

# Corporate Culture in Russia: History, Progress, Problems and Prospects

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## Abstract

Research on corporate culture is a trend that in essence reflects the problems and risks that exist in Russian society as well as corporations. Authors have three goals: first goal is to make a short analysis after investigations, that are dedicated to the condition of Russian culture; the second goal is an analysis of risks and problems of facing the Russian state and corporations caused by the world community's transition to a new technological environment; and the third goal is the explication of development prospects of Russian corporate culture. There are many possible differentiated approaches and methods possible for a study of a cultural phenomena. The practical aspects of the corporate culture formation are considered on the example of the finance-bank structure "Sberbank". The most productive approach is interdisciplinary research method. The research result is that the Russian scientific community has two main approaches (related to the corporate culture theme): rational and value approach and the term "corporate culture" used in the scientific literature as adequate for definitions "organizational" and "business" culture. This is identical to western research tradition, in general. The "industrial" development level of Russian corporate culture does not correspond to the meanings and values of the sixth technological paradigm, which is the main problem and the original "risk field" for optimization of corporate culture in Russia. The authors consider the organizational forms in which corporate culture develops and the wide historic experience of professional education had been accumulated earlier and corresponded to the pragmatism as the megatrend of education development that is the positive factor.

**Keywords:** culture, corporate culture, corporate education, management, professional education

## 1. Introduction

The problems of corporate culture development begin to be discussed with the appearance of corporate units. Most researchers consider the first stage of corporate culture formation in Middle Ages when craft and merchant guilds appeared. These were the first professional unions that left agricultural labor and concentrated their activity on other specializations. Professional organization have the task to regulate the communicative interactions among guild members the external conditions of its function and personal member activity gave rise to the appearance of the corporate culture. Research revealed that "the guild administration watches over the good behavior, especially – journeymen, demand of unblemished reputation and watch the relations, appearances, their wives and their assistants". There were special signs-kleinod which means the iconic marks of the saint protectors of the trade in workshops or guilds that where turning the communities of its followers into a brotherhood. Their main tasks were the veneration of the saints – patrons of workshops or guilds in all possible canons throughout the Middle Ages (funerals, celebrations, religious service, building of the church etc.) Such precedents took place not only in European history but in Russian too. Thus, the first Novgorod merchant guild known as "Ivan's hundred" was formed by the Temple of Saint Joan Predtechi na Opokah. These merchants had a "common stick" for the insurance of their capitals and mutual crediting. There is a control weight that was public for the customers and was the guarantee of honest trade.

Makeev V.A., a researcher of Russian national culture formulates the hypothesis that, in Russia, there is not as on the European stage, the development of workshop trade because in towns there was no independent and stable ownership of property. The cult, saint relation to prosperity, within the Russian mentality, was replaced by

collectivity, “sociality” and the institute of private property by confluence of property and power. The classic example of such confluence is serfdom. Dichotomy of western individualism and eastern collectivity dominates in all further cultural research in general and corporate culture, in particular.

Currently the actuality of the theme connected with corporate culture increases rapidly. It is connected with not only the increased role of corporate cultures on different levels in modern world community and its economic sphere but with change in technological and scientific-education paradigms. This is noticed in many studies. (Thornburg, 1977; Naisbitt, 1988; Meadows, 2004; Martin 2007 et cetera). In Russia, the interest in this problem has increased abruptly because its practical researches have a great economic and ethic significance. Especially, during the last 30 years, socio-economic shocks have determined a crisis in the traditional communarists morality, generating interest in individual cultural programs and changed the format and status of personal vectors. All these processes deformed the educational system by depriving it of its values and meanings for seeking new paradigm foundations and organizational forms of cultural status of corporate and educational interactions.

All of the above determined the article goals:

- (1) to make an overview of Russian research that dedicated to corporate culture;
- (2) to analyze the risks and problems of the corporate culture formation in the conditions of transition to the sixth technological paradigm;
- (3) to explicate the author’s vision of the corporate culture prospectives development based on the present Russian reality.

