is important and describe several activities required to manage it successfully.

The elements of culture:

First, what is culture?

- It is the unique pattern of shared assumptions, values, and norms that shape the socialisation, symbols, language, narratives and practices of a group of people in an organisation or a nation.
- > **Assumptions**: the underlying thoughts that members of a culture take for granted and believe to be true :
 - > **openness Vs proprietary software coding.**
- > **Values and norms**: the basic beliefs people hold about things that are important and meaningful and are stable over times:
 - > **Integrity, respect and caring, helping others, sharing ...**
- > **Socialisation**: process by which new members are brought into a culture.

- 
- > **Symbols**: anything visible that can be used to represent an abstract shared value or something having special meaning:
 - > National flag,
 - > **Narratives**: the unique stories, sagas, legends and myths in a culture
 - > **Practices**: The most complex but observable cultural elements which include taboos and ceremonies:
 - > Taboos culturally forbidden behaviours
 - > Ceremonies > official and popular events.



Why Org. culture is important?

Because it influences the satisfaction and performance of the members of an organisation or a nation.

There are many elements of culture:

As illustrated in the following fig., assumptions, values, and norms form the base of a Culture but cannot be observed directly >> visible and non visible elements.

The Culture Iceberg

**Observable
Elements
of Culture**

*Hidden
Elements of
Culture*

- Practices
- Narratives
- Language
- Symbols
- Socialisation

- Norms
- Values
- Assumptions

The Culture Iceberg

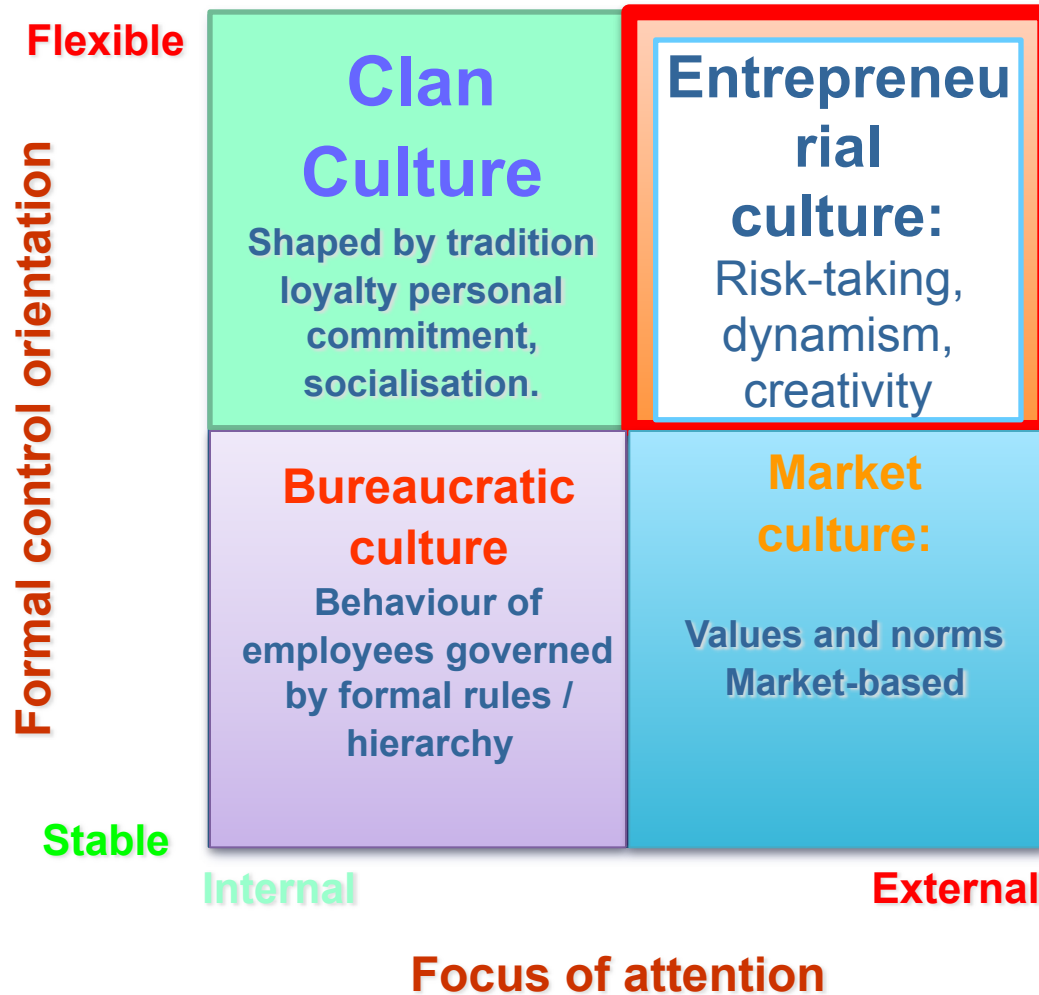
**Observable
Elements of
Culture**

**Hidden
Elements of
Culture**

- * Practices
- * Narratives
- * Language
- * Symbols
- * Socialisation

**Norms
Values
Assumptions**

Basic types of organisational culture:





Organisational implications:

Many managers pay attention to culture. HOWEVER, some are concerned about building or maintaining their existing culture; while others are concerned about **changing their org. culture** in order to improve their future performance.

- Building a Strong Culture: Takes place when the more observable cultural elements project a single, consistent message. > as a result, managers and employees share common behavioural style.
- * Changing an Org. Culture: Takes place due to internal or external pressures.

SUBCULTURES WITHIN ORGANISATIONS:

Organisations may have various sub-cultures >> they emerge when assumptions, values, and norms are shared by **some -but not all -** org. members.

