

REFERENCES

MODERN APPROACH ON CORPORATE CULTURE

The recently published book of Yanica Dimitrova, PhD¹ focuses on an interesting and topical problem – the problem of corporate culture as a competitive advantage. It could reasonably be indicated as a fundamental problem for the social theory and practice. The book is recommendable due to two merits:

First, the author has selected such a problem in the beginning of her scientific work, that was focused in the Bulgarian literature with the required attention only in the recent decades. The fact that in Bulgaria, quite a few authors have engaged themselves to draw up a concept and to back it with arguments has enabled Dr. Dimitrova to apply successfully for a position in the quite topical and profound subject-matter, concerning the corporate culture.

Second, the wide knowledge of the author gives her the opportunity to disclose a new problem, that has not been specified in details – the problem of the corporate culture as a competitive advantage. In itself, this fact makes the monograph unique and challenging, tempting the professional and the common reader to penetrate her ideas and to take time for self reflection.

Before disclosing her view on the interrelation between corporate culture and competitive presentation, being the highlight of the second part of the monograph, Dr. Dimitrova outlines thoroughly the problems of the corporate culture, defending her author's position.

The investigated issues are: the organization and its culture in the context of two basic approaches – systematic and interpretive, the nature, the characteristic features and the functions of the corporate culture, as well as the models of the corporate culture, especially the models of Edgar Schein, of Mary Jo Hatch and of Johnson and Scholl. The prospects of studying the corporate culture, the investigation approaches and some of its typologies are interpreted in an original way. The research precision of the author has provoked her to study other main problems as well, completing the corporate culture profile. An analysis is made of the problems of corporate culture and communications, corporate culture and leadership, corporate culture and motivation, corporate culture and the corporate social responsibility, etc.

The idea of the context of the corporate culture and its relation to the “intangible values” also proves, that the corporate culture is not a common superstructure phenomenon, but on the contrary – the complex defining the identification and defending the corporate image depend on it.

¹ *Yanica Dimitrova*. Corporate Culture as a Competitive Advantage. Sofia: Prof. Marin Drinov Academic Publishing House, 2012, 245 p.

There is a logical link between the well designed format of the first part and the theoretical second part. It emphasizes the author's contributions, proposing also new axes, on which further studies in the sphere of corporate culture could be carried out.

The definition of the category “competitive performance”, the identification of the reasons for the interest therein and its improvement, the research approaches and measurements methods, deriving of the applied indicators, the analytical review of the critical study of the relationship corporate culture – competitiveness, prove the complex and the multi-faceted study and interpretation of the problem concerned.

The third part of the book is also interesting with the examples from practice. They are undeniable arguments, supporting the established typical relationship between corporate culture and competitive performance, in terms of the specific idea – the corporate culture as a competitive advantage.

Being not just one of the few attempts to analyse such a fundamental problem as the corporate culture in general and in the specific sense, the book is also valuable as a practical guide for businessmen, team members and for the top management in different organizations and economic structures thanks to the specific clear and precise messages of the author.

Dr. Dimitrova's monograph is timely and very useful both for the specialists, and for the readers, interested in reflection of the multilateral problems in the sphere of the organizations, on their fundamental components and for the managers of various business structures.

Assoc. Prof. Adelina Milanova, PhD