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**IMPLEMENTING BUSINESS ETHICS IN THE  
COMPANY LLC TRUST EXPRESS**

Bachelor's Thesis

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# TABLE OF CONTENTS

ABSTRACT .....	4
INTRODUCTION .....	5
1. THEORETICAL FOUNDATIONS OF STUDYING BUSINESS ETHICS .....	8
1.1 The essence of business ethics.....	8
1.2 Principles of social responsibility policy .....	11
1.3 Ethics and social responsibility of organizations in Russia.....	13
2. METHODOLOGY OF THE RESEARCH .....	16
2.1 Research design and approaches in identification ethics.....	16
2.2 Data analysis of business ethics.....	17
3. RESULTS AND ANALYSIS OF BUSINESS ETHICS IN LLC “TRUST EXPRESS” ....	19
3.1 Socio-economic characteristics of the enterprise.....	19
3.2 The questionnaire analysis for ethics problem of company .....	22
3.3 The interview analysis of business ethics .....	26
3.4. Development recommendations for LLC “Trust Express” company.....	28
CONCLUSIONS .....	30
REFERENCES .....	32
APPENDICES .....	35
Appendix 1. The questionnaire on principles and business relations.....	35
Appendix 2. Interview with manager from LLC “TECHNOPARK ZVT” .....	36
Appendix 3. Interview with manager from LLC “Trust Express” .....	39

## **ABSTRACT**

Business ethics plays a big role in business relations between companies, clients and co-workers as well. People always day by day communicate with each other and its affect on business deals, relations itself, atmosphere and business growing in every area of producing services or products. Nowadays, it can be said with confidence that ethics influence not only for personal relation but directly to whole companies and corporation.

The current Bachelor's Thesis examines the nature of business ethics in general as well as studies the features of ethics on the Russian market in company "Trust Express". The author analyses main conditions and problems of business ethics can face when operating in Russia. The research concludes that norms and rules of ethics is very important part in business area and might cause negative consequence, for example to harm internal atmosphere and make impact on whole business which company provides. So, the research concludes objective of applying norms and rules in ethics and improvement, developing results received from the research methods written above and results on conditions which should be sustained so that avoid any misunderstandings and go straight forward with own target.

Key words: business ethics, behaviors, norms and rules, Russian market, business relations.

## **INTRODUCTION**

In the conditions of Russia's transition to a market economy, a significant part of the population is more and more actively involved in economic activities. There are a lot of people whose main profession is management, which allows them to expand their creative abilities and business skills. (Dobrolyubov 2010)

However, these abilities and qualities give the greatest return only with the ability to conduct business, which is one of the most important conditions for commercial success. Unfortunately, the majority of our managers have an extremely low oral culture, which significantly reduces their business potential and does not allow them to maximize their potential. Currently, much attention is paid to the study of the ethics of business relations, business and management in order to raise the level of culture of these relations. It should be understood that without the development of ethical standards that take into account the interests of various categories of participants in social relations, it is impossible to effectively move towards the transformation of Russian society. (Martova 2009)

To achieve high performance in almost any kind of activity, it is necessary to possess a certain set of information, knowledge, ideas about the rules, forms and methods of conducting business, about the principles of business communication. The art of communicating with people has recently been viewed as a factor in the movement towards success and prosperity of an organization. For example, the effectiveness of negotiations, the degree of mutual understanding with partners, employees, employee satisfaction with their work, and the moral and psychological climate in an organization depend on how well the communication is built. (Maslov 2000)

Often, all the problems that arise in the management system are related to the lack of effectiveness of communication, which is the process of transferring ideas, thoughts, feelings, bringing them to the understanding of other people. If the subordinate does not understand what the supervisor requires of him, then, accordingly, he will not be able to complete the task. At the same time, during negotiations, the main reason for the refusal to cooperate is simple distrust between the partners, which at first glance does not seem to be a justified refusal to cooperate further, but acquires prevailing importance during the first contact with the relative equality of other factors.

It is necessary to know the technology of business relations, be able to negotiate, comply with the ethics of commercial communication, constantly engage in marketing, develop effective advertising, study questions of demand and sales, overcome language difficulties, understand banking, constantly improve professional skills, monitor positive image and much more.

Thus, the relevance of the topic is as follows:

- currently, much attention is paid to the study of the ethics of business relations in order to achieve high management efficiency;
- knowledge of technology business relations, the ability to negotiate, compliance with the ethics of commercial communication, continuous professional development and much more - the basis of successful management.

The problem of business ethics attracts with its versatility, heterogeneity, originality, being a very promising topic. Practical activity in the field of business relations has not yet become the subject of special study in management theory, and at the same time, certain aspects of the study were considered by specialists from various scientific fields. (Botavina 2006)

The problem of the research lies in the contradiction between the need to apply norms and rules of ethics in the management process, on the one hand, and insufficient theoretical and methodological support for this process, on the other.

The aim of the current bachelor thesis is to identify the role of business ethics in the management process and improve ethical behavior level to make it equal or even better with other companies following questions below in research questionnaire towards employees of LLC “Trust Express” and to employees of neighbor’s companies:

1. Which rules need to be adhered in the framework of business relations?
2. What are the principles of business ethics in the context of company?

According to the purpose, the following tasks are set:

- study of an entity and content of business ethics;
- quantitative questionnaire and interviews;

- analyze interview and questionnaire;
- development recommendations.

In the research, general scientific methods were used: defaulting, analysis and synthesis, structuring and generalization.

The methodology base of the research, which is of interest from the point of view of the course research being conducted, contained in the materials of the previous studies, statistical data.

The structure of the thesis. Bachelor thesis consists of introduction, three sections (theoretical, methodology, results), conclusion, list of sources and appendix.

# **1. THEORETICAL FOUNDATIONS OF STUDYING BUSINESS ETHICS**

## **1.1 The Essence of business ethics**

Ethics is one of the most ancient philosophical theories, the object of study of which is morality, moral problems arising before society (from the Greek. Ethos - habit, custom). On its conceptual basis, ethics claims to solve the most important problems ever faced by humanity: what is the meaning of human life, what is considered good and what is evil, true and false, fair and unjust.

