

Discussion question



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The corporate culture influences implementation and acceptance of strategic objectives and goals. The shared values determine the bonding of organizational principles to the goal-setting process. Strategies that consider organizational values in their development will become an extension of organizational values. The values organizational that give organizations credibility also will give credibility to the individual. They are a source of self-fulfillment and personal integrity. Corporate culture can be defined as “ norms, assumptions and values” followed by employees of a particular organization. While organizational values relate to employees, profit, customers, stakeholders, community, and the like, individual goals will relate to fairness, honesty, trust, respect, quality, and cooperation. These are precisely the values that are inherent in the organizational values statement. Alone, these organizational values are far too general and open to interpretation. It is easy to forget the particular and complicated nature of human moral experience (Kotter, 2003).

Thinking about and discussing the ethical implications of a goal is more practical and valuable than using a list of values or ethical models. Acting on the ethical implications is even more valuable. Ethical action in modern organizations is the relentless effort to make values a part of the goal-setting equation. Where the managers go wrong, however, is in expecting more from these values than they can deliver. It s organizational culture reflects unique industry requirements and customers’ expectations. Each application deals with the realities of a particular goal and how to accomplish it. It is possible to say that new changes will be influenced by old principles of work

and will need a new set of principles for further change. In this case, corporate culture is the real foundation on which organizational ethics is built. Integrity includes values, goals, and actions of all people in an organization, but its demonstration is particularly important for an organizations managers. A managers actions are the pivotal link between his or her personal beliefs and organizational aims. Managerial integrity stands at the center of shared values and the goal-setting process (Kotter, 2003).

2. It is important to change organizational structure and introduce new organizational paradigm because of rapidly changing economic, social and political conditions. The demand for high quality and service excellence influence morale and satisfaction of employees. It can lead to resistance to change and opposition movement. A common mistake is to conceive employees and their relations as fixed entities. To the contrary, they should be constantly forming around a specific task or goal, fixing things, celebrating their accomplishments, disbanding, and then forming again with different people appropriate to take on another problem with new goals (Kotter, 2003). Organizations exist for purposes outside themselves. The answer to that question is problematic. In the process of fixing the small things, teams tend to become insular and can forget why they exist. In focusing on their particular goal, they forget not only the ultimate customer, but also those teams around them. Modern teams can become competitive, combative, and even destructive to the organization. Goal displacement occurs when activities that were originally intended to help improve organizational goals become ends in themselves (Kotter, 2003).

The dynamics of corporate culture developed by modern organizations allows managers to say that real dilemmas will occur in practical problems

where values clash with pressures for tangible and immediate performance. Tangible performance represents values that are readily quantifiable and measurable. They include such objectives as setting goals for growth, productivity, profit, career development, or promotion, all of which may involve career aspirations. The organizational culture influences modern organizations in two ways: it is influenced by the organizational culture and maintains positive relations between employees. For modern organizations, there is a need to sustain effective strategies for cultural values and positive relations between employees (Kotter, 2003).

References

Kotter, J. P. (2003). *Corporate Culture and Performance*. Free Press.