CHAPTER - II

REVIEW OF LITERATURE

WHAT IS A LITERATURE REVIEW?

A literature review surveys scholarly articles, books and other sources (e.g. dissertations, conference proceedings) relevant to a particular issue, area of research, or theory, providing a description, summary, and critical evaluation of each work. The purpose is to offer an overview of significant literature published on a topic.

Most are aware that it is a process of gathering information from other sources and documenting it, but few have any idea of how to evaluate the information, or how to present it.

A literature review can be a precursor in the introduction of a research paper or it can be an entire paper in itself, often the first stage of large research projects, allowing the supervisor to ascertain that the student is on the correct path.

A literature review is a critical and in depth evaluation of previous research. It is a summary and synopsis of a particular area of research, allowing anybody reading the paper to establish why you are pursuing this particular research program. A good literature review expands upon the reasons behind selecting a particular research question.16

A literature review is an account of what has been published on a topic by accredited scholars and researchers. Occasionally you will be asked to write one as a separate assignment (sometimes in the form of an annotated bibliography—see the bottom of the next page), but more often it is part of the introduction to an essay, research report, or

16 Source: http://www.experiment-resources.com/what-is-a-literature-review.html
thesis. In writing the literature review, your purpose is to convey to your reader what knowledge and ideas have been established on a topic, and what their strengths and weaknesses are. As a piece of writing, the literature review must be defined by a guiding concept (e.g., your research objective, the problem or issue you are discussing or your argumentative thesis). It is not just a descriptive list of the material available, or a set of summaries.

A literature review is a body of text that aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. Literature reviews are secondary sources, and as such, do not report any new or original experimental work. Also, a literature review can be interpretative as a review of an abstract accomplishment.

Most often associated with academic-oriented literature, such as a thesis, a literature review usually precedes a research proposal and results section. Its main goal is to situate the current study within the body of literature and to provide context for the particular reader.

A well-structured literature review is characterized by a logical flow of ideas; current and relevant references with consistent, appropriate referencing style; proper use of terminology; and a comprehensive view of the previous research on the topic.

WHAT IS A LITERATURE REVIEW IS NOT?

It is not a chronological catalog of all of the sources, but an evaluation, integrating the previous research together, and also explaining how it integrates into the proposed research program. All sides of an argument must be clearly explained, to avoid bias, and areas of agreement and disagreement should be highlighted.

It is not a collection of quotes and paraphrasing from other sources. A good literature review should also have some evaluation of the quality and findings of the research.

---

17 Source: http://www.writing.utoronto.ca/advice/specific-types-of-writing/literature-review
18 Source: http://en.wikipedia.org/wiki/Literature_review
A good literature review should avoid the temptation of impressing the importance of a particular research program. The fact that a researcher is undertaking the research program speaks for its importance, and an educated reader may well be insulted that they are not allowed to judge the importance for themselves. They want to be re-assured that it is a serious paper, not a pseudo-scientific sales advertisement.

Purpose of a literature review:

- Information seeking: the ability to scan the literature effectively, using manual or computerized methods, to identify a set of useful articles and books
- Critical appraisal the ability to apply principles of analysis to identify unbiased and valid studies.

A literature review must do these things

- Be organized around and related directly to the thesis or research question you are developing.
- Synthesize results into a summary of what is and is not known.
- Identify areas of controversy in the literature.
- Formulate questions that need further research.19

COMPONENTS OF A LITERATURE REVIEW

Similar to primary research, development of the literature review requires four stages:

- Problem formulation—which topic or field is being examined and what are its component issues?
- Literature search—finding materials relevant to the subject being explored.
- Data evaluation—determining which literature makes a significant contribution to the understanding of the topic.
- Analysis and interpretation—discussing the findings and conclusions of pertinent literature.

19 Source: http://www.writing.utoronto.ca/advice/specific-types-of-writing/literature-review
Literature review should comprise the following elements:

- An overview of the subject, issue or theory under consideration, along with the objectives of the literature review.
- Division of works under review into categories (e.g. those in support of a particular position, those against, and those offering alternative theses entirely).
- Explanation of how each work is similar to and how it varies from the others.
- Conclusions as to which pieces are best considered in their argument, are most convincing of their opinions, and make the greatest contribution to the understanding and development of their area of research.

In assessing each piece, consideration should be given to:

- Provenance
- Objectivity
- Persuasiveness
- Value

A literature review may constitute an essential chapter of a thesis or dissertation, or may be a self-contained review of writings on a subject. In either case, its purpose is to:

- Place each work in the context of its contribution to the understanding of the subject under review.
- Describe the relationship of each work to the others under consideration.
- Identify new ways to interpret, and shed light on any gaps in, previous research.
- Resolve conflicts amongst seemingly contradictory previous studies.
- Identify areas of prior scholarship to prevent duplication of effort.
- Point the way forward for further research.
- Place one's original work.
OBJECTIVE OF LITERATURE REVIEW

This literature review identifies effective organization culture and change strategies relevant to different organizations across with a specific focus on following dimensions:

- Developing an insight in the change management.

LITERATURE REVIEW METHODOLOGY

For data we searched directly within various journals relevant to organization culture of various organizations so as to find the changing path of an organization as the culture varies with time. The data viewed for every organization in terms of its management span is a fresh piece of history as every organization is unique in itself.

Moreover interesting thing about organization culture of every organization was a change history in terms of sustaining competitive and at an edge for people.

S for the standard organizations internet websites are also scanned with relevant articles and reports that provide the reviewed information. Last step was to perform a Google search using the identified list of keywords.

THE CREATION OF ORGANIZATIONAL CULTURE

McEwen (2001:324) postulates that as a concept, culture is inseparable from the notion of human society. Cowling and James (1994) support McEwen in the postulation that an organization cannot be separated from the culture of society. To try and change the prevailing culture within an organization, one has to take cognizance of the relevant societal culture.

Robbins (2001:518), on the other hand, argues that a company’s organization culture does not pop out of thin air and, once it is established, it does not fade away. An organization’s current customs, traditions, and general way of doing things are largely
due to what it has done before and the degree of success it has had with these endeavors. This leads one to its ultimate source of an organization’s culture: its founders. Robbins further emphasizes that the founders of an organization have a major impact on that organization’s early culture. They have a vision of what the organization should be, and they are unconstrained by previous customs and ideologies. The process of culture creation occurs in three ways:

- First, founders only hire and keep employees who think and feel the way they do;
- Second, they indoctrinate and socialize these employees to their way of thinking and feeling;
- Finally, the founders own behavior acts as a role model that encourages employees to identify with them and thereby internalize their beliefs, values, and assumptions.

When the organization succeeds, the founder’s vision becomes seen as a primary determinant of that success. At this point, the founder’s entire personalities become embedded in the culture of the organization.

**INDUCTION OF CULTURE THROUGH LITERATURE REVIEW:**

Robbins (2001:525) further explains that culture is transmitted to employees in a number of forms, the most potent being, stories, rituals, symbols, and languages.

**Stories**

Robbins (2001:525) quotes the story of the Ford Motor Company. When Henry Ford II was the chairman, he continuously reminded his executives, when they got too arrogant, that, “it’s my name on that building... The message was clear: it was Henry Ford II that ran the company. Robbins (2001:525) believes that culture is learned by employees who listen to other employees or managers who relate stories about how earlier managers, or even founders of companies, treated their customers, or how they handled tricky
situations that arise in the company. Stories such as these circulate through many organizations, consequently transmitting the culture from year to year.

**Rituals**

Rituals are repetitive sequences of activities that express and reinforce the key values of the organization, which goals are more important, which people are important, and which are expendable. Certain organizations hold rituals in the form of annual award ceremonies, in recognition of outstanding services or in recognition of success at achieving certain targets set by the organization, e.g. sales targets. These functions act as a motivator, publicly recognizing outstanding performance. One of the best known corporate ritualists Mary Kay Cosmetics' annual award meeting. Saleswomen are awarded with an array of flashy gifts, e.g. gold and diamond pins, based on success in achieving outstanding sales performance.

**Material Symbols**

According to Robbins (2001:526), the layout of corporate headquarters, the types of automobiles, top executives are given, are all examples of material symbols. Others include the size of offices, the elegance of furnishings, executive perks, and dress attire. The material symbols convey to employees who is important, the degree of egalitarianism desired by top management, and the kinds of behavior that is appropriate.

**Language**

Many organizations and units within organizations use language as a way to identify members of a culture or a sub-culture. By learning this language, members attest to their acceptance of the culture and, in doing so, help to preserve it. Organizations over time often develop unique terms to describe equipment, offices, key personnel, suppliers, customers, or products that relate to their business. New employees are frequently overwhelmed with acronyms and jargon that, after six months on the job, become fully
part of their language. Once assimilated, this terminology acts as common denominator that unites members of a given culture or subculture, (Robbins 2001: 526). Microsoft’s Bill Gates is an example of a founder who has had an immeasurable impact on his organization’s culture. Other examples include Richard Branson of Virgin Airlines, David Packard at Hewlett-Packard and many more entrepreneurs that have invested their personalities as well as their effort in shaping their largely successful organizations to what it is today. Aswathappa (2003:481) believes that culture is essentially learnt. She contends that culture is created around critical incidents; where norms and beliefs arise around the way members respond to these critical incidents. Another way of culture creation is the modeling by leader figures that permits group members to identify with them and internalize their values and assumptions. The organization’s culture results from the interaction between the founders, biases and assumptions, and what the original members, who the founders initially employ, learn subsequently from their own experiences.

Effect on Performance

Whilst many different models exist for the categorization of cultures, the next area to explore is whether any one culture type is better than any other. Early research suggested that strong cultures, or those with widely accepted beliefs within the organization, performed better than those with a lack of shared values (Peter and Waterman, 1982; Pascale and Athos, 1986; Deal and Kennedy, 1982). However, when culture is too strong it can lead to stagnation and a reduced ability to adapt to changes in the environment (Cloke and Goldsmith, 2002). Schein (1985) actually predicts in Organizational Culture and Leadership that the culture of the future would be the one that heavily promoted active learning and training.