The relationship between law, social management and ethics is far from simple. Initially, law, law and ethics should perform similar functions of regulating the life of society, but not in every case the law is ethical, the law cannot be universal for all life situations. Ethics shows greater flexibility compared to the strict requirements of administrative law, it has many methods of informal impact on the person. The dangerous consequences of scientific and technological progress and environmental changes in nature have led many scientists to delve deeper into the ethical problems of human communication and the responsibility of engineers and scientists to society. It is not by chance that academicians V.I. Vernadsky and V.A. Engelhardt answered the question of correspondents about what problems of science they are most concerned about now, answered almost the same - questions of ethics 2. But turn to ethics from more mundane positions - from the point of view management. (Biedebac 1994)

Business relationships are always fraught with various kinds of difficulties and conflicts, so they require tact and delicacy. Tact in such communication is not only an understanding of the conformity of goals and norms of behavior, but also the ability to apply ethical standards to a specific person. To be tactful means that in any situation, to recognize your partner, client or subordinate as an equal human person, taking into account the characteristics of sex, age, nationality, temperament, habits, etc. (Chestara 2000)

By delicacy they understand politeness and attentiveness in communication, the ability to spare the pride of their colleagues. This is a special form of correctness and sincerity in communication, peculiar only to highly professional managers and businessmen. Delicacy is the simplest working tool of business communication, which helps with the least moral and psychological costs to solve business problems. (Leontyev 1997)



Business ethics also focuses on the notion of justice, which implies an assessment of the personal and business qualities of people and their activities, recognition of their individuality, openness to criticism, self-criticism. The most developed issues in business ethics are the following: the relationship between corporate and universal ethics, the problem of social responsibility of management, the application of general ethical principles to specific decision-making situations, ways to improve the ethical level of organization, the impact of religious and cultural values on economic behavior and some other. (Dobrolyubov 2010)

Traditionally, business ethics are usually divided into macro-ethics and micro-ethics. Macro ethics is understood as that part of business ethics that considers the specifics of moral relations between macro subjects of the social and economic structure of society, i.e. corporations, the state and society as a whole, and its parts. Micro-ethics is understood as the study of the specificity of moral relations within a corporation, between a corporation as a moral subject and its employees, as well as stockholders. (Ibid.)

Most people make ethical decisions at the micro level, that is, when a person is responsible for his behavior or makes decisions that concern other people, for example, regarding the well-being of his relatives, colleagues or even a small community. But some people sooner or later begin to make decisions at the macro level, for example, to directly participate in the formation of state national policy.

Business ethics operates on three hierarchical levels .World level (hyper norm). These norms are based on universal human values and are set forth in the “Principles of International Business” - the worldwide ethical code adopted in 1994 in Switzerland by representatives of leading companies and business consultants from the United States, Western Europe and Japan. (Kibanov 2002)

Moral obligations of companies and entrepreneurs in relation to the following categories of persons are highlighted: (Ibid.)

- buyers (high quality of goods and services, honesty in advertising, respect for human dignity);
- to employees (decent wages and working conditions, protection of health and ability to work, equal rights and employment opportunities);

- owners and investors (guaranteeing a fair return on invested capital, free access to information, limited only by the framework of the law and conditions of competition);
- to suppliers (fair and honest relationships with them, including pricing, licensing, lack of coercion and unnecessary litigation, information sharing and involvement in the planning process, timely payment of supplies, etc.);
- competitors (mutual respect, the development of open markets for goods and capital, the abandonment of dubious means of achieving competitive advantages, respect for property rights);

Macro level (in industry or national economy scale). These are hyper-norms and close to them ethical postulates implemented in industry-specific or national codes of business ethics (for example, “The Twelve Principles of Conducting Business in Russia”). It is about respecting private property and market competition, the reliability of information, the absence of unfair discrimination in the labor market. (Ibid.)

Micro level (in the scale of a separate company and its customers). These are the principles of trust and non-discrimination in relations between suppliers and buyers, personnel and administration, managers and shareholders, etc. Their violation entails various losses (increase in overhead costs, conflict situations, etc.). At this level, private ethical issues that are constantly arising (especially in the field of managing people) are being resolved. (Ibid.)

Principles of business ethics give a specific employee in any organization a conceptual ethical platform for decisions, actions, interactions, etc., including: (Kozhina, 1993)

- correction of ethical violations regardless of when and by whom it was committed;
- the behavior and actions of an employee are recognized as ethical if they contribute to the development of the organization (or its divisions) from a moral point of view;
- actions of an employee or organization as a whole are ethical;
- ethical is the tolerant attitude of the employees of the organization to moral standards, traditions and other things that take place in other organizations, regions, countries;
- the individual and collective beginnings are equally recognized as the basis for developing and making decisions in business relations;
- no violence, expressed in various forms;
- the constancy of the impact, which is expressed in the fact that ethical standards;

- when influencing (on the team, on individual employees, on the consumer, etc.) to take into account the strength of a possible reaction;
- the desire for conflict-free;
- the employee must not only act ethically.

These principles should serve as a basis for the development by each employee of any firm of his own personal ethical system. Thus, it can be concluded that ethics is a set of principles and norms of behavior adopted in this era and in this social environment. Business ethics - a set of specific duties and standards of conduct that support the moral prestige in society. Knowledge of the fundamentals and principles of business ethics is a necessary professional quality that must be acquired and constantly improved in the management process. (Ibid.)

## **1.2 Principles of social responsibility policy**

Let us return to the consideration of the problems of social responsibility of the organization. In Russian Federation, considerable material resources were concentrated and are now mainly concentrated in organizations, and not from individuals. Traditionally, they were used in solving the social and economic problems of the district, city, and especially cities specially created for those working in one large organization. These traditions, in our opinion, can continue in the new economic conditions.

Society as a combination of individuals and people united in organizations presupposes the existence of social functions, responsibility both among the organization and among people. At the same time, in modern conditions, the social expectations of various public groups with regard to organizations and entrepreneurs are constantly changing. (Kuznetsov 2007)

The most important principles of an effective social responsibility policy that can serve as guidelines for an organization are: (Meirer 2006)

- the assistance of the organization must first be directed to the person;
- assistance should be directed to meeting the basic physiological needs for food, shelter, rest, clean water, safety, etc.

For example, people can invest in:

- providing residents with clean water;
- the creation of additional jobs;
- housing construction for the homeless;
- free food for the poor, providing them with clothing;
- improvement of housing estates;
- help large families;
- construction and arrangement of recreational facilities;
- environmental improvement;
- improving nutrition for schoolchildren and preschoolers; construction of schools and kindergartens;
- construction of libraries and other cultural institutions; assistance to museums, etc.

For successful operation, an organization must be able to respond to problems arising in a social environment in order to make this environment more favorable for itself. Expenditures on social responsibility are justified by the factor of improving various segments of society, as well as by improving the public attitude to the organization. This should lead to increased customer loyalty to manufacturers. The organization should analyze its own actions and their environment and select such social responsibility programs that will help this environment to the greatest extent.

There is no doubt that profit is important for the survival of the organization. For any organization in the first place is survival and only then - the problems of society. There are reasons for unethical business practices include: (Meirer 2006)

- competition, pushing ethical considerations;
- lack of an executive reward system for ethical behavior;
- a general decline in the importance of ethics in society, which justifies unethical behavior in the workplace.

Organizations are taking various measures to improve the ethical behavior of managers and ordinary workers. Such measures include the development of ethical standards, the establishment of ethics committees and the teaching of ethical behavior.

