

WORLD ECONOMY AND INTERNATIONAL COOPERATION

Vestnik MIRBIS ISSN 2411-5703 <http://journal-mirbis.ru/>
№ 2 (14) 2018 DOI: 10.25634/MIRBIS.2018.2

For citation: Muzykant V. L., Mfarrej F. The role of corporate communication in improving corporate performance in syrian and russian banks. *Vestnik MIRBIS*. 2018. № 2 (14). С. 6-13. DOI: 10.25634/MIRBIS.2018.2.1

Valeri Muzykant¹, Fadi Mfarrej²

THE ROLE OF CORPORATE COMMUNICATION IN IMPROVING CORPORATE PERFORMANCE IN SYRIAN AND RUSSIAN BANKS

Abstract. The importance of corporate communication continues to be timely in all organizations, as highlighted by recent controversies on this topic. Coming to terms with cases such as these relies on the task of defining corporate communication, and more broadly figuring out how corporate communication affects corporate performance. Aim of the article is to consider the concept of corporate communication from the perspective of increasing the efficiency of Russian and Syrian banks: how modern communication technologies affect the bank's activities. In addition, it is important to learn the mistakes in building a dialogue within both the banking structure, as well as the principles of building anti-crisis communications that affect the bank's corporate indicators.

Key words: corporate communication, corporate performance, bank mission, modern communication technologies, communication obstacles, bank crisis, financial crisis, target audience.

1 **Muzykant Valerii Leonidovich** (Россия), Doctor of sociology, professor of Department of Mass communication, Peoples' Friendship University of Russia 10/2 Miklukho-Maklaya st., Moscow, Russia, 117198. E-mail: vmouzyka@mail.ru
ORCID: 0000-0001-9422-351X

2 **Fadi Mfarrej** (Syrian Arab Republic) – applicant of Department of Mass communication, Peoples' Friendship University of Russia.
E-mail: fadi.mfarej@hotmail.com

1. Introduction

Hypotheses of the research is that that corporate communication is extremely important for the implementation of the mission of the bank, especially during times of financial crisis caused by external factors caused by war or economic reasons. A questionnaire had been developed, and then distributed to a random sample of 150 employees at the Syrian Central Bank from January 1, 2018 to the end of February 2018. A content analysis of communication materials of Russian banks with combination of natural and semiotically complex polycode systems has been conducted to convey bank mission to the target audience during the crisis period in 2014–2017.

Practical significance. The article can be useful for determining the role of corporate communications in improving the efficiency of the bank and enhancing the motivation of the bank's employees, as well as improving the communication process with the target audience.

Discussion. organization through measurement-driven strategic alignment The organization is an integrated system that includes several elements working together to achieve specific goals that require effort and use of certain efficiency [Roper, Fill, 2012]. That in turn makes the organization in a desperate need of individual users, who are the most important assets it owns today through interaction between them to promote its reputation and this is achieved through effective corporate communication system that ensures the development

of the organization and its performance. Communication is an absolute necessity especially with the development and fluid of means of communication and the increased complexity of the various organizations, including banks. It is used to strengthen social and corporate relations, and strengthen the corporate performance, which reflects positively on the whole organization through unifying objectives, increasing the effectiveness of communications, shortening time, effort and money and providing the opportunity to benefit of the characteristics of telecommunications [Abu Shanab, 2009].

Corporate communication helps raising the level of functional performance in organizations to face all the challenges of this new age which requires speed, accuracy and good planning in transferring and understanding the orders and instructions from senior management to the employees to run the work of the organization and control it. It also designed «...to address all problems and development of obstacles and constraints that limit the ability of employees in their performance» [Mumby, 2012]. Effective corporate communication assists also in informing management of the problems facing employees and their complaints to reduce and treat them. The growing role of communication in the modern era and the increased problems in organizations have all resulted in an urgent need for effective corporate communication in the organization to benefit from the communication technologies which offer many advantages to effectively improve the level of corporate performance

[Hanafi, 2006]. Corporate communication has a significant impact in raising the corporate performance of the organization through the existence of a communication process and an effective communication system, which contributes greatly to the creation of an encouraging and stimulating working environment, instilling in the members of the organization the spirit of cooperation, and strengthening the loyalty to it. Thus, the behavior of employees changes to the best, leading to higher corporate performance [Heath, Palenchar, 2009].