## **2. Literature Review**

The term “corporate culture” often means some people’s union that have general goals, carry out joining activity for achievement of these goals and formation of an independent legal entity. However, corporate culture is the localized (systemized or unsystemized) compendium of rules, principles, impositions, norms, communications, material and mental meanings and values that interact with each other for this union or legal subject. Every culture in its predicative specification is a culture invariant of system formation and original “landscape” in the society, where this society is presented.

### *2.1 Culture*

Therefore, every research on corporate culture is a predicative culture condition, a defined conceptual view of the culture. In fact, culture is a complicated and many-sided phenomenon that integrates and universalizes a society. Therefore, the culture studies by all of the sciences, has great number of definitions. At present the actuality of corporate culture theme has developed abruptly. According to A. Kreber’s and K. Klackhon’s point of view “all of these definitions can be classified into 6 classes as: describing (that interpret the culture as the sum of all kinds of people activity, habits, beliefs); historic (that connected culture with traditions and social heritage); normative (that consider culture as the total of norms and rules organizing human behavior); psychological (that define culture as total forms of acquired behavior, appearing as a result of human cultural adaptation to surrounding life’s conditions); structural (that present culture in the kind of different models or unit system of interacted phenomena); genetic (that define culture as a result of human groups adaptation to new habitat)” (Lurie, 1997). N.V. Isakova offered another approach in her work. She formulates the idea about ordering of many definitions of culture by explication the most general definitions. Thus, she chosen two main approaches: functionalistic (“the culture is an out of biological way of activity”, that was offered by E.S. Makaryan in 1983) and axiological (“the essence of the culture is the human development as a sentient being”) that has such supporters, in her opinion, as A.I. Arnoldov, E.A. Baller, J.N. Davydov, N.S. Zlobin, L.N. Kogan, V.M. Mezhuiev, V.S. Semenov and other (Isakova, 2001). Nowadays these two approaches dominate over domestic and foreign studies and develop in value, communicative and semiotic aspects.

### *2.2 Corporate Culture*

These aspects will be interesting for us in further discussion. Therefore, we give emphasized definitions of culture, that specified for understanding the corporate culture as culture invariant in general. These accents belong to Y.M. Lotman and V.S. Bibler. From Lotman’s point of view, “...culture is the complicated in organization symbolic mechanism that provides the existence of one or another group of people as collective personality with some superpersonal intellect, general memory, unit behavior, unit modeling of the outward things for itself and unit relation to its world” (Lotman, 1998). Y.M. Lotman in his work “Semiosphere” emphasized one more moment in the consideration of the culture. He noticed that “...the culture is a communication form between people and it appears in groups where people have communication” (Lotman,

2004). V.S. Bibler emphasizes the timeless character of culture reproduction and states that "...the culture is a form of simultaneous people existence and communication in different – previous, present, future cultures, the form of a dialog and intergenerating of these cultures" (Bibler, 1990).

The Russian tradition of studying the corporate nature began in the 70s but intensified in the 80s. It was connected with the analysis of the western business or organizational culture formation's experience. It was determined by the policy of increased openness, weakening of "The Cold War" and the beginning liberalization of economic relations in USSR. The later processes of drastic turning points and transformational shifts in the economy, policy, education and mental sphere determine the increase of the corporations's role in these processes and, correspondingly, the new formats of culture reproduction as such. Corporate culture took one of the leading places among these new formats. The appearance of translated works of R. Gallagher, P. Drucker, M. Castels, V. Kellerman, J. Kunde, A. Maslou, E. Toffler, A. Tompson, A. Strickland, F. Fukuyama, E. Shein, M. Hammer and others initiated the great shifts in management research and corporate culture which have been forming in Russian reality at the end of the 20st and the beginning of the 21st century. The first results of these researches were presented in the work of N.N. Mogutnova "The first steps. The corporate culture: definitions, approaches" (Mogutnova, 2005).

