



Tomsk Polytechnic University

THE ROLE OF THE LEADERSHIP BY RUNNING A UNIVERSITY UNDER UNCERTAIN CONDITIONS

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Value-based approach

Meaning of being is self-development, re-consideration and integration of the social experience and knowledge that are realized on the basis of the common values of both individuals and organisation

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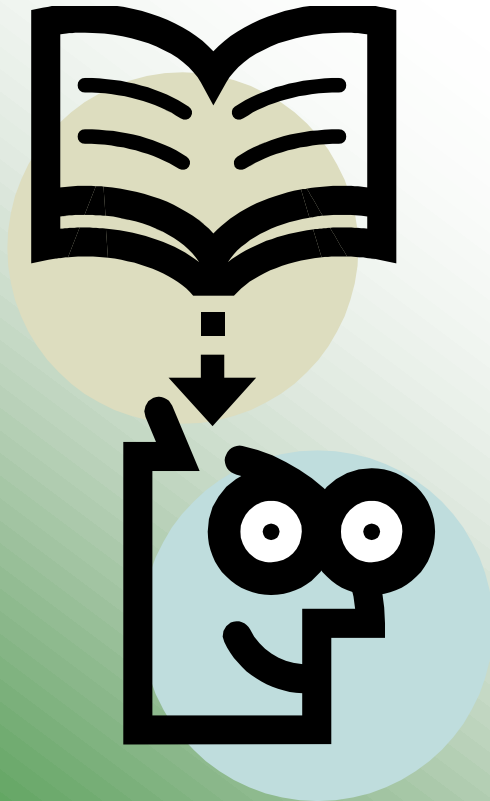


Goal-based approach

Meaning of being is manufacturing of products or services through processing of the matter, energy and information targeted to achievement of the particular goals of an organisation.