The semantic core of the vocabulary of the banking segment of the media has a significant impact on the image component of the bank and, as a consequence, on the degree of customer confidence in the financial institution. It must be taken into consideration that passive banking products, like deposits and «on demand» accounts, are directly dependent on the degree of integrity of the bank's image. The mention of the name of the bank in the media carries a special meaning, and the texts of the banking segment of the media differ from the classical journalistic materials with increased reputational risks for financial institutions.

2. Methodological framework

2.1. Problem

The problem of raising the corporate and retail performance is among the most important concerns that Central Bank of Syria (1) as well as Russian banks are currently paying more attention to in order to increase its performance and effectiveness by enhancing their communication system. The effectiveness of the bank is linked to the efficiency, ability and willingness of its individuals to act influentially and effectively, as any organization in turn aims to achieve its objectives through the right use of communication process.

To get closer to the subject of the article, the researchers raise the problem as follows:

- How do external factors such as military actions, financial crisis, sanctions policy, etc., influence corporate communication and, as a consequence, the construction of anti-crisis communications.
- How does corporate communication contribute in improving the corporate performance?
- Are the anti-crisis communications capable to satisfy the need of target audiences in the information, whether they propose effective exit from possible crisis

1 Central Bank of Syria is the central bank of the Syrian Arab Republic. The bank is located in Damascus with 11 branches in provincial capitals. It was established in 1953 and started its operations in 1956. The Syrian State subscribes to its capital. It is defined as an independent public institution operating under the control of the Syrian state and in accordance with the directives issued by the Syrian Council of Ministers. The Bank also coordinates the activities of the monetary and credit institutions and implements monetary and banking policies of the Syrian state. It exercises control over the Syrian banking system and follows up the good implementation of the provisions of the basic monetary system and the consequent regulations and instructions.

situations in the banking sphere and regulation of their consequences?

A number of sub-questions are included within this problem:

- Is corporate communication an important factor in improving the corporate performance within the bank?
- How can modern communication technologies affect the corporate performance of the bank?
- Can communication obstacles affect the effectiveness of the corporate performance within the bank?
- Is the use of manipulative communication techniques a stable stereotype of mistrust of the banking system, confirming the need for a qualitative increase in the financial literacy of the population?

2.2. Hypotheses

• Corporate communication takes place between the bank's management and its employees.

• Corporate communication contributes to raising the level of employees' performance within the bank through the availability of modern communication technology

• Corporate communication's obstacles affect the effectiveness of the bank's corporate performance.

• Substantial, stylistic and genre features of publications in the media that affect banking issues affect the behavior of the user of banking services.

2.3. Importance

The importance of this article lies in identifying the role of corporate communication in improving corporate performance as its importance is derived from the role played by corporate communication in activating the role of the employees and motivating them to develop their performance, which positively affects the level of corporate performance. Corporate communication has an unconditional impact not only on bank employees, but affects the behavior of external target audiences.

2.4. Objectives

The article aims to highlight the important role played by corporate communication to increase corporate performance. It also aims to analyze all the mechanisms and elements related to the communication process and the performance of the employees of the Central Bank of Syria. In addition, to highlight the role played by modern communication technologies to improve corporate performance, to strengthen communication influence on target audiences in the period of crisis phenomena

2.5. Sample and data collection tool

A questionnaire was distributed to a random sample of 150 employees in the Central Bank of Syria the period from January 2018 until the end of February 2018. To achieve the objectives of the article, and to reveal the role of corporate communication in enhancing employee functionality, the researcher designed this questionnaire as a tool for data collection from the sample of the study. The questionnaire was divided into four sections, the first section included information on communication trends in the bank, while the second section included the impact of modern communication technologies on the effectiveness

8 The role of corporate communication in improving corporate performance in syrian and russian banks

of the corporate performance, and the third section included the obstacles of corporate communication and its impact on corporate performance's effectiveness. In addition, the empirical base of the research was journalistic, advertising, PR texts of Russian bank sector – printed and online publications in the period 2008–2015 (the card index was 1,500 printed and media texts).