Amidst the overall organizational culture are a series of subcultures and demographic cultures, which can cause members to experience a limited adherence to the dominant culture (Tsui, 1992).

Measurability
Given that organizational culture does appear to have an effect on performance, the next question is how can that effect be measured? Several tools have been introduced. O’Reilly III (1991) developed the Organizational Culture Profile which showed the relationship between an employee’s values and an organization’s values. This is a useful tool but is limited by the assumption that people would be more productive in organizations where there is a value match, which ignores the ability of staff to influence an organization’s culture.

A tool for only measuring the organizational culture is the Competing Values Framework, created by Quinn and Rohrbaugh (1983), which established a system for plotting an organization’s culture against a chart of competing values. The competing values were the same as the chart later developed by Quinn and McGrath (1985) moving from a focus on people to a focus on the organization along one axis and from a stable culture to a flexible culture along the other. The resulting quadrants are: clan (flexible/person-focused), which is like a family; adhocracy (flexible/organization-focused), which is an innovative, risk-taking culture; market (stable/organization-focused), which is results-driven; and hierarchy (stable/person-driven), which is a controlled, efficient culture. Using a series of multiple choice questions on an organization produces a set of results, which can then be plotted on a chart creating a graphic representation of the relative degree to which that organization fits into the four aforementioned quadrants. This model was later augmented to become the Organizational Culture Assessment Instrument, which allowed organizations to chart their current values against the values that staff would like them to have (Cameron and Quinn, 1999). This tool has been used by several librarians (Kaarst-Brown, 2004; Shepstone, 2007; Varner, 1996) with the results indicating that most staff wished to work in a culture that was part-clan and part-adhocracy. However, Schein (1996) warns against putting too much faith in any measurement system as they all seek to measure an abstract term by introducing further abstract terms.

Changeability
Once an organization is measured, the next area to explore is the extent to which those measurements can be used to help facilitate change. It appears that most writers on the topic are skeptical of an organization’s ability to make changes to the underlying culture (Lundberg, 1985; Dyer, 1985; Schein, 1985). Instead, these authors put forth models that show how an organization can respond to radical, large-scale changes usually following a major environmental or internal crisis. However, one model (Galliard, 1986) articulates the need for gradual, incremental change. In this model, a vision is put forward and accepted until it fades into the background or becomes, as Schein (1985) would put it, an assumption. When any assumption is shown to no longer work, then the current culture is reinterpreted so that the negative psychological effects resulting from change (Toffler, 1990) are mitigated.

**BASIS OF ORGANIZATION CULTURE IN THIS LITERATURE REVIEW:**

Literature on organizational culture is reviewed using sources which specifically address issues relevant to librarians as well as sources from other disciplines. The information gathered is ordered thematically and includes investigations into different models used for typologies, the affects organizational culture has on performance, the measurability of organizational culture, and ways in which organizations can manage cultural change. Organizational culture was once seen as “how things are done around here” (Drennan, 1992) but has since evolved into a facet of management with a robust range of literature affording a far deeper understanding. Schein’s definition (1985) remains one of the most often used and can be summed up as the learned product of group experience which affects the behavior of individuals. Organizational culture is differentiated from organizational climate in that it is not as overt. Organizational culture is also differentiated from organization structure in that structure has more to do with the relationships between individuals in an organization.

The study of organizational culture rose to prominence following the Japanese Miracle where academics tried to understand Japan’s rapid economic recovery following World War II. Culture was pinpointed as an essential element of their resurgence and as such
gained traction as an important area to study for organizations from all sectors with libraries being no exception.

**LITERATURE REVIEW OF BANKING SECTORS**

The subsequent literature review starts with a short introduction to the cooperative idea in general and its layout in the banking industry, where scientific research is scarce. This is followed by an overview over the literature on organizational culture in general and in IT contexts specifically. Lastly, studies on project portfolio management are presented.

**Cooperative banking sector**

Research on the cooperative banking sector is limited, although in some countries, cooperative banks exhibit a considerable market share of the financial service sector in the national economy (Koetter et al. 2004). The historic development of the cooperative idea can be traced back to the 19th century, when rural credit cooperatives emerged in Germany. The philosophical foundations upon which the cooperative idea is based involve two assumptions about human behavior: first, people desire personal relationships over impersonal business conduct, and second, people prefer to cooperate with others and support each other mutually, rather than competing with others (Taylor 2007). Details on the nature of cooperative banking and the organizational context of our case study will be provided in the case description section. The idea of cooperative banking has spread around in many countries, including the United States, Canada, and Latin America (Dublin 1966). In India, a social experiment was initiated in the 1960s. As a result, Indian cooperative banks were established in order to ensure that the agricultural sector and small and medium enterprises, especially in rural areas, had equal chances to get credit approvals (Kamat 2007). The core area for cooperative banking, however, remains in Europe (Juvin 2005). Researchers have focused attention on efficiency issues in a comparative analysis between the cooperative sector and the public and private

---

banking sectors in Spain, to give an example (Gual et al. 1999). Other areas of interest, also from a Spanish perspective, included the implications of globalization on the cooperative banking sector (Carrasco 2004). Comparative analysis between different banking groups have also been conducted with a focus on the German banking environment (Weiß 2005). Corporate governance characteristics of the cooperative banking sector have been analyzed in Austria, concluding that firm performance declines as the number of cooperative member’s increases, since this represents a greater separation of ownership of a bank and its control (Gorton et al. 1999). In summary, the number of articles focusing on cooperative banking is limited. Studies investigating the use and management of IT in this sector, or even the management of an IT project portfolio within this context, are not among them.

Organizational culture

Among the multitude of definitions of what culture is, one common aspect is that basic assumptions (of a group of individuals who form a ‘cultural unit’) are formed over time, as members (of this group, which could be an organization) develop strategies to solve problems and pass along these strategies to new associates of this group (Van Maanen et al. 1985). By ‘organizational culture’, we mean individually respected conditions within an organization, its collective values, and norms. Schein presents a three level model of culture (Schein 1985). At the first level are the mentioned basic assumptions about reality and truth, which form the core of culture. These assumptions are used by people to make sense of the world surrounding them, and form the basis of group behavior (Leidner et al. 2006). Values of people represent the second level of culture, which explain why people behave the way they do (Schein 1985). Referring to organizational culture, corporate values can form the basis for appropriate behavior within the company. Artifacts are at the third level of culture, in which culture manifests itself. Language, as the most significant expression of a group’s culture, and other audio-visual manifestations of culture such as art, rituals, and even technology, can be interpreted as cultural artifacts (Pettigrew 1979).
Culture at different levels, including national, organizational, and group levels, influences the use and implementation of IT (Leidner et al. 2006). Meanwhile, a substantive body of knowledge exists in the area of cross-cultural differences and on national levels of culture.

Culture’s effects on IT development and usage have been investigated. However, research on organizational culture and the organizational context in which IT projects are carried out, is still scarce. In a review on culture in information systems research, Leidner and Kayworth identified only very few studies of an organizational culture’s influence on IT strategies (Leidner et al. 2006). They focus, e.g., on an organization’s top executive level ‘planning culture’, which facilitates strategic information system investments (Grover et al. 1998). An innovative organizational culture’s tendency to facilitate clear and focused IT strategies was the main contribution of another one of the three identified works (Kanungo et al. 2001). Newer research has investigated the relationship between organizational culture and the deployment of systems development methodologies, concluding that IS developers of companies with a more hierarchical culture primarily adopt secure, ordered, and routine oriented development approaches (Livari et al. 2007). Likewise, only a few studies have been investigating the effects of culture on single IT project management, all of them demanding more research in this area(Keil et al. 2000; Tan et al. 2003). In general, research on culture and organizational culture, exploring its impact on IT governance areas, such as IT project portfolio planning, is very limited (Weill 2004).

Project portfolio management

Portfolio theory has been introduced in 1952, focusing on financial investments (Markowitz 1952). The intention of this original formulation of portfolio theory was to determine the particular mix of investments to maximize returns at a given level of risk for the investor (De Reyck et al. 2005). Three decades later, portfolio theory was first adapted to IT projects, paving the way for modern project portfolio management (PPM) literature (McFarlan 1981). Most articles on portfolio management of projects were published from the mid 1990s onwards. Our work is based on the definition of a project
portfolio as a “group of projects that compete for scarce resources and are conducted under the sponsorship or management of a particular organization” (Archer et al. 1999). The main objectives of portfolio management, as reflected in the literature, are maximization of business value of the portfolio, aligning the project portfolio to the company’s strategy, and finding the right balance within the portfolio in order to understand trade-offs in objectives (De Reyck et al. 2005; Elonen et al. 2003). Problems caused by inadequate portfolio management were identified in the area of new product development projects (Cooper et al. 2001), as well as cross-organization project management (Combe 1999). Key elements of PPM have been discussed, among them – in the IT project application area widely uncommon – financial analysis (Jeffery et al. 2003), risk analysis (McFarlan 1981), and others. Most relevant to our case study are the works on interdependencies between projects (Thorp 1999), elaborating on the potential of PPM to overcome or reduce competition for scarce resources between projects within the portfolio. Adding to this, different types of interdependencies were identified: sequential dependencies, overlapping outcomes, and change bottlenecks (De Reyck et al. 2005). Other relevant works focus on prioritization between projects to ensure matching a company’s overall business strategy and balancing projects to meet these strategic goals adequately (Goldman 1999).