The further developments of the corporate culture problems were connected with two approaches: rational and value-oriented. N.N. Mogutnova marks that the specificity of rational approach is meaningful role of the leading structure (Mogutnova, 2005). Value-oriented approach is based on the phenomenon analysis that emphasized by F. Fukuyama. Fukuyama state: "...The culture is the inherited ethic skill or habit. Ethic skill can be consisting of certain idea or value..." (Fukuyama F., 2004). The distinctive feature of rationalists is the consideration of administration as managers develop the culture, meanings and values of corporate tendency and being in the discussion of the corporate culture problems (Alvesson, 1987; Rudnitsky, 1991). Following the value-oriented approach the corporate culture in its formation and development is the way of existence and appearance (realization) of basic values that share as chiefs and employees (Gallagher, 2006; Kogdenko, 2015). In this variant the corporation is looking not only through the prism of services and commodity but in such form that state M. Hammer and he means the human community that create a specific kind of the culture – the corporate culture (Hammer & Champy, 2005).

### *2.3 The Corporate Culture in Russia*

The development of the corporate culture in Russia was determined by some moments that were documented in researches in its historic aspect (Chernykh, Parshikov & Vyshegurov, 2016). Corporatism is the distinctive feature of general and additional professional education till the first days of creation of this system. This is explained by the fact that the professional education was advanced on the basis of branches. By 1967 there was created the whole net of Central institutes of advanced training. It coordinated the corporate education with principle of hierarchy in the organization: educational-course industrial complexes – educational centers – branch institutes of advanced training – central institutes of advanced training. The correlation and interdependence of the corporate education and culture appeared in the creation of corporate universities (Gilev, 2010).

However, the interdependence of corporate education and culture is not a key feature of the corporate culture in Russia at present. The researchers notice that the key feature is its "lack of development" as a system phenomenon. Therefore, the historic principle of corporatism (by means of craft and merchant guilds, informal unions of graduates of educational establishments, for instance, in College of Mines) is not so stable as in the West. This fact was marked in the studies of O. Dugina, S.G. Zarjevsky, B.F. Lomov, L.V. Kartoshova, T.V. Nikonova, V.A. Makeev, T.O. Solomandina and other (Kartoshova, Nikonova, & Solomandina, 2009; Makeev, 2014). In the most of them we can state the significant interest to the three aspects of the corporate culture:

- the western experience is acquired and implemented during the formation of the corporate culture and possibilities in Russia;
- it is noted that the corporate culture can be the power regulator of relations and communications in and outside corporations;
- it is understood that not only processes and technology are important for the development of the corporate tendency and image but employees and their development as well as education and self-improvement. These works emphasize that the corporate values are the core factor for the employee as an innovative and entrepreneurial subject.

Such changes as catastrophic shortage of skilled-personnel caused by the disintegration of professional education

system, transformation of the economic relations, rising importance of nongovernmental sector in most spheres and change in life's values, complicated by the demographical situation and other factors forced contemporary Russian corporations to make the preparation and advanced training on their own. In accordance with these changes personnel professionalism became the key factor. Professionalism meant the formation of the "new culture" and the origin for production, consumption and distribution relations. There appeared different business schools and organizations. They were specialized in training personnel of highly-focused profiles. However, this is just the beginning of the long process occurred in the USA and Western Europe in 1920th-1930th.

### 3. Methods and Materials

Changes in economic, social and mental situations regenerate the dichotomy of individualism and collectivism that seems disappeared in history. If earlier we consider the axiom that "collectivity is the distinct feature of socialistic living", individualism becomes one of the purposes defining the culture of human "being". But the important thing is that collectivism didn't disappear as a mental phenomenon initiating the social activity of individuals together along with individualism. Collectivism acquires other-mediated features. The main feature is its original elimination from the society culture to separate social institutes and, accordingly, the society formation on a new basis. This is the way of appearance the transformed "family culture", "individual culture", "internet culture" etc. as compared with previous artifacts. And in this aspect previous specifications are actualized of J.M. Lotman and V.S. Bibler (Lotman, 2004; Bibler, 1990).

