

partners to comply with the same standards as Western companies, including in the field of corporate ethics.

However, the success of these trends is determined primarily by the quality and effectiveness of the practices used. Management practice has demonstrated that simply copying Western HR tools (for example, implementing absolute feedback while maintaining vertical power structures) without considering the cultural context leads to their formal application and rejection. A key factor for sustainable development becomes the adaptation of Western institutional principles to the local socio-cultural environment while preserving cultural identity. An example is the implementation of elements of horizontal communication not by destroying the hierarchy, but by creating special cross-functional project groups with a unique status.

In summary, the proclamation of Western principles does not serve as the basis for successful integration. The key success factor is the synthesis of models, not replacement. Successful examples of convergence demonstrate how the strengths of the Eastern model are combined with Western elements, forming a highly effective corporate environment. The choice of a specific adaptation path depends on the national context, the company's history, and the management's readiness for profound institutional changes.

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**M. Tishevich**

**М. А. Тишевич**

БГЭУ (Минск)

*Научный руководитель И. В. Ивашкевич*

## **SOCIO-CULTURAL ASPECTS OF ECONOMIC COOPERATION BETWEEN THE REPUBLIC OF BELARUS AND THE PEOPLE'S REPUBLIC OF CHINA WITHIN THE «BELT AND ROAD» INITIATIVE**

**Социокультурные аспекты экономического сотрудничества  
между Республикой Беларусь и Китайской Народной Республикой  
в рамках инициативы «Один пояс – один путь»**

The relevance of this study is determined by the growing importance of socio-cultural factors in the implementation of international economic projects in the context of

globalization. The strategic partnership between Belarus and China, a key element of which is the «Belt and Road» initiative, represents a relevant example of long-term cooperation that requires deep analysis of cross-cultural interactions and mutual understanding of the cultural characteristics of both countries.

The purpose of the research is to comprehensively analyze the socio-cultural aspects of Belarusian-Chinese economic cooperation and to identify optimal ways to improve the effectiveness of intercultural communication for the successful implementation of joint projects within the «Belt and Road» initiative.

The main content of the study reveals the features of socio-cultural interaction between Belarus and China. Economic cooperation between the two countries develops on the basis of common fundamental values, including orientation towards long-term interaction perspectives, respect for hierarchical structures, and the priority of collective interests over individual ones.

At the same time, the cooperation is accompanied by the need to overcome significant cultural barriers. The most significant challenges include differences in communication styles – the high-context and implicit approach of Chinese partners often contrast with the more direct and explicit style of the Belarusian side. Differences in decision-making procedures are also observed, where the desire to achieve consensus with multi-level approvals in Chinese companies requires special understanding and patience from Belarusian colleagues.

Infrastructure projects, particularly the «Great Stone» Industrial Park, perform not only an economic but also a crucial socio-cultural function, serving as experimental platforms for testing models of intercultural integration. The creation of a common administrative environment, the development of bilingual infrastructure, and the formation of mixed work teams contribute to the gradual overcoming of cultural barriers and the development of common corporate values.

The prospects for the development of Belarusian-Chinese cooperation are associated with the transition from predominantly economic cooperation to deeper cultural convergence. Key areas of development include expanding academic mobility programs, establishing centers for the study of Chinese language and culture in Belarus and Belarusian culture in China, developing a bilingual educational environment, and implementing joint humanitarian and media projects. Of particular importance is the training of a new generation of specialists who possess not only professional competencies but also a deep understanding of the cultural characteristics of partner countries.

The conclusions of the study confirm that the sustainable development of the Belarusian-Chinese strategic partnership requires a systematic approach to managing cultural differences and targeted investments in the development of intercultural dialogue. Conscious management of the socio-cultural aspects of cooperation is not an additional element, but a necessary condition for ensuring long-term sustainability and achieving the strategic goals of bilateral interaction in the 21st century.

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**U. Tomanova**

**У. Н. Томадова**

БГТУ (Минск)

*Научный руководитель А. Ф. Круталевич*

## FEATURES OF A BUSINESS CONVERSATION IN WORLD'S CULTURES

### Особенности деловой беседы в культурах мира

Today, international cooperation is rapidly expanding, covering all areas of people's lives. When organizing and conducting business meetings, it is often necessary to overcome the challenges of language diversity and the need to consider the nuances of communication between representatives of different cultures. The norms of conducting foreign negotiations involve certain principles that vary according to the cultural and national characteristics of the parties. In this study, we will analyze the differences and features of conducting business negotiations with representatives of different cultures and identify the main rules that should be followed when talking with a particular nationality.

English and American entrepreneurs are characterized by a situational approach. They always look at the situation and, depending on the situation, change the course of the negotiation process. They approach negotiations in a commercial manner, with a strong emphasis on pragmatism. They believe that the best solution can be found based on the position of the negotiators themselves. At the same time, they are quite flexible and willing to respond to the initiative of the opposing party. This allows them to act boldly.

A business meeting in countries like India usually begins with a brief and light handshake. They usually try to establish a connection through a third party. This adds credibility to your character, as Indians prefer to get to know someone well before engaging in business transactions. Arrange the meeting in writing one or two months in advance. Confirm your intentions and make sure that it hasn't been canceled at the last minute. Maintain an introductory conversation. This is a common occurrence, and don't be surprised if you don't discuss business matters during the first meeting.

Japanese people do not stand out in their clothing. The style of clothing and appearance in the Japanese business world is very conservative. When dealing with Japanese businessmen, a suit and tie are mandatory. It is not polite to immediately sit