EXECUTIVE SUMMARY

The orthodox concept of managerial and organizational culture, as developed by E. Schein and other pioneers of the ODJ7eld, has recently come into criticism on many fronts. In the field of sociology, P. Bourdieu developed an approach to culture that mediated the dualism between agency and structure and highlighted the importance of power and competition for both material and symbolic resources. This paper develops a critical analysis of the orthodox concept of culture contrasting it with P. Bourdieu's approach to culture. Implications for a broader concept of culture in strategy formation and implementation are presented.

Keywords: Managerial culture, Strategic change, E. Schein, P. Bourdieu.