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University



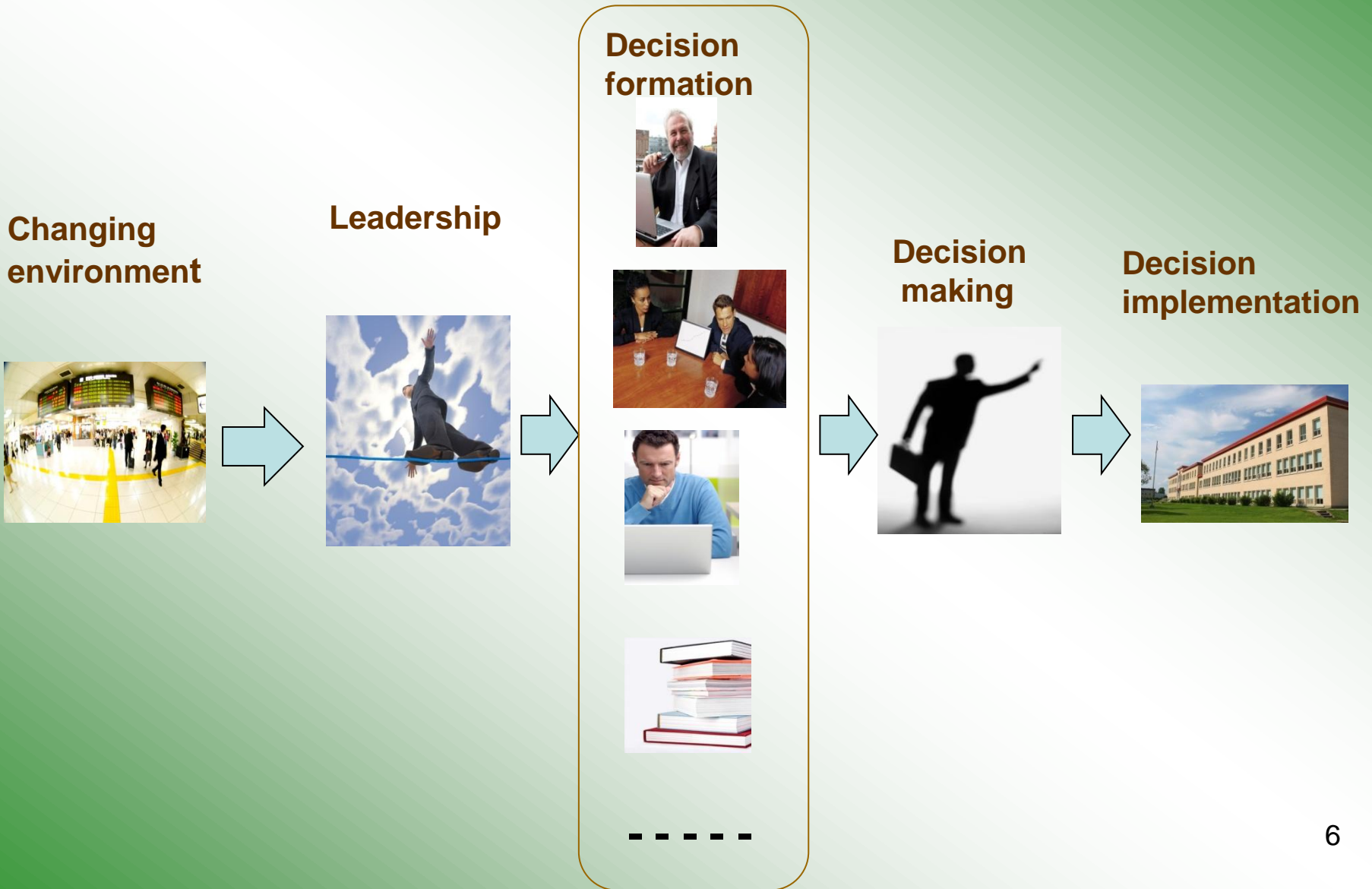
University graduates



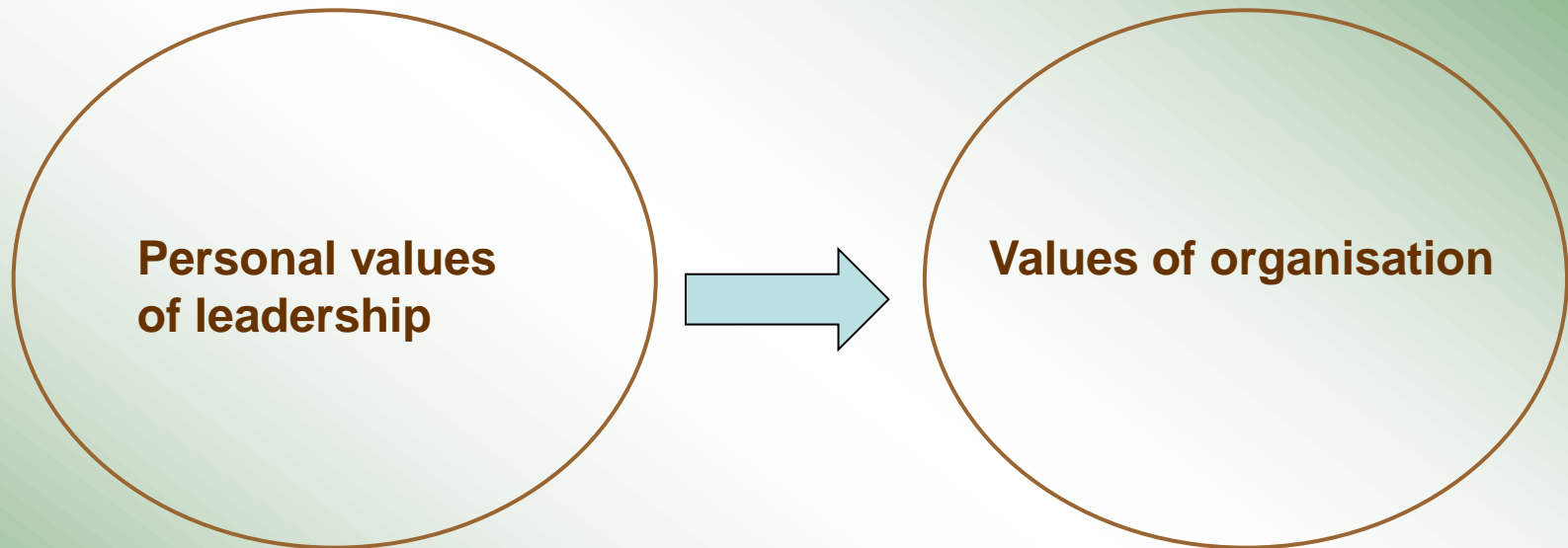
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**New leader -
existent shared
values**



