# The Impact Of Organisational Culture On Erp Systems

Optimal development of contemporary businesses is dependent on a number of factors. By creating novel frameworks for organizational behavior, effective competitive advantage can be achieved. The Handbook of Research on Organizational Culture and Diversity in the Modern Workforce is a comprehensive reference source for the latest scholarly content on components and impacts on effecting culturally diverse workplace environments. Highlighting a range of pertinent topics such as emotional intelligence, human resources, and work-life balance, this publication is ideally designed for managers, professionals, researchers, students, and academics interested in emerging perspectives on organizational development.

In today's digital environment the workplace is characterised by individuals creating information perhaps independently of formal systems, or establishing new systems without knowledge of information management requirements. This book explains and explores the concept of organisational culture, specifically within the domain of information management. It draws on the author's wide-ranging practical experience in different workplaces and uses research findings from cross-cultural studies of information management. Uses research findings from cross-cultural studies of information management Provides tools to develop practical and realistic solutions to real-world problems Draws on the author's wide-ranging practical experience in

different workplaces.

Tavistock Press was established as a co-operative venture between the Tavistock Institute and Routledge & Kegan Paul (RKP) in the 1950s to produce a series of major contributions across the social sciences. This volume is part of a 2001 reissue of a selection of those important works which have since gone out of print, or are difficult to locate. Published by Routledge, 112 volumes in total are being brought together under the name The International Behavioural and Social Sciences Library: Classics from the Tavistock Press. Reproduced here in facsimile, this volume was originally published in 1951 and is available individually. The collection is also available in a number of themed mini-sets of between 5 and 13 volumes, or as a complete collection.

Current literature has established that organisational culture influences knowledge management efforts; however, it is only recently that research on project management has focused its interest on organisational culture in the context of knowledge sharing and some preliminary studies have been conducted. In response, this paper adds a significant contribution by providing rich empirical evidence of the relationships between culture and the willingness to share knowledge, demonstrating which cultural values are more and which are less likely to improve inter-project knowledge sharing behaviours. The use of interviews and the Organisational Culture Assessment Instrument (OCAI) (Cameron & Quinn, 2005) in the cross-case examination of culture in four participating cases has resulted in rich empirical contributions. Furthermore, this paper adds to the

project management literature by introducing the Competing Values Framework (CVF) of Cameron and Quinn (2005) to evaluate knowledge sharing in the inter-project context.

This case study explores successful strategies that one corporate group used to establish an effective organizational culture to improve performance. The main findings of this original research included: (a) a well-defined mission and vision, which is essential to develop shared understanding between internal and external stakeholders; (b) employee-focused leadership, which is key strategy to increase employees motivation and engagement at the workplace; (c) core corporate value, which promotes a positive social change in the community through self-regulated corporate citizenship and social responsibility; and (d) consistency strategy, which is important to create synergy through successful collaboration and integration of departmental functions. Going far beyond previous empirical work, John Kotter and James Heskett provide the first comprehensive critical analysis of how the "culture" of a corporation powerfully influences its economic performance, for better or for worse. Through painstaking research at such firms as Hewlett-Packard, Xerox, ICI, Nissan, and First Chicago, as well as a quantitative study of the relationship between culture and performance in more than 200 companies, the authors describe how shared values and unwritten rules can profoundly enhance economic success or, conversely, lead to failure to adapt to changing markets and environments. With penetrating insight, Kotter and Heskett trace

the roots of both healthy and unhealthy cultures, demonstrating how easily the latter emerge, especially in firms which have experienced much past success. Challenging the widely held belief that "strong" corporate cultures create excellent business performance, Kotter and Heskett show that while many shared values and institutionalized practices can promote good performances in some instances, those cultures can also be characterized by arrogance, inward focus, and bureaucracy -- features that undermine an organization's ability to adapt to change. They also show that even "contextually or strategically appropriate" cultures -- ones that fit a firm's strategy and business context -- will not promote excellent performance over long periods of time unless they facilitate the adoption of strategies and practices that continuously respond to changing markets and new competitive environments. Fundamental to the process of reversing unhealthy cultures and making them more adaptive, the authors assert, is effective leadership. At the heart of this groundbreaking book, Kotter and Heskett describe how executives in ten corporations established new visions, aligned and motivated their managers to provide leadership to serve their customers, employees, and stockholders, and thus created more externally focused and responsive cultures.

