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***МЕТОДЫ СОВЕРШЕНСТВОВАНИЯ ОРГАНИЗАЦИОННОЙ
КУЛЬТУРЫ ПРОЕКТНО-ОРИЕНТИРОВАННОГО ПРЕДПРИЯТИЯ ВО
ФРАНЦИИ***

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Аннотация. В статье исследованы методы развития и совершенствования организационной культуры проектно-ориентированного предприятия французской экономики. Определено, в какой степени организационная культура способна влиять как на текущие показатели деятельности, так и на долгосрочные перспективы развития компаний. Выявлен алгоритм, позволяющий усовершенствовать процесс управления организационной культурой корпорации. Материалы статьи могут быть использованы министерствами экономического развития, руководителями коммерческих предприятий, профильных вузов при преподавании дисциплин: «Мировая экономика», «Инвестиции», «Менеджмент предприятий» и др.

Ключевые слова: инвестиции, управление предприятием, организационная культура, бизнес-структура, конкурентные преимущества.

***METHODS FOR IMPROVING THE ORGANIZATIONAL CULTURE OF A
DESIGN-ORIENTED ENTERPRISE IN FRANCE***

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Abstract. The article examines the methods of development and improvement of the organizational culture of a project-oriented enterprise in the French economy. It has been determined to what extent the organizational culture is able to influence both the current performance indicators and the long-term prospects for the development of companies. An algorithm has been identified that makes it possible to improve the process of managing the organizational culture of a corporation. The materials of the article can be used by the ministries of economic development, heads of commercial enterprises, specialized universities when teaching the disciplines: "World Economy", "Investments", "Enterprise Management", etc.

Keywords: investments, enterprise management, organizational culture, business structure, competitive advantages.

1. Introduction

The activity of modern corporations in France is not just an arithmetic set of business processes, it is a rather complex interaction of production, managerial, organizational and cultural factors of the country, which has a synergistic effect and is aimed at achieving the desired result. And one of the defining places among these factors belongs to the organizational culture, which in everyday life acts as a

set of values, ideas, behavior patterns characteristic of this organization, but taking into account the characteristics of the region, city and national characteristics.

Organizational culture can influence both the current performance and the long-term prospects of companies. In French enterprises focused on the implementation of innovative projects, the organizational culture plays an even more prominent role. The direct influence of organizational culture on the efficiency of projects implemented by companies, on the number of conflicts, on the quality of services provided, on the quality of internal and external communications has already been proven. Thus, organizational culture is an important component of the activities of innovative enterprises.

2. Materials and methods

The activities of an enterprise in France are regulated by the legislation of the country, however, it is the regional characteristics, climate, geographic location and other factors that have a significant impact on the management of organizational culture. This topic has repeatedly been the subject of research in the works of such scientists as Arghiri Emmanuel, Michel Camdessus, Marc Fleurbaey, Jean Tirole, Dominique Gaston André Strauss-Kahn, Jean-Michel Grandmont and others. But it should be noted that the study of organizational culture in the framework of the management of organizations often does not concern the specifics of innovative corporations and their divisions, as well as the peculiarities of building their organizational cultures. It should be noted that the problems of managing the organizational culture of corporations, which are project-oriented or innovative business structures, have not been sufficiently studied both in France and abroad. The organizational culture of such organizations in modern research is studied by such researchers as Bertrand Claude Lemennicier-Bucquet, Frédéric Lordon, Laurence Boone and others. However,

both in theory and in practice, science often approaches the management of the organizational culture of innovative enterprises, whose activities are focused on the implementation of relevant projects, without taking into account their characteristic features. If we assume that the features of project-oriented innovative enterprises form the specific characteristics of the organizational culture, then it becomes necessary to develop special methods of managing the culture of project-oriented business structures, adapted to the specifics of activities and their management system [5].

The purpose of the work is to develop recommendations for improving the management of the organizational culture of innovative enterprises by identifying the specific characteristics of their organizational culture.

