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кожен при наявності бажання і прагнення навчиться майстерно продавати. Так, підготовлений офіціант зможе збільшити чек замовлення на 20-30% (іноді навіть подвоїти, але це швидше виняток) і тим самим збільшити прибуток ресторану [2].

Співробітники ресторану значною мірою формують і визначають ставлення відвідувачів до закладу. Це вони зустрічають та обслуговують гостей. Вони першими дізнаються про претензії і невдоволення гостей і втілюють в життя програми, націлені на те, щоб збільшити число постійних відвідувачів, а значить, продажів і прибутку. Керівництво ресторану повинне створювати сприятливі умови, стимулювати своїх працівників для постійного професійного розвитку, вдосконалення ділових, особистісних і моральних якостей, так як їх прояв створює приємне враження не тільки про працівника, але і що найголовніше, про діяльність ресторану в цілому.

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CONTENT AND FUNCTIONAL PARAMETERS OF BUSINESS CULTURE

A forming element of the system of the developmental strategy of any firm is business culture that can mobilize the main factor of activity – the labour factor. The formation of business culture, determined in the framework of modern production, takes place in a contradictory situation of external pressure, which spreads on business by various social institutes of both state and social characters, increasing competition in domestic and foreign markets, its globalization [1]. Currently, the system of business culture is practically absent, it is not presented well enough in the media, scientific and educational spheres.

The analysis of sources and scientific literature showed that the degree of study of the problem is not sufficient. To a certain extent, the issues of business culture under the conditions of modern entrepreneurship are beyond the researchers' attention.

The conceptual foundations of business culture formation are embodied in the theories of management by foreign and national scholars (A. Pryhozyn, N. Zarubina,

A. Bodalov, V. Alokina, A. Averin, S. Travin, P. Shykhryev, G. Hofstede, D. Bollinzhe, E. Schein and others), representing the results of the research of a complex multifactor manifestation of the overall management culture. They are revealed through the prism of a modern leader's personality traits, which are able to influence all the sides of enterprise activities. Considering the above-said, the topicality of purposeful formation of business culture considering the features and traditions of national production and the world management experience is obvious.

The essence and the content of business culture integrates the achievements of various national and foreign schools and conceptions, is constantly enriched with new socio-psychological and socio-technological approaches. The analysis of business culture, as a category of philosophical and cultural knowledge, enabled to characterize it as follows. Business culture is a set of values, norms, opinions and ideas which are consciously formed and correspond to the level of orientations of the development of business and society as a whole.

From the content point of view we can distinguish the following aspects in the business culture:

- a personal and activity basis, which is formed on the basis of mechanisms of mental activity (an epistemological aspect);
- an innovative aspect, realized on the basis of the laws of cognition process (a cognitive aspect);
- a specialist's motivational orientation, the orientation for new knowledge acquisition, readiness for inventive potential realization (emotionally-psychological aspect);
- human experience that can't be reflected upon, is not formally expressed, which exists in the traditions of perception and practical skills (empirical aspect).

One of the most important indicators of modern business culture is the orientation not only for ensuring a favourable atmosphere, normal relationships in a team, but also for achieving the goals set and the result of company's activities. The uniqueness of culture lies in the fact that culture guarantees a company's achieving its desired future. Culture is also the result of a company's internal values. At the core of the proposed model of the organization's business culture (Figure 1), which was created as a result of theoretical generalization and analysis of actual data of Ukrainian companies' activities, contains the dominant values of a company, philosophy and strategy of its activity, tasks, principles, etc.

The form and content of company's values are reflected in the result and formed under the influence of many factors (needs, expectations, information, resources, technologies, etc.), as well as market and society conditions (Fig. 1).

The integrity and integrative nature of the current level of a company's business culture is recognized and understood only on the basis of a clear idea about the structure and hierarchy of its development, consistently linked stages of formation. The functional elements of business culture are culture of management as a subject of management, culture of doing business, culture of production environment, culture of management as an object of management, communication, patterns of employees' behaviour, culture of motivation. The form and content a company's values and its activities are reflected in the result. They are created under the influence of many

factors (needs, expectations, information, resources, technologies, etc.), as well as the market and society conditions in which the company is located.

In order to form a culture that is adequate to the modern requirements of economy and business, it is necessary to transform people’s values and set a course for implementing the elements which constitute the basic structure of business culture of a market type: self-determination, participation, creativity, personal fulfilment, ability to compromise, decentralization, etc. into the consciousness of all categories of employees.