3. Literature review

Some researchers define corporate performance as a composite assessment of how well an employee accomplishes his activities and tasks which consist of his work [Saqr Ashour, 2005]. There are three partial dimensions that can be measured by individual performance. These dimensions are the amount of effort, the quality of the effort and performance pattern [Robbins, Judge, 2015].

Job evaluation is a periodic management process designed to measure the strengths and weaknesses of an individual's efforts and the behaviors he exercises in a certain situation and in achieving a certain goal planned by the organization in advance [Durrat, 2008].

Corporate communication is the managerial process of transferring information about the organization to the internal and external public [Harim, 2004]. It is also a social process through which work groups interact with each other and used by senior managers or their assistants to achieve the desired effect in mobilizing these groups towards the goals, which is also a psychological process requires an appropriate understanding of the full image of the course of work, which in turn develop a sense of contribution to management and a sense of interest to enhances their sense of satisfaction and psychological stability [Hubbert, 2012].

Corporate communication helps employees to keep abreast of new developments affecting the organization and reflecting on the working environment, and contributes to absorb dissatisfaction where it works as a safety valve through which they can express their views on various issues and deliver their demands to decision makers, keeping them informed about activities, and providing them with information that enables them to make sound decisions [Sanford, Henderson, Holliday, 2011].

Corporate communication effectively contributes to the formation of an organizational environment, and its effectiveness simply means that there is a positive feature added to the organization, but the slow communication and ineffectiveness means on the other hand indicate that there is a negative elements added to the organizational environment, so the existence of effective corporate communication is an important indicator of a good regulatory environment to activate the communication process [Hamilton, Webster, 2015].

Effective corporate communication leads to better corporate performance and greater satisfaction at work. As a result, employees can understand their work better and feel more involved, and understand other roles, encouraging cooperation and coordination. Some studies have proven effective relationship

between work satisfaction and corporate performance, and some scholars think that corporate communication helps to evaluate corporate performance and work productivity, and to define right indicators and standards of performance as well as to stimulate and increase the enthusiasm of employees to work harder [Balout, 2012], [Hayes, 2010].

Principles of working with reputational assets are described by D. N. Vasilyeva [Vasilieva, 2010], detailed analyses of semantics and pragmatics in the advertising discourse was conducted by D. S. Sknarev [Sknarev, 2013]. Along with methods of maintaining and correcting the image of a financial institution, adapting to new conditions, neutralizing negative technologies, anti-crisis communications presuppose clear communication actions based on the content offered by [Chumikov, 2010].

4. Results

4.1. Satisfaction with the work of employees is closely linked with loyalty to the bank, the desire to make maximum efforts in its interests, to share the mission of the bank, which is possible with a competently built corporate communication. Formation of professional competencies is the most intense zone of personnel management: incentive methods for employees, a system of bonuses and career growth. Career expectations of employees of Russian banks with a high level of career expectations and clarity of professional prospects. Almost half of the respondents from the «main staff core» zone (45%) would like to see growth prospects in the same bank. In addition, the desire to receive higher wages, while remaining at the same workplace, is inherent in 43%. It is noteworthy that career expectations in the zone of «turnover of staff» have other indicators – 6 and 63%, respectively [Shapiro, 2015]. The role of corporate communication in solving this issue is obvious.

Employees' satisfaction of communication in Central Bank of Syria the bank: 62.22% of the interviewees indicated their desire to communicate with the bank and this indicates the effectiveness of corporate communication, thus achieving the satisfaction of the employees and the efficiency of the corporate performance. The remaining percentage represented 37.77% and they acknowledged their dissatisfaction with corporate communication in the bank. Modern banking communication, being integrated into the media context, as a sequence of sign units united by a semantic connection, is a communicative unit that functions in an impersonal form to promote a service with a clearly defined source of funding. Periodization of the formation of the banking system in Russia, down to the crisis years 2008–2009, demonstrates the communication-frame, through which consumers perceived the acquired banking services as a kind of insurance and confidence in the future. By 2015 and until now, Russian retail banks began to make significant adjustments to the generated media texts: the main argument was the criterion of bank reliability.