In today's globalized society, the possibility of defending socio-economic interests both at the level of the European Union and at the level of the national economy of France depends on the level of innovation of the respective entity, it is innovation that determines competitiveness, the commitment of consumers and suppliers, the possibility of attracting the necessary additional resources in the financial market and the labor market. Therefore, significant attention is paid to the assessment of innovative development both at the enterprise level and by international agencies that form the appropriate ratings. For example, Singapore made an incredible leap in development half a century later, which until 1963 was a British colony. A country where there was not only natural resources, but even drinking water today is in sixth place in terms of GDP per capita, and in second place in the Doing Business rating [4]. At the beginning of 2016, the Singapore authorities approved the Plan for the Development of Scientific Research until 2020, according to which \$ 13.2 billion was invested in development over the past five years, which is 18% more than in the previous five-year cycle [7]. As for France, in 2021 the country climbed to 32nd place in the Doing Business ranking [10].

There is a positive trend among the EU countries in absolute terms, but if you look at the countries of Europe, (Denmark - 6th place, Sweden - 10th place, Lithuania - 11th place, Estonia - 18th place, Finland - 20th place, Germany - 22nd place) [2], then France needs to pay more attention to creating a more conducive business climate, and fostering a positive innovation climate and promoting innovation play a key role in this.

The World Intellectual Property Organization (WIPO) reports that France is ranked 17th in the 2020 Global Innovation Index, which compares the innovation performance of 131 countries. [9] Thus, we can conclude that in France the regulatory framework for the development of innovations has been formed and society understands and accepts innovations, taking into account the scientific and natural potential. But this is clearly not enough to compete with the growing economies of China, India, and the United States, since the introduction and commercialization of innovations is a business task.

France is the second largest country in the European Union in terms of GDP and in terms of production (after Germany). The share of industry in GDP is 19.5% [11]. Enterprises that actively implement innovations play a significant role in the French economy and carry out large volumes of economic activity in modern conditions. Among them - Total, GDF Suez, Électricité de France, Sanofi, Renault, Schneider Electric, Saint-Gobain, L'Oréal, Christian Dior, Danone, Air Liquide, Michelin, Pernod Ricard, Lafarge, Alstom, Peugeot, Safran, Alcatel-Lucent, Thales, Areva, Essilor, Vallourec, Hermès, Valeo, Legrand [8]. They are most actively developing in the technological sectors of the economy, acting as effective forms of doing business both in large and small businesses, implementing individual projects in the form of specially formed teams. Design-based enterprises contribute to better integration of knowledge in the development and implementation of the latest products, technologies, business processes and

business models. This contributes to the fact that structures dealing with technologically complex and intellectually rich products become more and more project-oriented innovative corporations.

3. Results

Christiane Taubira and Jean Fourastié attributed the popularity of project-based enterprises to the fact that their activities, to a greater extent than the activities of traditional process- and function-oriented companies, are aimed at achieving concrete results within the established time and budget framework. Project-oriented business structures dominate or occupy a prominent place in such industries in France as construction, information technology and communications, automotive, media, consulting and professional services [1].

To understand the activities of project-oriented corporations and the degree of connection between their innovative activities, it is advisable to dwell on the consideration of the special properties of these structures that determine the features of their organizational cultures. Analysis of scientific literature on the problems of project-oriented corporations suggests that these are not just business structures engaged in projects and forming due to this profit, but also should differ in their organizational structure, internal production and management processes, the composition of the participants in the activity, etc. Project-oriented companies, within the framework of their current operations (projects), create, as a rule, the result required by a specific customer. Objectives and results from project to project change both frequently and substantially. At the same time, design-oriented structures do not tend to create products for an abstract, unknown buyer. Such companies create unique solutions and systems for their clients [2].

The products of project-oriented companies are characterized by high variability (results differ significantly from each other) and low number (a small number of

results are created per unit of time (compared to process-oriented activities). Thus, the activities of innovative enterprises often change (from project to project).) and has a low degree of standardization (due to its variability), but this activity is complex, complex in content.

Representatives of different professions and structural divisions of the corporation are simultaneously involved in the work on the project. Specialists from different industries have to work together on one complex, interdisciplinary task. The fast and volatile nature of the activities of innovative business structures is reflected in the specific management systems of these companies. The organizational structures for the management of such entities are predominantly flat, with a small number of levels of management. Matrix, network and team-oriented organizational structures are often used [12]. The emphasis is on the horizontal integration of activities within projects, on the self-organization of employees, on the adhocratic organization of activities, on the dynamic redistribution of resources from one project to another.

The role of administrative relations at the tactical level of project-oriented corporations is low. An important role in the organization of activities is played by non-administrative, informal relationships, including those based on the unity of values, goals, behavior models, i.e. the importance of organizational culture increases significantly.

