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## **CULTURE OF BUSINESS COMMUNICATION IN ITALY**

Studying the cultural peculiarities of international business today becomes of meaningful value due to the expansion of foreign economic relations in the modern world. The aim of this work is to familiarize with the culture of international business, basic concepts, criteria; study the influence of cultural characteristics of nations on international negotiations and agreements.

Knowledge of Italian business etiquette will help you understand what to expect from a partner, his behavior and understand what to do to look decent in front of the Italian.

Intuition is the most significant factor for the Italians in business, which is consolidated by consultations. Private relations and connections may play a greater role, rather than values of income and economic advantage, while risk and appreciating possibilities overcome consistent planning. Accordingly, instead of tending to improvements on benefits in the long run, the Italians prefer secure earnings in the short run. Italians have inherent business etiquette, owning similarities with European principles, nonetheless, with particular incongruities with principles of the United States.

In Italy hospitality is considered one of the most important parts of culture. Official language is Italian, but in addition to Italian, French and English are also spread widely. If you learn a couple of Italian words, it will be warmly appreciated by your business partner. But if you turn down an invitation to attend the meeting or to try something tasty, you can be sure that the Italians perceive it as an insult.

Meetings can be conducted after 15.00 because of the long lunch the Italians have. Business cards are exchanged only after a polite greeting and introducing. Best of all is if the business information on a business card is printed on both sides: on one side – in English, on the other – in Italian.

It's no secret that Italian people are extremely emotional and during a conversation they often use gestures. Gestures are undoubtedly also an important language. Always use gestures in Italy when you talk about business or about something routine, so you show that you're interested in what you say.

Punctuality in Italy is not considered as required quality, time may be approximate. And do not expect that the meeting will start at the scheduled time. For

Italians it's common to be fifteen minutes late at a meeting. But being late half an hour is too much. Being late is tolerable for the Italians. The only places where you cannot be late are the Philharmonic and Opera theaters. Business in Italy is more formal than in the US. Companions are introduced formally and they do not use names as long as they do not know each other well. According to the rules of business etiquette, men usually shake hands when they meet and while saying farewell.

The first impression is vital, so you should dress neatly. Otherwise, one can not get the desired result. During the meetings, you should be dressed formally.

Also the subordinate should be the first who will say «hello» to his boss. When you meet people who are senior, use such official titles as Dottore, Professore, Mr./Mrs. Even if he does not have the title, it will be polite. When you use set expressions, you need to be very careful.

Business meetings during the meal are quite natural for the Italians. Their duration depends on the circumstances. During the meal you can discuss not only business topics. Final decisions on cooperation are accepted infrequently. Lunch with a client or business partner in Italy takes 2 to 3 hours. Every day the Italians consume half a pound of bread and 26 gallons of wine during a business dinner, so as a guest you have to understand that the refusal of bread and wine is the equivalent of insults. Intoxication or being drunk with bad manners will serve as a form of humiliation.

In the end we can say that the knowledge of the culture and traditions of the people will help prevent confusion and resentment towards the Italians. Italians appreciate the attitudes and manners, when you accept their culture, you show respect and it's important for success. Now you know the characteristics of the Italian business etiquette and basic models of the impact of culture on behavior in business.

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## **NATIONAL FEATURES OF BUSINESS ETHICS**

Development of world economy in the last decades is accompanied by strengthening of attention to the ethic aspects of doing business. It meets the requirements of business-association and society on the whole.

Gradually due to efforts of organizations, which are specialized in the area of business ethics, state, businessmen, public organizations and mass medias,

an environment, where the discussion of ethic parts of business and their observance became more and more widespread, was created. Immediately after that the practical steps concerning to the development and introduction the ethic programs in the companies began to be used, that was accompanied by an exchange and distribution of advanced experience. Herein the *Actuality* of our theme consists.

