

As cited by Senior & Swailes (2010) :

“ Schwartz and Davis (1981) thought culture could be changed and devised a way of measuring culture in terms of descriptions of the way management tasks are typically handled in company-wide, boss-subordinate, peer and interdepartmental relationships as a way of assessing the degree of culture compatibility with any proposed strategic change” (P 164)

- A. In the light of the above quoted statement, analyze your organizational culture compatibility by filling in the “Corporate Culture Matrix” as developed by Senior & Swailes (2010), (table 4.10; P :165), as copied below. Please apply one of the following tools to collect needed data to help you analyze your selected organization’s culture (make sure to explain how did you conduct the chosen/ applied method/s and include sample of your tool in the appendix of your final document) :

1. Questionnaires
2. Structured, unstructured interviews
3. Company’s records ..etc

Tasks	Relationships				Summary of culture in relation to tasks
	Companywide	Boss-subordinate	Peer	Inter-department	
Innovating	Innovation if part of the mission	Bosses open to suggestions	Teamwork	Teamwork	Encourage creativity and innovation
Decision making	Has to fit in with strategy	Input from subordinates encouraged – boss has final word	Collective decisions	Work together to produce an integrated package	Collaborative decision making but boss has the final word; corporate strategy rules
Communicating	Easy, use of email and phone	Friendly	Face to face and open	Easy, use of email and phone	Easy, informal and friendly communications
Organizing	Market focus	Democratic	Professional relationships	Collaborative	Organized on the basis of skills and professional relationships
Monitoring	Shareholder-led organization	Meet short-term profit targets and deadlines	Project management	Project management	Need to meet short-term profit goals
Appraising and rewarding	Encourage performers	Hard work = good rewards	Results important	Results important	Meritocracy
Summary of culture in relation to relationships	Allow freedom to managers as long as they operate within the strategy and meet profit targets; output-oriented	Friendly, rely on each other for success	Highly skilled professionals who help each other out	Work together	Overall performance and profit matter in a culture that welcomes dynamic and performance-related individuals

Figure 4.10 Corporate culture matrix
Source: Matrix adapted from Schwartz, H. and Davis, S.M. (1981) 'Matching Corporate Strategy and Business Strategy'. *Organizational Dynamics*, Summer, p. 36; example from the author's own experience. Copyright (1981), with permission from Elsevier.

- B. Upon identified cultural barriers in step A, use Paton and McCalman (2000) developed “TROPICS” test to identify the type of the cultural problem (**Difficult “ Hard” or Messy “ Soft”**) as sited in Senior & Swailes (2010), P : 61. Please explain and provide evidence of your choice as appropriate?

Illustration 2.13 The TROPICS factors	
Hard	Soft
Timescales clearly defined/ short to medium term	Timescales ill-defined/ medium to long term
Resources needed for the change clearly identified	Resources needed for the change uncertain
Objectives clearly stated and could be quantified	Change objectives subjective and ambiguous
Perceptions of the problem and its possible solution shared by all	No consensus on what constitutes the problem/ conflicts of interest
Interest in the problem is limited and defined	Interest in the problem is widespread and ill-defined
Control is maintained by the managing group	Control is shared with people outside the managing group
Source of the problem originates from within the organization	The source of the problem originates from outside the organization

- C. Upon your analysis of the cultural barriers in step A& B, identify major change opportunity and propose a complete change management process upon Kotter model to plan, prepare and implement proposed change of your selected organizational culture. Please explain proposed strategies that need to be implemented in each phase of the process?
- D. Drawing on your experience and prior analysis, would you believe that the selected organizational culture would be welcoming such change or maybe resisting it? Please provide evidence of either resisting or supporting culture? what would be your suggested strategy to minimize / avoid resistance to intended change?

Please apply above required analysis **(A to D)** on your selected organization. Follow the academic writing structure and make sure that your assignment is not less than 3000 words (**Arial Font with sizes : 11 for text , 12 to 14 for titles with Single spacing**). Please follow APA referencing guide and make sure not to copy and paste from other documents/ previous assignments. Use high quality informational sources such as articles from academic journals, websites, magazines, and databases. Your submission deadline is to upload your assignment on MSM Moodle maximum by **6th November 2019**.

Good luck

Dr. Riham Moawad