The specifics of innovative corporations built on the principle of project management can be seen in external and internal communications. Relations with customers of such enterprises have almost friendly or kinship character, are characterized by long-term and tolerance, because clients not only form orders, but also take an active part in the work on the project [14]. Since the design work involves the involvement of contractors, researchers, outside experts, the

participants in innovative activities have to almost equally actively interact with both internal and external structures. Such interaction is largely based on informal relationships, which is especially typical for the south of France. Formal communications are not abolished, but most of the work issues are resolved horizontally [13].

This brings a new level of significance to the organizational culture of such corporations. Because they act as flat and flexible organizational structures, they accordingly have an organizational culture in which employees are convinced of the importance of teamwork; the values of informal communication, self-organization and self-education; the need to coordinate activities between employees at different levels. Effective work in project teams is possible if employees share the values of open communication, the importance of focusing on results. Communication in innovative corporations is formed on the principles of mutual respect, tolerance for a variety of points of view, the definition of experiment as the basis for decision-making, rapid transfer of knowledge and experience between employees. But, when building corporations on the principles of a design organization, it is necessary to take into account that individual projects may develop their own subculture, an active struggle for resources and customers may begin, which will reduce the efficiency of the entire enterprise.

Each of the projects may have its own system of planning, control, reporting, documentation, and it will be difficult for top management to ensure the unity of management.

4. Conclusion

An analysis of the scientific literature of France and other countries testifies to the emergence of the term "project culture". The organizational culture of project (innovative) corporations (project culture) is a special organizational culture that

arises in the environment of project-oriented activities (including projects, programs and portfolios), and has specific features both in terms of content (different significance of different values) and on structural aspects (fragmentation, homogeneity, mosaicity) [3].

To achieve the goal of this study, it is advisable to cite the characterization of design culture provided by Gerard Debreu. According to her, the design culture is characterized through the following features:

- a high degree of coordination of projects with the strategy, which provides for a link between the results of projects and the strategic goals of the company, a clear definition of the benefits for the company, the validity of decisions, the objectivity of the criteria on the basis of which decisions on projects are made;
- understanding the project environment, which presupposes the professionalism and involvement of top management in project management, the transparency of the company's provision of resources and time for projects, the formation of a project risk management strategy, the acceptance of changes as an objective reality;
- mastering project management practices, involving the search and use of leading project management practices, standardization of project management terminology, monitoring compliance with corporate management standards;
- knowledge management in project management, which provides for the team to receive all the information necessary for the implementation of the project, openness of employees to the exchange of information and knowledge, encouragement by the organization of its employees to training, including on the basis of practical experience;

- "Friendly" relations with the founders of projects, which implies an understanding of the interests of project stakeholders, attention to the participation of a shareholder in decision-making processes, recognition of external stakeholders as partners;
- communication and decision-making on problems that involve an open expression of their views on the purpose of finding mutually acceptable agreements, timely adoption and implementation of decisions on issues, prioritization of conflict resolution, willingness of interested parties to open negotiations;
- cooperation between project participants, providing for cooperation and mutual support between different structural divisions of the company, the presence of a common project for all project participants, the ease of horizontal coordination of project activities, the use of leadership to organize activities;
- delegation of authority, providing for the recognition of the authority of project managers, ease of access to resources from the team, transfer of decision-making authority to the level of project managers and project teams.

The above allows us to classify the project culture as a dimensional models of culture, which are actively used to study the organizational and national cultures of France. Such models distinguish a number of dimensions by which culture is assessed, usually using interviews, surveys, case studies or coding.

Project-oriented corporations in France are becoming even more complex. Horizontal, flat, non-hierarchical project-oriented corporations and their divisions assume the importance of values related to teamwork, horizontal integration, and interpersonal relationships. The content of their activities is constantly changing, which implies a quick redirection of resources in projects, the need to quickly build

relationships in new teams, which makes the value of open communications important. Due to the more diverse and non-stationary nature of the activities of innovative corporations, it depends on a unique combination of different factors and conditions in which the company operates. In simple terms, each company has its own organizational culture, which is especially emphasized by the region and national characteristics of France.

In project cultures, organizational subcultures arise more often and more actively influence all processes; they appear as a result of mosaicism and diversity of activities of innovative enterprises and project teams. The desire to create a single, unified culture can lead to a decrease in the productivity of communications and relationships. But the presence of subcultures, immigrants arriving in France, can also become a source of an excessive amount of conflicts and a decrease in the quality of communications. Thus, the tasks of managing the culture of a project-oriented business entity are associated with ensuring a complex balance between a single culture of the organization and the subcultures that are its components.

