

## Abstract of the Master's dissertation

**Subject matter of the dissertation: CORPORATE CULTURE OF THE TOURIST'S ENTERPRISE IN THE CONTEXT OF INTERNATIONAL TENDENCIES OF DEVELOPMENT IN TOURISM INDUSTRY: FORMATION AND FUNCTIONING**

**Author of the master's dissertation:** Chakalova Susanna Sergeevna.

**Scientific supervisor of the master's dissertation:** Grigorieva Alla Victorovna, Candidate of pedagogic sciences, associate professor of Innovation, Management and Law Chair.

**Customer organization:** Travel agency "Light" (LLC), Pyatigorsk.

**Topicality of the research:** A great number of researches made by foreign scientists is devoted to the studying of corporate culture and its influence on functioning of large entrepreneur business structures. Corporations are both: a central business institute in the society in which creative personal initiative is developing and a special institute with the definite social obligations not only before its members but also before the society in general. That is why the activity of the corporations is variable and the relationships that appear in the process of such an activity are very complicated and multifaceted. It is necessary to pay special attention to the development of the corporate culture and it implies the perfection of the normative base and the formation of moral and ethic basis of interaction. The analysis and the development of the positive tendencies in the dynamics of the corporate culture allow improving the manageability of any economic object including corporations especially in the conditions of instability and ambiguity of the external environment.

The perfection of the corporate culture, its transformation into strong stimulating and joining start might become one of the key factors of the effectiveness of corporation functioning.

To sum up, the topicality of the research is defined by the necessity of the improving the manageability of the social-economic position of the corporation, and as a result, the raising of the effectiveness of its functioning basing on the formation and perfection of rational corporate culture.

**Objective:** The aim of the research is to determine the peculiarities of formation and development of the corporate culture of a tourist's enterprise in order to work out the practical recommendations for its improving.

**Task:** to reach the aim of the research it is necessary to fulfil the following tasks:

- to study the theoretical and methodological basis of the phenomenon "corporate culture";
- to determine the main elements of the corporate culture and their contents and also the steps of its formation;
- to analyse the types and models of the corporate culture;
- to describe the main methods of diagnosing the state of the corporate culture, which are used in foreign and national practice;
- to analyse the specific features of the corporate culture of one of the tourist's enterprise;
- to work out the recommendations for improving the state of the corporate culture in the tourist's enterprise.

**Hypothesis:** The research hypothesis is the corporate culture of the tourist's enterprise as the powerful administrative mechanism differs in the peculiarities of forming and functioning and represents dynamically the developing system that needs all-round studying and timely renovation.

**Novelty of the research:** the author of work undertook an attempt to systematize the main scientific approaches to the concept "corporate culture", to present general specific and typological classifications of this phenomenon and techniques of its diagnostics. The results of the carried-out analysis of the condition of the corporate culture allowed creating the general and private recommendations about its improvement. As a whole, the theoretical regulations put forward by us can promote further studying of a problem in general and its separate directions.

**The main principles to be depended:**

1. The corporate culture represents a difficult complex of ideas, values, the interests divided by the group. It is an efficient controlling mechanism of the manageability of the organization, the personnel and at the present stage is legally considered as a business competitiveness factor.

Specific peculiarities of the corporate culture manifested themselves through the variety of its types and models. The knowledge of the leading type of the culture of the organization allows planning strategy of corporate development competently.

2. The corporate culture has two sides: an external one, which reflects the system of interaction between the organization and the clients and an internal one, which expresses the philosophy of the company, declares the values showing its present transitional state and its future perspectives.

As any other instrument of manageability, the corporate culture needs diagnosing and evaluation of its condition and efficiency of functioning. Such activities can be performed by direct and indirect methods which bases are constituted first of all by valuable reference points and typological characteristics of a cultural field.

3. The creation of the optimal cultural environment for the direct organization is the purpose of the process management of forming and development of corporate culture. Such cultural environment should correspond to the strategic objectives of the corporation, to its industry accessory, to the leading method of impact on the object of management. Thus the main incentive measure to acceptance of corporate values shall become not coercion but moral and economic feasibility. According to the undertaken analysis of a condition of corporate culture of a separately taken tourist's enterprise, the administrative board and the personnel do not estimate up to the end the corporate culture possibilities as the factor of production efficiency of a tourist's product and efficient managerial mechanism, being limited thus only by external symbols and attributes.

#### **Theoretical and practical significance of the research.**

The theoretical regulations put forward by the author deepen the idea of the concept "corporate culture", its role and value for the modern theory and management practice. The analysis of scientific researches on the problem allowed not only to carry out the comparative analysis of key systems of diagnostics of the condition of corporate culture, but also to add the main methodological approaches with a number of estimative characteristics and as a result, allowed to lay out the specifics of the process of estimation.

The recommendations offered by the author about enhancement of process of forming of corporate culture can be used in practical activities of the enterprises in the tourist's industry, and theoretical calculations and generalization can be used in the educational activities of higher educational institutions, professional development courses and activities of different business educational structures.

#### **Results of the research:**

During the research, various models and types of corporate culture are analysed, their elements are structured, and also the basic principles, tasks and stages of forming of corporate culture of the organization are determined. The major factors influencing on the process of corporate culture formation are allocated. The algorithm (mechanism) of creation of the corporate relations is studied, therefore it is established that the corporate culture can be considered as a set of informal procedures or as a prevailing philosophy concerning the best methods of achievement of the corporate goals.

The practical importance to research is given by the analysis of activities of the tourist enterprise "Light"; and the condition of its corporate culture. Therefore it is established that the corporate culture of the enterprise in the modern conditions acts as the effective managerial mechanism and at the same time as a competitiveness factor. It is also obvious that the crucial role in the process of formation, development and transformation of corporate culture belongs to the head of the organization. Thus the qualitatively built corporation culture can help to relieve the head of the organization as it sets a long-term way of development of corporation, and the

observance of the corporate standards allows adhering to its purposes, and also to transform values and a format of the relations.

**Recommendations:**

1. It is necessary to study and document duty regulations of the company staff in the shortest terms.

2. To review the possibility of changing the company management style and interactions with the organization personnel.

3. To enter the regular informing system of employees on current plans and the future changes in the corporation.

4. To organize and hold training seminars on time-management and then estimate their productivity.

5. To review the style of problem-solving and conflict-solving situations, to optimize them towards the forecasting and prevention in the future.

6. To use the possibilities not only of the vertical, but also of the horizontal career of workers.

7. To review the system of moral and material incentive, to optimize it and to enter the more effective system of a quality evaluation of performed work.