>> Reasons for having subcultures:

- **Subcultures** due to mergers and acquisitions:
 - Different values and behaviours of the new org.
- **Subcultures** emerging from departments and divisions:
 - Due to different occupations,
 - Due to geographically spread operations,
 - Drive of managers on the basis of their characteristics;
- **Subcultures** due to workforce demographics:
 - Ethnicity / age / gender.

>> Implications of organizational substructures:

- * Benefits: synergy
- * Disadvantages: minorities losing right.

Cultural diversity and its management:

- **Cultural diversity** encompasses the full mix of the cultures and subcultures to which members of the workforce belong.
- There are many aspects of diversity that are of concern to employees:
 - Language,
 - Religion,
 - Sexual orientation,
 - Disability,
 - Age,
 - Gender,
 - Race/ethnicity.
- Some experts believe that addressing such a broad variety of diversity issues may be detrimental to improving the treatment and career outcomes of ethnic minorities. Other believe the contrary.
- In any case, there are 3 majors goals that most org. strive to achieve as shown in the following figure:

.... /

Organisational goals for managing **diversity**

Cultural diversity encompasses the full mix of the cultures and subcultures of members

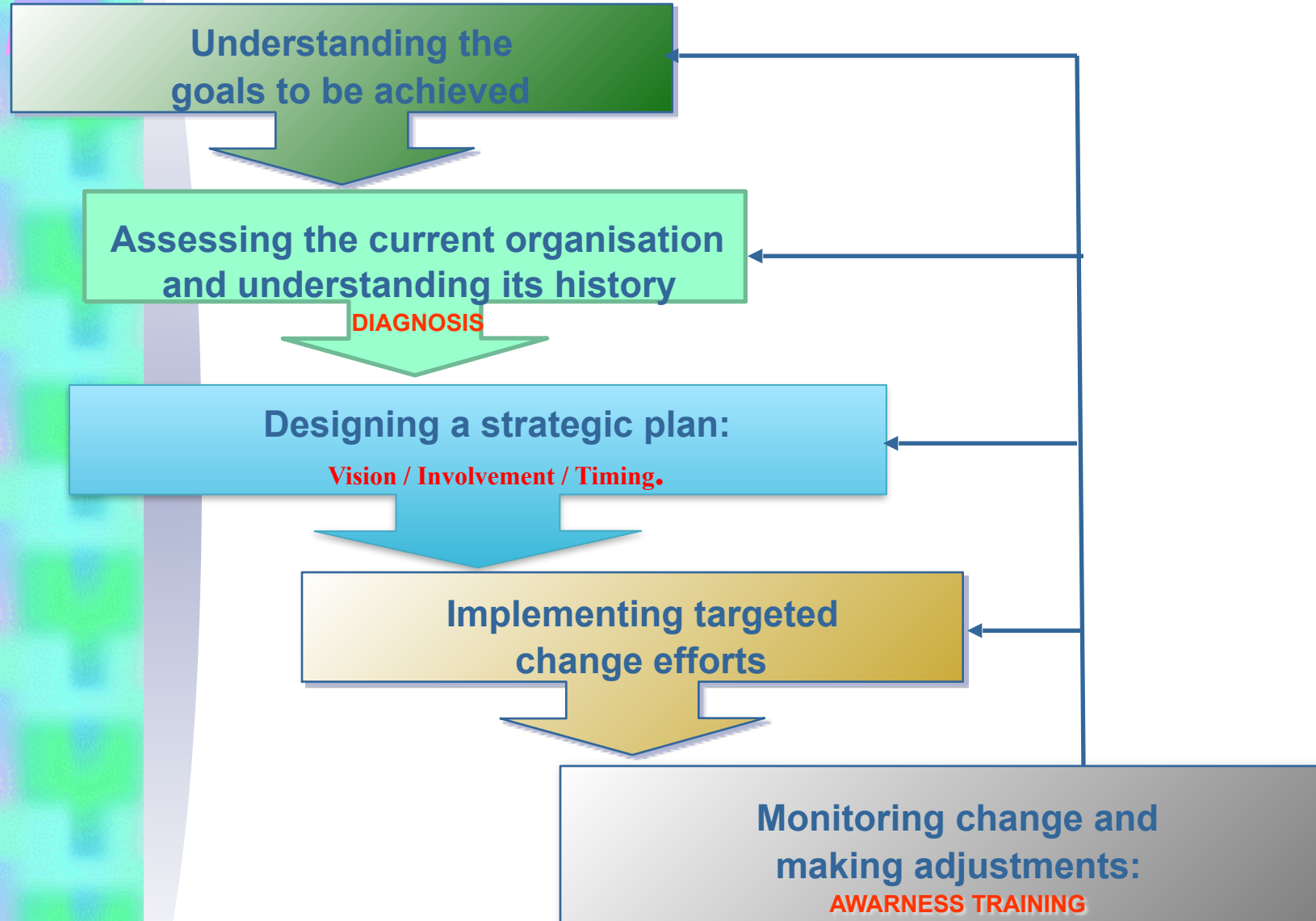


1) Compliance:
With Laws and regulations

**2) Creating a
Positive
Culture:**
Equal integration
into the system

**3) Creating
Economic
Value:**
Products, services
Customers satisfaction

Phases of **diversity** management change efforts
THE PROCESS OF CHANGE





Org. culture

[https://www.youtube.com/
watch?v=s86v-9XDme4](https://www.youtube.com/watch?v=s86v-9XDme4)

Cultural Diversity

[http://www.youtube.com/
watch?v=EluLN-DFZTw](http://www.youtube.com/watch?v=EluLN-DFZTw)



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