One of the key findings of recent literature on PPM is that companies generally start more projects than they have resources for (Cooper et al. 1999). Reasons for this phenomenon are manifold. While past research has focused on the explanation of this ‘resource allocation syndrome’ as a planning and scheduling issue, more recent findings suggest that there is far more to it than just this simplistic view. Resource allocation to projects which happen successively or simultaneously is more like a “process of politics, horse trading, interpretation, and sense making that is far more complex than traditionally has been discussed” (Engwall et al. 2003, p. 408). Accordingly, these researchers call for more empirical research to highlight the profound, organizational problems of PPM. There is consensus among researchers that any investigation of PPM needs to take into account the situational contingencies (Blomquist et al. 2006). However, empirical studies on these organizational influencing factors are still scarce (Müller et al. 2008).
This literature review reflects the blending of three major literature bases:

An analysis of the terminologies, conceptualizations, functions, and major findings within these topics will provide support for the proposed theoretical framework (viz. the

1. Corporate culture,
2. Corporate communication, and
3. HR strategic role.

Corporate Culture.

Although scholars concur in most of the important aspects of the culture literature, the discussions surrounding the topic are diverse. As a result, corporate culture compromises a major part of this literature review. The first section outlines the variations of definitions and terms used by scholars. The second section presents the main reasons why companies should manage their cultural values. The third section supports these reasons by presenting the results found when companies develop a strong culture. The last section briefly describes leading models of the culture literature.

(a) Terminology and Conceptualization

Although the culture of a company is a popular idea in the corporate world, its terminology and conceptualization are still poorly defined (Martin & Frost, 1999; Thomas, 2001).

The variation in terminology results in part from the different theoretical frameworks that different studies are grounded in. In the business literature, the most commonly accepted terms are organizational culture (Schein, 1992), corporate culture (Deal & Kennedy, 1982; Kotter & Heskett, 1992) and work culture (Aycan, Kanungo, & Sinha, 1999; Rollins & Roberts, 1998). In this literature review, organizational culture and corporate culture are terms used interchangeably under the same general concept of culture in

23 Source: http://commons.emich.edu/cgi/viewcontent.cgi
organizations; therefore, both organizational culture and corporate culture will be used as synonyms in the development of this study. The complexity of the topic of organizational culture is illustrated by variation not only in its terminology but also in its conceptualization (Smircich, 1983). Schein, the management scholar and consultant, offers the most popular definition of organizational culture: “…a pattern of basic assumptions…that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel” (1992, p. 12). Several other researchers also use the notion of shared values, behaviors, norms, standards, meanings and practices to define the sociocultural interactions within an organization (Argyris & Schon, 1978; Schein, 1992).

In addition, such terms as rite, rituals, myths, stories, legends, symbols and ceremonies are frequently applied to the manifestation of corporate cultures (Deal & Kennedy, 1982; Kotter & Heskett, 1992; Schein, 1992; Trice & Beyer, 1993). More simplistic views present the culture metaphor as the “style” of running a business (Fitz-Enz, 1997), or even just “the way we do things around here” (Deal & Kennedy, 1982, p. 4). Despite the variety of ways to define corporate culture, researchers generally agree on the importance in correlating culture and other elements in organizations such as strategic planning, infrastructure, work process, compensation systems, and performance management (Rollins & Roberts, 1998). Indeed, researchers complement their descriptive approaches to culture by emphasizing the significance of “…the communication process through which culture is created” (Miller, 2003, p. 96). In the present study, corporate culture will be defined as shared values and beliefs that are translated into expected behaviors, commitments, and attitudes throughout the company. Additionally, this study is based on the assumption that cultures function as “…coherent and unifying systems that are necessary for the stability and smooth functioning of the corporation” (Schoenberger, 1997, p. 117). Cultures are compared to systems that need to be constantly tuned and realigned in order to both sustain and shape the stated values into real values (Fitz-Enz, 1997; Staw, 1995; Trice & Beyer, 1993). Conceptualizing culture as a system facilitates recognition of the strategic role of the HR/OD professionals in communicating corporate culture through a systematic process;
thus, the HR/OD functions can be seen as a fundamental part of the cultural system in developing, maintaining, reinforcing, and assessing the culture values (Aycan, Kanungo, & Sinha, 1999).

(b) Three Main Roles

Just as corporate culture represents a broad range of terminologies and conceptualizations, it also has been shown to serve a broad range of purposes. These purposes vary, depending on the theoretical framework of a particular study, which may be cultural anthropology, organization behavior, psychology, or sociology (Erez, 1993). Schein (1992) asserts that culture is a necessary component that generates stability and consistency in organizations. In fact, scholarship is functionally unanimous in support of the idea that every company needs a mission, a visionary statement, a set of values, or at least common ideals of what it stands for (Hyatt, 2000; Michlitsch, 2000). This study discusses the primary reasons for a corporate culture and describes three roles of culture in organizations.

- **Need for cultural identity.** Corporate cultures are similar to job descriptions: job descriptions unambiguously state employees’ responsibilities and duties, and corporate cultures state the companies’ responsibilities and duties. Consequently, every employee understands his or her major function both internally, as a member within the company, and externally, as a representative of the company in the community. Once a company has brought the employee’s attention to a set of shared values and beliefs, the commitment between both parts is ready to be developed and reinforced. “Commitment is a personal attitude or value that excites us to do whatever needs to be done because we see the need” (Fairholm, 1994, p. 121). In other words, by developing a “cultural identity,” companies can increase the levels of involvement, dedication, and loyalty among employees (Staw, 1995).

- **Alignment of behaviors.** The fast pace of globalization and innovation make it difficult and inefficient for companies to keep their workforce updated on procedures and
policies. Instead, the cultural approach creates mental models (Senge, 1994) in employees’ minds that are in accord with companies’ philosophies and strategies. Corporate culture leads employees to expected behaviors without the overwhelming experience of memorizing endless policies. “…Culture acts as a self-policing force…. As a result, management seldom has to take drastic action to whip a deviant into lines. Peers do it for them” (Fitz-Enz, 1997, p. 69). The cultural approach causes people to feel that they have the autonomy and the confidence to do what they believe is right—while what the employees consider to be right is already in compliance with the corporate policies (Clampitt, 2001).

A strong culture creates a smooth alignment of behaviors. As Clampitt (2001) argues, “employees usually prefer to work with a manager who has a set of values rather than a set of rules, who challenges other to share values instead of enforcing regulations, and who believes in people over procedures” (p. 50). The cultural approach is a deductive approach, which emphasizes teaching and explaining the core values of a company so those employees will respond with expected behaviors. In contrast, inductive approaches focus on spelling out specific rules, regulations, and procedures that should be followed. Clampitt (2001) posits that a combination of both methods should be used in order to coordinate employees’ activities.

- **Motivational power.** Given the previous two arguments for a strong corporate culture,

it follows that a set of well-defined values and beliefs could be a self-motivational tool. Thus, the third role of corporate culture would be to replace the managerial power with motivational power to achieve high standards of productivity. While managerial power has limits, motivation power does not (Clampitt, 2001). Not all cultures have the ability to motivate employees. In fact, some cultures can even get the reverse results: people become unsatisfied and discouraged if they perceive conflicts of values between the company’s philosophies and practices (Ashby & Pell, 2001). One example is the value of working in teams, a popular goal in the current climate. It seems that every corporation is eager to reinforce teamwork, but sometimes may do so without updating the HR management system. Thus, if the company has a reward program structured to recognize
individual goals and accomplishments, the workforce will face the teamwork culture with nothing more than cynicism. Eventually, the employees will lose faith in the company’s other values, becoming disheartened and disillusioned.

In short, corporate culture can function as a two-way road when it comes to employee motivation. Unhealthy cultures have the power to demotivate employees by having an underlying culture that does not represent what is described in the mission statement. On the other hand, healthy cultures reinforce their values and beliefs in their daily activities, so that employees become motivated and are aligned with the company’s beliefs (Fairholm, 1994).

Once again, the idea of managing culture as a system is fundamental to the successful achievement of these three goals. The metaphor of the culture as system suggests that the parts of the system—the practices and processes—should be carefully designed to be in compliance with the culture’s values.

Corporate Communication.

This next topic addresses definitions and models of corporate communication. Two alternative models are discussed, and the theoretical framework of this current study is built. Communication and organization is strongly complementary. “Neither communication nor organization comes first; they are the same event…the process of communicating is the act of organizing, and efforts to organize are communication bound” (Pepper, 1995, p.7). Therefore, by understanding communication and organizational activities as attached topics, it is easier to understand why corporate culture can only be developed and maintained through the support of a communication strategy.

The growing focus on corporate communication is due to research findings relating communication and organizational benefits. Communication is increasingly seen as a competitive advantage. Well-informed employees with active participation in the decision-making process are a powerful source for innovation and adaptation. As Horton (1995) states, “successful organizations…gather the information needed to build and
deliver the effective messages” (p. 7). Moreover, the complexity of communication in a
globalized world requires managers to take a closer look than ever before at corporate
communication. The diversity in workplaces and constant changes in the business
environment also contribute to the increasing literature around corporate communication
(Hargie & Tourish, 2000).

There is a considerable agreement in the definition of corporate communication or
organizational communication; it is generally characterized as a process of sending and
receiving messages with attached meaning to reach business results. (Schermerhorn, Hunt
& Osborn, 1998). Additionally, Dewine (2001) pulls strategy into the term by stating that
corporate communication is “…the processes by which messages are sent, the monitoring
of these types of messages sent, the values associated with those messages, the amount of
information conveyed, the rules and norms under which messages are sent, and the
organizational variables that affect the process such as structure and outcome measures”

Corporate communication is a fundamental part of the organizational system.
Organizational variables such as strategies, intentions, and outcomes are what
differentiate corporate communication from other types of communicative contexts, such
as family communication (Dewine, 2001).