4.2. How employees access information:

62.22% of the Syrian interviewees acknowledged the timely

delivery of information, which is larger than the percentage that reached 45% of those who admitted that the information was received late. This result can indicate that the movement of information is quick in the bank in the right time and that the communication means are effective for the employees and has a positive impact on their corporate performance. A good corporate communication with the bank, leads to an increase in the corporate performance of its employees by informing them in all managerial levels with the various changes that might happen in it before introducing them and defining their importance and this contributes to motivating and encouraging them to improve their performance. Problems in corporate communication tell on

4.3. The source of received information

The percentage of interviewees who agreed that they receive information through the official communications structure reached 68.88%. This means that the bank has more formal communication than informal communication 31.1% which is a smaller percentage. Because the bank is a regional body representing the central governmental authorities, so it is reasonable that most communication is official, reflecting the effective role played by corporate communication at every managerial level.

4.4. The managerial level from which the employees receive information

The percentage of 68.88% of the interviewees said they get information from the highest managerial level. Employees in the bank receive information from the top managerial level, so the top-down communication is the most prevalent made directly by the managers through the official hierarchy, whether in the form of decisions, orders or demands from them to the employees. 13.33% of the interviewees said they receive information from the lower level through the upward communication from the bottom up.

This type of communication provides a comprehensive and complete outlook about the bank and its employees, which helps rationalize the decisions of leadership and the effects of its decisions. 15.5% of the employees receive information from the same managerial level, i.e. horizontal corporate communication through the exchange of information between different co-workers who occupy the same position and rank in the official managerial system in order to coordinate between the various organizational departments and others, which are in the same managerial level. Moreover, the remaining 2.22% receive information from all managerial levels. In the course of the study, it was reinforced that, in order to strengthen the verbal-visual communicative form, irrespectively of the country of origin of the senders of bank messages form a visual image to attract the attention of the target audience, and verbal means realize the impacting function.

4.5. The availability of communication techniques in the bank

66.66% of the interviewees said there are enough

communication techniques in the bank. This is due to the efforts exerted by the bank in order to keep abreast of technological developments, as many modern technologies have been introduced (the computer, the internal network, fax). The remaining percentage of interviewees who think there aren't enough communication techniques in the bank did not reach 33.33%. Using the technologies in the bank improves corporate communication of all kinds within it, and facilitates the process of transferring data, information and ideas from sender to receiver as fast as possible with minimal costs, which leads to the activation of corporate performance.

4.6. The means by which the employee receives information

40% of the interviewees said they receive information through the direct supervisor for the big role played by him by providing instructions to the employees either through oral, written, or nonverbal communication, while 24.44% of the employees receive information through advertising which facilitates communication with the bank because it's the most obvious and official mean. 15.55% of the interviewees receive information through some previously mentioned means or through some of them, while 88.8% of the employees receive information through meetings, and 2.22% receive information by telephone. This diversity in the use of communication means is due to the existence of different organizational levels and the nature of the bank.

4.7. How to assess the ability of modern communication technologies to process information

Half of Syrian interviewees 55.55% stated that the capacity of modern communication technologies is medium for information processing and this is due to the weakness of the capabilities of the employees in the use of this modern technologies. 44.44% believe that it is good to enable the employees to invest their abilities to use modern technologies in the bank to facilitate administrative work, through the role played by computers in storing as much information as possible, and facilitating access to services at any time, away from routine procedures that take a lot of time, this is in addition to the speed and accuracy of the work done, and the development of the corporate style to handle transactions within the bank. From the above, it is clear that the modern technologies of communication within the bank determine the general and detailed objectives and choose services and information that can be electronically transferred to facilitate the corporate performance of employees within the bank. When forming a semiotic portrait of the Russian bank as a financial guarantor, linguistic and visual aids successfully appear in the form of creolized texts combining verbal and iconic elements in symbiosis. At the same time, the visual component, being a full-fledged element of the text, forms a neutral-positive information background, enabling the verbal component to motivate the addressee to perform a banking operation.

