Bringing teaching, learning and research to life

SAGE video
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Business & Management
Teaching with Interview Video
This interview with Professor Jennifer Chatman describes and defines organizational culture. Professor Chatman examines organizational culture research and its role in organizational success. She covers various debates in the study of organizational culture and discusses the role of leadership in building and sustaining organizational culture.

Suggested Courses or Topics

This interview can be included in courses or programs in business, counseling, education, public health, public policy, psychology, and project management. Specific topics might include:

- communication,
- consulting,
- conflict resolution,
- cross cultural management,
- human capital,
- human resource management,
- leadership,
- management,
- negotiations,
- organizational behavior,
- organizational change, and
- teams and groups.

Classroom Discussion

Here are some example questions that might be used for in-class discussion.

1. Describe the difference between organizational climate and organizational culture. **Clip 5:39.**
2. How would you measure each of these differently?
3. How is organizational culture different from ethnic or national culture?
4. Can leaders create culture? What are some of the ways leaders create culture? **Clip 6:00 – 8:00.**
5. What are the steps, according to Professor Chatman’s case study, to rolling out a new culture? **Clip 11:02 – 13:11.**

Research Assignment

See below for some example assignments that you might use for students.

1. Identify five popular press articles that discuss organizational culture. Review these articles and describe the culture of each organization based on the question, How do you think people behave in that organization? **Clip 5:39.**
2. Identify three academic studies that examine the link between leadership, organizational culture, and firm performance. **Clips 7:36 and 8:00.**

Classroom Clips

Listed below are a few examples of clips that focus on key concepts:

- This clip describes the debate about the difference between organizational climate and organizational culture. **(Clip 5:39)**
- This clip discusses how leaders impact organizational culture **(Clip 6:00 – 8:00)**
- This clip describes how leaders can roll out a new culture to their team in an organization **(Clip 11:02 – 13:11)**

Content Type

*Interviews* involve leading academics and researchers describing recent research findings and discussing debates in the field.