- **Descriptive Models**

The principles of a basic communication model are broad enough to be useful in any
situation, whether the communication involves two people or large groups, employees or
organizations. The same basic transaction occurs and similar potential problems can arise
as well. In other words, a successful message, regardless of the context, depends on the
ability to understand not only the variables of the communication process but also the
role that each variable plays in the model (Pepper, 1995).

In general, variables of a basic communication model include a *sender*, a *receiver*, a
*message*, and a *communication channel*. Since the process is not linear and does have a
circular flow (viz. transactional models), eventually the receiver will either send a
feedback message or respond through attitudes and behaviors. Noise that surrounds the
entire process is also part of the model (Champoux, 2000; Martin, 2001). The end result
is the transfer of a meaning “that includes words, intentions, contexts, histories, and attitudes” (Pepper, 1995, pp. 7-8).

Alternative models. Basic communication models, summarized by “who…says what…in which way…to whom…with what effect,” (Gibson, Ivancevish & Donelly, 1997, p. 400), have inspired several alternative models of communication strategy, such as those of Munter (2003) and Argenti (1998).

Munter (2003) has adapted the variables of a basic model for her “Communication Strategy” model (Figure 4). She refers to the “sender” as the “communicator,” and to the “receiver” as the “audience.” “Communication channel” is replaced by the “Channel choice.” The environment of the model (“noise”) is “culture context.” As each variable in the basic model plays a different role in the communication process, Munter’s variables have also unique purposes that should be analyzed separately. In fact, her work provides a strategy for each one of them, functioning as a practical guideline for an effective communication.

HR Strategic Role.

Finally, the review assesses a particular HR strategic role: cultural management. Specific examples are presented of parallels between HR practices and channel choice (or communication channel) to communicate and develop culture values in corporations. 

The Cultural Management

Increasingly since the 1980s, human resources managers have been seen as strategic business partners. According to Guest, “the apparent novelty of HRM [human resource management] lies in the claim that by making full use of its human resources a firm will gain competitive advantage” (1990, p. 378). Due to the unique characteristics of the current business environment, employees’ capabilities and skills become the only long-term competitive advantage of companies (Conolly, Mardis & Down, 1997). Moreover, several scholars have presented research findings relating high-performance results to HR
practices as well (Conolly, Mardis & Down, 1997; Fitz-Enz, 1997; Ulrich, Brockbank, Yeung & Lake, 1995).

Among the numerous advantages of a strategic-focused HR, cultural management is one of the most important, and it is the topic of the present review. Cultural management refers to the activities related to culture formation, development, change, and maintenance (Fairholm, 1994). Therefore, culture management is the HR strategic role that strengthens corporate values and beliefs and, consequently, improves business results.

Numerous studies highlight the importance of cultural management but use different approaches. Some studies identify the need for a cultural infrastructure, while others believe that HR system should be “culturally compatible,” and still others advocate a cohesive culture system. Ultimately, they all propose the same tactic: aligning human resources policies, programs, and practices with corporate culture values.

Previous models attempted to prescribe the “right” values for successful companies (Deal & Kennedy, 1982; Peters & Waterman, 1982). However, recent studies suggest that the key to the success of leading companies is not specific values, but rather the fit between the culture and reality (Greene, 1995). No matter what cultural values a company holds, failure is most likely to occur unless those values are tightly correlated with both external and internal realities; the values of a corporate culture must fit the needs of the business environment and of the employees. Thus, the internal systems of a company have to be built according to its cultural values. More specifically, the HR management system of a company has to be culturally compatible (Greene, 1995).

Once there is fit between the culture and the role of HR management, the next and most difficult step is to develop and execute a tactical plan. The tactical plan is how the HR/OD professionals manage their cultural roles, and the execution of the plan refers to the implementation of human resource practices. Recalling the basic communication model (i.e. sender, receiver, communication channel, feedback and noise), HR practices can be seen as the communication channel for maintaining and developing values.

- **HR practices**
Assuming that HR practices are a channel choice to communicate corporate culture, the implementation of such practices is what makes the difference. HR practices of staffing, developing, designing, and rewarding can achieve strategic results when aligned to the company values and goals (Gareth, 1998).

As illustrated in Figure 6, the practices related to the cultural formation, development, and maintenance serves as the core to four HR areas: staffing, organizational training and development, work design, and performance management.

- **A Model for HR “Cultural” Practices.**

First, staffing deals with recruiting, hiring, and retaining the most talented and qualified people who have values congruent with the corporate culture. Company-driven values that overlap with personal values are easier to live by. Global organizations and organizations that value diversity face a big challenge here: “to recruit and retain people with similar core values of the corporate culture regardless of which national culture they are from” (Schell & Solomon, 1997; Treen, 2000).

Second, organizational training and development involves facilitating learning, understanding, and commitment to the corporate values, as well as associated career development and training. It is the HR professionals who make sure the future managers receive the training they need to become role models of the company values and beliefs (Rowden, 2000). Leaders play an important role in helping organizations disseminate their cultures. In fact, leadership development practices may be the key differential of HR practices. By developing values-based leadership skills, a company ensures their long term cultural values.

Third, work design refers to “the arrangement of tasks, people, and technology to produce both psychological outcomes and work performance” (Cummings & Worley, 2001). It includes the work procedures, job analyses, practices, and programs needed to make the expected behaviors occur consistently among employees (Machrone & Tenekins, 1999). Behaviors and assumptions can be reinforced by strengthening the values and beliefs in the HR work processes, within the rest of company functions, and beyond, to the external services related to the company. For example, HR professionals should honor the
company values not only in the hiring process, but also in the termination process: if the value is to treat employees with respect, the company should do whatever is possible to help the terminated employee find another position in the job market.

HR needs to be involved with the overall work procedures and policies to ensure alignment with the cultural values. For example, the work processes of a global organization with a strong culture may allow their leaders to make decisions and take actions independently of predetermined policies, based on their intuitive judgment of what is right or wrong (Schell & Solomon, 1997).

Last, there is performance management, which is imperative for a cohesive culture. Performance management is the process used to identify, encourage, measure, evaluate, improve, and reward employee performance (Mathis & Jackson, 2000). These are actions that should be carefully designed or redesigned to communicate the right message and elicit expected behaviors, and to reinforce and recognize the stated values and not other contradictory unstated values (Greene, 1995; Treen, 2000).

In conclusion, HR professionals are the guardians of the corporate culture (Schell & Solomon, 1997). The daily HR practices, once shaped, become a powerful channel choice to corporate culture communication strategy. “Who is hired and retained, how people are paid and what behaviors are deemed desirable all send strong message about the desired culture” (Greene, 1995, p. 121).

Extensive published literature survey of various national and international organizations

(1) Organization Culture of Apple Inc.

Introduction

Apple Inc. (NASDAQ: AAPL; previously Apple Computer, Inc.) is an American multinational corporation that designs and markets consumer electronics, computer
software, and personal computers. The company's best-known hardware products include the Macintosh line of computers, the iPod, the iPhone and the iPad. Apple software includes the Mac OS X operating system; the iTunes media browser; the iLife suite of multimedia and creativity software; the iWork suite of productivity software; Aperture, a professional photography package; Final Cut Studio, a suite of professional audio and film-industry software products; Logic Studio, a suite of music production tools; and iOS, a mobile operating system. As of August 2010[update], the company operates 301 retail stores in ten countries, and an online store where hardware and software products are sold. As of May 2010[update], Apple is one of the largest companies in the world and the most valuable technology company in the world, having surpassed Microsoft.

Established on April 1, 1976 in Cupertino, California, and incorporated January 3, 1977, the company was previously named Apple Computer, Inc., for its first 30 years, but removed the word "Computer" on January 9, 2007, to reflect the company's ongoing expansion into the consumer electronics market in addition to its traditional focus on personal computers. As of September 2010[update], Apple had 46,600 full time employees and 2,800 temporary full time employees worldwide and had worldwide annual sales of $65.23 billion

Organization culture and management system of Apple Inc.

Apple Computer is a company famed for its innovative strategic management. Apple Computer management strategy places great emphasis on ground-breaking new products and designs. Apple change management has proved successful over the years as the company has adapted to the changing market by constantly redefining the design and purpose of digital technology. The Apple brand is now synonymous not only with Macintosh personal computers but with innovations such as the iPod and the iPhone. The corporate culture of Apple Computer is one of optimism and belief. The founder and CEO, Steve Jobs, believes in funding and investment in new products and innovation.

even against the backdrop of a challenging economic climate.
The following articles refer to Apple Computer and Apple Computer management. Use
them to learn from the past of Apple Computer and the present of Apple Computer to
build a successful future for you and your own organization.

Apple Management

To manage its products and marketing, Apple Computer had five product divisions
responsible for the development, evaluation and manufacture of computer systems,
software, and peripheral devices (e.g., Macintosh). It also had four product support
divisions which handled marketing, distribution and post-sale product support (e.g. North
American Sales Division). In addition, there were a number of administrative
departments in charge of overseeing Apple’s day-to-day corporate activities (e.g., the
Finance Department).7 Although Apple did not publish an organizational chart. The
Early 1980s and John Sculley Since 1981, Apple’s market share relative to its industry
competitor had steadily declined. Apple attempted to enter the business market with its
new Lisa and Apple III computers, but the products failed to win acceptance and could
not compete successfully with the IBM PC.

In May of 1983, Markkula retired from his posts as CEO and president but remained as
director and consultant. Jobs hired John Sculley from PepsiCo, where he had been the
president of domestic operations and, before that, vice president of marketing. Sculley
was hired for both his executive and marketing expertise. Considering Apple’s new
competitive pressures, choosing Sculley with his corporate experience as the company’s
new president was considered by Jobs to be “one of the most important decisions in
Apple’s history.”

Once Sculley joined the company, he had the following reaction: As a member of the
executive staff, I came away with a clear impression that there wasn’t a common
understanding of the company we were trying to build. In fact, there were many,
competitive fiefdoms.