Good performance



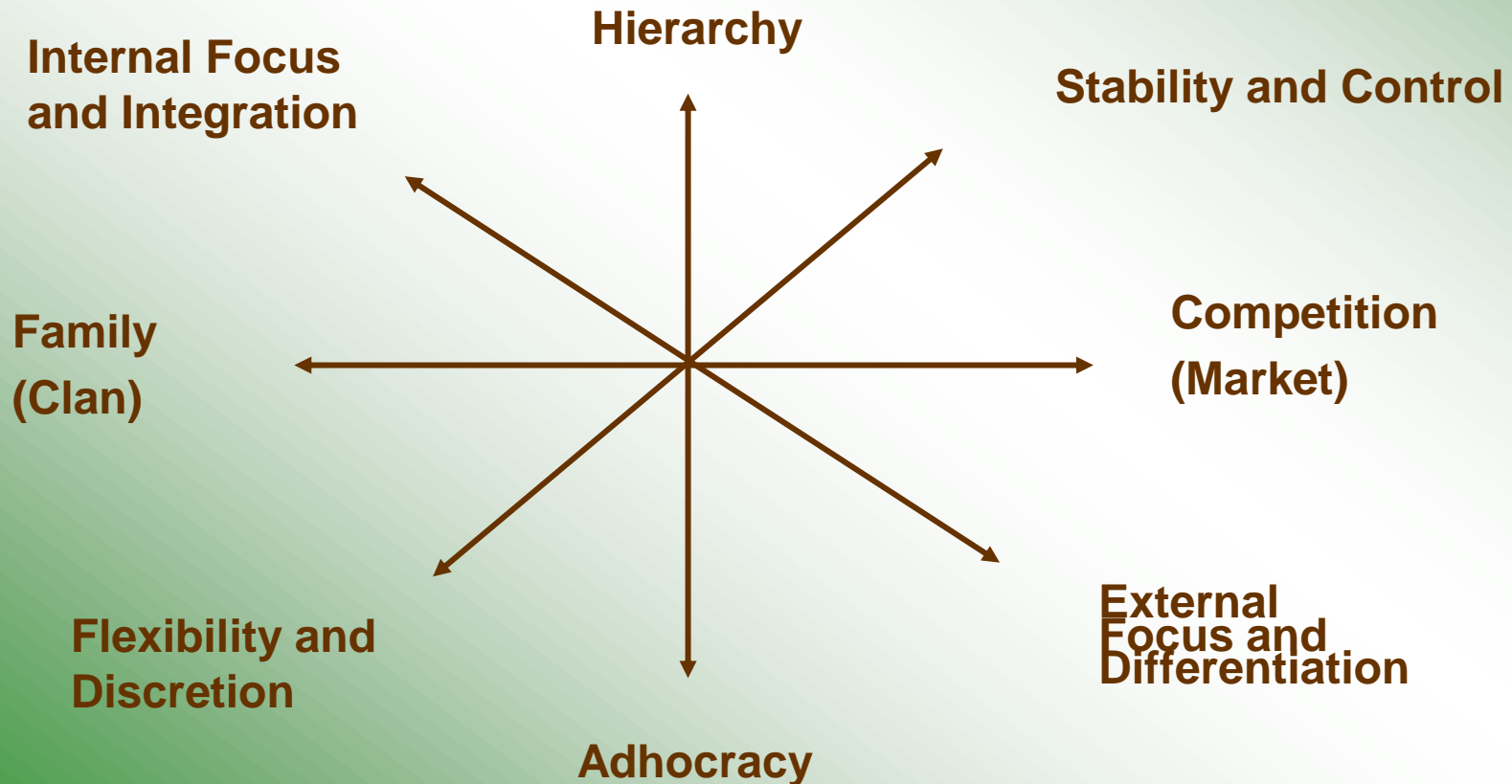
**New leader -
new values**



Bad performance

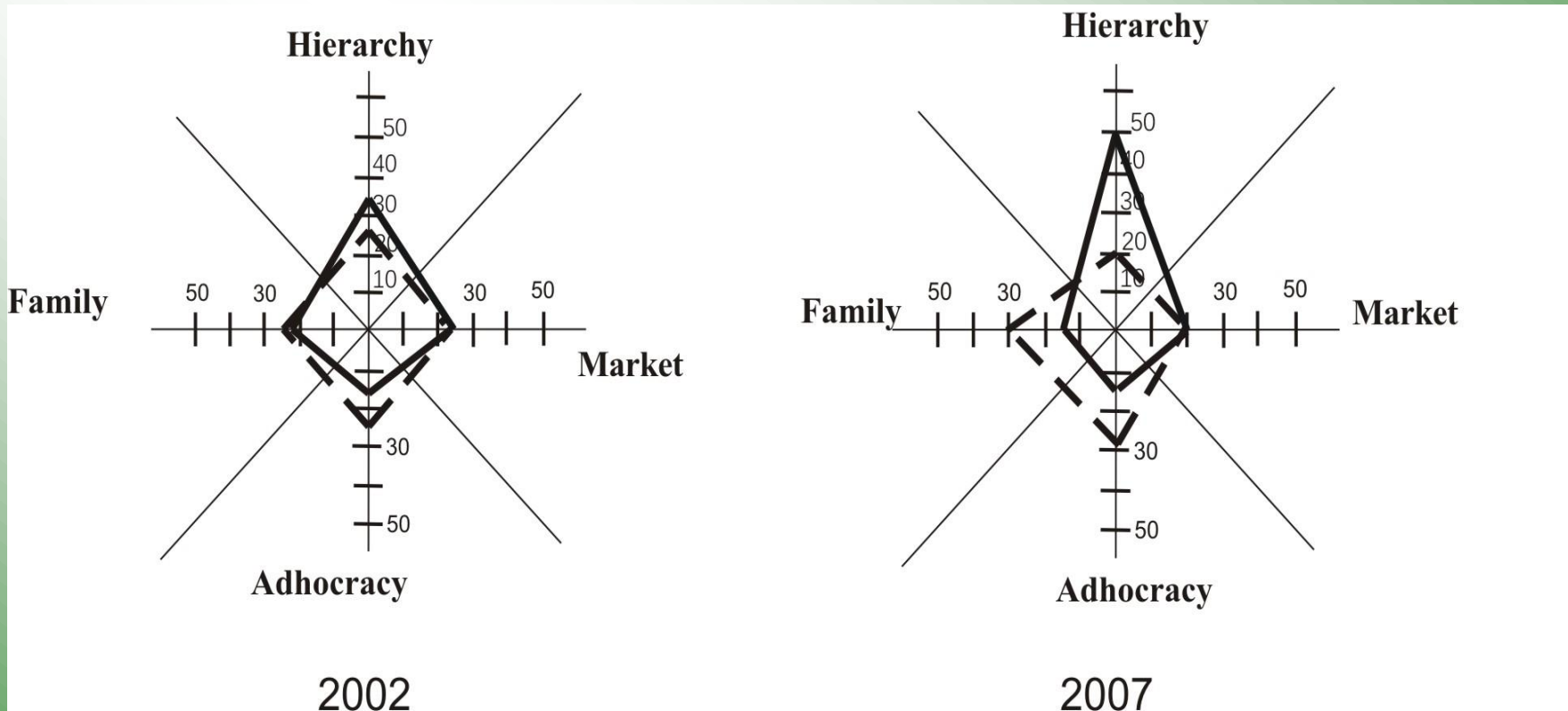
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Method of study: *Organizational Culture Assessment Instrument (OCAI)*



