



## Organizational Culture

### Course Module in Organizational Behavior and Leadership

Course Modules help instructors select and sequence material for use as part of a course. Each module represents the thinking of subject matter experts about the best materials to assign and how to organize them to facilitate learning.

Each module recommends four to six items. Whenever possible at least one alternative item for each main recommendation is included, as well as suggested supplemental readings that may provide a broader conceptual context. Cases form the core of many modules but we also include readings from *Harvard Business Review*, background notes, and other course materials.

#### 1. Overview of suggested content (HBS case unless otherwise noted)

<b>Title</b>	<b>Author</b>	<b>Product Number</b>	<b>Publication Year</b>	<b>Pages</b>	<b>Teaching Note</b>
<b>1. Introduction</b>					
<a href="#">What is an Organization's Culture?</a> (HBS note)	Christensen & Shu	399104	1999	8p	--
<b>2. Culture in a New Job</b>					
<a href="#">Martha Rinaldi: Should She Stay or Should She Go?</a> (HBP Brief case)	Hill & Rennella	4310	2011	10p	4313
<i>Alternative: <a href="#">The Waterview</a></i> (Ivey case)	<i>Grasby &amp; Harvey</i>	<i>907C02</i>	<i>2007</i>	<i>10p</i>	<i>807C02</i>
<b>3. Culture and Growing a Company</b>					
<a href="#">Leadership, Culture, and Transition at lululemon</a> (HBS multimedia case)	Tushman, Page & Ryder	410705	2010	70 min	410123
<i>Alternative 1: <a href="#">Alibaba Group</a></i>	<i>Wulf</i>	<i>710436</i>	<i>2010</i>	<i>21p</i>	<i>711466</i>
<i>Alternative 2: <a href="#">Cisco Systems (2001): Building and Sustaining a Customer-Centric Culture</a></i>	<i>Gulati</i>	<i>409061</i>	<i>2009</i>	<i>21p</i>	<i>401127</i>
<b>4. Culture and Acquisitions</b>					
<a href="#">Publicis Groupe (A): Leading Creative Acquisitions</a>	Kanter & Raffaelli	506010	2005	24p	506066
<i>Alternative 1: <a href="#">Speed Race: Benelli and QJ Compete in the International Motorbike Arena</a></i> (Ivey case)	<i>Spigarelli, Alon &amp; Wei</i>	<i>909M97</i>	<i>2009</i>	<i>16p</i>	<i>809M97</i>



<i>Alternative 2: Cambridge Labs: Proteomics (Ivey case)</i>	Lane, Wesley & Shaughnessy	904M13	2004	24p	804M13
<b>5. Culture and Managing Cross-Functional Processes</b>					
<i>Cisco Business Councils (2007): Unifying a Functional Enterprise with an Internal Governance System</i>	Gulati	409062	2009	26p	410126
<i>Alternative 1: MindTree: A Community of Communities</i>	Garvin & Tahilyani	311049	2010	22p	312023
<i>Alternative 2: Nike's Global Women's Fitness Business: Driving Strategic Integration (Stanford case)</i>	Burgelman & Denend	SM152	2007	36p	SM152T
<b>6. Changing or Re-invigorating the Culture</b>					
<i>Stone Finch, Inc.: Young Division, Old Division (HBP Brief case)</i>	Hamermesh & Collins	3214	2008	14p	3211
<i>Alternative 1: Organization and Strategy at Millennium (A)</i>	Wulf & Waggoner	710415	2010	22p	711468
<i>Alternative 2: Innovation at Timberland: Thinking Outside the Shoe Box</i>	Kanter & Raffaelli	306064	2006	22p	711468

**II. Rationale for selecting and sequencing the items in this module**

**Section 1** features a note that answers the question, *What is an Organization's Culture?* The structure of this module has been shaped in large part from this note. An understanding of organizational culture is particularly important during times of organizational transition, stress or change.

**Section 2** takes view of organizational culture on a small scale, focusing on the point of view of an individual at a new job who is facing difficulties with co-workers and/or superiors. Students have the opportunity to learn about how an individual can leverage an understanding of organizational culture to alleviate or to avoid these problems.

**Section 3** looks at a common but always difficult problem facing managers of companies in the midst of expansion or growth: how does one maintain (or change) a corporate culture as it grows in scale?

**Section 4** examines the challenge of maintaining a vibrant and coherent organizational culture when one company acquires another.



**Section 5** enters an important contemporary business context: managing cross-functional processes. With the use of cross-functional teams increasing as businesses try to respond to market opportunities as quickly as possible, managing efficiently across distinct functions (which are often bastions of distinct cultures) has become a crucial management competency.

**Section 6** looks at how leaders attempt to re-invigorate or change a culture. Re-tooling a company's culture is particularly important when a company attempts to change its strategy. The alternative case in this section, *Organization and Strategy at Millennium*, is a strategy case in which cultural issues are of central importance.