The Macintosh and Lisa teams were not getting along. The Macintosh people believed
that once on the market their product would be better than Lisa and any other Apple
product. They routinely referred to the Apple II people as “bozos” and were given perks such as free fruit juice and a masseuse to work the tense backs of the Mac engineers. The Apple II group resented this favoritism. They also resented that they had been moved to a building that was two and a half miles from the Apple campus. Furthermore, there was duplication of activities and resources within the company. Sculley recalls, “When I arrived, I found people all over the organization doing the same thing. Three or four home-marketing groups, for example, existed. Everyone had great ideas. But some structure was needed if people were to feel a greater sense of accountability.”

A Change in Structure

In December of 1983, Sculley reorganized management. His main change was to reduce the number of Apple product divisions to three: a division for Apple II products, another for the Lisa product and the development and production of the Macintosh, and an accessory products group. Each division was responsible for its own functions and could be managed as “independent profit-and-loss centers.” Sculley placed himself in charge of the Apple II group to “learn how a product division worked.” He later gave this position to Del W. Yocam, a six-year Apple veteran. Jobs was placed in charge of Macintosh division but maintained his position as chairman of the board of directors. Sculley hoped that the new structure would eliminate most of the overlap without causing massive layoffs. Also, he did not want to be insulated from the organization. He wanted many people reporting to him, both line and staff people, so he could “assess all the pieces.” Sculley also installed tighter control policies and increased the market focus and level of discipline of Apple’s managers. No longer did he have more than a dozen vice presidents reporting to him, as was the case when he arrived. “Now there was a distinct hierarchy, with two powerful product divisions responsible for their own manufacturing, marketing, and finance and a small central organization for sales, distribution, corporate finance, and human resources--in essence, two companies, each reporting to Sculley and his staff, each competing with the other.”
New Apple Products

In 1984, Apple discontinued Apple III and Lisa and introduced a new product—the compact, portable Apple IIc. That same year, the Apple II division experienced record sales. It sold an estimated 800,000 of Apple Iie’s and portable IIc’s, with revenues that year nearly reaching $1 billion. The Macintosh was also introduced. In keeping with the company’s new strategy, the Macintosh was promoted as an alternative business computer in a bold campaign to win space in offices at the expense of IBM, whose PCs dominated the business market. Despite the fanfare, the Macintosh failed to attract business customers as had the Lisa and Apple machines before it. Its impressive graphics and ease of use did not compensate business managers for its lack of power and software. “Because the Macintosh was so easy to use, people concluded that it wasn’t powerful,” Apple executive Guy Kawasaki complained. Also, it was a closed machine that did not allow specialized add-on hardware and software. Jobs developed the machine this way because he wanted it to be as simple an appliance to use as a telephone—one complete package like any other appliance in the home. The strategic decision to produce incompatible machines increased short-run profitability. Prices could remain high since competition was minimal. IBM, on the other hand, welcomed competition by allowing cloning. As a result, IBM prices were forced down by cloning companies, which tended to charge less for their machines. While high margins were attractive to Apple management, the company’s strategy was decidedly short-term in perspective. Regardless of Apple’s ease of use, computer purchasers could not ignore price forever. Additionally, incompatibility caused the Apple computer to have limited applications. The business market sought machines that could be used with various hardware and software. Also, the Macintosh had fewer software programs written for it—600-700, compared with the 3,000 programs that could run on IBM PCs and their clones. Furthermore, Apple’s image as an “irreverent, hip, young company” sustained a perception that the Macintosh was not a business computer. This discouraged professionals, most of whom were familiar with the maxim, “No one ever got fired for buying IBM.” Apple expected to sell 60,000 to 85,000 Macintosh machines a month by late 1984, yet sales barely exceeded 20,000. Still, an estimated 250,000 were sold by the
end of 1984, which was more than the IBM PC had sold in its first year. The division earned revenues of close to $500 million, but the cost of introduction and reorganization significantly reduced profits.

A Changing Industry In 1985, the microcomputer industry suffered its worst slump in over a decade. Many new computer products had been promised or rumored but were not yet available, causing consumers to delay purchases until they could evaluate the new machines. Also, the home market was saturated. Hobbyists and professionals who worked at home were pausing to “digest” their recently purchased systems and were not buying newer models. Other potential home users did not yet see the need to have a computer in their homes, which made this market difficult to penetrate. The business market also experienced a decrease in sales. Businesses, concerned about an impending recession, delayed capital equipment purchases. Only one market—education—was still growing. Apple was still the dominant player in this segment. Unfortunately, it was smaller than either the business or home segments. Consumer preferences also changed. Service and how new products fit into an existing family of products had become more important. There was a growing demand for personal computers that could communicate and share information or that were tied together into cohesive information systems. It was estimated that this demand was growing at 30% a year, or twice the rate of the overall industry.

Apple focused its efforts on developing the Macintosh as an alternative business computer. In January 1985, Apple introduced the “Macintosh Office” which consisted of the computer, a laser printer, a local area network called AppleTalk, and a file server. The company’s emphasis on gaining acceptance in the business market led it to finally acknowledge IBM’s preeminence, which, in turn, led to a change in its competitive strategy. In the past, said marketing director Michael Murray, “We would have vowed to drive IBM back into the typewriter business where it belongs.” In 1985, according to Bill Gates, chairman of Microsoft Corp., Apple began to preach coexistence. It now emphasized developing a comprehensive line of compatible computers that worked well with those made by other manufacturers. The company targeted small and medium-sized businesses, accounting for 80% of personal computer sales, and tried to win several accounts from major corporations to be used as “showcase accounts.” Despite these
changes, Apple’s efforts to sell Macintosh to business were making little progress, and the company experienced its first quarterly loss. The Macintosh fell short of its 150,000 sales goal over the Christmas season by approximately 50,000. Sales then declined to an average of 19,000 units a month, falling even further after that. Sales of the Apple II, Apple Iie, and the Apple IIc were also disappointing. The Apple II line of products was the company’s cash cow, but in 1985 it was not bringing in the revenue it had in the past. Although the company experienced stunning Christmas sales, the following quarters were worrisome. The company earned only $10 million on sales of $435 million for the three months following Christmas, as compared with $46 million on sales of $698 million the previous quarter. Apple had no backorders left over from Christmas; rather, it had inventory excess for the first time.

Internal Problems

Disappointing market performance was attributed to internal problems. Jobs and his director of engineering were missing schedules for crucial parts of the system. They were “months behind with a large disk drive that would help Mac run sophisticated software programs for business and make it easier for users to share information.” In addition, Apple had no sales force with direct access to corporations. Unlike IBM, which had 6,000 to 7,000 direct salespeople, Apple relied on 300 manufacturer’s representatives over whom they had no direct control. These representatives also sold the products of other manufacturers. In the early 1980s, Apple established a 60-person direct sales staff. However, soon after, the staff began to experience conflict with the independent dealers who still provided most of Apple’s revenue. The direct salespeople were accused of selling Macintoshes at lower prices than dealers, “elbowing” them out of markets. There were also marketing problems. The company failed to communicate a business image for the Macintosh to the market. A former Macintosh employee stated, “Mac was being perceived as a cutesy, avocado machine for yuppies and their kids, not as an office machine or as the technology leader that it is.” This image problem was compounded by the fact that Jobs and Sculley disagreed over marketing strategy. Jobs believed that Apple should focus on technology, which would be the motivating force behind purchases of
computers. Sculley thought the focus should be on customer needs. Customer needs should determine the product. Therefore, getting close to the market was of fundamental importance. Jobs complained that Sculley didn’t understand the nuts and bolts of the business or how products were developed and questioned Sculley’s competence.

(2) **Organization Culture of 3M (Minnesota Mining and Manufacturing)**

**Introduction**

The 3M Company, formerly known as the Minnesota Mining and Manufacturing Company is a United States multinational conglomerate corporation based in Maplewood, Minnesota United States. With over 84,000 employees, they produce more than 55,000 products, including adhesives, abrasives, laminates, passive fire protection, dental products, electronic materials, medical products, car care products (such as sun films, polish, wax, car shampoo, treatment for the exterior, interior and the under chassis rust protection), electronic circuits and optical films. 3M has operations in more than 60 countries – 29 international companies with manufacturing operations and 35 companies with laboratories. 3M India is the only public company other than the parent company. 3M products are available for purchase through distributors and retailers in more than 200 countries, and many 3M products are available online directly from the company.

**Organization culture of 3M**

In 2002 3M celebrated one hundred years in business with a presence in sixty countries, 55,000 products and annually applied for over 500 patents. 3M is a diversified technology company with a worldwide presence in a number of markets. In 1999, 3M was organised into six business segments - Industrial, Transportation, Graphics and Safety, Health Care, Consumer and Office, Electro and Communications, and Speciality Material - to increase the pace of growth. From its early days, 3M fostered a culture of innovation in its organization. McKnight, an early vice president, tried to create an organization that would encourage its employees to take the initiative and come up with
ideas and laid down principles for fostering such a culture. Mc Knight laid out a basic rule of management in 1948: ‘As our business grows, it becomes increasingly necessary to delegate responsibility and to encourage men and women to exercise their initiative. This requires considerable tolerance. Those men and women, to whom we delegate authority and responsibility, if they are good people, are going to want to do their jobs in their own way’. McKnight Principles

- Listen to anyone with an original idea, no matter how absurd it might sound at first.
- Encourage, don’t nitpick. Let people run with an idea.
- Hire good people, and leave them alone.
- If you put fences around people, you get sheep. Give people the room they need.
- Encourage experimental doodling.
- Give it a try - and quick 25.