Ethical standards consist of a system of common values and rules of ethics, which, in the opinion of the organization, its employees must adhere to. They are designed to describe the goals of the organization, create a normal ethical atmosphere and define ethical recommendations in decision-making processes. (Kuznetsov 2007)

### **1.3 Ethics and social responsibility of organizations in Russia**

In practice, there is a point of view on how an organization should behave in order to be considered socially responsible. The organization is socially responsible when it makes a profit, without violating the laws and regulations of state regulation. From this position, the organization pursues economic goals. At the same time, the organization is obliged to set social goals: take into account the human and social aspects of the impact of its business activity on workers, consumers, and also make some positive contribution to solving social problems of society. (Arkhangelskaya 2006)

The public expects from modern organizations not only the demonstration of high economic results, but also significant achievements in terms of the social goals of society. Consequently, on the one hand, an organization is an economic system that is obliged to take care of the efficient use of its resources. By doing so, the organization performs the economic function of producing products or providing services needed by society, while ensuring the work of citizens and the maximum profits and rewards to shareholders.

Organizations are accountable to the society in which they operate, so they must direct part of their resources and efforts to social needs, donate to the benefit and improvement of society. Moreover, society already had certain ideas about how an organization should behave in order to be considered good. Organizations must act responsibly in areas such as habitat protection, health and safety, civil rights, consumer protection, etc. (Ibid.)

Ethical rules are enshrined in legislation. In fact, all legal norms are a reflection of ethical views, which were carried by the legislator at the time of the adoption of laws.

Thus, in various laws, including civil legislation, there are norms that have a clearly defined ethical orientation. This, for example, Art. 10 of the Civil Code of the Russian Federation, which sets the limits for the exercise of civil rights. In accordance with it, the limits

of citizens' freedom are established: it is prohibited to operate solely with the intent to cause harm to another person, as well as abuse of the right in other forms. In addition, the use of civil rights in order to limit competition, as well as the abuse of a dominant position in the market, is not allowed. (Civil code of Russia)

In the labor law, the ethical function is less pronounced than in the civil one; this is its disadvantage: after all, labor relations presuppose a closer connection of people than civil ones. In the Labor Code of the Russian Federation there are no norms that would bear a direct ethical burden, although at present, when market relations are forming in our country, they are especially necessary in order to humanize labor relations. (Civil code of Russia) For example, art. 152 of the Civil Code of the Russian Federation on the protection of the honor, dignity and business reputation of citizens gives the right to a citizen in court to demand a refutation of information defaming his honor and dignity, if the information disseminated does not prove that they correspond to reality. (Ibid.)

The Civil Code of the Russian Federation gives a citizen the right to protect not only honor and dignity, but also business reputation. Such a right can be exercised at the request of interested persons and after the death of a person whose business reputation has been tarnished. Protection, protection of the honor and dignity of a citizen should certainly be carried out by the norms of labor law, reflecting one of the tendencies of its development - the humanization of labor relations as the most important task of the state in the conditions of market relations. The Labor Code of the Russian Federation does not affect the ethical relationship between the employer and the employee, although they are often violated by the employer in an employment relationship. (Ibid.)

According to its ethical and economic content labor relations can be of three types: cooperation, rivalry, exploitation. However, they may be present in a relationship at the same time, but with the dominance of one of them. Of course, labor legislation should prevent a number of employers from striving to achieve their goals, causing moral and material damage to their employees, which is a consequence of the perceived assessment of workers only as a means to achieve their goals and neglecting the equal rights of members of society. At the same time, these relations can have both the character of destructive hostility, encroachment on the dignity of people, and the character of constructive competition.

Labor relations can be as effective as possible, provided that the relationship between the employer and the employee is considered by the state as a link between two parties of equal dignity when the employer recognizes disciplinary authority. If this is the relationship of master and servant, then they will be minimally effective and as immoral as possible. (Gutareva 2015)

In labor relations, the interests not only of employers and workers are intertwined, but also the interests of the state and society. Labor legislation should include the following tasks: increasing labor productivity; fair wages and income distribution, including equal pay for equal work; protection and protection of the honor and dignity and business reputation of a person; ensuring the employment of all who are willing and able to work; humanization of labor relations; improving the living standards of workers. (Ibid.)

Russian business is characterized by a special approach to determining those responsible for ethical behavior. Since hierarchs are extremely important in Russian companies and the manager demonstrates paternalism in relation to subordinates, they are in a state of limited choice of alternatives of behavior. Most often, the behavior of employees reflects the ethical views of management, even if it is contrary to the ethical standards of the subordinate himself. Thus, in Russian organizations the head is responsible for ethical behavior in the organization. (Ibid.)

## **2. METHODOLOGY OF THE RESEARCH**

### **2.1 Research design and approaches in identification ethics**

The research implemented in this thesis research covered by mix method which includes two types of approaches. First one is quantitative questionnaire and second one is qualitative interview. Analysis of qualitative data takes more time than quantitative analysis. Unlike quantitative data analysis, there is no specific formula or rule for analyzing qualitative data. By analyzing qualitative data, the researcher concentrates on the value, rather than on measurable phenomena. In addition, the researcher presents a detailed description of the phenomena being studied, and does not measure any particular variable. There are different types of qualitative data analysis, but similar processes are commonly used to ensure “analysis is conducted in an orderly manner”.

The first method includes questionnaire with two questions and multiple answers on first question and group of answers on the second question respectively. Questionnaires are probably one of the most frequently used methods for collecting data in quantitative research in the field of different types of education. A questionnaire is often presented on paper, but polls are gradually gaining popularity using electronic means. The foundation came from easiest approach of sharing questionnaire and collecting answers from respondents. Moreover, questions are limited in choice and it is useful from side of receiving results and getting analysis.

A qualitative research interview is the moment of knowledge construction. “Interview” literally means “a look between,” that is, a mutual exchange of views between two people discussing a topic of interest to both. This book is an attempt to pull into the world all the wealth and possibilities of a qualitative interview in social studies, an attempt to connect the theory of interviews and the methods of its conduct, constantly remembering about the interweaving of practical and theoretical problems in the study with the help of interviews. (Kwale 2003)

Quantitative research is descriptive research aimed at strict standardization and formalization of the process of collecting and processing information, which enable the company to obtain accurate data about the audience being studied, expressed in absolute or relative terms. (Artemieva 2018)



Regarding to approaches and methods described in previous chapter in thesis paper used content analysis. This method is widely used to analyze qualitative data. After the start of data collection, interviews and focus groups can be recorded and data is ready for analysis. The challenge is to extract meaning from this data by carefully examining all protocols. But in current case interview used via email communication and were successfully. These texts must be analyzed in order to understand the participants' points of view on the phenomenon being studied. To analyze qualitative data, it is necessary to develop the skills of inductive thinking. The general task is to combine all the data of similar importance in order to determine the primary categories first and then the main ones.

Methods, procedures and techniques of content analysis are fully described in the special scientific literature. However, it makes sense to dwell on some of its advantages and limitations. The greatest benefit when processing large text arrays. In this case, it provides the ability to:

- firstly, to identify trends in attitudes and positions by comparing the texts of one person, belonging to different periods of time;
- secondly, identify the differences that characterize the content belonging to different persons by comparing these results.

Basically, mixed method helps to get direct information targeted on specific area and interview helps to find more information and find out real thoughts which can differs from each other. Generally, both methods are useful and helpful, with arranging these methods results might be different but there can be a trend with similar issue and vice versa.

