

## Summary

**Subject matter:** The improvement of the organizational culture (on the example of “Darial”, ltd.

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**Customer organization:** Vladikavkaz beverage “Darial”, ltd.

**Topicality of the research** is determined by the need for theoretical comprehension of the transformational process now under way in the organizational culture of big commercial organizations of the NCFD, to reveal and explore the specific features of this transformation, particularly in the context of the global processes related to the changes in the Russian society as a whole.

**Objective of the research** is the development of the program of the improvement of the organizational culture of “Darial”, ltd.

### **Tasks:**

1. to study the essence and content of organizational culture;
2. to characterize the principles and methodology of management of organizational culture;
3. to analyze the approaches to the building of organizational culture in the American model of management;
4. to explore the peculiarities of organizational culture in the Japanese model of management;
5. to conduct the diagnosis of the organizational culture of “Darial”, ltd.;
6. to develop the program of the improvement of the organizational culture of “Darial”, ltd.

**Theoretical and practical significance of the results of the research** is that its results can be used for further development of the theoretical and methodological problems of organizational culture management, further comprehension of the processes taking place in the socio-cultural systems of modern organizations, in the

diagnosis of the problems connected with organizational culture and in the determining of the ways of their solution.

**Practical significance of the research** is that its premises can be used by commercial organizations for the analysis and optimization of their organizational cultures.

**Results of the research.** The diagnosis of the organizational culture of “Darial”, ltd. was conducted with the use of a modernized instrument OCAI. The respondents were top managers, line managers, workshop leaders. The results of the research show that among the values typical of the clan type of culture.

**Recommendations.** It is important to avoid errors in the process of transformations, so the realization of the program of the improvement of organizational culture must rely on a number of key principles that will make program measures the most effective. It is obvious that one should not reject the advantages of the organizational culture that has taken shape in “Darial”, ltd. It is necessary to retain the advantages and minimize the drawbacks by creating the new sources of competitive advantages through the U-turn in the direction of the dominant marketing values. It is this vector of the development of culture that is capable to ensure the correspondence of the company’s inner environment to its strategic tasks.