How is practical change work carried out in modern organizations? And what kind of challenges, tasks and other difficulties are normally encountered as a part of it? In a turbulent and changing world, organizational culture is often seen as central for

sustained competitiveness. Organizations are faced with increased demands for change but these are often so challenging that they meet heavy resistance and fizzle out. Changing Organizational Culture encourages the development of a reflexive approach to organizational change, providing insights as to why it may be difficult to maintain momentum in change processes. Based around an illuminating case study of a cultural change programme, the book provides 15 lessons on the entire change journey; from analysis and design, to implementation and how organizational members should approach change projects. This enhanced edition considers the most recent studies on organizational change practice, with new examples from businesses and the public sector, and includes one empirical study which uses the authors' own framework, enriching their practical recommendations. It also draws on the latest theoretical developments, including ideas of power and storytelling. Accompanying the text is an online pedagogic and research ideas guide available for course instructors and lecturers at Routledge.com. Changing Organizational Culture will be vital reading for students, researchers and practitioners working in organizational studies, change management and HRM.

People from different cultural backgrounds prefer adhering to their own religious beliefs which could restrict treatment options leading to the detriment of health especially if it involves the health of a disabled child. This comprehensive but concise work highlights the problems faced in managing the care of disabled children from different cultural

backgrounds. It examines the problems inherent in the medical social and educational management of children with developmental disability in populations whose value systems differ from other cultures. In particular it considers how care may be varied according to cultural background without compromising its quality. The book is of immense value for all healthcare and social care professionals policy makers and shapers patient organisations and those with an interest in medical ethics.

In the face of international crime and terrorism, private security together with public policing and the military is playing a crucial role. The domain of private security is a fairly neglected field of study, especially in South Africa, making this investigation a substantial contribution. With the focus on the impact of organisational culture on the levels of service delivery in South Africa's largest security company, Group4 Securicor (G4S), a model is proposed for aligning organisational culture with levels of service excellence within the company. Data was collected by means of a structured questionnaire with a preceding pilot study. The Competing Values Framework (CVF) and the Baldrige criteria served respectively as guideline for the development of the culture and quality sections of the questionnaire. Although organisational culture and service excellence are well-researched topics, no other investigation applies these aspects to the private security industry. The results show that organisational cultural impacts on service excellence in G4S.

Organizations are a part of everyday life, whether in schools, hospitals, police stations

or commercial companies. In this classics text, Charles Handy argues that the key to successful organizations lies in a better understanding of the needs and motivations of the people within them. Understanding Organizations offers an extended 'dictionary' of the key concepts -- culture, motivations, leadership, role-playing, co-ordinating and consultation -- and then shows how this 'language' can help us find new solutions to familiar problems. Few management writers have been as consistently challenging and influential as Charles Handy. Firmly established as one of the core business texts, this book is essential reading for anyone interested in organizations and how to make them work better.

This monograph focuses on the level of management culture development in organizations attempting to disclose it not only with the help of theoretical insights but also by the approach based on employees and managers. Why was the term "management culture" that is rarely found in literature selected for the analysis? We are quite often faced with problems of terminology. Especially, it often happens in the translation from one language to another. While preparing this monograph, the authors had a number of questions on how to decouple the management culture from organization's culture and from organizational culture, how to separate management culture from managerial culture, etc. However, having analysed a variety of scientific research, it appeared that there is no need to break down the mentioned cultures because they still overlap. Therefore, it is impossible to completely separate the

management culture from the formal or informal part of organizational culture. Management culture inevitably exists in every organization, only its level of development may vary.

This book is the first Southern African edition of Stephen P. Robbins's Organizational Behaviour, the best-selling organisational behaviour textbook worldwide.

Total quality management (TQM), reengineering, the workplace of the twenty-first century--the 1990s have brought a sense of urgency to organizations to change or face stagnation and decline, according to Enhancing Organizational Performance. Organizations are adopting popular management techniques, some scientific, some faddish, often without introducing them properly or adequately measuring the outcome. Enhancing Organizational Performance reviews the most popular current approaches to organizational change--total quality management, reengineering, and downsizing--in terms of how they affect organizations and people, how performance improvements can be measured, and what questions remain to be answered by researchers. The committee explores how theory, doctrine, accepted wisdom, and personal experience have all served as sources for organization design. Alternative organization structures such as teams, specialist networks, associations, and virtual organizations are examined. Enhancing Organizational Performance looks at the influence of the organization's norms, values, and beliefs--its culture--on people and their performance, identifying cultural "levers" available to organization leaders. And what is leadership?

