

## MANAGING CROSS-CULTURAL DIVERSITY: A CHALLENGE FOR PRESENT AND FUTURE ORGANIZATIONS

There is no doubt that the diverse workforce has become a reality today. And the significance and impact of this phenomenon increase greatly.

In fact, the diversity refers to the co-existence of people from various socio-cultural backgrounds within the company. And it's generally held that it requires a type of organizational culture in which each employee can pursue his or her career aspirations without being inhibited by gender, race, nationality, religion, or other factors that are irrelevant to performance. Indeed, nowadays dynamic companies look for people who are different from us because the diverse workforce may bring different talents, interests, and viewpoints and therefore lead such company to success.

But at the same time cross-cultural differences create a great challenge for companies. That's why managers should make their organization the one, in which diverse employees are valued and integrated into all aspects of the work.

Among the main problems caused by the diversity are difficulties in communication, increasing ambiguity, complexity and confusion, difficulties in reaching an agreement and others.

The cultural impact on management is reflected in basic values, attitudes, beliefs. In some societies, risk-taking is encouraged which is not so in others. Some societies encourage cooperation between people. Others encourage competition between people and etc. So, it is the cultural background that creates differences.

There are 3 strategies to manage effectively in a global or a domestic multicultural environment. These are ignoring cultural differences, minimizing or managing them.

To embed the loyalty to diversity, companies often practice a so-called cross-cultural training. It aims at helping employees live and work comfortably in another

culture. Organizations can use the following cross-cultural training techniques: environmental briefings, orientation in culture, language training, field experience.

Undoubtedly cross-cultural differences are an essential issue nowadays. But before turning to this issue and speaking about working across cultures, we should first turn to our own business culture. The workplace should not be something that people dread every day. Employees should look forward to going to their jobs. Happy employees are more productive; they work faster and, therefore, lead the company to success. So it's worth the investment for companies to build and nourish their culture. The main elements that make company's culture cohesive are hiring people who fit the culture, having employees know the values and the mission of the company, knowing that good decisions can come from anywhere, and building relationships between all members of staff based on mutual trust and respect.

So working with cross-cultural diversity has its advantages and disadvantages, may create complicated problems, but at the same time may lead to success. That's why it's up to each company and organization to decide whether to take on this challenge and learn to integrate diversity into all aspects of work, or to stay away of it. But a company can't be successful in the global workplace if its corporate culture is weak and fragmented.

*Amanova, M.*

*Research supervisors: T. Yakovchits, O. Ryzhankova*

BSEU (Minsk)

## IS THERE PLACE FOR ALTRUISM IN BUSINESS?

Most often we associate business with profits rather than with selfless actions. However, today the idea of altruism in business – through donating, social responsibility policies and other “non-for-profit” actions – is gaining popularity among business people. The most vivid examples are Andrew Carnegie, John D. Rockefeller, Bill Gates, Jack Ma, Richard Branson, Pierre Omidyar, who donated millions of dollars of their fortunes. Moreover, many of these people promote the philosophy of giving and emphasize the necessity of giving money away, especially when one possesses a lot. As