NOTICE OF APPRECIATION

We, at HighApproach, extend our warmest gratitude to **Ms. Sandhya Sah** for her generous contribution of invaluable educational resources. Your efforts have significantly bolstered our goal to deliver high-quality education and support to our learners across the globe.

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Organizational Culture

Meaning:

Organizational culture is a unique social & psychological environment of an organization for developing work values, coordination of activities & communicating organizations values & outcomes to the people within & outside the organization.

Qualities of Good Organization culture

- Alignment
- Appreciation
- Trust
- Teamwork
- Resilence
- Integrity
- Performance
- Psychological safety

Importance of organizational culture

- Organizational Image:-

   Organizational culture sets the organizational priorities regarding the business decisions & other activities, which becomes organizational norms & values which sets organizational image.

- **Healthy workplace relation:**

It fosters healthy workplace which increases employees happiness, feel more comfortable, support & value. Such environment makes employees more dedicated.

- **On boarding:**

Organizational culture sets the way of aligning employees values with organizational values. It is essentially a guiding force for new employees & moral principle to accept & anticipate them by existing employees.

- **Talent retention & performance:**

Organizational culture is a key factor which attracts talented people. Compete tent people are attracted to those organizations, which have great culture.

- **Responsive to change:**

Organizational culture is crucial for responsive of organization as it influences the decision making process & priorities.

- **Source of innovative work behaviour:**

Organizational culture satisfies employees, facilitates for change & sets principles & guidelines for a product innovation. Satisfied employees are always motivate to work.

⇒ **High performance Organizational Culture :-**

- High performance organizational culture as a physical or virtual organizational environment designed to make employees as effective as possible in supporting organizational goals & value.
- It fosters innovation, creativity, accountability, growth & collaboration of the employees.
- Organization should communicate the employees & other stakeholders regarding the culture of its success.
- It is all about optimizing employee performance without hindering their satisfaction engagement and morale.

 # Characteristics of High Performance Organizational Culture.

→ **Shared mission & goals :**
　　　It defines the core values, mission & purposes of the organization. Organizational mission & goal set direction to the employees so that they realize impact of employees behaviour towards customers.

- **Employee empowerment :**
　　　It sets adequate value to the employees empowerment with greater trust to their commitment. Employees are well-equipped to

achieve organizational goals on their own but necessary guidance & mentorship.

- Continuous learning & development:
     It gives priority in high performance through continuous improvement in quality of goods & services. Organizations foster continuous learning opportunity to update their skills & share their ideas to improve the performance.

- Open communication & collaboration:
     Here, employees develop effective communication network & encourage employees to be active participants in sharing knowledge, skills & information to attain organizational goals.

- Effective performance management:
     High performance culture set the well deserving performance of the organization. Such performance are translated into business level performance & individual performance. Regular feedback is given for regular improvement.

★ Vision, mission, goal, objective

Changing Organizational Culture

- To cope with changes, organizations need to change its values, norms, shared belief & principles.

- Gradual shifts in such values, norms & shared beliefs changes the organizational culture.

- Thus, the change in organizational culture is the shift from existing culture to new culture. Change in culture is different but not impossible.

Reasons for change in work culture
- change in management
- Financial reason
- changing clients
- Employee attitude

Guidelines for culture change
(cummings & worley, 2004)

1. Formulate a clear strategic vision
2. Display executive commitment
3. Model cultural change at the highest levels
4. Modify the organization to support change.
5. Select & socialize newcomers & terminate deviants.
6. Develop ethical & legal sensitivity.

Case study:

1. Based on the case, how Dibya wish to follow the contingency theory?

- Contingency theory states that there is no one best way to solve problems uniformly in all Organizations. She wishes to follow the contingency theory, by taking her time to observe, access & review each of the managers strengths. Dibya carefully takes her time to examine each of the managers in different times terms to determine the manager best fit for the positions.

2. What fundamental difference do you find in Drish & Dipika in terms of dealing with subordinates? How do you tike link their management style with theory?

Dristi & Dipika have different terms of dealing with subordinates. Dipika only focuses on work & what needs to be acco-mplished without/ with no concern regarding subordinates.

