

Structure Written Summary : Chapter 12

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ORGANIZATIONAL CULTURE means a shared cognitive framework of attitudes, beliefs, behavioral standards, and expectations among members of an organization.

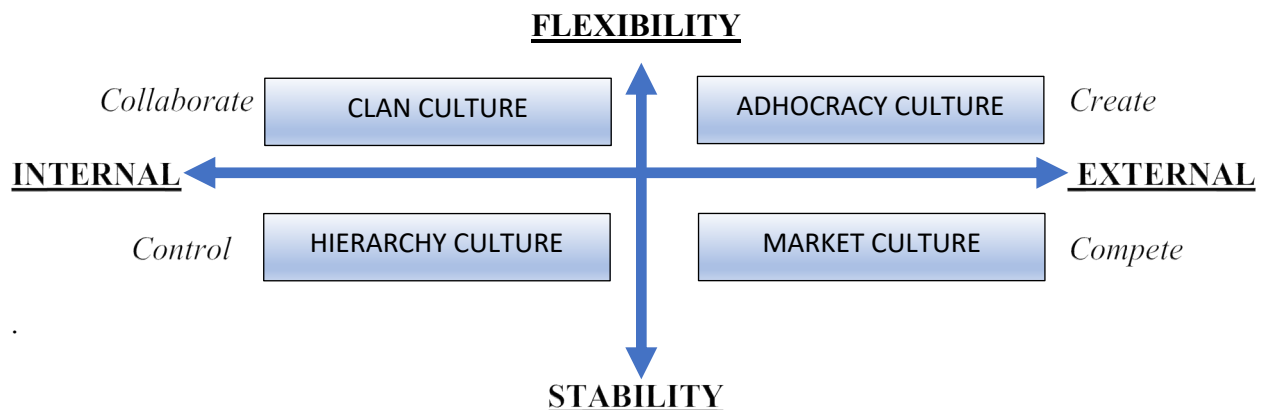
CHARACTERISTICS :

- SENSITIVITY TO OTHERS
- INTEREST IN NEW IDEAS
- WILLINGNESS TO TAKE RISKS
- THE VALUE PLACED ON PEOPLE
- OPENESS OF AVAILABLE COMMUNICATION OPTIONS

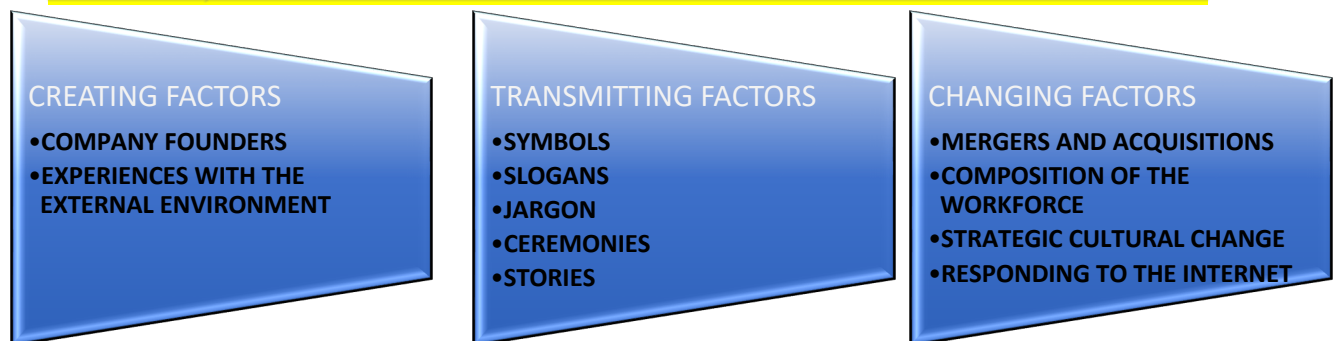
FUNCTIONS:

- CULTURE GIVES PEOPLE A SENSE OF IDENTITY
- CULTURE GENERATES COMMITMENT TO AN ORGANIZATION'S MISSION
- CULTURE CLARIFIES AND REINFORCES STANDARDS OF BEHAVIOR

THE COMPETING VALUES FRAMEWORK



CREATING , TRANSMITTING & CHANING FACTORS OF ORGANIZATIONAL CULTURE



CREATIVITY is the process through which people or groups generate novel and useful ideas. Components include *domain-relevant skills, creativity-relevant skills, and intrinsic task motivation* .

We can improve creativity by training , thinking outside box , provide autonomy , promote diversity , set creative goals , provide exposure.

INNOVATION is the process of making changes to something previously established by bringing something new. Forms include *impact on existing business , degree of uncertainty , source of innovation* .

STAGES – 1) setting the agenda 2) setting the stage 3) producing the ideas 4) testing and implementing 5) assessing the outcome