4.8. Corporate communication's obstacles in the bank

35.55% of the interviewees acknowledged that bank's

managerial levels are hampering the communication process, 31.1% are hampered by language and 26.66% are hampered by rumors, while 4.44% are hampered by some of the above mentioned obstacles. For example, there are those who are hindered by the language and the scientific and cultural level., and this difference in percentages is attributed to the diversity of views of the bank and in different cultures of the employees. Therefore, it is clear that the diversity of managerial levels is the main obstacle to corporate communication, and this affects the effectiveness of communication between different managerial levels. For external target audiences, the bank header serves as a compression text, which fixes the content in memory, thus fulfilling the nominative function, and plays an auxiliary role for the addressee.

4.9. Corporate performance's obstacles in the bank

88.88% of Syrian interviewees recognized that the lack of cooperation between managers and employees is the main reason for hindering the improvement of corporate performance of the bank, and this emphasizes the role of cohesion, which produces positive results, whether it is activating corporate communication or activating the corporate performance. Weak relations between the managers and the employees or at the same managerial level can be referred to a variety of factors including: feelings of arrogance and alienation of others, as the arrogance and transcendence of one of the two sides of the communication prevents cooperation between them, so this causes bad relations in the work.

In addition to the insufficient interacting with employees, which also impedes the interaction of the communication process especially when combined with contradiction personal interests of the employees, which leads to obstruction of communication, and difficult information transmission. 11.11% said that that the lack of cooperation between managers and employees is not the main reason of corporate performance's obstacles in the bank. The Russian experience shows that headlines explaining the causes of the phenomenon and pointing at ways of solving problems in the banking sector acquire special importance: an ordinary title giving an idea of the content was the most needed. Over half of the materials studied came under full-text headings containing the theme of the entire text. In a third of the 1,500 texts analyzed by us, the headings do not express the entire thesis, but only part of it – a logical theme or predicate.

4.10. Testing hypotheses

A. The first hypothesis: The first hypothesis which assumed that corporate communication takes place between the bank's management and its employees was truly proved because the corporate communication takes place within the bank and its

employees and between all the managerial levels and includes formal and informal communication.

- B. The second hypothesis: The second hypothesis which assumed that corporate communication contributes to raising the level of employees' performance within the bank through the availability of modern communication technology was truly proved because the availability of these modern technologies in the bank made it easier for employees to perform their work quickly and effectively, and thus this facility improves their corporate performance, which fulfills the objectives of the bank.
- C. The third hypothesis: The third hypothesis which assumed that corporate communication's obstacles affect the effectiveness of the bank's corporate performance was truly proved because the late delivery of information to the employees hinders their corporate performance and makes them feel dissatisfied and marginalized, as well as not reporting the requirements and attitudes of employees to the senior management hinders their corporate performance. So without effective corporate communication in the bank, corporate performance can't be improved.

5. Recommendations

Through the results presented in this article, the following recommendations and suggestions can be introduced:

- Conduct more studies on the attitudes of the employees so that the management can identify their views and problems and get as many suggestions as possible in order to develop Central Bank of Syria and improve the corporate performance of its employees.
- Conduct educational courses for the employees of the bank to raise their skills and abilities in order to improve their corporate performance.
- Give the employees in the bank more opportunities to make suggestions for improving or developing certain aspects of the bank's activity, because this type of communication contributes to the development of positive feelings among employees and the improvement of their corporate performance.
- Enhance the spirit of teamwork in working within the bank to build confidence among employees and to strength it to improve their corporate performance in line with the achievement of the objectives of the bank.

6. Acknowledgement

The authoring team would like to acknowledge the management of RUDN University. The publication has been prepared with the support of the "RUDN University Program 5–100».