All further discourses will concern the corporate culture by abstracting from the other transformed and transforming forms of new "collectivizing". For the problem concretization is needed to present the structure of its phenomenon in its present condition. Based on the research analysis that dedicated to the corporate culture, its structure is enough complicated and expressed by two "geographical" variants: western (euro-American and Western European) and eastern (Japanese, Chinese, Islamic countries). If the calculation of the features of its business cultures is the subject of special research, the determination of the features that its combine can be the foundation for explication the phenomenological presentation of the corporate culture.

Lapina T.A. made the general conception of the corporate culture structure in her research. She related to the most meaningful elements of corporate culture: the type of joint activity, norms of behavior, communication culture, communication system, business culture, company's tradition, the features of interpretation privileges and responsibility, work ethic (Lapina, 2005). Usually it states that the key factor in corporate culture formation is the corporate philosophy. These are the principles that a corporation uses and express as symbols (objects, actions, events), legends (mythologemes reflecting the previous real events and expressing main values of the corporate culture in implicit form), heroes (people-icons), mottos (proposals-slogans in that the main values of the corporate culture have expressed), ceremonies (as the samples-patterns of public meaningful or other event or human). The corporate tendency, corporation image and corporation ethic are presented in the researches as phenomena formalizing a corporation's activity (Kravtsova & Tarelkina, 2006; Spivak, 2001).

However, in last decade, corporate education often includes corporation culture structure as a core element. This is based on the business and management needs because of its dissatisfaction of the graduates' quality of higher education system. This situation is general as for Russian and for foreign corporations. David Price in his beautiful book "Open: How we'll work, live and learn in the future", that was recently translated on the Russian language, formulated original features compendium of the future corporate culture. He relates to such features the Share, Open, Free and Trust. "It is important that these words can be as nouns and verbs, as values and actions" (Price, 2015). This is the characteristic of the transition process from "corporation-machine" with main features as wide bureaucratic stratum of managers, accurate separation of the functions, obedience to the orders, authority centralization, dehumanization, control and fiscal apparatus to "corporation-community" that noticed Bill Gates in 1999 in its almost biographic book "Business at the Speed of Thought" (Gates, 2001). What type of the culture B. Gates advocates in «Microsoft»? "Our management culture is made for creation the welfare atmosphere for the creativity and the whole realization of every employee potential. By determining that Microsoft is a huge company that uses actively their enormous resources, it keeps the structure of small dynamic groups where everyone feels that many things are depend on him. Ideas generates by certain people and Microsoft does everything to give these creative people the possibility to gets things real done" (Gates, 2001).

## 4. Results

### 4.1 Problems and Risks of the Russian Corporate Culture

Even partial analysis of the management culture in Russian corporations on different levels that conducted regularly by company RBC ("RosBusinessConsulting") shows that order to form appropriate corporation culture it is necessary for Russian corporations to conduct some quantity of action that long time ago had been

conducted in world community in positive way. The important thing is the development of the corporate education as a system beginning the reorganization of a new corporate culture formation process.

The main problem zones which occur in the transformation of Russian corporate culture are:

- Association and systematization of the disjointed education systems of regional structures in various companies;
- Development of the top-management with the goal to form a new image and appropriate to this image the corporate tendency and values;
- Creation of a personnel development system;
- Optimization of the company brand as an employer on the external market in the conditions of regional and global competition;
- The growth of internal status of intracorporate education and communications (<http://marketing.rbc.ru/reviews/business-education-2008/chapter6-corporative.shtml>).