Business-ethics operates on the three hierarchical levels:

1. World level – there is a totality of the universal norms based on common to all mankind values and fixed in «Principles of international business» – world ethic code.
2. Macrolevel – examines the degree of development of economic culture in the scale of industry or national economy.
3. Microlevel – presents philosophy of corporation with the system of decision-making; and also embraces the sphere of interpersonal relations between people, both in business and in a company.

The development of multinational environment of modern business determines the necessity of taking into account the factors of cultural variety at the construction the system of relations between the subjects of market while forming the control system. The solution of this problem is related to the detailed study of influence of different cultures and religions on an economy and management enterprises, to the detection of mechanisms of passing to ethic business.

The absence of cross-cultural factors in the partner business relationships such as features of national behavior, religious moral, ethical norms, and organizational culture affects the development of general enterprise negatively. It is expressed in the origin of conflict situations and, finally, in the increasing of charges of both businessmen in the country and external partners, that accordingly conduces to the declining of competitiveness of general business. The higher predictability of partner relations is, the more reliable expectation from co-operation is, the wider possibilities of mutually beneficial collaboration are.

The ignorance of national features of business ethics can make undesirable influence on partners, harm co-operation both on the stage of negotiations and during the realization of various joint projects.

Not only traditions but also national character traits are in the basis of features of business etiquette and business culture on the whole. Let's consider these traits separately in the European countries.

*England.* An English businessman is an erudite, schooled man who combines high professional training and original political infantilism. The human factors have an enormous value for him. He is not isolated in the job, but has a wide circle of the interests related not only to the economy but also to sport, literature, and art. He is very observant, he is a good psychologist and he does not perceive both falseness and concealment of weak professional preparation.

*Germany.* The Germans don't love suddenness and surprises at the enterprise. They plan and count everything in advance. Thus, it is necessary preliminary to make the program of meeting provisionally.

In Germany business relationships are very restrained, the leader's time is scheduled by minutes, in any company a chief and his deputies do not accept business visitors face to face, without the presence of other employees and colleagues.

It is not accepted to give gifts at a business communication here, certainly, it is possible to present to the partners on business some souvenirs, but here it is not worth expecting the same courtesy from their side. German life and charges are especially regulated. It is possible not to give a tip while visiting a restaurant or a cafe, as this sum is already included into the bill.

*Italy.* You should begin an acquaintance with a representative of the Italian business world with the exchange of business-cards, that is why it is necessary to carry them in a sufficient amount.

Italians value the informal relations and spend time with a partner in an informal situation with pleasure. Besides, the Italians prefer discussing many problems in an unofficial situation, for example, in restaurants.

*Conclusions.* Business ethics is the inalienable constituent of economic activity on micro-, macro- and international levels, by the mortgage of further development of collaboration between countries and further globalization. The point is that, as it were, universal globalization, but not only about its economic aspect. Such tendency is conditioned by strengthening of interdependence of people and contacts, acceleration of rate of communication. Besides, the newest researches showed that all people are alike in the internal, moral and ethical measuring. The kernel of every personality is a set of basic values (health, material welfare, relationship with relatives and friends). All other «stratifications» of values, conditioned by existence in this civilization, socio and cultural environment, are not principle at determination of prospects of becoming the general basis of international business culture.

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## **NON-VERBAL COMMUNICATION IN DIFFERENT CULTURES**

Nowadays the aspect of intercultural communication becomes more and more important. People have the possibility to travel across continents and big enterprises will hardly survive without introducing their products in foreign markets or merging with foreign companies in order to establish a multinational company. Therefore the knowledge of at least one foreign language is very important. The purpose of this paper is to study differences in non-verbal communication among cultures, which can lead to a communicative failure.

In Ukrainian, French, Japanese cultures the context value is very high whether in other cultures the particularly important factor is non-verbal communication. In any cases, even in the cultures of the so-called low-level of context (for example, in the USA), the non-verbal communication aspect is paid much attention to.

