

THE QUESTION OF CORPORATE CULTURE DEVELOPMENT IN ROSTELECOM PJSC

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Abstract. This article analyzes the current corporate culture in Russia's largest telecommunications company PJSC «Rostelecom», detection the existing problems of its formation and growth points. First of all, the authors have defined what they meant by the corporate culture and its structure. The main part of the article is devoted to the practical self-analysis of the corporate culture in the organization. The first part summarizes the results of the company's socio-economic situation analysis and its place in the market, strengths and weaknesses, based on the SWOT-analysis. The company's corporate culture analysis in the second part is carried out in several stages. At the first stage the authors analyzed the corporate culture, declared by the company in the documents; the analysis showed a high level of the declared culture. At the second stage the authors diagnosed a corporate culture that exists in PJSC «Rostelecom2, by expert estimations method, experts were employees of various levels of authority. Experts estimated the level of corporate culture development in PJSC «Rostelecom» by 3.02 points; that was as very average. Then two profiles of corporate culture were built: existing and desired, they showed that there were huge gaps between these two profiles in the five most important parameters of the corporate culture of studied organization. The authors have carried out the research of causes of such large gaps in the assessment, based on experts' comments, that has allowed formulating the basic problems of corporate culture in the organization. Based on these data the authors made GAP-analysis of PJSC «Rostelecom» corporate culture, it included not only a description of the problems, but also objectives and proposed activities.

Keywords: corporate culture; teamwork; SWOT-analysis; the services market; Corporate Governance Code; Code of Ethics; corporate practice standards; GAP-analysis.

JEL codes: M14; L 20.

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