The key role in these processes belongs to corporate universities. At present there are more than 100 corporate universities in Russia that belong to huge corporations. Nowadays the corporate education is the main element of the official philosophy in the leading company. The correlation is obvious because the formation of management culture determines the organizational culture for which the main development factor is the process of continual education and the advanced training for personnel that promotes the improvement of motivation mechanisms of labour personnel activity. In this case, the experience formation of corporate culture and corporate education in one of the hugest financial-industrial corporations in Russia as Sberbank of Russia is very significant. The corporate university of Sberbank was officially confirmed in March of 2012 and began official work from December of 2012. Now the corporate university of Sberbank represents Russia at four global associations KO – EFMD, CorpU, ATD, ECLF and uses its experience successfully for its own development and formation of its corporate culture. Total value of the corporate university during the period of its building was more than 10 billion rubles, (more than 170 million dollars USA). The official opening ceremony of the corporate university campus took place at 12<sup>th</sup> of December in 2014. Campus was designed by taking into account the best world experience of the corporate university and it fit organically in the nature landscape by the Istra River near the Moscow. Multifunctional structure of the corporate university gives the wide possibilities for development of the corporate culture for this corporation. Thirty-eight campus rooms contain about 1300 students, including conference hall with 500 seats, big room with 120 seats, 4 rooms for lectures (60 and 70 seats) and 26 rooms for group work (6-8 seats). The corporate university has its own sports facility. The key educational programs directed to the comprehensive development of the personnel corporate culture developed and implemented are:

**-Sberbank 500** is the module program developed by the corporate university of Sberbank together with business-school INSEAD. The program started in 2011 and is directed to the training of mid-level supervisors Sberbank Group;

**-The program for the top-management development** – the modular program, realizing from 2011 in collaboration with London Business School (LBS). The program is directed to the top-management Sberbank Group;

**-The program for the staff reserve development** – is the modular program directed to skill formation, needed for the effective promotion and formation the continuity in Sberbank Group;

**-The workshop of supervisors** – modular program, initiated by The Corporate University of Sberbank from 2014. The program consists of 6 modules and is directed to the formation of the culture of management, the holding of the new Strategy Bank development during the period till 2018 and adherence to Sberbank values.

#### **- Distant learning**

Distant learning and development of the Sberbank chiefs becomes possible because of the Virtual School of the Corporate University. Portal presents for the Bank top-management the access to the knowledge base and the possibility of team interaction in the regime of real time 24 hours within the whole week. In 2013 the access in Virtual school had gotten 36 000 chiefs of Sberbank. This innovative project was admitted as the best introduction of IT - platform Saba Software in the world in 2012.

The Bank uses the platform for specialist training in the distant and electronic format. At present about 200 courses worked out that promote to train on the workplaces;

#### **-Adaptation of the new personnel**

The programs of the new personnel training on the basis of the adaptation plans conduct for the specialist-beginners. The adaptation plan is the complex development process including 5 stages: induction, full-time and distant learning, probation period, adaptation on the workplace, summing-up of the adaptation. The adaptation process of the new specialists proposes 3 months (probation period). Adaptation plans help the personnel to more quality and quickly get to work.

The program “Training all-Russian specialized points” has been conducting in the Bank since 2013 is directed to the efficient and “painless” induction of new personnel. This program presents the probation period in special Bank division that begin immediately after the finishing the full-time training in the Sberbank training center. During two weeks in the training all-Russian specialized point under control of the tutor the new employee works getting in the training process knowledge and skills in real conditions. Two hundreds and ninety-eight the training all-Russian specialized points opened in 137 towns of Russia and its quantity increases constantly;

#### - **Professional development**

Complex programs as “Sales workshop”, “Service workshop”, “Tutorship workshop”, “Communication workshop”, “Personal efficiency workshop” and programs directed to professional knowledge development implement for the professional development of the specialists. The conception of the workshops is based on the Sberbank values that are directed to the personal leadership’s skills development and proactivity, efficient work with internal and external clients, team constructive relations and follows such principles as:

##### 1. **System**

Each program offers training exercises complex in the context of each position and includes some stages from preparation till post-training support, specialized modules on the treatment of individual skills.

