

Such results are explained with the fact that we all live in a society of consumerism, so it is easier for a person to perceive information without studying, but in the form of entertainment. The basis of making any purchase is the psychological characteristics of the individual. A person experiences certain emotions both when purchasing a product or service and when using it. This principle underlies the entire theory of economy of impressions. Therefore, we conclude that this type of communication is more attractive for people in our society, but the Belarusian economy unfortunately yet lacks such a tool.

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ROLE OF TEAMBUILDING ACTIVITIES IN CROSS-CULTURAL DIFFERENCES MANAGEMENT

B. Dignen and I. McMaster state that effective communication in the sphere of international business development involves building relationships, networking, dealing with difficult people, giving and getting feedback, etc. [1, p. 5]. However, despite the use of the word ‘international’ nothing is mentioned about cross-cultural differences management and communication within multinational teams, as a lot of international companies and corporations face the issue of human resources management from various cultural backgrounds. Due to globalization, more and more people of different nationalities have to work and cooperate on a day-to-day basis. Thus, managers of the XXI century have to cope with communicating, controlling, coordinating, and organizing people from different cultures.

Another evidence that people are becoming more concerned about the issue mentioned above, are millions of Google Search results to such requests as ‘Cross-Cultural Differences Management’ or ‘Cross-Cultural Teambuilding’ [2]. It is not a surprise, as without any arguments cultural misunderstanding, fear of being judged on the basis of stereotypes, and inability to cooperate effectively because of differences in perceptions can definitely prevent even a very qualified team from working as a well-oiled machine.

Here is a typical scenario of such a communication and work breakdown. Team A needs a very skilled and extraordinary designer for the coming project. When a good

one has been found and has traveled through the ocean to work with the team, he/she cannot work. The team members have heard a lot of stereotypes and have biases about the nationality he/she belongs to. Consequently, he/she is not trusted and cannot do his best during the project development, as he/she is not accepted in the team at all. Such a situation is not a rare thing nowadays, thus the problem of cross-cultural differences management is quite topical, and to deal with it a manager should clearly define the model of the team and be ready to select such activities, which will be efficient just for this particular group of people to stay united.

According to A. Mietusch, all teams may be classified into three groups – those that follow Efficiency Model, Mentoring Model, or Matrix Model [3]. To define the model is only the first step, as it helps to choose the way people will do their jobs and will be managed. The next step is to select such teambuilding activities to employ, that will make team members reach their full potential without long-term consequences of communication breakdowns leading to project failure.

Having analyzed different approaches to cross-cultural differences management, we should highlight the approach of more or less seasoned team managers who concentrate on the idea of launching a team meeting where a new member of the team will tell some information about his/her native country, cultural background, and values and by this will be introduced to the team. However, is it enough to adopt only this approach if we want everybody in the team to understand each other and learn how to cooperate? Obviously, it is not. Thus, it can also be useful to adopt the approach of such a company as “Valve”, where a special handbook has been created to explain company’s policy to all new employees [4, p. 4]. This idea can help managers in creating a comfortable, effective, and friendly atmosphere in the company through informing and instructing all newcomers. Although, from the very first glance creating a guide or manual looks like a good solution, we consider this approach as insufficient without any teambuilding activity that will follow afterwards.

In conclusion, it is important to admit that teambuilding activities of today are multifaceted. There are physical or sports activities (sports games, championships, tourism, boot camps, etc.), board games (Pandemic, Monopoly, the Resistance, etc.), food-related (Friday Lunches, Team Breakfast, etc.), indoor and outdoor (Campfire stories, Memory wall, etc.), projects (Create Your Own Film, What is Your View of ... , etc.), online games, etc. and we should choose those that will be particularly suitable for our team. Nevertheless, whatever teambuilding activity will be chosen, we should take into account the results of the analysis of all accessible information about our team members and their tastes or hobbies if we really want to make them be interested in participating in it.

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IS IT EFFECTIVE TO DELEGATE WORK TO OUTSOURCING COMPANIES IN BELARUS?

The business owners want to reduce costs and at the same time maintain a high level of quality of goods and services. But not many people know how to do it in the right way. The “saving straw” for many is outsourcing, or, in other words, delegation certain business functions or parts of the company's business process to a third-party contractor.

There is no concept of an outsourcing contract in the civil legislation of Belarus. The only normative document that contains the definition of outsourcing is the letter of the national Bank of the Republic of Belarus “On the use of operational risk management principles in the work”, 2006. According to this letter, outsourcing is the involvement of a third-party organization to perform certain types of work.

The legal doctrine also does not clearly reflect the legal and economic essence of this agreement: some lawyers believe that the outsourcing agreement should be referred to as a lease agreement, while others believe that it is most closely related to a paid service agreement or a contract.

Advantages of outsourcing

Outsourcing is a real opportunity for a business to optimize and free up human and financial resources by transferring certain functions and works to another company. First of all, this means reducing the cost of maintaining IT infrastructure and reducing the load on personnel and accounting administration of personnel. Outsourcing also improves the performance and stability of IT systems, reducing risks and costs. Outsourcing companies usually guarantee customers prompt recovery after troubleshooting, a transparent reporting system, and a reduced tax base. All this only increases the investment attractiveness of the company.

Disadvantages of outsourcing

By engaging third-party specialists, the company must address information privacy issues. For risk-free outsourcing, it is necessary that there is a developed market for services. If a division is liquidated in a company and its functions are transferred to