## **2.2 Data analysis of business ethics**

There were surveyed 50 employees equally from five different Russian production companies including LLC “Trust Express” as well, because of concurrency, sharing experience and comparing ethics level through different companies which making same job and working in the same area exactly with cargoes, small deliveries and logistics as well. Actually, in Trust Express were surveyed 20 people separately from other companies to understand trends and get inner results. Asking two questions about principles and rules, questionnaire itself shown in

Appendix 1. Basically, questionnaire was sent by email in those companies and provided anonymously between all people. As already mentioned above there were 50 respondents and time of response was not so long as expected before sharing it, time frames were appropriate and approximately two-four days, enough fast. All responses were collected in five days and link with questionnaire was closed to avoid any changes in statistics.

Second method is interviews with two managers from exact companies LLC “Trust Express” and LLC “TECHNOPARK” ZVT”. The interview method is a popular means of obtaining primary sociological information, as evidenced by its active use in empirical sociological research for almost the entire existence of sociological science. Generally, interviews cover topics from questionnaire and as additional information feelings and thoughts from interviewees. Interview last for about half an hour each and it made by email. The interviewees are managers from affected companies, those persons spent enough time working in management and logistics areas.

Contact was easily to achieve and both interviewees agreed to participate and answer on all questions which are interested and effect on any business ethics problems and vice versa. As a questionnaire has limited area of topics and limited answers, interview has a freedom and more things to talk about. Actually, in a couple of hours’ results were received because of schedule and mail delivery system. So, interview questions were sent in first email within greetings and first pack of questions. Basically, there were 4 emails with questions aimed on research topic. Email with answers received with already answered questions and explanation of nuances as well as second, third and fourth email. Generally, emails from my side were similar to each other because same topic but to different interviewees. Obviously, answers are different but the idea, trend seems to be the same. Both interview’s transcriptions shown below in Appendix 2 and Appendix 3. Interviews were in Russian language, so data were translated to English without losing essence of interview.

In addition, analysis of questionnaire results was provided with help Excel application and its formulas to create necessary figures, tables to get correct results and identify trends in answers of respondents and find target and based on received results introduce steps by improving results and achieving new heights for affected company.

### **3. RESULTS AND ANALYSIS OF BUSINESS ETHICS IN LLC “TRUST EXPRESS”**

#### **3.1 Socio-economic characteristics of the enterprise**

Limited liability company “Trust Express” situated in Moscow, st. the 2nd Enthusiasts, 5, building 4, office 309. It is rather new company and was founded in 2006. The enterprise has received name “Trust Express” and primary activity of the enterprise consisted in delivery different scale freights, starting with documents to huge scaled goods and in transportation of goods across all territory of Russia rendered to legal entities and individuals as well. The primary activity of the enterprise throughout all his existence did not change. In addition, company is a member of the Finnish-Russian and Russo-British Chamber of Commerce. (Trust Express, official web-site)

In LLC “Trust Express”, the logistic system of service of consumers organized as follows: (Trust Express, official web-site)

- The head of department (the management of department, work with wholesale clients, scheduling of sales) - one person
- The dispatcher on work with clients (order taking from clients, drawing up flight for delivery of goods around the city, control of receivables) – two persons
- The operator of sales department (an extract of consignment notes in flight around the city) – one person
- Managers of regional and local sales (search of clients in regions, in local city and the conclusion of contracts for the subsequent collaboration) – two persons
- Storekeepers of warehouses – two persons
- Loaders of sales department – five persons

Total the number of department: 13 persons, also it includes Department of marketing (head of department, analytical engineer, advertising engineer) and Transport department (the head of department, the dispatchers, drivers – the 15 persons, couriers - the 5 persons, trucks – 11 units).

Table 1. Organizational and economical characteristic of LLC “Trust Express”.

Indicators	Characteristic
Full name of the organization	Limited liability company “Trust Express”
Abbreviated name of organization	LLC “Trust Express”
Legal address	Moscow, st. the 2nd Enthusiasts, 5, building 4, office 309
Main type of economic activity	Providing cargo and currier services
Main type of economic activity	23 persons
Average annual cost of fixed assets	18 928,58 EUR

Source: Trust Express, official web-site

The management body of the company is CEO. The constituent document of a joint stock company is its charter, approved by the founders. The Company keeps accounting records and submits financial statements in accordance with the procedure established by law.

The power of the CEO of the Company include all questions on the management of the current activities of the Company. She also controls all the functional activities of the enterprise and all processes associated with it. The CEO of the Company acts on behalf of the Board of Directors, including carrying out transactions on behalf of the Company, shows his interests, produces orders and gives instructions, states staff who are obligatory for all employees of the Company. The CEO of the Company organizes the protection of information constituting the Company's official secrets. She is directly subordinate to the financier, logistics and regional managers.

The most important functional units of the company are the service of the chief economist, the supply department, the finance and sales department. Such a structure has a number of advantages: specialists are characterized by high qualifications, in addition, it is the most productive form of work organization to perform functions that do not need constant contact between different services for making decisions or constant change in work. In current case, the rationality of this structure is explained by the fact that the organization operates in a fairly constant external environment and in order to provide the entire functioning it needs to solve standard management tasks.

According to the Regulations on remuneration in LLC “Trust Express”, the organization of remuneration is as follows: (Dokipedia)

- remuneration of workers. Wages are charged for work done at piece-rate salaries, rates, and tariff rates. The remuneration of workers-workers is formed at piece-rates, on the basis of their wage rate of the corresponding category of the work done, taking into account additional payments for particularly difficult and harmful working conditions. Pricing is based on the specified tariff rates, work discharges and production standards. Piece rate is formed by dividing the daily wage rate, according to the category of work performed, by the daily rate of output. It can also be calculated by multiplying the daily or hourly wage rate corresponding to the category of work performed by the accepted standard time in hours or days;
- the payment procedure in case of non-compliance with the standards. In case of non-fulfillment of the standards, not because of the employee’s misconduct, payment is determined for the work actually done, and the monthly salary cannot be lower than two-thirds of the tariff rate of the category assigned to him. In case of non-fulfillment of the norms of production due to the misconduct of the worker, the payment is determined according to the work performed;
- remuneration of managers and specialists. The remuneration of specialists and managers is determined on the basis of official salaries established in the staffing table. Salaries are determined by the administration of the enterprise according to the position and qualifications of the employee. It is interesting to consider the system of bonuses for employees, managers and specialists in Trust Express LLC;

- a bonus is a cash payment of an incentive or incentive nature to the employee's basic earnings. Bonuses can be calculated by the wage system. At the same time, the bonus wage system established in the organization can foresee the payment of bonuses to a specific circle of persons on the basis of previously adopted indicators and conditions of bonuses.

The list of bonuses and allowances to tariff rates, salaries, on which the premium is charged, includes: (Ibid.)

