SUMMARY

Subject matter: organizational culture of company and its impact on management effectiveness (on the example of CJSC “Active telecom”)

Full name of the author: I. I. Serykh

Full name of the academic adviser: R. A. Tatarkulova, candidate of economic sciences, associate professor of the chair of economy, management and finance.

Information on the contracting authority: Moscow region, Moscow, st. Pravdy, house 26, CJSC “Active Telecom”

Relevance of the research issue: Organizational culture as a management phenomenon has emerged in Russian business relatively recently. However, market relations, developing and strengthening, require an increasingly deeper understanding of foreign experience in the field of organizational culture.

The phenomenon of organizational culture is complex and multifaceted, which is reflected in a large number of different approaches to determining its essence, structure and functions. Researchers suggest various methods that, during the development of scientific thought, are subject to revision and rethinking by the next generation of authors, raising new and new questions relating to the comprehension of the phenomenon of organizational culture.

At the same time, the questions of optimizing the organizational culture aimed at improving the efficiency of company management are characterized by a low degree of scrutiny, although in modern crisis conditions they acquire special relevance for companies seeking to maintain their success and develop further.

All this largely updates the chosen research topic.

Objective of the research - determination of opportunities to improve the efficiency of enterprise management by creating an optimal organizational culture.

Within the framework of the research the following tasks are solved:

- to uncover the concept, structure and functions of organizational culture;
- to study the typology of organizational cultures and to reveal the factors of their influence on the effectiveness of management;
- give a general description of CJSC "Active telecom";
- identify the organizational culture existing in the company;
- analyze the conformity of organizational culture to the management system and goals of CJSC “Active Telecom”;
- to disclose opportunities to improve management efficiency in CJSC “Active Telecom” by improving the organizational culture.

**Theoretical significance** of the research is to generalize and refine the theoretical provisions in the field of creating an organizational culture and its impact on the effectiveness of company management.

**Practical significance** lies in the fact that during the research practical recommendations for optimizing the organizational culture were proposed in order to increase the efficiency of CJSC “Active Telecom” activities, which may be useful for other Russian companies.

**Results of the research:** organizational culture existing in CJSC "Active Telecom" has been identified; the conformity of the organizational culture to the management system and goals of CJSC "Active Telecom" has been analyzed. The result of the research was the recommendations developed by the author on improving the organizational culture in CJSC "Active Telecom".

**Recommendations:**

The desired position, determined on the basis of the responses of the employees, is a combination of an advanced organizational culture and an individualistic one. To create an advanced organizational culture, it is possible to propose a program for improving the organizational culture in CJSC "Active Telecom", which includes the following elements:

1. To create a well-crafted ritual and develop a system of criteria for recruitment of newcomers; together create artifacts of organizational culture, as well as traditions, ceremonies, rules and follow them;
2. Issue of the internal newspaper, the main task of which will be creation the team the feelings of a single team, strengthening confidence in management, clarifying organizational and technical measures, involving employees in cooperation with the administration, awakening their interest in the affairs of the enterprise;
3. To introduce an institute of mentoring, to conduct seminars on sectoral subjects, to participate in conferences on the issues of its market segment, to hold competitions of professional skill;
4. To plan the possibility of granting an interest-free loan of 100 thousand rubles for young families with children; employees of the enterprise when retiring - payment of a one-time material assistance, depending on the length of service in the following amounts from annual earnings-from 5 to 10 years -10%, from 10 to 15 years - 15%, over 15 years - 25%; sponsoring schools and hospitals; the introduction of an additional bonus scheme 5% of profit annually distributed as a premium among employees, the size of the premium will depend on the contribution of a particular group to making a profit.

5. To introduce the practice of delegation of authority, to use the "box of ideas", to conduct in-house seminars "share a new idea".

The introduction of the proposed measures to improve the organizational culture will allow transforming the organizational culture, making it instead of the passive - the advanced one, corresponding to the goals and tasks facing the organization and contributing to the achievement of efficiency in all areas of activity.