

Department of Sociology & Anthropology, BGU

Course: Organizational Culture

4 credits, MA level

Prof. Aviad E. Raz

Taught: 2007-8, 2009-10

Course description

This course introduces sociological, managerial and psychological approaches to the concept of "organizational culture" and its applications. The course begins with the required background in organizational theories and then focuses on a methodology for measuring "strong" cultures, continuing with issues in emotion management in the workplace, global corporations and human resource management, gender, and service management.

Course requirements

Writing a seminar on a subject of choice related to organizational culture.

Course contents and readings

Introduction

Raz, Aviad (2004). *Organizational Culture*. Open University Press

Kunda, Gideon. (2000). Chapter 1 in his *Engineering Culture*. Grasshopper publications.

Barley, S. & Kunda G. 1992. "Design and Devotion: Surges of Rational and Normative Ideologies of Control in Managerial Discourse." *ASQ* 37:363-399

Models of Organizational Culture

Schein, E. 1990. *Organizational Culture*. *American Psychologist*, Feb. 109-119

Martin, Joanne. 1992. Methodological chapter from *Culture in Organizations: Three Perspectives*. Oxford: Oxford University Press

Hochschild, A, 1983. "Emotion Management". Selections from *The Managed Heart*. U of California P

Raz, A. 2002. *Emotions at Work: Normative Control in Japanese and American Organizations*. Harvard University Press.

Organizational Culture in Japan and the US

Ouchi, W. (1984). *Theory Z*. Basic Books.

Rohlen, Thomas. 1974. *For Harmony and Strength*, Chapter 2. Berkeley: California UP.

Pharr, Susan. 1984. "Status Conflict: The Rebellion of the Tea Pourers," pp. 214-241 in Krauss, E., Rohlen T. & Steinhoff, P. (eds). 1984. *Conflict in Japan*. Honolulu: U of Hawaii P.

Culture Change

Gilmore, T. et al. 1997. "Side Effects of Corporate Cultural Transformations", Journal of Applied Behavioral Science 33(2):174-89

Raz, Aviad (1999). "The Hybridization of Organizational Culture," Studies in Cultures, Organizations and Societies, 12:1-30.

Parker, Mike. 1993. "Industrial Relations Myth and Shop-Floor Reality: The 'Team Concept' in the Auto Industry," in Nelson Lichtenstein & Howell J. Harris (eds.), Industrial Democracy in America: The Ambiguous Promise. Washington: Woodrow Wilson Center Press & Cambridge University Press. Pp. 249-275.

Service Management

Raz, A. & E. Blank. (2008). "Ambiguous Professionalism: Managing Service Quality and Efficiency in an Israeli Call Center", New Technology, Work & Employment

Bain, P. & Taylor, P. (2000), 'Entrapped by the Electronic Panopticon? Workers Resistance in Call Centres', New Technology, Work and Employment, 15, 1, 2-17.

Gender in Organizations

Hood, J. & C. Koberg. 1994. "Patterns of Differential Assimilation and Acculturation for Women in Business Organizations." *Human Relations* 47(2): 159-180.

Gherardi, S. 1994. "The Gender we Think, The Gender We Do in Our Everyday Organizational Lives," *Human Relations* 47(6): 591-611.