- for an increase in the scope of work or expansion of service areas;
- for the performance of the functions of the absent employee;
- combination of professions (positions);
- for the implementation of particularly significant work for the company for the duration of its implementation

The amount of the premium may be reduced or not paid at all in full to the team and individual workers for operational errors and violations of labor discipline for the period in which it was done. The head of a department or department has the right to increase or decrease the amount of the bonus to employees who have contributed to the work or, conversely, have caused damage.

Thus, having considered employee bonuses at LLC "Trust Express", it can be concluded that the company has developed an effective bonus system, which pushes employees to increase their labor performance. Remuneration of workers is determined in accordance with official salaries, tariff rates and piece-rates. The Statute on bonuses provides a system of indicators, according to which the size of the premium increases or decreases. That is, the company has a clear organization of wages, which only needs to be systematically revised due to changes in working conditions in order to increase the motivation of employees.

### **3.2 The questionnaire analysis for ethics problem of company**

For the success of business meetings, not only knowledge of the case is very important, but also education, self-esteem, understanding of the situation and skillful reaction to it. No

matter how there are discussions, it is important to always maintain patience, patience, not to make comments, not to walk around the room. In an effort to change in their favor the course of negotiations, one should not resort to various tricks. This is considered blackmail and tactlessness. Everyone is free to choose his companion, but this should be done with dignity, without offending others.

Based on the questionnaire provided in thesis and results received, there is a Figure 1 shown below with results and relations people to answers about rules and principles on working environment, communication of business ethics area.

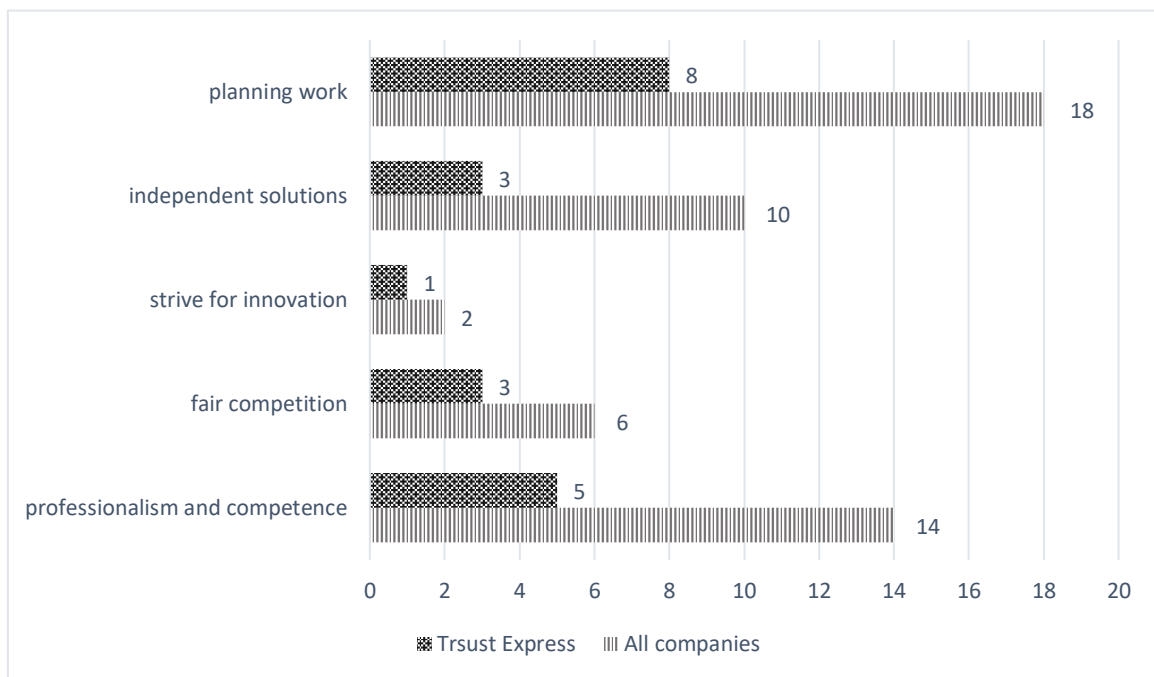


Figure 1. Results regarding principles of ethics

Source: compiled by the author

Above located results for another question based on questionnaire data respectively. So, mainly respondents chose answer regarding ethics as planning work, make independent solutions which one comes out of another and be professional. Basically, out of available answers group of people chose the closets set of successful principles as for their minds and it closely equal to the material in current thesis paper. Moreover, if compare Trust Express and all companies together there is a trend in answers. So, many people voted for planning their work time and being professional and competitive. Based on this results become clear that

companies work on the almost same level of ethics. However in Trust Express people do not pay attention more on independent solution. Basically, they follow CEO and managers and do their job as they been said by the authority.

There is another questions and group of answers. So, based on the answers given on second question Figure 2 is built below and there are shown difference in business rules adjusted in working area. There is also a comparison between Trust Express and all companies and answers respectively divided by two groups.



Figure 2. Results regarding ethics rules

Source: compiled by the author

According to the results above, there is assuming that majority of people chose second group of answers which includes work-related answers and topics respectively. And approximately twice less chose communicative skills. Interesting trend that mostly all companies chose work-related answers including attitude to work, time management and etc. However workers of Trust Express chose mostly communication related answers. Actually, all other companies do not pay so much attention to communication skills.



But the main thing, of course, is the organization of business communication. When holding meetings and conversations, it is important to consider not only their strategy and tactics, but also to pay attention to the “trifles” of etiquette, which can grow into factors that seriously affect the outcome of the meeting. In business relations, a lot depends on the nature of personal meetings, conversations, negotiations, meetings. Business ethics is a kind of intermediary, allowing you to quickly find the optimal solution, smoothing out sharp corners, with dignity to get out of difficult situations. The art of business contacts is taught all over the world. Many Russian entrepreneurs have never been trained in the process of negotiation, they do not have serious experience of participation in them.

Any business meetings, negotiations are of an original character: each time a different subject for discussion, new conditions and participants. The common thing that distinguishes them from other types of market activity is their preliminary organization, the observance of the conditions adopted in the business world, in the relationship of the participants in business. Business conversation is a special form of communication, different from ordinary conversation, behavior, which requires restraint of emotions. In addition to positive content, it carries a negative point. In business contacts it is especially important not only what to say, but also listen carefully. No less important are the rules relating to the perception of the content heard.

In accordance with the work of T. Zhang and H. Zhu culture, like language, defines “style negotiation ”used by the parties. That is why the western style of negotiations is so different from the eastern. It is interesting to note, for example, that US representatives in negotiations rely on their personal quality, presenting itself as an autonomous, independent and self-sufficient business unit. T. Zhang and H. Zhu note that the Americans “have a competitive spirit in the approach to negotiations, including the initial too high demands, they are also energetic, self-confident and persevering; they like to defend their position, and they see things in a general way, for example, they like to talk about general ideas. Of course, they are direct and honest in terms of negative assessments. (Zhang and Zhu 2008)

Thus, the key to successful negotiations lies in understanding the mentality of the people with whom conversation. The measurements described above should be studied in preparation for international business negotiations, however, you need to understand that each culture has a certain degree of flexibility regarding the use of measurement data due to ongoing

globalization processes. Of course, representatives of different countries do not act only in accordance with established criteria, but they need to study in order to have an idea of what mentality you will have to face in negotiations.