The development and improvement of the organizational culture of a project-oriented corporation involves an analysis of the combination of various components of cultures characteristic of nationalities, industry, management methodology, combination of professions, staff composition, religious characteristics, etc. Such activity involves the study of many factors, fast cycles of approbation of solutions, participation in the search and practical activities of many employees of the organization, because it is impossible to cover all the variety of factors influencing culture from one analytical center of the corporation.

The management of the organizational culture of a project-oriented corporation assumes constant development. This means that it is cyclical in nature, research and action must follow each other, constantly realizing organizational change.

The subculture and fragmentation of the cultures of project-oriented corporations means the limitedness of centralized actions from top to bottom, the need to involve all stakeholders in the management of the culture. This implies the need to involve a wide range of employees in projects to change the organizational culture.

As already noted, the organizational culture of innovative corporations is characterized by a higher importance of values such as interpersonal relationships, tolerance, horizontal integration, attentiveness to conflicts, open communication, and the value of control and discipline.

Therefore, it is advisable to recommend that the methods of managing such a culture do not contradict the values of the given culture. It is from these positions, and also taking into account that all subjects take part in the formation of organizational culture: both those who make decisions and those who implement it - we consider it expedient to use the Levin K. model as the basis of the improvement process.

Levin identified three main stages in the implementation of the solution: "Unfreezing", "Changes" and "Freezing". This model defines quite deeply the sequence of the main efforts associated with change management. Organizational culture plays an important role in the Levin K [9].

At the stage of "Unfreezing" it is supposed to identify the elements of the culture that require changes and can restrain the changes. With regard to culture, "Frostbite" means the weakening of cultural ties inherent in the former state of the corporation, the gentle destruction of the old culture. In the course of "Changes", active actions of people take place in the direction of the formation of a new state. The main cultural focus at this stage is innovation, overcoming the old, searching for the new. And at the "Freeze" stage, new behavior is consolidated in new cultural forms. The important place that organizational culture has in the model of

organizational changes by K. Levin led to the fact that this model was actively used for the development of organizational culture in economically developed countries.

The problems of managing the organizational culture of project-oriented corporations in France in most cases do not lie on the surface. The boundaries, content and structure of these problems are closely related to the peculiarities of their functioning.

Having different points of view on the same problem is an integral part of many organizational problems, especially problems concerning organizational culture and other "soft" parts of corporations.

But at the same time, there is an opportunity to involve the entire team in the general planning, implementation and organization of control of all initiatives. If we take into account all of the above and combine the management functions with K. Levin's model of organizational change, we will obtain an algorithm that allows us to improve the process of managing the corporate culture of a corporation. To do this, we will represent any project as a set of cycles, each of which includes planning, company, control and motivation. Accordingly, the planning phase will include:

- determination of the results of the previous cycle;
- determination of the composition and characteristics of tasks that will be performed within the stages "Organization" and "Analysis";
- allocation and preparation of the necessary resources.

At the stage of the Organization, all planned activities must be implemented.

At the "Analysis" stage, it is assumed:

- execution of tasks for analysis and evaluation, defined at the stage "Planning";
- preparation and implementation of research tasks, the need for which arose during the stage "Organization";
- work on analysis and assessment, consisting of: clarification of research methods, data collection, analysis, formulation and presentation of research results.

At the last stage, it is necessary:

- consider the results of completed practical and research tasks;
- take stock and evaluate the effectiveness of the cycle
- use the most effective rewards;
- determine the directions for further improvement of organizational culture management.

At the time of the previous cycle, it is quite problematic to determine the number of subsequent management cycles, because the goals of the joint initiative, the nature, content and scale of the necessary changes in the organizational culture are not fully understood. Each of the following major management cycles should necessarily include actions to implement measures based on the findings of the previous cycle. The content and duration of the cycles within one project may be different. The composition of the next cycles will largely depend on the results of the previous cycles.

Each cycle should lead to the transition of the organizational culture to another, higher in terms of the influence of culture on the projects of the corporation, level.

Each cycle should end with an interim summarization, an assessment of the results achieved and feedback on both the results of the initiative and how effective the processes and communication between the participants in the initiative are.

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