##### 2. **Formats multitude**

The training program is presented in compound formats and includes the decision of individual business-cases according to specificity of every business-division, exercises, trainings, personnel development at the workplace with maximum supervisors’ involvement, distant formats, business games, performance of business-speakers.

##### 3. **Continuity**

All programs have multilevel structure where each level has various specification and development depth of knowledge and skills (from simple to complicated)

##### 4. **The control of the practical efficiency**

Each program has the efficiency value and permit to estimate the progress in knowledge and skills, satisfaction degree of internal and external clients and the program influence degree on the business-result;

#### -**The books series “Sberbank library”**

The books series “Sberbank library” help to motivate yourself for self-perfection and opening internal potential by personnel. The collection “Sberbank library” proposes the books on various themes: leadership and personal development, the best management practices, economy, policy, history. From 2009 more than 50 books on the Russian language were published. The collection “Sberbank library” continues to add new editions;

#### -**Learning foreign languages**

The bank provides for specialists and their relatives the possibility of learning foreign languages in distant format. In the context of this unique format and scope project personnel get the twenty-four-hour access to the virtual classes from any electronic device in Internet, practice the spoken language with the native speakers as teachers, and meet with students from different countries.

In 2013, the Corporate university of Sberbank became the first certified platform of Cambridge English Language Assessment in the corporate sector in Russia for training and conducting international English exams.

In 2015 Sberbank spent more than 2 billion rubles for personnel training (more than 340 million dollars). The teachers on staff, invited lecturers and company top-management deliver lectures for Sberbank personnel. The company “Euroset”, giant in retail trade is on the second place in Russian corporate universities ranking that emphasized the training of the line personnel. “Gazprom Neft” is in third place. The center of SP in this raw materials giant is the formation of the staff reserve (<http://marketing.rbc.ru/reviews/business-education-2008/chapter6-corporative.shtml>). Undoubtedly, that Sberbank, “Euroset” and “Gazprom Neft” are the exception this is t in the general field of the corporate universities, corporate education and corporate culture. However, the tendency is strong and supported on the governmental level that permit to minimize foregoing problems and risks.

#### 4.2 Prospects

Pavel Luksha, professor at practice in Moscow management school “Skolkovo”, the author of the New professions atlas and the report “Global notice of the future education” presented the results of the project “Global education future” on 13<sup>th</sup> of September of 2015. The project has been developed over 5 years and has a goal the possible image of the global international education ecosystem of the future and strategies for its formation. According to presented programs in report the beginning convergence of business-schools, training and consulting companies in 2015 should turn into a stable tendency. By the 2025-2030, it should happen almost whole convergence of business-education and personal education. The education corporatization proclaimed in the report as a general trend in post-institute of higher education development. This is determined by an approximate time-table that defined forecast: the first stage is the growth of the corporate universities and domination of transnational corporations on the global markets of the corporate education in 2010ty; the second stage is that the corporate universities become active players on the education market; third stage is that the ICT-companies become the leaders on the global market of the corporate education (Luksha, 2015). This tendency is confirmed in Russia and abroad. At present the corporate university is an innovative model of business-education, having in the center the combination of business interests, education and certain individuals whose motivation has pragmatic character. The quantity of the corporate universities increases progressively almost in the all business spheres.

However, the main problem is connected with the interaction of national and international component of the corporate culture in the modern world. This conflict line was determined in 1994 by Richard Hall - English researcher and proved by domestic researcher N. Tesakova in her work “Mission and the corporate codex” (Tesakova, 2003). The essence of the conflict concludes in the divergence of two positions. The followers of the first way state that transnational companies have the possibility for formation the corporation culture by means “its own” imagination of business ethic and the national differences should consider as the “minor factors”. Other position is that by the globalization conditions the lack of approaches and values convergence in the processes of national and international (business) cultures formation is that the national business culture will dominate as a result.