Referensis

1. *Abu Shanab J.* Human Relations: A study in communication and communication skills. Alexandria: University Knowledge Library, 2009.
2. *Balout Hassan I.* Human Resources Management from a Strategic Perspective, Lebanon: Al-Nahda Publisher, 2012.
3. *Chumikov A. N.* Svyazi s obshchestvennost'yu: teoriya i praktika [Public Relations: Theory and Practice]: Textbook / A. N. Chumikov, M. P. Bocharov. Moscow: Delo ANH Publ., 2010. (In Russian).
4. *Durrat Abdel Bari I.* Human Resources Management. Cairo: United Arab Marketing Company, 2008.
5. *Hamilton L., Webster Ph.* The International Business Environment, Oxford: Oxford University Press, 2015.
6. *Hanafi A. G.* Organizational Behavior and Human Resource Management. Alexandria: New University House for Publication, 2006.
7. *Harim H.* Organizational Behavior: Behavior of individuals and groups in business organizations. Amman: Hamed Library for Publishing and Distribution, 2004.
8. *Hayes J.* The Theory and Practice of Change Management, Hampshire: Palgrave Macmillan, 2010.
9. *Heath Robert L., Palenchar Michael J.* Strategic Issues Management: Organizations and Public Policy Challenges, 2nd Edition, California: Sage Publication, 2009.
10. *Hubbert S.* Essential Mathematics for Market Risk Management, 1st Edition, West Sussex: John Wiley & Sons Inc., 2012.
11. *Mumby Dennis K.* Organizational Communication: A Critical Introduction, California: Sage Publication, 2012.
12. *Robbins Stephen P., Judge Timothy A.* Essentials of Organizational Behavior, Essex: Pearson Education Limited, 2015.
13. *Roper S., Fill Ch.* Corporate Reputation, Brand and Communication, Essex: Pearson Education Limited, 2012.
14. *Sanford C., Henderson R., Holliday Ch.* The Responsible Business: Reimagining Sustainability and Success, San Francisco: Jossey Bass, 2011.
15. *Saqr Ashour A.* Human Behavior in Organizations, Alexandria: Al Maarifa Publishing House, 2005.
16. *Shapiro S. A., Potapova Ye. A.* Sovershenstvovaniye professional'nykh kompetentsiy kak faktor povysheniya effektivnosti truda rabotnikov kommercheskikh bankov [Perfection of professional competences as a factor of increasing the efficiency of labor of employees of commercial banks]: monograph. Moscow, Berlin: Directmedia Publ., 2015. (In Russian).
17. *Sknarev D. S.* Frazheologizmy s komponentami-somatizmami v reklamnom diskurse: problemy semantiki i pragmatiki [Phraseologisms with components-somatisms in the advertising discourse: problems of semantics and pragmatics]. Chelyabinsk Publishing Center, 2013. (In Russian).
18. *Sriramesh K., Zerfass A., Kim J.-N.* Public Relations and Communication Management, New York: Routledge, 2013.
19. *Vasil'yeva D. N.* Reputatsiya banka v usloviyakh krizisa [Reputation of the bank in a crisis]: a practical guide. Moscow: Dashkov i K Publ., 2010. (In Russian).
20. *Wade D., Recardo R.* Corporate Performance Management (Improving Human Performance), Newyork: Taylor & Francis, 2001.

МИРОВАЯ ЭКОНОМИКА И МЕЖДУНАРОДНОЕ СОТРУДНИЧЕСТВО

Международный научно-практический журнал «Вестник МИРБИС» ISSN 2411-5703 <http://journal-mirbis.ru/>
№ 2 (14) 2018 DOI: 10.25634/MIRBIS.2018.2

Ссылка для цитирования этой статьи: Музыкант В. Л., Мфарредж Ф. Роль корпоративной коммуникации в совершенствовании корпоративной деятельности в сирийских и российских банках [Электронный ресурс] // Вестник Московской международной высшей школы бизнеса (МИРБИС). 2018. № 2 (14). С. 6-11.
doi: 10.25634/MIRBIS.2018.2.1

УДК 316.776

Валерий Музыкант¹, Фади Мфарредж²

РОЛЬ КОРПОРАТИВНОЙ КОММУНИКАЦИИ В СОВЕРШЕНСТВОВАНИИ КОРПОРАТИВНОЙ ДЕЯТЕЛЬНОСТИ В СИРИЙСКИХ И РОССИЙСКИХ БАНКАХ

Аннотация. Важность корпоративного общения по-прежнему актуальна во всех организациях, о чем свидетельствуют недавние споры по этой теме. Приступая к рассмотрению подобных случаев, они полагаются на задачу определения корпоративной коммуникации и более широкое выяснение того, как корпоративная коммуникация влияет на производительность компании. Цель статьи – рассмотреть концепцию корпоративного общения с точки зрения повышения эффективности российских и сирийских банков: как современные коммуникационные технологии влияют на деятельность банка. Кроме того, важно изучить ошибки в построении диалога как в банковской структуре, так и в принципах построения антикризисных коммуникаций, которые влияют на корпоративные показатели банка.