A commitment to innovation gave employees freedom to conduct research in areas of their choice even if that research was not related to their official projects. A 15 percent rule was instigated, 3M employees were allowed to spend 15 per cent of their working hours on independent projects. Most analysts agree that the key factors that fostered innovation at 3M were its ability to recruit and retain creative talent with a broad range of interests, create a challenging environment, encourage knowledge sharing, a multidisciplinary approach to work and develop suitable reward systems. To many business analysts, 3M represents the house of innovation with a formula for growth of recruiting the right people, providing them with the right environment to work and let them do their thing. 3M codified the six traits of innovative people in its recruiting brochure as follows: creativity, broad interests, self motivated, resourceful, hard-working and problem-solvers. 3M not only recruited people with the aforementioned traits but also tried to retain them through providing a challenging environment and reward systems. In 1984, 3M’s Corporate Scientist Joe Abere initiated and 3M later launched a new programmed to support innovation entitled the Genesis Program. Under the Genesis Program, 3M provided financial support to technical employees to encourage entrepreneurship for projects in the research stage. Initially, approximately sixty people submitted proposals at

the launch of the Genesis Program. In 1986 3M provided Alpha grants for non-technical employees who wanted to bring in some innovative processes in administrative, marketing and other non-technical areas. In addition to providing a stimulating environment for employees to innovate, 3M also provided an encouraging environment for knowledge-sharing among its employees. 3M employees were encouraged to talk and were free to communicate across departments and share ideas. A tradition of storytelling, particularly success stories was encouraged to fire the imagination of employees and generate innovative ideas. 3M encouraged openness and cooperation among various divisions to foster innovation and established forums to encourage employees to share ideas and knowledge. In 1951, the Technical Forum was set up to encourage 3M’s technical staff to discuss, inquire and share new ideas and technologies. In order to introduce its employees to new technologies, 3M invited Nobel Prize winners to forum meetings to discuss research findings. The Technical Forum conducted problem-solving sessions, at which business divisions brought their unsolved technical problems in search of solutions; held an annual exhibition at which all divisions could display their technologies and brought together scientists from different disciplines and formed them into groups to share their knowledge.

To encourage a spirit of innovation, 3M also focused on rewarding employees. 3M adopted a dual career path for employees - technical and management. This approach enabled a technical person to get promoted to the vice president level without taking on managerial and administrative responsibilities. In the early 1930s, 3M set up a pension plan for employees and in 1949 was one of the first companies to offer its employees stock options. In addition, 3M instituted non-monetary rewards: awards to recognize and encourage employee contributions. The Carlton Society honored technical employees for their achievements. The Technical Circle of Excellence and Innovation honored employees whose innovations had considerable influence on the company’s products, processes or programmes and the Pathfinder Program honored non-technical personnel in production teams, sales, marketing, logistics and finance for developing innovative methods for launching new products in the market.

By the late 1990s, 3M’s growth rate started slowing down and analysts felt it was unable to respond to market conditions. In December 2000, 3M announced the appointment of
James McNerney Jr. of General Electric as its CEO. For the first time, an outsider became Chairman and CEO of 3M. McNerney announced a number of initiatives to revive the stagnating growth rate of the company including cost cutting measures (under the 3M Acceleration program McNerney cut research projects from 1,500 to 700; announced a lay-off of approximately 6,500 employees and assured employees that he would invest 7 per cent of annual sales in R&D and preserve the culture of innovation at 3M). He rationalized purchases and implemented process improvement programmes in the company and he gave a centralized direction to the company from its earlier laissez-faire working style. McNerney established the leadership development institute, which offered a three-week development programmed for participants to work on 3M business issues and present their recommendations to senior management.

3M values

- Provide investors an attractive return through sustained, quality growth.
- Satisfy customers with superior quality, value and service.
- Respect our social and physical environment.
- Be a company employees are proud to be part of.26

3M management identified six leadership traits (charting the course of business, raising the targets, energizing subordinates and colleagues, innovating resourcefully, following 3M values and delivering results) that the company’s employees should possess and were incorporated into the performance appraisal process. The establishment of the leadership development institute fostered leadership qualities among employees. McNerney made changes to 3M’s pay structure, which had been based on seniority and introduced a performance-based pay structure. All employees had to come up with individual development plans and demonstrate steps they would take to improve their performance. Some business analysts were wary of McNerney’s changes including the Acceleration program an introduction of a Six Sigma initiative, fearing that it might harm the 100-year old culture of 3M that fostered innovation and sustained its growth. McNerney argued that though innovation would remain the core competency, certain aspects of 3M had to

26 Source:http://solutions.3m.com/was/portal/3M/en_US/our/company/information/about-us
change and the changes in 3M would provide the company with a strategic direction in a volatile business environment without negatively impacting its organizational culture. Analysts criticized McNerney’s style of management (move from egalitarian culture in terms of developing ideas to one where management took control of ideas that had potential for commercialization), doubts were expressed about the co-existence of the Six Sigma initiative and innovation in 3M as it would stifle the spirit of innovation by removing the possibility of mistakes in the name of quality. However, McNerney’s initiatives received the support of top ranking employees of 3M who were willing to make changes to accelerate the growth of the organization. McNerney announced that 3M would be concentrating on high growth sectors such as healthcare. In 2004, sales topped $20 billion for the first time, with innovative new products (Post-It Super Sticky notes, Scotch Transparent Duct Tape, optical films for LCD televisions, and Scotch-Brite cleaning products) contributing significantly to growth.

(3) **Organizational culture of Valero Energy Corporation:**

Valero is a USA based company and started as a natural gas gathering company and later dealt in crude refinery in the 1981. Valero energy corporation (Valero) one of the giant energy companies in the U.S. Valero is better known as a very good employer in USA. It came into existence in 1980.

**Culture of Valero energy of America**: It is one of the best employer in USA. The policies and planning are very much humane and employee-oriented and there is positive work culture in the organization. Financial decisions are according to the organizational culture of the organization. The safety, return of the share holder, corporate social responsibility and community services are given importance. It is famous for its positive HR practices ways thought to increase the employee morale and work culture. Valero was listed several times as best company to work for in the USA. Valero is such an organization which gives more importance to the employees rather than the other
organizational works and considerations. The mission statement considers the employees of the organization as the prime asset of the organization. The organization has and supports caring and sharing culture so all these motivate the employees to give their best for the organization.

The employees feel proud to be associated with Valero and feel good to be a part of such an organization. The company believes in the motto that the company takes care of the employees and thus, the employees will also take care of the company. The organization provides such an environment where they will i.e. the employees will contribute their best. Care taken so that the employees of Valero can get the best facilities. The organization recruited the best people by means of logical and scientific method. Steps taken to develop proper leaders for the future. Valero consider recruitment as pure science rather than pure art. The quality measure is given immense importance and so six sigma was adopted in the organization. The employees are encouraged so that they take part in organizational growth and development. The top management is deeply concerned about the lower level employees and is closely involved with them in the day to day operations. In the social gatherings and organizational social events, the top notch gets themselves deeply involved and always tries to form good relationship with the lower level employees. Day to day working related to the company are tracked and used as feedback for the company. It never believed in the layoff of employees. The organization concerned about full safety of the employees and very serious about the matter.

The concern of the organization for the well being of the employees are clear from the fact, that the company laid down clear instructions, rules for safety of the men and the executives. Steps are taken to make sure that all the employees are well conversant with the safety rules of the organization. As per many analysts it is one of safest industry to work with in US. Community services are encouraged by the top management so that the employees get deeply attached with the community and the society. The self governed community services by the employees help them so that
leadership and group activities can be improved a lot among the employees of Valero energy.27

"The Mission Statements of Valero reflects the core corporate culture of the Organization. They are as :-

- Safety of our employees and our operations as a core business value.
- Producing environmentally clean products in environmentally clean facilities.
- Continued development of all employees, our number-one asset.
- Promoting challenging, rewarding, creative, and thinking, teamwork and open communication environment.
- Customer satisfaction by providing reliable and responsive products and services.
- Ensuring a positive retail experience for the consumers by focusing on convince, value and quality service.
- Taking a leadership role in our communities by providing company support and encouraging employee involvement.

(4) Organization Culture of National Thermal Power Corporation:

NTPC was set up in the year 1975, as a thermal power generating organization with a view of bridging the wide gap between the demand and supply of power (electric) requirement in the country. It is a public sector company. NTPC is one of the navratnas of India.28

OC Of NTPC29: NTPC had a unique OC which is very different from other's OC. The OC is a challenge based and development based. The employees of NTPC built such a culture which combined a very high degree of freedom with individual accountability at

---

27 Retrieved from www.valero.com
28 NTPC Official Website and HRM Case Studies, Vol.-V, ICFAI, P- 26 & 27.
29 CSR in NTPC by Dinesh Agarwal & www.ntpc.co.in
the NTPC. Most of the jobs at NTPC are marked for completions within a stipulated time period. The performance of different jobs and tasks are properly measured for outputs with reference to the ideal or reference output. One of the engineer of NTPC in the 1970s was unable to tolerate the mosquito-infected camps at the plant site, I committed suicide to live with the feeling that he with his team performed poorly. The corporate culture of NTPC is fully performance-based, sufficient challenges for the employees & the executives. Benchmarking is a part of NTPC's culture. The corporate planning and target setting of the organization generally done by the general-managers of all the plants after discussion, the best possible decision is taken. The employees are given individual targets. This organization treated the organizational problems as their opportunities and this part of the organizational practices motivates the employees to give higher levels of outputs. As per the company's philosophy, it created an environment where the people will be joyful while in work and will have emotional attachment with the organization. NTPC provides benefits like expenditure of children's educational expenses, pension schemes, superannuation benefits to its employees. Some more welfare activities provided for the employees are as-welfare measure to avoid sexual harassment, paternity leave, health care schemes to the employees and their dependents canteen and transportation facilities too. Whenever the employees will feel that they and their families will be looked after that is the starting point of high performance and heightened output. Thus, the culture of the NTPC is caring. Clues, schools and other recreational facilities are provided too.