All business people should master the technique of live contact. Meanwhile, many entrepreneurs clearly lack the knowledge and ability to speak beautifully and convincingly and at the same time look decent.

### **3.3 The interview analysis of business ethics**

The ethical level of organization is characterized by the degree of orientation of managers and its ordinary employees in their behavior and decision-making on the moral norms of business relations. In order to increase the ethical behavior of managers and ordinary employees, the following measures are currently being held in organizations. The ethical behavior of managers and ordinary employees is being taught. During the training, employees become familiar with the requirements of business ethics, which increases their susceptibility to the ethical problems that may arise before them, master a set of ready-made solutions that fit into the framework of ethical requirements.

An ethical review is conducted, which is a comprehensive analysis of a specific aspect of an organization's activity (or a specific project), which causes concern to top management, staff or the public and may affect the image and prospects of the organization. The result of such an examination is a system of proposals aimed at improving the moral climate and moral respectability of the organization, as well as making adjustments to the organization's practice (or specific projects).

Ethical counseling is conducted when problems that arise cannot be resolved by the organization itself due to the lack of appropriate structures, the complexity and inconsistency of the situation associated with specific moral dilemmas, for which competent independent experts on business ethics are invited from the outside. The close interrelation of applied and professional ethics within the framework of business ethics is evidenced by the fact that in modern conditions an entrepreneur cannot be limited only to his own (professional) ethics. He is also responsible for the morality of his suppliers and consumers. The simplest example of

damage from the non-ethical nature of the latter can be considered shoplifting. In this case, the entrepreneur has two choices - either to promote the ethical improvement of society (which ultimately will lead to an increase in the ethics of customers), or to increase protection, which will require enormous costs, but still will not completely solve the problem.

Based on the interviews taken from two managers from separate companies there are several main principles and rules seen in companies' behaviors. Principles are that people, workers should be open minded, honest and accurate, etc. Mainly answer connected to team building aspects. Be the whole big family, respect each other and make everything on time as for Technopark ZVT respectively. In addition, Sergei considers that effective moves to increase and get good results and build team, workers should bear in mind acceptance and requirement of responsibility, creating trust, avoiding conflicts. (Kolossoff 2018) Thus, the ethics helps in increasing company results and move to another level as ethics develops on a higher level.

Despite the proven practice of these methods, the leaders and owners of many organizations rightly believe that attempts to ethically correct the business behavior of employees with significant life experience, as well as work experience in other organizations, are not always successful. An adult with a developed system of values and attitudes is difficult to retrain. More productive, in the opinion of many managers, is the recruitment of graduates from educational institutions, where there was an extensive and extensive program of teaching the basics of business ethics.

What about another company, affected in the research, result pretty similar to each other. However, in Trust Express manager considers that workers are more active, creative and innovative compare to concurrence company. Basically, as Maria answered on question in interview, she thinks that personal qualities (honesty, decency, sincerity), goodwill in relationships with colleagues, high internal culture and self-discipline. (Vinogradova 2018) These attributes build the most effective and productive business relations as in company and in business are outside of internal relations as well. As for such result, picture can be drawn that in Trust Express people are open-minded as well as in Technopark ZVT but not restricted in any steps, there is way to develop personal skills and do not forget about team, such dual approach, for self-development and include these skills in company's growth.

### **3.4. Development recommendations for LLC “Trust Express” company**

The task of raising the norms and standards of business communication ethics, as well as business ethics in general, in many countries today is put forward as one of the most important. The problem is quite acute. In Russia, organizations, firms, managers and entrepreneurs of all levels should make every effort to improve the ethical nature of business communication, using various methods and means, including training in business communication ethics.

In this regard, in addition to the ethical recommendations already mentioned above, the following provisions of the ethics of business communication in general and business communications in particular can be formulated:

- honor above profit;
- All business relations and communications should be considered not only from the point of view of benefits for your business, but also compliance with moral norms;
- be tolerant of people's weaknesses;
- responsibility, stability and commitment;
- strive to find a “middle ground” between the need for competition and an understanding of the meaning of cooperation;
- coolly perceive constructive criticism, but draw conclusions;
- condescendingly treat others' misses and know how to forgive;
- When starting a job, always remember to take responsibility for the consequences associated with your activities.

In numerous management situations, when it is impossible to quickly obtain any information about the intentions, actions or misconduct of an object, the manager builds guesses and acts in the direction determined by his perceptual and regulatory settings.

Successful implementation of management activities involves the implementation of a psychological model of attitudes towards a subordinate. Such a model is based on the statement that managerial influence is the result of a combination of various individual characteristics of a manager and subordinates: their attitudes, attitudes, and qualities. Consequently, positive

changes in the relationship of managers with subordinates should lead to significant changes in management and increase efficiency.

One of the step should be associated with the establishment of effective relationships with subordinates, motivation and the formation of socio-psychological attitudes. It may include:

- creation of a psychological climate in a team that would encourage an employee to work with maximum efficiency;
- providing a supervisor with the opportunity for a subordinate to temporarily resolve individual issues on his behalf;
- giving the employee the right to perform responsible actions that go beyond normal duties. Attracting subordinates to the discussion and decision making.

The other phase required for Trust Express associated with the regulation of the activities of subordinates and the organization of the execution of orders or orders, with the introduction into the consciousness of the subordinate goals, projects, plans, norms and other standards of activity; elimination of disagreements in the activities of subordinates due to the supply of information, means of activity and the formation of abilities to activity, namely the establishment of accurate quantitative, qualitative, temporal, spatial and other criteria for the degree of achievement of goals; drawing up a list of signs of effective work. As well as explaining to employees the degree of importance of the individual work they do.

All of the above are inalienable attributes of a long and efficient team and a working rod, which allows you to keep afloat in the ocean of business for a long and efficiently. Thus, the communication object and the subject of management, is an inextricable relationship.

## CONCLUSIONS

Ethics - the study of morality, morality. For us, ethics is, first of all, a branch of knowledge, a special science that allows us to consider and evaluate human relations, as well as the behavior of people in terms of their compliance with certain reasonable, generally accepted norms. There is a so-called "professional ethics", and in particular - "business ethics".

Business ethics in the broad sense of the word is a set of ethical principles and norms that should guide the activities of organizations and their members in the field of management and entrepreneurship.

In this paper, author examined the problems of business ethics and answered on set questions, exactly about adherence in framework of management and set up principles of business ethics in the Trust Express context. This was helped by books and articles of specialists, and personal experience. The examples show that Russian entrepreneurs have not yet joined the unified system of rules for the relationship of people in the field of entrepreneurship. Over time, there is a hope, these rules of the market game, the ethical code, the norms of behavior of an entrepreneur as a leader will become a reality in our country.

Summing up the work, there note that the tasks of the work were solved:

- the essence of business ethics and its basic principles are defined;
- the features of the business application ethics in Russia;
- analyzing of provided interviews and questionnaire;
- recommendations for development.

