

## **Summary**

**Subject matter of the dissertation is**

**Organizational culture as a medium of managing organizational behavior (evidence from “Tree” ltd.).**

**Author of the master’s dissertation: Irina Mikhoyan**

**Scientific supervisor of the master’s dissertation: Professor, Doctor of Economics Alexander Kolyadin**

**Record on Customer organization: restaurant “Tree” ltd., chain of family restaurants**

**Topicality of the research**

Nowadays only head of the organization who is knowledgeable, able to teach others and introduce useful changes into work of an organization can model and develop organizational culture.

It should be noted that company managers don’t always realize efficiency of their managing is mostly defined by the vulnerable and volatile human factor. That is why human resources management and development of the efficient organizational culture should become a task of prime importance for them. Without thorough examination of such phenomena as requirements and objectives, incentive systems perception, management and leadership style, values and significations, directives, etc. it is impossible to bring up scientific character of the approaches to managerial problems solutions, development of modern organization in a constantly growing competitive environment.

Efforts at organizational culture development let the head of the organization as well as managing board feel that they truly care about their staff, devote attention to the committed people. But then a pleasant change can happen – it becomes more and more evident that all the structure of the culture to a great extent defines efficiency of an organization, which the managing board hold interest in. This change in fact is a step forward to boosting work efficiency of an organization leaving behind talks and speculations on what is the best way to send culture energy in the desired by the CEO direction.

All of the aforesaid allows timeliness of the topic of the present research.

**Objective:**

to analyse the organizational culture as a medium of managing organizational behavior of “Tree” ltd as well as elaboration of recommendations on its perfection for its operation optimization and company development.

### **Tasks:**

- explore the essence and content of organizational culture;
- look into the meaning of image as an element of organizational culture of the modern organizations;
- analyze the influence of organizational culture on organizational behavior of the staff of an organization;
- uncover the organizational managerial specifics and staff composition of “Tree” ltd;
- analyze the current state of affairs in the organizational culture of “Tree” ltd;
- define ways of development of the organizational culture in “Tree” ltd.

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

The main theoretical and practical results of the carried out research encourage a better understanding of the nature and mechanisms of interaction between organizational culture and social management; they also encourage seeking of optimal models of management behavior in the modern society.

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

The nature of the research results is purely recommendatory. They are equally applied in many companies but they reflect new quality of management based on essential consideration of cultural factor and focused on efficiency enhancement of developing organizations.

### **Recommendations:**

1. Implement the Myers-Briggs Type Indicator® (MBTI®)<sup>1</sup> into the procedure of personnel screening and professional roles distribution. At the stage of personnel screening it is essential to distribute roles in a work gang, figure out a “psychological” and “professional” profile of an applicant for a vacant position in advance.

2. Run the personnel screening to “put together” a work gang based on competitive selection results. Competitive selection allows picking the most professional staff into a work gang, as well as enables a CEO to fully minimize timing budgets, human and natural resources for “Tree” ltd.
3. Use “ad hoc methods”, which are used in the best companies, to overcome natural tendency to comfort and inertia. One of the ways of using ad hoc methods in chain restaurants “Tree” ltd may become development of outer formal and informal communications. I suggest the managing staff of the restaurant replaced the paper stickers on the uniform top with branded badges stylized in a shape of the logo (the tree of life). Against the background of the tree we suggest placing the name of an employee and their position title. To our thinking, such a badge (the tree of life, coloured in gold-green pastel shades with the name of the restaurant, employee’s name and position title at the centre) would denote each employee’s even more recognition as a member of a restaurant staff, make their personality more significant and clearly show their commitment to the corporate culture of the restaurant “Tree” ltd.
4. We recommend using something which is in United Airlines is called visible management or management by wandering around like that we have in Hewlett Packard<sup>2</sup>. Such method will allow the management constantly be aware of their staff’s everyday frame of mind, make plain possible conflicts in early stages, draw a line for the staff’s interest, and thereby emphasize the importance and value of both employees and their interests.
5. To perfect organizational relationships in “Tree” ltd we also recommend to stick to experience of Japanese companies, in particular to implement the “kaizen” system (“improvement” Jap.), which is understood as “a continuous process of improvement, which involves top managers, middle managers and operating personnel”. To apply to practice of formation of formal and informal relationships between the staff of the restaurant specifics of “kaizen” approach: adaptiveness, teamwork; commitment to a cross functional employer; attention to details (commitment to process); commitment to people; information – open and freely distributed; cross functional commitment; search of new technologies is based on existing technology; full-blast feedback.
6. We recommend working out “corporate standards of «Tree» ltd” for quality determination and quality control of products and provided services. Such standards (according to the “Japanese quality pattern”) for determination of

quality control are interpreted in the following way: efficient realization of quality control demands cooperation of the all the staff of “Tree” ltd, including top management, middle management, chefs, waiters engaged in all dimensions of the organization’s activity.

7. Using experience of the Japanese management we recommend encouraging outperformal and informal relationships by the corporate management of “Tree” ltd with the help of different methods presented in corporate cultures of Japanese organizations, such as: tour round the restaurant by the staff’s family members; making them aware of the information on the restaurant’s activity; awarding commendations for high performance; safety arrangements; competitions between shifts and waiters; arrangement of welcome parties for newcomers; issuing of a salary letter by the owner of the chain restaurants “Tree” ltd; days of shared recreation and entertainment; “Guinness book of the «Tree» staff records”; regular meetings with the top management of the restaurant “Tree” ltd.