

Engineering Culture Control And Commitment In A High Tech Corporation

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Engineering Culture: Control and Commitment in a High-Tech Corporation Labor And Social Change: Author: Gideon Kunda: Edition: revised: Publisher: Temple University Press, 2009: ISBN: 1592135471, 9781592135479: Length: 320 pages: Subjects

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Engineering Culture is an award-winning ethnography of the engineering division of a large American high-tech corporation. Now, this influential book-which has been translated into Japanese, Italian and Hebrew-has been revised to bring it up to date. In Engineering Culture, Gideon Kunda offers a critical analysis of an American company's well-known and widely emulated "corporate culture."

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Engineering Culture Control And Commitment In A High Tech ...

4.0 out of 5 stars Engineering Culture, Control and Commitment in a High-Tech C Reviewed in the United States on April 25, 2000 Kunda in his book explains that culture could be used as a powerful weapon that the organization uses against the workers to manipulate and finally control them, reaching the organization's goals.

Engineering Culture is an award-winning ethnography of the engineering division of a large American high-tech corporation. Now, this influential book-which has been translated into Japanese, Italian, and Hebrew-has been revised to bring it up to date. In Engineering Culture, Gideon Kunda offers a critical analysis of an American company's well-known and widely emulated "corporate culture." Kunda uses detailed descriptions of everyday interactions and rituals in which the culture is brought to life, excerpts from in-depth interviews and a wide variety of corporate texts to vividly portray managerial attempts to design and impose the culture and the ways in which it is experienced by members of the organization. The company's management, Kunda reveals, uses a variety of methods to promulgate what it claims is a non-authoritarian, informal, and flexible work environment that enhances and rewards individual commitment, initiative, and creativity while promoting personal growth. The author demonstrates, however, that these pervasive efforts mask an elaborate and subtle form of normative control in which the members' minds and hearts become the target of corporate influence. Kunda carefully dissects the impact this form of control has on employees' work behavior and on their sense of self. In the conclusion written especially for this edition, Kunda reviews the company's fortunes in the years that followed publication of the first edition, reevaluates the arguments in the book, and explores the relevance of corporate culture and its management today.

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A revised edition of the classic text on the sociology of management and organization.

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.

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.

In the United States, some populations suffer from far greater disparities in health than others. Those disparities are caused not only by fundamental differences in health status across segments of the population, but also because of inequities in factors that impact health status, so-called determinants of health. Only part of an individual's health status depends on his or her behavior and choice; community-wide problems like poverty, unemployment, poor education, inadequate housing, poor public transportation, interpersonal violence, and decaying neighborhoods also contribute to health inequities, as well as the historic and ongoing interplay of structures, policies, and norms that shape lives. When these factors are not optimal in a community, it does not mean they are intractable: such inequities can be mitigated by social policies that can shape health in powerful ways. Communities in Action: Pathways to Health Equity seeks to delineate the causes of and the solutions to health inequities in the United States. This report focuses on what communities can do to promote health equity, what actions are needed by the many and varied stakeholders that are part of communities or support them, as well as the root causes and structural barriers that need to be overcome.

"Rohten has demonstrated that traditional anthropological method and theory can be adjusted to the analysis of complex organizations. The book provides a holistic perspective of a Japanese bank and its more than 3,000 employees. Methodologically, Rohlen analyzed this bank in much the same fashion as he would have carried out the study of a small community. Eleven months of participant observation within the bank and among its employees after work provided the major source of data. . . Possibly the most important finding of the study is that despite surface similarities with banks throughout the world, the Japanese have evolved an institution which is radically different. This bank, like many modern Japanese businesses, is organized to secure a common livelihood and way of life for its employees . . . more than the best cultural analysis of a Japanese business, for the book also contributes to the fields of Japanese cultural change and modernization process essential reading."--American Anthropologist "The account is adorned with an unusually rich selection of illustration from the speeches of firm officers, company records and documents, and of course extensive observations from employees . . . As a case study of a single Japanese organization, For Harmony and Strength is a superb effort that penetrates deeper than any other book in the English language."--Contemporary Sociology "A first-rate contribution to the literature in applied anthropology and comparative and cross-cultural management for the insights it provides on management of white-collar employees in Japan."--Industrial and Labor Relations Review "A well-written, thoroughly researched study of the internal life of a single Japanese organization . . Unlike most previous writers, Aohlen deals with the separate recruitment, work, and leisure patterns of the bank's women employees. As an anthropologist he has particular sensitivity to the ritual meanings of bank songs, ceremonies, and extensive training activities . . . one of the best analyses to date of how Japanese organization works."--Library Journal "What emerges from Rohlen's convincing and penetrating analysis is a picture of a thoroughly 'Japanese' business organization deeply imbued with Japanese cultural values . . . in its sensitivity to cultural meanings and in its analytical coherence in the presentation of data, this book is a model of scholarship matched by few ethnographies. It will be consulted by those specializing in Japan, those interested in organizational behavior, and those interested in seeing 'the meanings of fundamental matters, ' for a long time to come."--Journal of Asian Studies

The overwhelming majority of a software system's lifespan is spent in use, not in design or implementation. So, why does conventional wisdom insist that software engineers focus primarily on the design and development of large-scale computing systems? In this collection of essays and articles, key members of Google's Site Reliability Team explain how and why their commitment to the entire lifecycle has enabled the company to successfully build, deploy, monitor, and maintain some of the largest software systems in the world. You'll learn the principles and practices that enable Google engineers to make systems more scalable, reliable, and efficient-lessons directly applicable to your organization. This book is divided into four sections: Introduction-Learn what site reliability engineering is and why it differs from conventional IT industry practices Principles-Examine the patterns, behaviors, and areas of concern that influence the work of a site reliability engineer (SRE) Practices-Understand the theory and practice of an SRE's day-to-day work: building and operating large distributed computing systems Management-Explore Google's best practices for training, communication, and meetings that your organization can use

Deming's classic work on management, based on his famous 14 Points for Management. "Long-term commitment to new learning and new philosophy is required of any management that seeks transformation. The timid and the fainthearted, and the people that expect quick results, are doomed to disappointment." -from Out of the Crisis In his classic Out of the Crisis, W. Edwards Deming describes the foundations for a completely new and transformational way to lead and manage people, processes, and resources. Translated into twelve languages and continuously in print since its original publication, it has proved highly influential. Research shows that Deming's approach has high levels of success and sustainability. Readers today will find Deming's insights relevant, significant, and effective in business thinking and practice. This edition includes a foreword by Deming's grandson, Kevin Edwards Cahill, and Kelly Allan, business consultant and Deming expert. According to Deming, American companies require nothing less than a transformation of management style and of governmental relations with industry. In Out of the Crisis, originally published in 1982, Deming offers a theory of management based on his famous 14 Points for Management. Management's failure to plan for the future, he claims, brings about loss of market, which brings about loss of jobs. Management must be judged not only by the quarterly dividend, but by innovative plans to stay in business, protect investment, ensure future dividends, and provide more jobs through improved product and service. In simple, direct language, Deming explains the principles of management transformation and how to apply them.

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