The business should be based not only on the desire to increase capital, but also on the desire to benefit others in general, society; to bring into the management a creative beginning. Hence the principles founded in current thesis paper are:

- respect professionalism and competence. To understand and support those who are willing and able to work, striving for self-realization;
- understand the need for fair competition, respectful attitude to other entrepreneurs;
- respect laws, state power, any property, social order;

- strive for innovations, value culture and education, take an active part in the development of science and technology, and advocate for ecological societies;
- make the final decision on their own, but shifting responsibility to subordinates;
- plan work so that it does not go against the personal goals of the employees;
- tolerate the shortcomings of others, never humiliate anyone.

The study revealed the role of business ethics in business management. It lies in the fact that adherence to its principles (communication culture, thorough knowledge of the business, politeness, correctness, a sense of proportion in everything and some other “attributes” of a business person) is a guarantee at least half of the success in management.

In turn, knowledge and adherence to business ethics, interest in the success of not only personal, but also domestic business and healthy excitement in business will attract the attention of foreign entrepreneurs seeking to expand the scope of their business will become the “element” that will help “Trust Express” gain economic stability and rise to a higher level in the international market.

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# APPENDICES

## Appendix 1. The questionnaire on principles and business relations

This questionnaire is intended to collect data about principles and main followings in business relations. Typically, the ideal respondent will be in the simple worker of five companies. There are two questions regarding targeted topic, one is about norms and principles and another is freer and refers to rules to business environment.

Observance of principles (communication culture, thorough knowledge of one's business, politeness, correctness, sense of proportion in everything and some other <attributes> business person) - a guarantee of half the success in management.

What principles of business ethics do you consider fundamental? (Highlight main):

- a. respect professionalism and competence. Understand and support those who wants and knows how to work, strives for self-realization;
- b. understand the need for fair competition, respect for others entrepreneurs;
- c. strive for innovation, value culture and education, to take an active part in the development of science and technology;
- d. Take responsibility and give opportunity to take independent employee solutions;
- e. To be able to plan work so that it does not go to cut with the personal goals of the staff and meet deadlines.

2. What rules should be followed in a business relationship?

(Choose appropriate group):

First group of answers is communication related (1).

- f. Dress code, there is also a common style of business clothes.
- g. Writing, compliance with the rules of business correspondence, strict adherence
- h. regulations paperwork and competent letter.

- i. Oral speech, it is necessary to speak, avoiding unnecessary deviations, expressing your thoughts are as accessible as possible.
- j. Desktop, significant component of business ethics and business relations - order in the workplace.

Second group is related to workplace directly (2).

- k. Attitude to work, respect for performance colleagues.
- l. Time management, the ability to manage it is a necessary component. professionalism.
- m. Trade secret, information that can be used by competitors or third parties Respect. Communicating with colleagues, partners, cultural person as polite and correct as possible.
- n. Subordination, relationship in teams are of great importance for a comfortable and productive work.
- o. Conflict, harsh treatments, intrigues, gossips.

Source: compiled by the author

## **Appendix 2. Interview with manager from LLC “TECHNOPARK ZVT”**

Sergei Kolossov, Logisitics Manager of LLC “TECHNOPARK ZVT” Ethical norms in business. Andrei Tikhonov. E-mail (23.12.2018).

Interviewer: Andrei Tikhonov

Interviewee: Sergei Kolossov

**Interviewer:** Good afternoon. Today I will take interview and ask some questions regarding your company and ethical norms in the working atmosphere. Let’s turn on with 1st group of questions. I hope you are feeling good and ready to discuss and share your experience with me. There would be 4 different groups with questions. And as a beginning question - introduce yourself a bit and we will continue then in more details.

What is the place of the organization in the market? Due to what, in your opinion, it was achieved? What in your opinion, prevents its further progress and how it can be overcome?

What steps need to be done first? With what can you compare the organization? How does it look like now?

**Interviewee:** Good afternoon, Andrei! My name is Sergei Kolossov and now I am on position of Logistics Manager in Technopark since it started career in delivery and logistics area, so it is approximately 18 years. Every day I am helping employees to manage routes and get things done on time!

So, I will introduce company and answer all of your questions with pleasure. The company LLC Technopark ZVT. has been operating in the services market since 2000. The main activity of the company is the provision of transport services, both to organizations that use transport services and to individuals. As well as Technopark ZVT provides warehouse storage services. Good location of the warehouse. The territory is fenced and guarded around the clock. Large platform for maneuvering and parking of heavy vehicles. The warehouse is dry, heated, equipped with the necessary amount of loading and unloading equipment. We perform loading and unloading works, a complete set of goods and other works, there are office rooms as well.

**Interviewer:** What are its strengths and weaknesses? What are the main problems in the company today? Are there any units that, in your opinion, work with insufficient efficiency? What can be done to make their work more efficient?

**Interviewee:** Warehousing in stock will save customers from a number of inconveniences. First of all, the cost of renting a warehouse. In addition, using the storage warehouse, you can save yourself from purchasing special equipment. All necessary operations are performed by company employees. At the same time, responsible storage in a warehouse is carried out in compliance with all the conditions necessary for the safety of your products, which allows our customers to be calm for their property.

The Technopark ZVT company provides storage services for goods in the warehouse and accepts consumer goods for safekeeping. Heated storage warehouse with a full range of warehousing services. Mechanized and manual loading and unloading. Experienced staff will produce take-off and product handling. Convenient vehicle access.

There is a flexible system of discounts to tariffs for the provision of services. Payment for services rendered is made both in cash and by bank transfer.

The principles of the company - attentiveness, individual approach to each client, efficiency and reliability. To date, the weaknesses of the enterprise are:

- low rating in the market of transport services;
- small customer base;
- lack of own fleet.

**Interviewer:** By what criteria would you evaluate the increase in efficiency? What rules need to be observed in a business relationship? What do you consider fundamental principles of business ethics?

**Interviewee:** In order to increase the popularity of the company, you need to place your advertisements in newspapers, on television, print leaflets and business cards, send an e-mail, create your own website.

The main principles of business ethics in the company:

- be open and trustworthy;
- to be reliable in carrying out our tasks and bearing responsibility for our actions;
- be honest and accurate in what we say and write;
- work constructively and in cooperation with colleagues in any activities that we do;
- be honest and tactful in dealing with our employees, customers and other people;
- to be faithful to the law in all manifestations of our activity;
- to consider as his duty the perfect execution of all tasks;
- be economical in relation to the resources of the company;
- focus on work in our company and on improving the standard of living.

**Interviewer:** Is there a team spirit in the company? Is it necessary? What is an effective team? Are there any groups in the organization that represent different opinions? What is the essence of disagreement? How do you see the development of the company in the near future?

**Interviewee:** A team is a single organism, united by a common goal. Moreover, the procedure for achieving the goal is developed jointly by all team members.

The basic principles of the team:

- The overall goal.

- Team motivation.
- Lack of hierarchy, collegial decision-making, support and implementation of these decisions by each team member.
- Permanent synchronization with each other.
- Regular retrospectives.

