

1. Record Nr.	UNINA9910461623403321
Autore	Martin Joanne, Ph. D.
Titolo	Cultures in organizations [[electronic resource]] : three perspectives / / Joanne Martin
Pubbl/distr/stampa	New York, : Oxford University Press, 1992
ISBN	1-283-12141-7 9786613121417 0-19-987440-9
Descrizione fisica	1 online resource (xi, 228 p.) : ill
Disciplina	302.3/5
Soggetti	Corporate culture Electronic books.
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Nota di bibliografia	Includes bibliographical references (p. [205]-218) and index.
Nota di contenuto	1. Seeing Cultures from Different Points of View; 2. OZCO: Gathering the Data; 3. OZCO: An Integration View; 4. The Integration Perspective: Harmony and Homogeneity; 5. OZCO: A Differentiation View; 6. The Differentiation Perspective: Separation and Conflict; 7. OZCO: A Fragmentation View; 8. The Fragmentation Perspective: Multiplicity and Flux; 9. Cultural Change: Moving Beyond a Single Perspective; 10. Giving Up the Authority Game: A Postmodern Critique of the Three-Perspective Framework; References; Index.
Sommario/riassunto	This is essentially a textbook in organizational culture. But, unlike most textbooks authors, Professor Martin is making a contribution to the field in that she focuses on a way of looking at the field that is new. In the past, those who have studied organizational culture have usually done so from one of three perspectives: 1) "Integration" - all members of an organization share a consensus of values and purpose; 2) "Differentiation" - there are frequent conflicts among groups in organizations with limited consensus; 3) "Fragmentation" - there is considerable ambiguity in organizations with consensus coexisting with conflict, and much change among groups. The author argues that the best way to view organizations is to see them through all three perspectives - each revealing a different kind of truth. The author has

done extensive research studying the organizational culture of a large California high technology firm (which is not identified in the book). She interviewed many employees at different levels and in different departments, and used surveys to extend the interviews. Her work is like an ethnography in which the researcher's own perspectives and cultural norms have to be accounted for. As a result, the book explores what she learned from her studies and how she learned it.
