

MANAGEMENT STYLES AND BUSINESS

Management issues are considered in the context of teaching intercultural communication. Based on the analysis of the scientific literature on leadership, network and goal-oriented regimes, management styles, cultural roots of leadership, we have made an attempt to show that the global leadership style implies options that are sensitive to national leadership models to the extent that best suits the corporate climate and business interests. The general cultural and value parameters in a heterogeneous multinational team were evaluated equally by all groups of respondents.

Different categories of cultures tend to follow either networking or task - orientation modes of leadership. These tendencies are determined by a variety of factors among which we highlight those which influence the formation of leadership competences. These are: counterparts' attitude to 1. accomplishment and quality of life, competition and cooperation; 2. cognitive styles; 3. social structure; 4. power distance, status, hierarchy; 5. the role of personal relationships in doing business; 6. communication. Viewed differently these values if carefully observed and treated create a corporate culture that optimizes business performance of a company as well as ethical practice [1]. Conversely, understating the role of cultural differences and lack of cultural flexibility on the part of management can ruin business relationships and damage profitable deals. The priorities of values are distributed differently in different subcultures (and even in the mentality of different individuals), which is quite evident in the approach to leading business strategies of companies. So, the concept of 'the more, the better' may conflict with the question: 'Should I now choose a large car, for which I will pay off the loan from my salary for a long time, or will I limit myself to a cheaper small car? The choice will be determined by the individual's attitude to the concept of the future, whether it is of primary value to him, and then it is better to abandon the car that will 'eat' most of his salary on payments [2]. Competition and productivity as components of accomplishment are essential business values for doing-oriented cultures (the USA, North America, the UK, Germany and others). However, they may not be so significant for being-based cultures, which prioritize harmony and cooperation (Asian, South American cultures). In this respect team building strategy should be worked out and followed wisely and cautiously by corporate governance. Cognitive styles tend to inductive and deductive thinking: to use details to build the framework of partnership (the USA) or to emphasize the framework and then move to the details (French counterparts). The issue of difference in cognitive styles may be crucial for business meetings, negotiations, the attitude towards agenda. Thus, the Americans prefer a point by point agenda concentrating on the parts and possibly breaking down the system while the Japanese in contrast tend to prefer a simultaneous discussion of all issues. Different views on social structure, power distance, hierarchy may also be the subject for detailed consideration as far as managerial styles are concerned. In group-oriented cultures (Asia, Latin America, Middle East) organization comes before the individual, groups tackle projects, make decisions, while

in individualistic cultures each person focuses on individual needs and bears responsibility. This cultural value difference is reflected in business values, namely authoritarian or egalitarian leadership styles. It also implies different approaches to the impact of personal relationships in doing business. The US business is impersonal and is based on figures. Asian, Middle East countries tend to be more relationship-based cultures: compatibility and personal rapport are more important.

To develop a more effective and high-performing organization it is necessary that internal trust and commitment should develop as well as the capacity to learn and change. It means that the number of professional competences as well as the cultural values should be reconsidered based on the composition of the company and the challenges of international trade. Some major barriers to organizational transformation should be eliminated: organizational silence, lack of feedback between the top and the lower levels, suspending the hierarchy and power distance to an appropriate extent thus creating a healthy collaborative system. For this purpose leaders need valid data, the “whole truth” about the system, its good and ugly points, which becomes possible due to a safe, productive and honest conversation about the state of the enterprise.

After studying the literature on management practices around the world, the researchers came to the conclusion that in many countries there is some convergence of management methods, but there is no single trend [3]. In their opinion, there is most likely some convergence to the practice of the United States, some to the practice of Western Europe, and some to the practice of Japan. However, the practical reality is that every country must have strong remnants of local practice. Ultimately, this means that a typical multinational corporation will exhibit different management styles around the world, consisting of different mixtures of external, borrowed, and internal elements. As a result, it seems unlikely that a single style will prevail in most countries in the foreseeable future. It is easier to change your external behavior (for example, management methods) than your internal self. The basic values and beliefs that make up a national, ethnic culture are generally resistant to change. If an organization is redefining and re-evaluating its values as a result of a new business strategy or leadership team, this is a great opportunity to learn from employees and their contributions-especially global contributions. From this point of view, collective intelligence is of particular importance as a form of universal, distributed intelligence resulting from the cooperation and competition of many individuals [4]. Collective intelligence manifests itself in the areas of organizational behavior and leadership. Many organizations discover collective intelligence and put it into practice to classify, evaluate, and share information, as well as to make forecasts and solve problems [5]. It seems that the increasing role of collective intelligence will be manifested not only in the choice of the company's business strategy, but also in the format of cross-cultural communication in order to find the most acceptable balance between organizational and ethnic values to achieve more effective results of the chosen business strategy.

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CULTURAL DIFFERENCES THROUGH THE POINTLESS JOBS

The phenomenon of senseless jobs is relatively recent yet proliferating. Surveys held in different countries elucidate this to be a widespread problem of a developed society. Plenty of jobs hardly provide employees with a sense of their work, however, people of various cultures perceive their existence differently. The objective of our research is to analyse how differently Belarusian and Western society tolerate the senseless.

Anthropologist David Graeber carried out research on the matter of pointless jobs. It was the first work on the problem that in its popular form spread widely. He received a large number of letters from concerned people doing unnecessary jobs that cannot bring satisfaction to them even if the salary is quite competitive. Influenced by Graeber's work, the British government conducted a survey. The question was "*Is your job making a meaningful contribution to the world?*".

The results were indeed surprising. 37% of the British think their jobs are meaningless. In the wave of this research some polls were conducted in countries of different economic development, for instance, the Netherlands and Russia and revealed that the problem of useless labour exists in countries with completely different economic development levels.