Meanwhile, Drishi is motivated not only by tasks but also relationships. She also maintains healthy & happy relations with her subordinates. Linking their management style with theory. Dipika follows administrative

Theory, where they only focus on work, do not priotize in maintaining good relations with subordinates.

While, Disti follows Human Relation & Behavious Science Theory which not only prioritizes work but also human sentiments, group work, social unit etc.

3. **If you need to suggest Dibya to choose the managers, whom do you suggest & why?**

→ I would choose Drishti if I needed to suggest Dibya to choose a manager.

The position of Branch manager requires a person who is able to maintain their work, hand in hand. While Dipika is motivated by tasks & focuses on what needs to be done, it is simply not enough. Being in a position of a branch manager, One needs to supervise, monitor their subordinate & develop a good professional relation with them.

Likewise, Drishti not only focuses on getting her job done but also the happiness & the satisfaction of others. Such happiness can be source of motivation for employees.

Case study:

1. Based on case, what different business ethical issues do you suspect?

→ The different business ethical issues are:-
- Social responsibility
- Ethical Marketing
- Transparency in pricing
- Transparency in sales practices
- Copyright & Intellectual Property
- Fair dealing with Artists.

2. what fundamental difference do you find in Drishti & Dipika in terms of way of dealing with sub- ordinates? Do you find any chances of ethical behaviour because of the difference in dealing with people?

→ The fundamental difference between Drishti & Dipika is that Dipika solely focuses on the job with no concerns regarding subordinates while Drishti also prioritizes the happiness of the subordinates. while getting the job done.

Dipika while completing her tasks ensures that the people involved are fairly providing necessary resources & support.

Similarly, Drishti treats people with respect, fairness, & empathy.

3. Identify the positive & negative aspects of social responsibility in such case.

Positive Aspects:
→ It promotes cultural environment.
→ It supports sustainability & vitality of artists.
→ It contributes to local economics by attracting visitors.
→ It generates employee opportunities for local people.

Negative Impacts:-
→ It may prioritizes profit over artistic merit.
→ It may face criticisms for exhibiting artworks that mis represent cultures.
→ Too much involvement in social programs, gives much power & influence to business.

Case study:
1. What are the information essential to make business decisions? Make list & point out where Rabindra missed to collect such information?
→ The information that are essential in decision making are:-
- Financial Data
- Market Research
- Operational Data

- Customer Feedback
- Target Audience
- Resource Management

In Rabindra's case, he missed collecting information on market research & business ideas based on research & business ideas based on research before making the decision to return to Nepal. He also lacked clear information about the specific opportunities in Nepal & the potential demand for his skills & expertise.

2. Decision making is a process. Do you think the statement is true on the case? Justify.

→ Decision making is a process. Here, Rabindra journey demonstrates its process. Rabindra returned to Nepal with no market research & not analyzing & identifying the problems. There was no clear analysis of the opportunities. He hurriedly came back with no determined decision, joined his friends restaurant after they expanded their branch.

Decision making consists of evaluation, but Rabin didn't identify the possible alternatives. Then with the planning & research, the expanded their business in different sectors.

3. State and explain different conditions for managerial decision making.

→ The different conditions for managerial decision making are :-

1. **Condition of certainty :**

A certainty condition of decision making is a situation where a decision maker is conformed to what will happen when a decision is being made.

→ Completed MBA from Australia

→ Return to Nepal after eight years.

2. **Condition of uncertainty :**

Uncertainty is a situation where the decision maker has very little information available about the alternative. It includes:

- **Market opportunities :**

Rabindra didn't have enough information regarding market research & no specific business ideas.

→ **Mixed Reactions :**

When Rabindra shared his decision with family & friends he got mixed reactions.

3. **Condition of Risk :**

In the condition of risk, the decision maker is aware of alternatives but not of their outcomes or consequences. It includes:

- Global health crisis (COVID-19)
      The unforseen pandemic in 2020 posed a substanial risk to their business plans & growth.

- Expansion & Diversification:
      The decision to expand the restaurant to Lumbini & venture into aqua culture involved significant financial risk.

4. what do you suggest to Rabindra for the future course of action? Justify.

-) For the future course of action, I suggest Rabindra to priotize online platform as well. In the age of technology, they should adapt new technological charge for the better delivery of services.

