

Contents

<i>List of Figures</i>	xi
<i>List of Tables</i>	xiii
<i>Preface</i>	xv
<i>Acknowledgments</i>	xix
PART I Cultural Analysis	1
CHAPTER 1	
Culture in Organizations	3
1.1 Introduction	3
1.2 Culture in Social Science	4
1.3 Culture in Organization Theory	5
1.4 The Content Approach to Culture	7
1.5 The Distributive Approach to Culture	16
1.6 A Limited Synthetic Approach to Organizational Culture	21
1.7 Reader's Guide	25
CHAPTER 2	
Modeling Culture with Simulation	27
2.1 Introduction	27
2.2 Forms of Scientific Inquiry	28
2.3 What Is a Computer Simulation?	30
2.4 Why Use Simulation?	35
2.5 Simulation Modeling	38
2.6 Challenges of Simulation	41
PART II Model of Cultural Transmission	47
CHAPTER 3	
Representing Culture	49
3.1 Introduction	49
3.2 Enculturation	50
3.3 Content Dimensions of Culture	56
3.4 Enculturation and Cultural Dimensions	58
3.5 Summary	68

CHAPTER 4	
Cultural Transmission	69
4.1 Introduction	69
4.2 Modeling Framework	70
4.3 Model Specification	71
4.4 Summary	82
CHAPTER 5	
Organizational Types	84
5.1 Introduction	84
5.2 Stylized Organizational Types	85
5.3 Simulation Methods	90
5.4 Findings by Type	92
5.5 Conclusion	101
CHAPTER 6	
Growth and Decline	102
6.1 Introduction	102
6.2 Cultural Management and Growth	104
6.3 Organizational Decline	110
6.4 Decomposing Transmission	111
6.5 Managerial Implications	118
6.6 Conclusion	119
PART III Applications and Extensions of the Model	121
CHAPTER 7	
Heterogeneity in Tenure	123
7.1 Introduction	123
7.2 LOS Distributions in Organizations	124
7.3 The Implicit Link	126
7.4 Modeling Top Management Teams	130
7.5 Design of Experiments	132
7.6 Findings	134
7.7 Decomposing LOS Heterogeneity	137
7.8 Summary	143
CHAPTER 8	
Cultural Influence Networks	147
8.1 Introduction	147
8.2 Networks of Influence	149
8.3 Modeling Framework	149
8.4 Dynamic Influence	151

8.5 Demography and Network Structure	155
8.6 Design of Experiments	159
8.7 Findings	159
8.8 Discussion	166
CHAPTER 9	
Terrorist Networks	169
9.1 Introduction	169
9.2 Background on Terrorist Organizations	170
9.3 Underground Network-Based Organizations	171
9.4 Adapting the Network Model	175
9.5 Effects of Counterterrorism Strategies	176
9.6 Simulation Design	178
9.7 Findings	179
9.8 Conclusion	182
CHAPTER 10	
Merging Cultures	185
10.1 Introduction	185
10.2 Post-Merger Cultural Integration	187
10.3 Modeling Framework	191
10.4 Experimental Design	192
10.5 System Dynamics	196
10.6 Findings	198
10.7 Discussion	206
CHAPTER 11	
Culture, Aging, and Failure	208
11.1 Introduction	208
11.2 Macro Model Framework	209
11.3 Demography of the System	214
11.4 The Cultural System	215
11.5 Design of Experiments	216
11.6 Findings	218
11.7 Implications	220
CHAPTER 12	
Concluding Remarks	221
12.1 Introduction	221
12.2 Model Overview	221
12.3 Review of Findings	223
12.4 Implications	229
12.5 Extensions of the Model	233
12.6 Conclusion	234

<i>Appendix A Notation</i>	237
<i>Appendix B Simulation Parameter Settings</i>	241
<i>References</i>	251
<i>Index</i>	265

Figures

FIGURE 3.1. Ratio of cultural distance to standard deviation of enculturation (\bar{d}_n/σ_c) for uncorrelated dimensions	61
FIGURE 3.2. Ratio of cultural distance to standard deviation of enculturation (\bar{d}_n/σ_c) for dimensions with .4 correlation	63
FIGURE 3.3. Ratio of cultural distance to standard deviation of enculturation (\bar{d}_n/σ_c) for dimensions with .8 correlation	64
FIGURE 3.4. Ratio of cultural distance to standard deviation of enculturation (\bar{d}_n/σ_c) for three dimensions with various correlations and weightings	65
FIGURE 3.5. Ratio of cultural distance to standard deviation of enculturation (\bar{d}_n/σ_c) for three randomly selected dimensions with randomly selected means and standard deviations	66
FIGURE 3.6. Cultural distance by standard deviation of enculturation for varying numbers of dimensions	67
FIGURE 4.1. Socialization-change intensity	77
FIGURE 4.2. Susceptibility to socialization by tenure	78
FIGURE 4.3. Change in enculturation	79
FIGURE 4.4. Behavior of the turnover function	81
FIGURE 4.5. The cultural transmission model	82
FIGURE 5.1. Flowchart of the simulation	90
FIGURE 5.2. Equilibrium outcomes by organizational type	93
FIGURE 5.3. Equilibrium outcomes by base turnover	95
FIGURE 5.4. Equilibrium outcomes by recruitment selectivity	96
FIGURE 5.5. Equilibrium outcomes by intensity of management socialization	98
FIGURE 5.6. Equilibrium outcomes by strength of alienation	100
FIGURE 6.1. Equilibrium outcomes by growth rate	104
FIGURE 6.2. Effects of base turnover on \bar{C}_e by growth	106
FIGURE 6.3. Effects of selectivity on \bar{C}_e by growth	107
FIGURE 6.4. Effects of management socialization on \bar{C}_e by growth	108
FIGURE 6.5. Effects of alienation on \bar{C}_e by growth	109

