

Academic Library

Reading Log #2

Date: August 21, 2014

Title of Reading: John Budd, Chapter 2 Organizational Culture and Higher Education

Shein, E.H. (1990). Organizational Culture. American Psychologist, 45 (2), 109-119

• Objectives

1. Shortcomings of theories defining organizational culture based on the classical view of organizational culture.
2. The relativism of success according cultural determinants in the expression of the institution's primary goals and missions.
3. How libraries can overcome obstacles by understanding the situation of libraries, its values and how it can contribute to its aims.

Key Points:

- 1) The three levels do manifest when culture becomes deep, and a way of life. Libraries tend to follow the traditional mode of organization that emphasize on bureaucracy that have many limitations.
- 2) Based on the limitations of traditional models of organizing, it is essential to conceive the purpose of libraries as it relates to the external environment.
- 3). There is no single mode of organizing that is effective for all situations.

Comments

Budd recommends that the examination of organization's culture requires the observer to understand the complexities in human behavior and the reality that an organization cannot fully regulate behavior of its members. He takes the definition by Schein to be most appropriate since it is encompassing in the definition of organizational culture. The three levels of culture which are the deep tacit assumptions level that are the essence of culture; the espoused values that reflect the wishes of the group in what it wants to be in its public representations; and finally the day-to-day behavior level. The levels show the complex compromises among deeper assumptions, espoused values, and the immediate needs of the situation. The levels understand academic and library organization as they work simultaneously. Based on this definition, it does not mean that an organization with the culture will have uniformity of action and belief because of contradictions, disagreements and disputes common in all organizations. However, all organizations are characterized by shared set of assumptions and beliefs. In higher learning institutions, leaders have the role of articulating a vision and defining the mission of the institution. Their success is defined by the ability to live up to their vision.