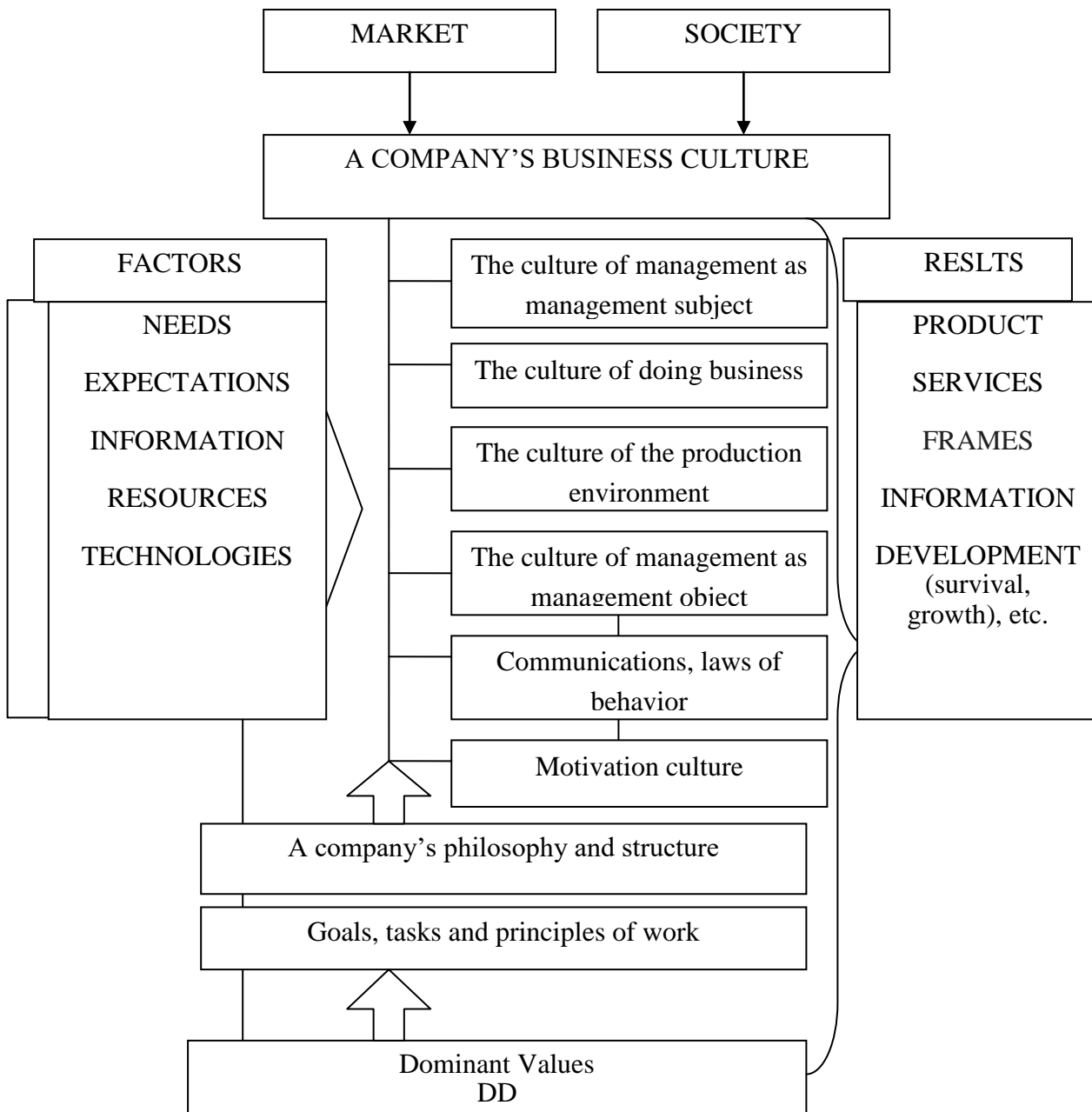


Fig. 1. The system model of a company’s business culture

Values give each employee a confirmation that what he does not only correspond to his own interests and needs, but also to the interests of the whole staff, a department, the whole company and society as a whole [2].

Therefore, the central problem in business culture and management as a whole is the search for the rational combination of orientation for efficiency, without which there is no profit, on the one hand, and for the peculiarities of value orientations, on the other hand [3].

A common, convenient and commonly used culture involves the development of two groups of values. The first group are the values that are important for work orientation, the actual work and ways of doing it. The second group contains universal human virtues, which are simple and understandable, necessary for life and fruitful work in a large, complexly-organized society.

Values should meet the needs of employees of organization (see Fig. 1). As a rule, such factors as material factor, enterprise stability, friendly atmosphere, trust to the manager and self-realization are distinguished in the rate of priority positions of needs.

Thus, under modern conditions, business culture is considered to be the main mechanism in ensuring the increase in organization efficiency. It is important for any organization, as it performs two main tasks at the micro level: 1) adaptation of the company as a single organism to the environment; 2) ensuring the unity of organization environment by means of integration of members of organization.

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БІЗНЕС-ІНКУБАТОР ЯК ІННОВАЦІЙНИЙ ІНСТРУМЕНТ СТИМУЛЮВАННЯ РОЗВИТКУ ПІДПРИЄМНИЦТВА В СІЛЬСЬКІЙ МІСЦЕВОСТІ

Ефективний розвиток сільського підприємництва безпосередньо пов'язується з потребою у формуванні та розвитку адекватного середовища, яке включає його інституційну складову, інноваційну та науково-освітню інфраструктуру. При цьому має бути змінений підхід до процесів регулювання розвитку підприємництва з лінійного на синергетичний, що дозволить інтегрувати зусилля усіх зацікавлених суб'єктів на створенні умов, необхідних для самоорганізації та саморозвитку сільського підприємництва на основі кооперативної поведінки, стратегічного планування і міжсуб'єктної взаємодії, яка передбачає формування інтеграційних зв'язків не лише між