Nowadays the prospects of this conflict resolution are not distinct because the main foundation (in the context of its corporation education modern condition), that was excellent formulated by Igor Kachalov, the specialist in the sphere of the Russian management, is not abolished. His states that “if we talk about some integrating human from these 6-7 million (he means the number of management personnel – author’s comment) or about all of them, however, the key and most dramatic feature of the Russian manager connected with his low productivity in management is the absolute absence of the professionalism...if the minimum required level of professionalism in the European, Eastern or American market is the 100%, the Russian managers will have the level about 35-45%” (Kachalov, 2008). This position is maintaining now but the education corporatization equalizes the positions by convergence of the business and personal education.

#### 4.3 Discussion

At present we should consider the general picture of the Russian corporate culture formation as addition its real model to the global normative culture. The destruction of the pre-revolutionary norms, values and organizational forms, as merchant guild, aggravated social risks dispositions (wars, dissolution of the Soviet Union etc.), leded to the destruction and late exist of the new Russian corporations, corporate education and global corporate culture development. Nowadays the global corporate culture can be considered as the phenomenological and stable system formation – the abstract formulary that integrates the world management experience. The Russian business culture in its development is the partial approaching of national model in the theory and practice by implementing its abstract formulary to formation its own national model of the corporate culture. The national Russian corporate culture gradually goes away from the domination of the quantitate indexes and tries to be implemented as total sum of the four kinds practices: rationalization of the intracompanies processes is based on the corporate education; intereconomic relations and cooperation with formation of net constructions; production-share-consumption-distribution; coping the experience of market in the interactions system West-East; understanding its own historic economic management experience. In its structure the national corporate culture does not formally differs from the West. However, the foresaid dilettantism often deforms the hypernorms of the world business ethos to the distinct disturbance as well as business ethic and classic canons of morality.

It is necessary to state that visible part of the corporate culture such as office, interior, ceremony, communication style, myths and stories dominate basic elements of the corporate culture as values, norms, work principles and company philosophy. However, it is obvious that a great number of the companies in its corporate culture begin

to use the criteria meaning the strong, formed in general corporate culture. This corporate culture is appropriated to the following principles: community of interests; adequacy of the chosen strategy; adaptation of the corporate culture; efficiency of the human capital usage etc. Though, the corporate culture phenomenon still considers with alertness. The formation of the corporate values occurs mostly by means of old methods: punishment for disturbance. In most parts of corporations, two cultures “co-exist”: “entrepreneur-corporatist” on the management level and “collectivity-pragmatist” on the personnel level. But the main problem is that just 20% of the companies has result-oriented introduction of the corporate culture elements. It is determined by a recent history of the private practice and entrepreneurship and ignorance of the corporate culture and corporate education development as objective necessities.

#### 4.4 Conclusion

This study presents only a theoretical essay of Russian corporate culture conditions with the accent on some problems and expresses the authors point of view. This brief analysis shows that formation of a Russian national corporation culture was historically “launched” and will develop progressively. The number of studies on this theme has increased and it confirms its meaning. In spite of the many barriers to this phenomenon as “orientation to authority” and “translation” of the “top” relations to the “masses”, the horizontal peer corporate culture develops very intensively. Written and executed mission and values are present in many companies. In the nearest prospect can be implement the successful synthesis of highly-organized corporate culture of the western corporations and meanwhile “closed” corporate culture of the huge Russian companies. The second development line is the remarkable difference of the corporate cultures in big and small companies. This can liquidate not only the noticed differences but promotes to push the task of the corporate culture formation to a high level in the sphere of the modern business tasks and the corporate education development to the level of the governmental priorities.

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