Thus, it is very much clear that the culture of NTPC is output oriented but care for the employees are an essential part of the culture of NTPC. The culture of NTPC was such that if any employee missed promotional stairs then he/she feel as if he/she is fully away from the main stream of the company. Thus, this indicates the gravity of competition and professionalism in the culture of NTPC. Those who perform less than the cut off limit of the organization are given more training and still after this if their performance do not improve then these employees are allotted less responsible jobs in the organization.
A major change brought in the organizations HR strategy by introducing employees appraisal system on the basis of 360° feedback system based on key result area to bring more accuracy to rate any employees performance. HR score cards were introduced too which are based on the balanced scorecard principle, with the help of the Heneitt Associates. It is a deep rooted belief in NTPC that "participation and participatory culture make the employees to own their work and result in tremendous synergy". Quality circles and professional groups are formed to share and to increase knowledge. Safety circles suggest the safety measures required. NTPC implement these ideas for the organizational working\(^{30}\).

From the below mentioned table, it will be very clear that the NTPC values and give immense importance to its employees.

- Participation of employees of NTPC at various organizational levels.


<table>
<thead>
<tr>
<th>Organizational Level</th>
<th>Employee Participation Forums</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project/Station Level</td>
<td>Apex Plant Level &amp; Shop Level Council</td>
</tr>
<tr>
<td>Regional Level</td>
<td>Quarterly meeting with unions and associations.</td>
</tr>
<tr>
<td></td>
<td>National Bipartite Committee for workmen</td>
</tr>
<tr>
<td></td>
<td>NTPC Joint Performance Committee for Workmen</td>
</tr>
<tr>
<td>Corporate Level</td>
<td>Supervisory employee’s Joint Committee (SEJC)</td>
</tr>
<tr>
<td></td>
<td>NTPC Executive Federation of India</td>
</tr>
</tbody>
</table>

Table 2.1 structural chart of NTPC

\(^{30}\) HRM Case Studies of ICFAI, Pg. 32.
NTPC has built culture that contains freedom, responsibilities, accountabilities and proper participation of the employees at various levels of the organization for its betterment and upgradation.

(5) Organizational culture of Maruti Udyog Limited:

Introduction


It was the first company in India to mass-produce and sell more than a million cars. It is largely credited for having brought in an automobile revolution to India. It is the market leader in India, and on 17 September 2007, Maruti Udyog Limited was renamed as Maruti Suzuki India Limited. The company's headquarters are on Nelson Mandella Rd, New Delhi. In February 2012, the company sold its 10th million vehicle in India.

Maruti Udyog Ltd. (MUL) is the first automobile company in the world to be honored with an ISO 9000:2000 certificate. The company has a joint venture with Suzuki Motor Corporation of Japan. It is said that the company takes only 14 hours to make a car. Few of the popular models of MUL are Alto, Baleno, Swift, Wagon-R and Zen. Suzuki Motor Corporation is a Japanese automobiles manufacturing company. It produces a full range of motorcycles, outboard motors, and a variety of other small combustion powered engine products. The company has its production units in more than 22 countries. In India
it has teamed up with Maruti and has become India’s largest automobile sellers as Maruti Suzuki.

Company Profile

Maruti Udyog Limited (MUL), established in 1981, had a prime objective to meet the growing demand of a personal mode of transport, which is caused due to lack of efficient public transport system. The incorporation of the company was through an Act of Parliament. Suzuki Motor Company of Japan was chosen from seven other prospective partners worldwide. Suzuki was due not only to its undisputed leadership in small cars but also to commitments to actively bring to MUL contemporary technology and Japanese management practices (that had catapulted Japan over USA to the status of the top auto manufacturing country in the world).

A license and a Joint Venture agreement were signed between Government of India and Suzuki Motor Company (now Suzuki Motor Corporation of Japan) in Oct 1982.

On 17 September 2007, Maruti Udyog was renamed to Maruti Suzuki India Limited. The company’s headquarters remain in Gurgaon, near Delhi. Maruti Suzuki is one of India’s leading automobile manufacturers and the market leader in the car segment, both in terms of volume of vehicles sold and revenue earned. Until recently, 18.28% of the company was owned by the Indian government, and 54.2% by Suzuki of Japan. The Indian government held an initial public offering of 25% of the company in June 2003. As of May 10, 2007, Govt. of India sold its complete share to Indian financial institutions. With this, Govt. of India no longer has stake in Maruti Udyog.

Maruti Udyog Limited (MUL) was established in February 1981, though the actual production commenced in 1983. Through 2004, Maruti has produced over 5 Million vehicles. Maruti's are sold in India and various several other countries, depending upon export orders. Cars similar to Maruti’s (but not manufactured by Maruti Udyog) are sold by Suzuki in Pakistan and other South Asian countries.

The company annually exports more than 30,000 cars and has an extremely large domestic market in India selling over 500,000 cars annually. Maruti 800, till 2004, was
the India’s largest selling compact car ever since it was launched in 1983. More than a million units of this car have been sold worldwide so far. Currently, Maruti Alto tops the sales charts. Due to the large number of Maruti 800s sold in the Indian market, the term “Maruti” is commonly used to refer to this compact car model. Till recently the term “Maruti”, in popular Indian culture, was associated to the Maruti 800 model. Maruti Suzuki India Limited, a subsidiary of Suzuki Motor Corporation of Japan, has been the leader of the Indian car market for over two decades. It’s manufacturing facilities are located at two facilities Gurgaon and Manesar south of New Delhi. Maruti’s Gurgaon facility has an installed capacity of 350,000 units per annum. The Manesar facilities, launched in February 2007 comprise a vehicle assembly plant with a capacity of 100,000 units per year and a Diesel Engine plant with an annual capacity of 100,000 engines and transmissions. Manesar and Gurgaon. Maruti Udyog Limited (MUL), established in 1981, had a prime objective to meet the growing demand of a personal mode of transport, which is caused due to lack of efficient public transport system. The incorporation of the company was through an Act of Parliament. Suzuki Motor Company of Japan was chosen from seven other prospective partners worldwide. Suzuki was due not only to its undisputed leadership in small cars but also to commitments to actively bring to MUL contemporary technology and Japanese management practices (that had catapulted Japan over USA to the status of the top auto manufacturing country in the world). A license and a Joint Venture agreement was signed between Government of India and Suzuki Motor Company (now Suzuki Motor Corporation of Japan) in Oct 1982.

The objectives of Maruti Udyog Limited, then are as cited below:

- Modernization of the Indian Automobile Industry.
- Production of fuel-efficient vehicles to conserve scarce resources.
- Production of large number of motor vehicles which was necessary for economic growth.
In 2001, MUL became one of the first automobile companies, globally, to be honored with an ISO 9000:2000 certificate. The production/ R&D is spread across 297 acres with 3 fully-integrated production facilities. The MUL plant has already rolled out 4.3 million vehicles. The fact says that, on an average two vehicles roll out of the factory in every single minute. The company takes approximately 14 hours to make a car. Not only this, with range of 11 models in 50 variants, Maruti Suzuki fits every car-buyer’s budget and any dream.

Vision
“The Leader in the Indian Automobile Industry, creating customer Delight and Shareholder’s wealth; A pride of India”

Core Values of MUL

- Customer Obsession
- Fast, Flexible and First Mover
- Innovation and Creativity
- Networking and Partnership
- Openness and Learning

Enhancing the strong culture:

Authorized Service Stations Maruti is one of the companies in India which has unparalleled service network. To ensure the vehicles sold by them are serviced properly Maruti has 2628 listed Authorized service stations and 30 Express Service Stations on 30 highways across India. Service is a major revenue generator of the company. Most of the service stations are managed on franchise basis, where Maruti trains the local staff. Other automobile companies have not been able to match this benchmark set by Maruti. The Express Service stations help many stranded vehicles on the highways by sending across their repair man to the vehicle.

---

Maruti True Value

Maruti True service offered by Maruti Udyog to its customers. It is a market place for used Maruti Vehicles. One can buy, sell or exchange used Maruti vehicles with the help of this service in India.

Accessories

Many of the auto component companies other than Maruti Udyog started to offer components and accessories that were compatible. This caused a serious threat and loss of revenue to Maruti. Maruti started a new initiative under the brand name Maruti Genuine Accessories to offer accessories like alloy wheels, body cover, carpets, door visors, fog lamps, stereo systems, seat covers and other car care products. These products are sold through dealer outlets and authorized service stations throughout India.

A Maruti Driving School in Chennai

As part of its corporate social responsibility Maruti Udyog launched the Maruti Driving School in Delhi. Later the services were extended to other cities of India as well. These schools are modeled on international standards, where learners go through classroom and practical sessions. Many international practices like road behavior and attitudes are also taught in these schools. Before driving actual vehicles participants are trained on simulators.

Corporate culture:

In India, ‘Corporate Governance’ standards for listed companies are stipulated by Securities and Exchange Board of India (SEBI) through a special provision- Clause 49 of the Listing Agreement. As a conscious and vigilant organization, Maruti Suzuki had initiated good ‘Corporate Governance’ practices even before Clause 49 became applicable and these practices form an integral part of the company’s governance culture.
The Company strives to foster a corporate culture in which high standards of ethical behavior, individual accountability and transparent disclosure are ingrained in all its business dealings and shared by its Board of Directors, Management and Employees.

The Company has established systems & procedures to ensure that its Board of Directors is well-informed and well-equipped to fulfill its overall responsibilities and to provide the management strategic direction it needs to create long-term shareholder value. On its Board, the Company has four nonexecutive- Independent Directors of high stature from varied backgrounds, who bring with them rich experience and high ethical standards. In recent years, the Company has evolved a Control Self Assessment mechanism to evaluate the effectiveness of internal controls over financial reporting. Key internal controls over financial reporting were identified and put to self assessment by control owners in the form of Self Assessment Questionnaires through a web based online tool called “Control Managers”. With the successful implementation of the online Controls Self Assessment framework, the Company has become one of the few companies in India to have a transparent framework for evaluating the effectiveness of internal controls over financial reporting. The initiative further reinforces the commitment of the Company to adopt best corporate governance practices.