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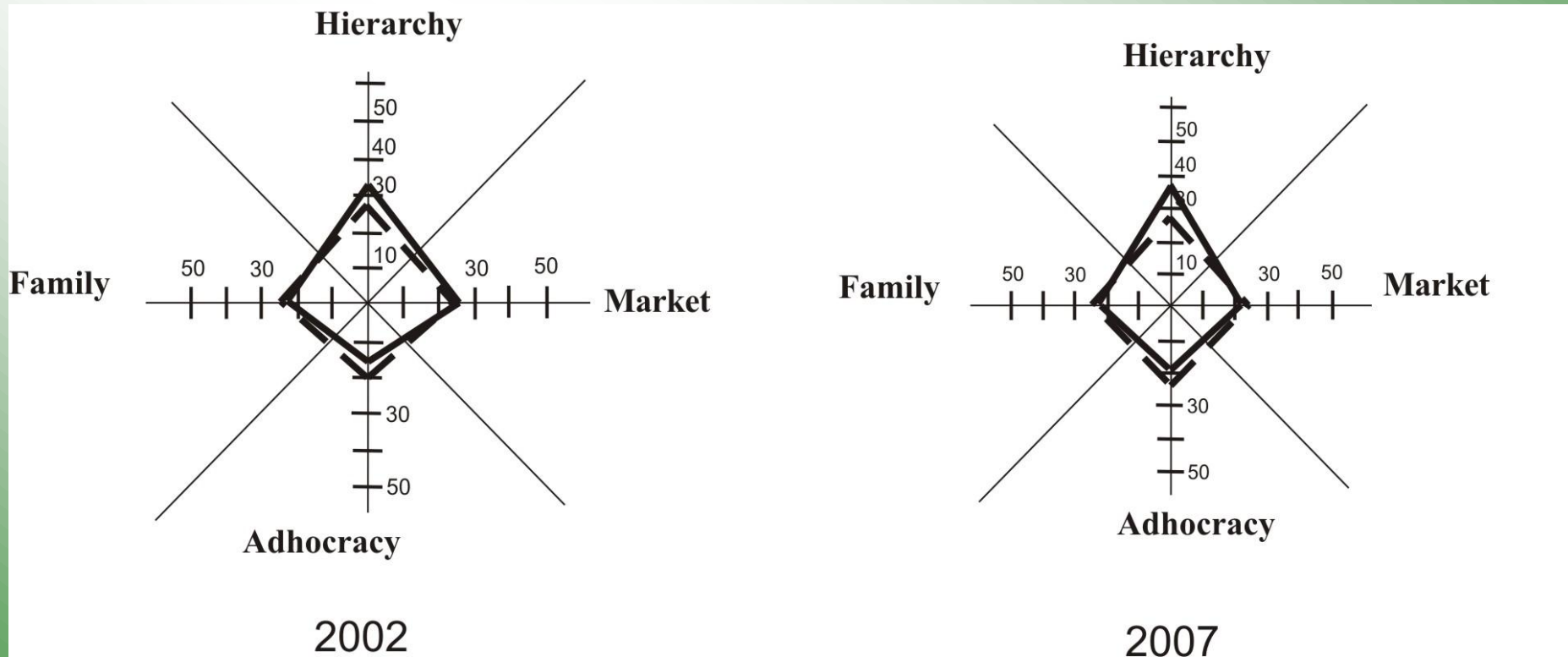
Electrical Engineering Institute



————— present condition
- - - - - desirable condition

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Faculty of Natural Sciences and Mathematics



————— present condition
- - - - - desirable condition

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Conclusion

The direct experimental demonstration of influence of the leadership's decision on the organisational culture of a university allowing not only to prove the influence of the leadership's decisions on organisational culture but also to identify the directions in which the culture is changed as well as to estimate the extent of changes is received for the first time.

The methodology could be recommended for the university leadership as an instrument for assessment and correction of the decisions targeted to the university advancing in various directions including employability of graduates.

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Thank you!