The committee sorts through a wealth of research to identify behaviors and skills related to leadership effectiveness. The volume examines techniques for developing these skills and suggests new competencies that will become required with globalization and other trends. Mergers, networks, alliances, coalitions--organizations are increasingly turning to new intra- and inter-organizational structures. Enhancing Organizational Performance discusses how organizations cooperate to maximize outcomes. The committee explores the changing missions of the U.S. Army as a case study that has relevance to any organization. Noting that a musical greeting card contains more computing power than existed in the entire world before 1950, the committee addresses the impact of new technologies on performance. With examples, insights, and practical criteria, Enhancing Organizational Performance clarifies the nature of organizations and the prospects for performance improvement. This book will be important to corporate leaders, executives, and managers; faculty and students in organizational performance and the social sciences; business journalists; researchers; and interested individuals.

Aimed at knowledge management professionals and students in the field of knowledge management and information science, this book highlights issues in organisational cultures that can impact the implementation of knowledge management. Organisational culture has an extremely high impact on knowledge management, but is very difficult to identify and to address. The book indicates how people, culture, technology, strategy,

leadership, operational management, process and organisational structure issues all have an impact on the implementation of knowledge management in an organisation. The book also provides a model to identify and manage areas in the organisation that impact knowledge management, which is easy and practical to apply, to enable successful knowledge management programmes. Addresses a unique topic in the field of knowledge management Draws on the practical experience of the author who has implemented knowledge management in the USA, Europe and Africa Provides real issues and problems that have been encountered in businesses across the globe Diagnosing and Changing Organizational Culture provides a framework, a sense-making tool, a set of systematic steps, and a methodology for helping managers and their organizations carefully analyze and alter their fundamental culture. Authors, Cameron and Quinn focus on the methods and mechanisms that are available to help managers and change agents transform the most fundamental elements of their organizations. The authors also provide instruments to help individuals guide the change process at the most basic level—culture. Diagnosing and Changing Organizational Culture offers a systematic strategy for internal or external change agents to facilitate foundational change that in turn makes it possible to support and supplement other kinds of change initiatives.

Perceived importance of personal and organizational values congruence in the management of organizations have actualized this phenomenon in both theory and

practice. Researchers continuously show positive impact of personal and organizational values congruence on employees? behavior, attitudes, organizational climate and organizational performance. Management of organizations are also seeking to apply the solutions to eliminate the gap between organizational and employees' values. However, arising scientific and practical problems requires to purify the factors that determine values congruence. This challenges for a search of complex and consistent understanding of this phenomenon: from theory to practice. This book aims to provide the reader with a comprehensive overview of the personal and organizational values congruence phenomenon, featuring the most important critical issues regarding the exposure, diagnosis and strengthening of congruence of personal and organizational values.

The questionable practices and policies of many businesses are coming under scrutiny by consumers and the media. As such, it important to research new methods and systems for creating optimal business cultures. Organizational Culture and Behavior: Concepts, Methodologies, Tools, and Applications is a comprehensive resource on the latest advances and developments for creating a system of shared values and beliefs in business environments. Featuring extensive coverage across a range of relevant perspectives and topics, such as organizational climate, collaboration orientation, and aggressiveness orientation, this book is ideally designed for business owners, managers, entrepreneurs, professionals, researchers, and students actively involved in

the modern business realm.

This book reveals the complex, interdependent relationship between an organization's corporate culture and its financial effectiveness, through analysis based on interviews, financial data and case studies of corporations including Medtronic, People Organizational culture is a quiet, but driving, influence on our perception of a company, whether as a consumer or as an employee. For instance, we know Southwest Airlines as laid back and friendly. We think of Google as innovative. To almost every well-known company we can assign a character. It is now well recognized that corporate culture has a significant impact on organizational health and performance. Yet, the concept of corporate culture and culture management is too often tantalizingly elusive. In this book, Flamholtz and Randle define culture, identifying and explaining the five key dimensions that determine it: a customer orientation; a people orientation; a process orientation; strong standards of performance and accountability; innovation and openness to change. They explain why culture is a critical factor in organizational success and failure—a key determinant of financial performance. Then, they provide a theoretically sound, highly practical, and field-tested method for managing corporate culture—presenting a set of international and domestic cases that show how actual companies have leveraged culture as the ultimate source of