Hence, Rabindra should focus on expanding in business in a larger scale in different regions through online medium.
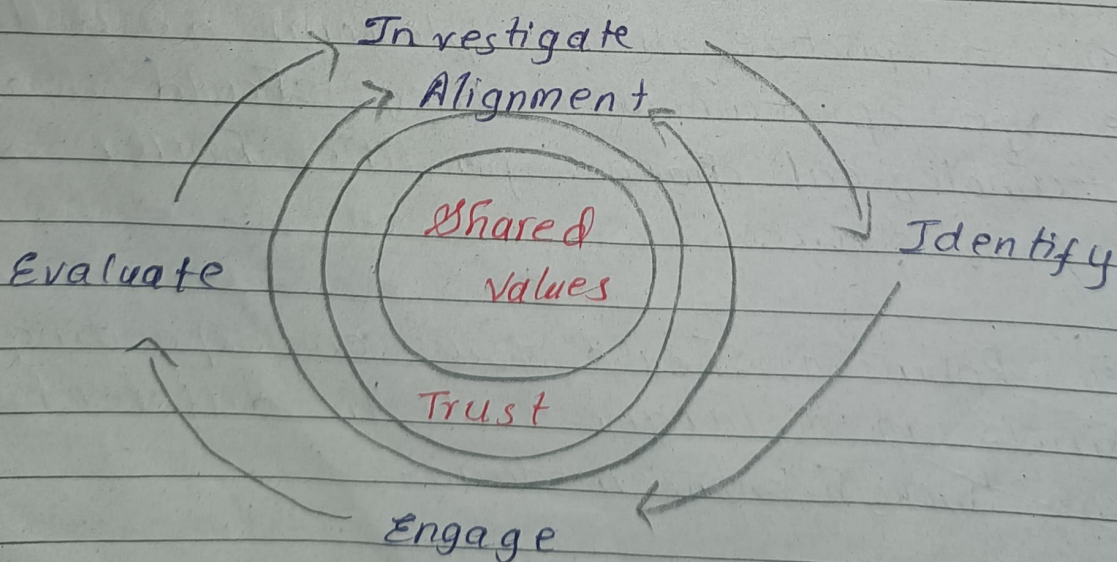
Strengthning Organizational Culture

- Strong culture that is embedded into every business decision & practice, & motivates each employee to continuously work for improving org^n performance makes the org^n successful.
- Org^n should work for strengthening the org^n culture.
- Org^n should establish a bridge of quality workforce & ensure low customer turnover

Practice To strengthen the Org^n al culture

a. Leaders involvement in day-to day work
b. Recognize employees
c. Practice excellent customer service
d. Constant communication

Investigate
Alignment

Shared
Values

Identify

Evaluate

Trust

Engage

1 Share Objective clear   3 Align
2 Trust buildup   A. Engaged with identity
5 Respect

Managing Organizational Culture During Merger

Ways to manage culture during merger
1. Develop change management team
2. Identify culture-owners
3. Insist tangible & measurable culture
4. Consider the strengths of both existing cultures
5. Implement culture-clash free decision-making process
6. Build the employee brand
7. Regular orientation & training

Imp to understand

Merger & Acquisition → प्राप्ति

org⁻ⁿ
(A)

orgⁿ
(B)
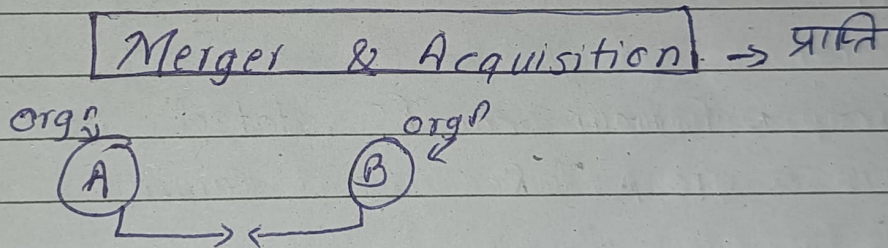
If A buys B then Acquisition
Then merge the company

Merger — not buying but business tie-up, swap system

Marriag is merger — culture exchange & cycles up then slides to similar culture.

Mindset & mixed culture