FIGURE 6.6. Enculturation in organization in decline	112
FIGURE 8.1. Influence change as a function of cultural distance	153
FIGURE 8.2. Flowchart of the simulation with influence networks	154
FIGURE 8.3. Mean enculturation (\bar{C}) across all simulation conditions	160
FIGURE 8.4. Distribution of mean enculturation (\bar{C}) by size and turnover	161
FIGURE 8.5. Distribution of mean enculturation (\bar{C}) by net influence range	162
FIGURE 8.6. Distribution of variance in enculturation ($\sigma_{c,t}^2$) across simulation runs	164
FIGURE 9.1. Hierarchical cellular structure	172
FIGURE 9.2. Communication patterns in underground organizations	173
FIGURE 9.3. Cell 2 connections	174
FIGURE 9.4. Terrorist cell mean enculturation (\bar{C}_t) by intervention strategy	179
FIGURE 9.5. Terrorist cell cultural heterogeneity ($\sigma_{c,t}$) by intervention strategy	180
FIGURE 9.6. Terrorist cell size by intervention strategy	181
FIGURE 9.7. Mean breaks in terrorist cell chain of command by intervention strategy	182
FIGURE 9.8. Mean cultural influence of terrorist cell leaders by intervention strategy	183
FIGURE 10.1. Demographic flows after merger	196
FIGURE 10.2. Cultural heterogeneity in target after merger	198
FIGURE 10.3. Post-merger enculturation by alienation condition	199
FIGURE 10.4. Post-merger heterogeneity by alienation condition	200
FIGURE 11.1. Flowchart of the macro simulation	213
FIGURE 11.2. Cultural variance ($\sigma_{c,t}^2$) over time	217
FIGURE 11.3. Predicted mortality effects of size and cultural heterogeneity	219

Tables

TABLE 1.1. The “Grooves” at Dreyer’s	13
TABLE 1.2. Core values at Cypress	14
TABLE 5.1. Stylized organizational types	88
TABLE 6.1. Organizational culture during simulated decline	111
TABLE 6.2. Regression models of cultural outcomes	113
TABLE 6.3. Regression models of cultural mean (\bar{C}_e) by growth condition	115
TABLE 6.4. Regression models of cultural heterogeneity (σ_{ce}) by growth condition	116
TABLE 6.5. Regression models of equilibrium time (t^*) by growth condition	117
TABLE 7.1. Cross-sectional correlations between heterogeneity in LOS (CV) and turnover in simple aggregates of individuals with simulated negative tenure-dependent rates of turnover	127
TABLE 7.2. Correlations between heterogeneity in LOS (CV) and heterogeneity in culture ($\sigma_{c,t}$) for simulated top management teams	135
TABLE 7.3. Coefficient of variation in tenure (CV) for a team over time with demographic events	138
TABLE 7.4. Illustration of tenure-based measures of heterogeneity	141
TABLE 7.5. Correlations of tenure-based measures with heterogeneity of culture ($\sigma_{c,t}$)	142
TABLE 8.1. Regressions of $\log \sigma_{c,t}^2$ on covariates	165
TABLE 10.1. Regressions of cultural outcomes in merged organization	201
TABLE 10.2. Regressions for merged organization at months 6 and 36	203
TABLE 10.3. Comparison of means for various scenarios of increasing heterogeneity	205
TABLE 11.1. Organizational size distribution by age	214
TABLE 11.2. Estimates of mortality hazard functions	218

TABLE B.1. Settings for basic types and figure 5.2	241
TABLE B.2. Settings for figures 5.3–5.6	242
TABLE B.3. Settings for figure 6.1	242
TABLE B.4. Settings for figures 6.2–6.5	242
TABLE B.5. Settings for table 6.1	243
TABLE B.6. Settings for table 6.2 data	243
TABLE B.7. Settings in TMT runs (chap. 7)	244
TABLE B.8. Variations in network runs (chap. 8)	245
TABLE B.9. Settings in terrorist runs (chap. 9)	246
TABLE B.10. Pre-merger settings for target (chap. 10)	247
TABLE B.11. Pre-merger setting for acquirer (chap. 10)	247
TABLE B.12. Post-merger settings (chap. 10)	248
TABLE B.13. Common merger settings (chap. 10)	248
TABLE B.14. Settings for macro model (chap. 11)	249