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One is the intergregationist view, common in many studies of business culture as one that sees an organisation's culture driven by its CEO and senior management. The second is the differentiational view (Martin's favoured perspective), where an organisation is seen as

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Martin's analysis is
based on the
development of three
perspectives on
organizational culture:
the integration
perspective, the
differentiation
perspective, and the
fragmentation

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perspective. The integration perspective is the most widely employed in organizational culture research, and

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Intellectual Dominance. Organizational culture is a topic that has brought to the surface fundamental theoretical, methodological, epistemological, and political disagreements.

The Style and Structure of Cultures in Organizations ...

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Perspectives, Joanne Martin (Ph. D.) Author. Joanne Martin. Edition. illustrated. Publisher. Oxford University Press, USA, 1992. ISBN. 0195071638, 9780195071634.

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The second is the differentiational view (Martin's favoured perspective), where an

organisation is seen as primarily having many interacting sub-cultures. The third, the fragmentation perspective is almost an anti-cultural view that down plays the whole concept of culture.

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The author argues that the best way to view

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organizations is to see them through all three perspectives - each revealing a different kind of truth. The author has done extensive research studying the organizational culture of a large California high techlogy firm (which is t identified in the book).

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According to Schein, there are three levels of culture which are artifacts, values, and assumptions (Schneider & Barsoux 1997, p. 21) Artifacts consists of organizations visible symbols, mark or logo which can represent the image of the organizations.

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Three Perspectives
Strategic Design
Organizations are
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organization is a mechanical system crafted to achieve a defined goal. Parts must fit well together and match the demands of the environment Action comes through planning . Cultural Organizations are institutions An organization is a symbolic system of

THREE
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culture in ...

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