To create an effective team, you must take the following steps:

- informing, i.e. participants should be informed about what the overall result is expected of them, what are the limitations when reaching;
- creating trust - the team gathers and discusses what is happening in the organization, carries out diagnostics of the company's problems;
- elaboration of conflicts - it is necessary to discuss disagreements, reveal possible and existing conflicts and work out them;
- creation of commitment - all team members should participate in the discussion of decisions made, and the point of view of each participant should be heard;
- acceptance and requirement of responsibility - each member of the team accepts and shares responsibility in accordance with the decision made;
- focus on the overall result - all team members need to understand where they are going.

**Interviewer:** Sergei, thank you a lot. I appreciate your time spent on this interview.

Wish you good luck in further development.

**Interviewee:** Thank you as well, I am always ready to spend time on good topics to discuss. If something goes wrong you know how to contact me, Andrei.

### **Appendix 3. Interview with manager from LLC “Trust Express”**

Maria Vinogradova, Regional Manager of LLC “Trust Express”. Ethical norms in business. Andrei Tikhonov. E-mail (22.12.2018).

Interviewer: Andrei Tikhonov

Interviewee: Maria Vinogradova

**Interviewer:** Good afternoon. Today I will take interview and ask some questions regarding your company and ethical norms in the working atmosphere. Let's turn on with 1st group of questions. I hope you are feeling good and ready to discuss and share your experience with me. There would be 4 different groups with questions. And as a beginning question - introduce yourself a bit and we will continue then in more details.

What is the place of the organization in the market? Due to what, in your opinion, it was achieved? What in your opinion, prevents its further progress and how it can be overcome? What steps need to be done first? With what can you compare the organization? How does it look like now?

**Interviewee:** Hello, Andrei! My name is Maria and I am working in Trust Express since it was built as to say. From the very beginning I have started my career and now I am regional manager. I will share my experience and thoughts about company and politics in it. The company operates in the market for 9 years. The company always works with a customer focus. This helped her to survive in a fairly tough competition. We always feel the customer and try to offer the products that the customer needs at one time or another. At the present time, when the crisis has reached its apogee, it becomes hard to compete with larger companies and the lack of financial injections is felt more than ever before!

However, we continue our work in this difficult time for all. Our company has become for many customers as part of their business, as we try to feel their strengths and weaknesses. Most people working in the company know the specifics of our clients, sometimes more than the clients themselves. The backbone of the company work since its inception. This is one of the main factors why we are still afloat. The team works as one group of like-minded people, aimed at getting results! In the near future, it is planned to launch a new project, this will give the company an impetus in development and allow it to be one of the companies offering such a service. The main thing is to follow the principles of business relations: the ability to listen and hear the client, to assist in his business, to become part of the client's team.

Trust Express Company works in the courier services market, I cannot say that it occupies the first place in this market, however, among small companies we occupy one of the first places. We took this position due to the flexibility of our company. We offer a wide range of services and are always ready to take responsibility for our Client. What does it mean? This



means that many Customers want to get the most from their contractor. They do not want to go into details, they set tasks and we carry them out. This is a kind of outsourcing. Only much deeper. What prevents to develop further and to compete with large companies? Of course, first of all it is the lack of financial influences, it is now at the head of all the problems of many types of business, as well as our flexibility. Yes, flexibility itself sometimes prevents further movement.

**Interviewer:** What are its strengths and weaknesses? What are the main problems in the company today? Are there any units that, in your opinion, work with insufficient efficiency? What can be done to make their work more efficient?

**Interviewee:** The strengths are competent strategy of activities (leaving Moscow for the regions, reducing transportation and logistics, customs costs, creating own production. Weaknesses: mono-direction of the company-furniture. For a more successful business, diversification of activities is necessary.

In addition to the stagnation of the market and because of it, there is a widespread non-payment crisis, an increase in accounts receivable, up to bankruptcy of distribution partners and as a result of non-payment of debt for previously supplied furniture. Unfortunately, without tight control, some units fail. Criteria, capturing an increase in the share of a new market, an increase in sales, even with a smaller share of marginality. The purpose of the business is to make a profit. One of the main drawbacks of the company is the excessively authoritarian leadership and the inability to properly delegate authority. There are strategic differences in the company.

**Interviewer:** By what criteria would you evaluate the increase in efficiency? What rules need to be observed in a business relationship? What do you consider fundamental principles of business ethics?

**Interviewee:** The company pays great attention to its corporate image, which consists of such elements as the business behavior of employees and a single corporate identity. Each employee of the Company participates in creating a positive image of the Company and strengthens its reputation with its impeccable business behavior, elements of which are the appropriate appearance of the employee and the style of his business communication.

The society values in its employees:

- Competence - deep and comprehensive knowledge of the specialty;
- high professionalism;
- ability to build relationships with partners and colleagues;
- possession of related specialties and knowledge in related fields;
- initiative - the ability to propose new approaches and ideas;
- desire for self-improvement;
- ability and willingness to independently work on improving
- qualifications;
- creative approach to work;
- active and independent thinking;
- willingness and ability to take responsibility;
- personal qualities - honesty, decency, sincerity;
- goodwill in relationships with colleagues;
- high internal culture and self-discipline;
- understanding of the specifics of work in the Company and the ability to maintain
- confidentiality of information;
- corporate behavior - loyalty and loyalty to the Company;
- promoting the formation of a cohesive team spirit;
- willingness to give support and help

**Interviewer:** Is there a team spirit in the company? Is it necessary? What is an effective team? Are there any groups in the organization that represent different opinions? What is the essence of disagreement? How do you see the development of the company in the near future?

**Interviewee:** Since now there is an active bankruptcy of competitors' companies, the strategic task is to hold out at the expense of our own production. The main rules of business relations are the creation of a successful reputation and further avoidance of reputational risks. For further development, a system is needed. At times, it should be tough enough. I can give you an example: we have a client, we have been working with him for 9 years. It never works on the system. He does not make a request, does not indicate the delivery time, he does not

coordinate the process at all. Just calling and saying I need and I want. And it must be done, as he is used to. But it affects customers and business. How to overcome this? Build a system with this Client. To discipline him. Since now our company is more like a kindergarten, in which Clients are like children who need to be taught everything. And yet, despite all these nuances. This is our strength. We can control the situation, because we know the strengths and weaknesses of our Clients. To date, we have a number of issues that we are trying to solve, I cannot call it problems. Now, we are working on new projects. This is a new direction in our field of activity. And the whole team of the company is focused on this project. The effectiveness of the company is a clear and competent work of the whole team. Are you asking if you need a team? Correctly selected personnel is 80% of the company's success. In our company, due to the fact that it is not large, there is no disagreement. The leader sets the task and the team performs it.

**Interviewer:** Thank you very much Maria, I am really grateful to get such interview from you, I hope that profit and results will be better and better in near future.

**Interviewee:** Andrei, I am glad to participate in such action, if you will have any questions to ask, please, feel free to approach me but on working time. Thank you!