



MONARCH MANAGEMENT INSTITUTE

Open Course Network · Micro-Course 11

COURSE PROSPECTUS

Decoding Organizational Culture

A one-week, applied micro-course on Edgar Schein's model of organizational culture — a practical method for reading a culture as three levels and decoding the assumptions beneath its surface, worked on a real culture of your own and taught with its limits.

1 wk

One weekly module

6

Sections

70%

To pass · unlimited attempts

Monarch Management Institute

UGSM-Monarch Business School Switzerland · umonarch.ch/MMI

Online Management Education for Working Professionals

At a glance

Duration	1 week — one weekly module of six sections
Study time	≈ 6 directed hours
Level	Introductory; no prior study of organizational behavior required
Assessment	1 auto-graded scenario assessment · 70% to pass · unlimited attempts
Award	MMI Certificate of Knowledge
Format	Fully online, self-paced

What you will gain

By the end of this course you will be able to apply Schein's three-level model to a real organizational culture you can observe — reading its artifacts, surfacing its espoused beliefs and values, and inferring its basic underlying assumptions — to produce a defended analysis of what the culture actually is and where its levels align or contradict.

And what it counts toward

You earn the Monarch-endorsed Certificate of Knowledge and 1 MMI-Credit. MMI-Credits carry toward MMI program progression (PD-001).

What this course is

Decoding Organizational Culture is a fully online, self-paced micro-course on Edgar Schein's model of organizational culture. Leaders act on culture constantly — they publish values, run change programs, hire for 'fit' — yet most of that action lands on the surface: the slogans on the wall, the perks, the mood. This course teaches you to read deeper: a culture works on three levels, and what actually drives behavior is the layer of basic assumptions beneath the visible surface. You will learn to read that layer and decode what a culture really is.

You choose one real culture you can observe in the opening section — your own team, a firm you are joining, an organization you are advising or trying to change — and carry it through all six, so the course produces a defended analysis you can act on, not a certificate of attendance.

The model you will learn to apply

- **Artifacts** — the visible surface: space, rituals, language, behavior
- **Espoused beliefs and values** — what the group openly states it believes
- **Basic underlying assumptions** — the taken-for-granted beliefs that drive behavior
- **Reading across the levels** — where they align, where they contradict, and what it means

Who this course is for

- New leaders and managers joining or inheriting a team who must read a culture before changing it
- Change agents, consultants and HR / organization-development leaders responsible for culture change
- General managers and executives who need to read a culture accurately in a merger, turnaround or hire
- BBA, MBA or DBA candidates seeking a rigorous, applied foundation in organizational culture

What you will accomplish

- Distinguish a culture from a values statement, a climate, and a leader's personality
- Read a culture's artifacts without over-reading them or projecting your own assumptions
- Surface the values a group espouses and test them against how it actually behaves
- Infer the basic underlying assumptions that actually drive behavior
- Triangulate the three levels to find where they align and where they contradict
- Produce a defended analysis of what a culture actually is

Your week, section by section

Section	Title
1	The Three Levels of Culture
2	Level One — Reading the Artifacts
3	Level Two — Espoused Beliefs and Values
4	Level Three — Basic Underlying Assumptions
5	Reading Across the Levels — Alignment, Subcultures, and the Limits
6	Synthesis — A Repeatable Cultural-Decoding Routine

Each section follows the same four steps — Explain, Show, Do, Feedback — worked through a running case (Elena Marsh decoding Fenwick Design Group) and then on your own culture.

Assessment and certificate

One auto-graded 15-item scenario assessment at the end of the module. Each item presents an unfamiliar organization and supplies the facts, so it tests judgment rather than recall. A score of **70%** passes, with unlimited untimed attempts, and a full explanation is shown for every item. On passing you earn the **MMI Certificate of Knowledge**.

Taught with its limits

Schein's model is deep but bounded. This course teaches its limits alongside the method — that a culture is not always unified, so you look for subcultures; that the model is a clinical, interpretive read rather than a measurement; and that critics argue it understates the dynamic side of culture — so you learn to use it as a disciplined lens, not a formula that settles every question.

Pick a real culture, and decode the assumptions that drive it.