sustainable competitive advantage. In addition to well-known companies such as Starbucks, Ritz-Carlton, American Express, IBM, and Toyota, the text presents lesser known culture stars, such as Smartmatic and Infogix. While other titles on culture have focused too heavily on the organization as a psychological being, or on academic studies of culture as a business lever, Corporate Culture draws on empirics to present a go-to, must-read guide for leveraging corporate culture as a source of competitive advantage and as a means of impacting the bottom line. The contribution of culture to organizational performance is substantial and quantifiable. In The Culture Cycle, renowned thought leader James Heskett demonstrates how an effective culture can account for 20-30% of the differential in performance compared with "culturally unremarkable" competitors. Drawing on decades of field research and dozens of case studies, Heskett introduces a powerful conceptual framework for managing culture, and shows it at work in a real-world setting. Heskett's "culture cycle" identifies cause-and-effect relationships that are crucial to shaping effective cultures, and demonstrates how to calculate culture's economic value through "Four Rs": referrals, retention, returns to labor, and relationships. This book: Explains how culture evolves, can be shaped and sustained, and serve as the organization's "internal brand." Shows how culture can promote innovation and survival in tough times. Guides

leaders in linking culture to strategy and managing forces that challenge it. Shows how to credibly quantify culture's impact on performance, productivity, and profits. Clarifies culture's unique role in mission-driven organizations. A follow-up to the classic Corporate Culture and Performance (authored by Heskett and John Kotter), this is the next indispensable book on organizational culture. "Heskett (emer., Harvard Business School) provides an exhaustive examination of corporate policies, practices, and behaviors in organizations." Summing Up: Recommended. Reprinted with permission from CHOICE, copyright by the American Library Association.

A practical guide for executives and managers who need to make restructuring decisons. This book shows business leaders how to examine their choices, and examples and worksheets pilot readers through the essential steps of organisational design.

With forty well structured and easy to follow topics to choose from, each workbook has a wide range of case studies, questions and activities to meet both an individual or organization's training needs. Whether studying for an ILM qualification or looking to enhance the skills of your employees, Super Series provides essential solutions, frameworks and techniques to support management and leadership development.

Transcultural management ; Management styles ; Intercultural communication. Regarded as one of the most influential management books of all time, this fourth edition of Leadership and Organizational Culture transforms the abstract concept of culture into a tool that can be used to better shape the dynamics of organization and change. This updated edition focuses on today's business realities. Edgar Schein draws on a wide range of contemporary research to redefine culture and demonstrate the crucial role leaders play in successfully applying the principles of culture to achieve their organizational goals.

The shifting influence of growing organizational cultures and individual standards has caused significant changes to modern organizations. By creating a better understanding of these influences, the quality of organizations can be improved. Exploring the Influence of Personal Values and Cultures in the Workplace is a pivotal reference source for the latest research on how culture and personal values shape and influence employees' actions, behaviors, and leadership styles. Featuring extensive coverage on relevant areas such as psychological health, career management, and job satisfaction, this publication is an ideal resource for practitioners, professionals, managers, and researchers seeking innovative perspectives on the impact of personal values and cultures in the workplace.

Values, attitudes, and behaviors constitute an organization's culture and employees both share and use them on a daily basis in their work. This book aims to briefly portray a new interpretation of organizational culture varying from the profusion of literature in the following

ways: it attempts to include how cultures are created organically or through consistent planning and action in different organizations such as education, business, and health; focusing more on change, innovation, and learning opportunities. It also aims to provide leaders with experiences and reflections on how to initiate an organizational culture change. Finally, this book is expected to extend new perspectives and practices for both potential and actual managers of organizations contributing to the current debate on how to transform organizations into innovative and learning cultures.

There are many different types and causes of trauma in the workplace which can impact employee behavior and performance. Thus, it is imperative for managers to discover new ways to combat these issues and work toward a more harmonious working environment for all. Impact of Organizational Trauma on Workplace Behavior and Performance is a comprehensive examination of the multiple types of workplace traumas and the solutions which will heal these challenges to increase overall organizational culture and success. Highlighting extensive coverage of relevant topics such as downsizing, change management, trauma exposure, and organizational leadership, this publication is ideal for practitioners, professionals, managers, and researchers seeking innovative perspectives on organizational traumas in the workforce.

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