



[Glossary]

Organizational Culture & Structure - 3

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Glossary

- Core values: The primary or dominant values that are accepted throughout the organization.
- Dominant culture: A culture that expresses the core values that are shared by a majority of the organization's members.
- Encounter stage: The stage in the socialization process in which a new employee sees what the organization is really like and confronts the possibility that expectations and reality may diverge.
- Institutionalization: A condition that occurs when an organization takes on a life of its own, apart from any of its members, and acquires immortality.
- Material symbols: What conveys to employees who is important, the degree of egalitarianism top management desires, and the kinds of behavior that are appropriate.
- Organizational climate: The shared perceptions organizational members have about their organization and work environment.
- Organizational culture: A system of shared meaning held by members that distinguishes the organization from other organizations.
- Pre-arrival stage: The period of learning in the socialization process that occurs before a new employee joins the organization.
- Rituals: Repetitive sequences of activities that express and reinforce the key values of the organization, which goals are most important, which people are important, and which are expendable.
- Socialization: A process that adapts employees to the organization's culture.

- Strong culture: A culture in which the core values are intensely held and widely shared.
- Subcultures: Mini-cultures within an organization, typically defined by department designations and geographical separation.