Driving Training Institute

Institute of Driving Training & Research (IDTR), is a joint venture between the Dept of Transport, Govt. of Delhi and Maruti Suzuki India Limited. Spread over an area of about 14.5 acres, the institute is truly one of its kind in India. It is equipped with state of the art training and testing aids with air-conditioned class rooms, library, and workshop and canteen facilities. The trainees at the institute receive abundant opportunities to learn driving and develop confidence so as to lay the foundations for a safer future. All this is facilitated by a team
of highly skilled, experienced and dedicated faculty members whose expertise and high level of motivation provides the right learning environment for the trainees.

The institute is well equipped for both practical as well as theoretical training using TV and other visual aids. Through consistent efforts, planning and technological innovation, IDTR has built for itself a reputation of being the finest road safety education and driving training facility in India.

DPS

Through the Maruti Employees Education Trust (MEET) we have set-up a well equipped modern school in association with Delhi Public School Society (DPS) at Maruti Kunj (Bhondsi), Gurgaon, has been set up to provide quality education not only to the children of the employees at Maruti but also to the citizens of Gurgaon.

Strong cultural HR ethics:

Education to Underprivileged

DPS Maruti Shiksha Kendra, an education programme for the underprivileged, was inaugurated at DPS, Maruti Kunj. The objective of this project is to educate the children of below poverty line (BPL) families from the nearby villages of Gurgaon district. 190 students in the age group of 5-12 years (classes I-V) have already enrolled. DPS Maruti Kunj is providing books, writing material and uniforms, refreshment and transport facilities to these children. Education Programme for Mothers ‘Chetna’, an education programme for mothers is another endeavor to provide basic education to mothers of the students of DPS Maruti Kunj and surrounding villages. Majority of students at the school are first generation learners. Therefore, the concept of starting a movement of learning ‘Chetna’ for mothers has been promoted. The response has been encouraging.

Social Welfare-Welfare Camps

Every year we organize blood donation camps along with Red Cross, in which employees donate blood. Eye check-up camps, family planning related camps and other health camps are also organized periodically.
Medical Support & Welfare

The employees of Maruti have always donated generously to people affected by natural calamities. They contributed Rs. 2 million to rehabilitate earthquake victims in Latur. We also run a crèche for the children of construction workers, which provides food shelter and education for 85 children.

Environment Concern

Maruti Suzuki India Ltd. is committed to:

- Maintain and continually improve upon our Environmental Management system and performance.
- Prevention of pollution resulting from our business activities and products.
- Strictly adhere to environmental laws and further follow our own standards.
- Recognizing our responsibility to provide a green and safe environment, we put forward following action guidelines:
  - Promote energy conservation
  - Promote three R’s (Reduce, Reuse, Recycle) Promote “Green” procurement
  - Provide environmental education to all the personnel working for or on the behalf of Maruti Suzuki India Limited

Since the commencement of operations in 1981 we’ve been committed to the protection of the environment and conservation of non-renewable energy sources. Our proactive approach depends not only upon meeting the expectations of the regulatory authorities but achieving the high standards that we’ve set as a responsible corporate citizen. This philosophy of trying to make a difference to the environment penetrates through our employees to the process of manufacture and finally into our products.

Pollution Control Camps
Our elaborate system of Free Pollution Checkup Camps which run at regular intervals, is designed at making the cars already on the road operate more efficiently. It also inculcates awareness for environmental protection among the many car users of India.

MPFI

We have introduced Euro II compliant MPFI engines in all our models. Along with our vendors, we’ve made investments of over Rs. 60 million for introducing MPFI technology compliant cars. CNG Maruti is a strong advocate of CNG, a more ecofriendly fuel alternative to diesel and petrol. In our Endeavour to provide a cleaner and greener option to the customer, we are in the process of equipping an extensive dealer network to assist Maruti owners in fitting CNG kits.

Rain Water Harvesting
To recharge the aquifer, measures were taken to harvest the rain water through soak pits, recharging shafts and water lagoons. These measures are capable of charging nearly 50% of the average annual rainfall at Maruti, into the Earth.

About N2N Fleet Management
Car maintenance is a time-consuming process, especially if you own a fleet. Maruti’s N2N Fleet Management Solutions for companies, takes care of the A to Z of your automobile problems. Our services include end to-end backups/solutions across the vehicle’s life: Leasing, Maintenance, Convenience services and Remarketing. With N2N on board, car problems are things that happen to other people. So just sit back, relax and race ahead with the times. With Maruti, your car is in good hands.

About Worldwide Trends

Globally, Corporate outsource fleet management to professional fleet management service providers thereby achieving substantial cost savings and efficiency advantages
through economies of scale. Most global automotive OEMs (like GM, Ford, Daimler Chrysler) offer fleet management services to their corporate clients to serve them better. In the US, 70% of new cars are purchased through leasing. Similarly, in Europe, 45% of the cars are purchased through leasing since residual value based lease products make it attractive for the customer to own the car for 3-5 year tenure and exchange it for a new car without increasing the ownership cost.

N2N Benefits

- A wide range of cars to choose from- Maruti 800 to Baleno.
- Low Investment- Residual Value based EMI.
- Tax benefits- Lease rentals can be shown as revenue expenditure.
- N2N maintenance- Saves time and money.
- N2N remarketing- Speedy and efficient resale of the old/existing fleet.
- Our range of services covers acquisition, maintenance and resale of vehicles and is detailed below N2N Range of Services

Vehicle Acquisition

- Comprehensive Vehicle Acquisition Program with single window solution
- Insurance, registration and road tax management services.

Insurance Cover

- A Comprehensive Insurance renewals and Accident Management Program with virtually cash less claim transactions.

Vehicle Maintenance

- A Comprehensive OEM backed Full Service Maintenance Program.
- Tyre/battery replacements as per OEM recommendations.
- Extensive MIS reporting of car’s condition from time to time.

Emergency Support Services

- Replacement vehicles in case maintenance downtime are more than 24 hours.

Vehicle Remarketing

- A Vehicle Resale Program for your fleet.
- Hassle-free resale of vehicles through Maruti’s PreOwned Car channels.
If you are interested in any of the services above, please tell us about your requirements.

NRI Scheme

The Maruti Suzuki “Dil Se NRI PROGRAMME” makes it easy to gift a car, in India, to the near & dears. Under this exclusive programmed a “Special Price” and many other value added services are offered.

Special Price

The Special Price on the Maruti-Suzuki Dil Se NRI Programme includes a discount on the vehicles. The discount varies depending upon the model you choose. There are also some special discounts of on Genuine Maruti Accessories and on Labor and After Sales Services. Your nominee can also get Auto Card. 

Vehicle Delivery Services This service includes home delivery of the car to your Nominee on a Priority basis.

After Sale Services

Free Pick up and Drop Services for two years. This service is in accordance with the dealer’s Vehicle Servicing Schedule. A Back up vehicle is also provided in case of a service delay beyond 48 hours of the stipulated time

Group Purchase

Under the Group purchase scheme, a NRI/PIO Customer gets additional discount in the range of Rs.2000 to Rs.6000 per vehicle in case they buy more than three vehicles.

Add Ones
Additional services includes: Vehicle Maintenance Services, Chauffeur Service and Insurance Management Services. These services can be provided as add ons after required formalities and necessary payments from your nominee.

Referral Programme

Refer the website to your friends and relatives. You could become lucky winner of Maruti Alto.

Auto Card

The AutoCard is a unique loyalty rewards programmed designed exclusively for Maruti Vehicle Delivery Services This service includes home delivery of the car to your Nominee on a Priority basis.

Special offers from Maruti Suzuki and programmed partners.

- No Membership Fee.
- Valuable Auto points for your next car.
- Unmatched privileges.
- Worldwide acceptance.
- Cashless transactions.
- International ATM access

**Gap Analysis in Literature Review**

Today’s competitive business environment calls for effective organizations. Effectiveness of organizations depends on degree of effectiveness of IS in organization. To define and measure Information System (IS) effectiveness which is universally applicable across organizations, has failed to emerge despite the efforts of the theorists from a variety of fields. Although there is evidence to increase professional interest in IS effectiveness in


32Source: http://shodhganga.inflibnet.ac.in/bitstream/10603/2076/11/11_chapter_2.pdf


The banking industry is highly dependent on the growth of technology and contemporary business processes. In spite of this industry being exposed to similar technology and information, there has been a significant difference in the performance of the banks, which brings out the need to study the extent of IS effectiveness in banks. IS effectiveness could be analyzed and evaluated by identifying and studying Key performance Indicators of IS in banks.

From a survey of literature, it is observed that while organizations in the developed countries are making use of Information Systems to their best advantage, the organizations in the developing countries including India are yet to make a complete use of Information Systems. The survey also revealed that research gaps exist in evaluating the effectiveness of Information in general; and with special reference to its applications in banking organization in particular. Further evaluation studies exist on multiple fronts but an integrated view is missing. The survey also revealed that none of the research work mentioned above, integrated the approach for evaluation of IS based on functional
integration, technological integration, and strategic integration. The survey also revealed that none of the research is able to identify Key Performance Indicators for measuring effectiveness of IS. In business environment, the business value of Information System must be measured to get the best out of it. There should be a model for comprehensive evaluation of Information System in general. The model should be based on Key Performance Indicators that helps in continuous evaluation and monitoring. It should pinpoint the weaker areas of Information System at the earliest, so that the various stakeholders of IS can make decisions quickly and wisely.