Ключевые слова: корпоративная коммуникация, корпоративная производительность, банковская миссия, современные коммуникационные технологии, коммуникационные препятствия, банковский кризис, финансовый кризис, целевая аудитория.

1 **Музыкант Валерий Леонидович** (Россия) – доктор социологических наук, профессор кафедры массовой коммуникации ФГАОУ ВО «Российский университет дружбы народов» (РУДН). Россия, Москва, 117198, ул. Миклухо-Маклая, 6. E-mail: vmouzyka@mail.ru
ORCID: 0000-0001-9422-351X; SPIN РИНЦ 4071-1550

2 **Мфарредж Фади** (Сирийская Арабская Республика) – соискатель департамента массовой коммуникации ФГАОУ ВО «Российский университет дружбы народов» (РУДН). Россия, Москва, 117198, ул. Миклухо-Маклая, 6. E-mail: fadi.mfarej@hotmail.com

Литература

1. *Abu Shanab J.* Human Relations: A study in communication and communication skills. Alexandria: University Knowledge Library, 2009.
2. *Balout Hassan I.* Human Resources Management from a Strategic Perspective, Lebanon: Al-Nahda Publisher, 2012.
3. *Чумиков А. Н.* Связи с общественностью: теория и практика: Учебник / А. Н. Чумиков, М. П. Бочаров. М.: Дело АНХ, 2010.
4. *Durrat Abdel Bari I.* Human Resources Management. Cairo: United Arab Marketing Company, 2008.
5. *Hamilton L., Webster Ph.* The International Business Environment, Oxford: Oxford University Press, 2015.
6. *Hanafi A. G.* Organizational Behavior and Human Resource Management. Alexandria: New University House for Publication, 2006.
7. *Harim H.* Organizational Behavior: Behavior of individuals and groups in business organizations. Amman: Hamed Library for Publishing and Distribution, 2004.
8. *Hayes J.* The Theory and Practice of Change Management, Hampshire: Palgrave Macmillan, 2010.
9. *Heath Robert L., Palenchar Michael J.* Strategic Issues Management: Organizations and Public Policy Challenges, 2nd Edition, California: Sage Publication, 2009.
10. *Hubbert S.* Essential Mathematics for Market Risk Management, 1st Edition, West Sussex: John Wiley & Sons Inc., 2012.
11. *Mumby Dennis K.* Organizational Communication: A Critical Introduction, California: Sage Publication, 2012.

12. *Robbins Stephen P., Judge Timothy A.* Essentials of Organizational Behavior, Essex: Pearson Education Limited, 2015.
13. *Roper S., Fill Ch.* Corporate Reputation, Brand and Communication, Essex: Pearson Education Limited, 2012.
14. *Sanford C., Henderson R., Holliday Ch.* The Responsible Business: Reimagining Sustainability and Success, San Francisco: Jossey Bass, 2011.
15. *Sagr Ashour A.* Human Behavior in Organizations, Alexandria: Al Maarifa Publishing House, 2005.
16. *Шануро С. А., Потапова Е. А.* Совершенствование профессиональных компетенций как фактор повышения эффективности труда работников коммерческих банков: монография. Москва, Берлин: Директ-Медиа, 2015.
17. *Скнарев Д. С.* Фразеологизмы с компонентами-соматизмами в рекламном дискурсе: проблемы семантики и прагматики. Челябинский издательский центр, 2013.
18. *Sriramesh K., Zerfass A., Kim J.-N.* Public Relations and Communication Management, New York: Routledge, 2013.
19. *Васильева Д. Н.* Репутация банка в условиях кризиса: практическое руководство. Москва: Дашков и К, 2010.
20. *Wade D., Recardo R.* Corporate Performance Management (Improving Human Performance), Newyork: Taylor & Francis, 2001.