During business talks, for example, the Ukrainians come closer to each other than the Americans. In other words, the social distance for the Ukrainians is lower than for the Americans, and it coincides with their personal or private distance. Such reduction in the social distance and its transfer to «intimate» can be interpreted by the Americans as a kind of violation of the »sovereignty» or familiarity, and when the Ukrainian people enlarge the distance, it can be taken as coldness in the relationship, the increased formality. After several meetings, such false interpretation of the behaviour usually disappears. However, at first it can make tension in the conversation.

The representatives of different nations prefer the following distances: 1) close (people of Arab countries, the Japanese, the South Americans, the French, the Greeks, the Spaniards, the Italians); 2) medium (the British, the Swedes, the Swiss, the Germans, the Austrians); 3) long (white population of North America, the Australians, the New Zealanders).

Using gestures and symbols causes the most confused situations. They are often used when you do not speak the language spoken by the partner, but also seek to explain, assuming that the value of gestures, symbols is the same everywhere. It is a profound error that leads to comical and sometimes embarrassing situations. Thus, in Ukraine, a raised thumb represents the highest grade, but in Greece it means «shut up.» In the USA, this gesture may in some cases mean «all right» in the other – the desire to catch a passing car, and if the finger is sharply thrown up, it is a profanity.

That's why it is possible to see confusion and even fear on the faces of the Americans, when after a business meeting, one of the Ukrainian participants, without knowing English but wishing to express satisfaction with the results of the meeting, abruptly raises his thumb. The conclusion is obvious: if you do not know the exact values of gestures when communicating with foreigners it is better to exclude them. These gestures will not be understandable or will have different meanings.

There are differences among people of different cultures in the perception of space. So, the Americans are accustomed to work in large rooms, because they believe that «the American being at work shall be at the disposal of others». The opened office means that its owner works and, above all, that he has nothing to hide. Many of the skyscrapers in New York are built entirely of glass and reviewed thoroughly. Everybody is here – from the director of the company to the office boy – and is always in the public eye. This creates a well-defined behaviour stereotype, causing the feeling that «all are combined to make a common cause».

So, being able to transform a word or a sentence from native into a foreign language does not guarantee a successful course of a conversation led by participants with different cultural backgrounds. Only the ability to interpret the verbal and non-verbal language in the right way combined with good knowledge of the language will lead to a successful and smooth conversation.

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## **CULTURAL AND LINGUISTIC FEATURES IN NEGOTIATIONS WITH KOREAN PARTNERS**

English is widely used throughout the world as the language of communication in the business environment. So it is with South Korea. After strong economic growth, the second Korean partner after China became America. Therefore, to strengthen cooperation, knowledge and use of English was necessary for Korean businessmen.



When communicating with people from different cultural backgrounds, it is important to know and understand how to plan the negotiations: not to make mistakes, not to insult and to win the interlocutor. Internal Korean tradition and culture have certain features that appear during negotiation and use of a foreign language. So it is very important to pay attention to the use of English language by Korean, in order to understand what they mean.

It is considered very impolite to address a Korean with his or her given name. Address Koreans using appropriate professional titles until specifically invited by your host or colleagues to use their given names.

Korean names are the opposite of Western names with the family name first, followed by the two-part given name. The first of the two given names is shared by everyone of the same generation in the family, and the second is the individual's given name. Example: Lee (Family) + Dong (Shared Given) + Sung (Given). Dong Sung is the individual's given name. Address him as Mr. Lee or Lee Sonsaengnim (which means «teacher»).

More and more Koreans use a Western (usually English) name as a courtesy to foreign colleagues/clients. However, you may want to make sure to also know their Korean name since, for example, Harry Kim may not be known as such among his Korean colleagues and trying to find a Mr. Kim in Korean corporation is like looking for the proverbial needle in the haystack. It can help if you know his exact title and department. But never use words like «fellow», «guy», «this man» or «that man». This is considered demeaning.

Whereas English noun phrases (both personal nouns and pronouns) must be explicitly expressed in sentences, Korean personal nouns and pronouns especially 'I' and 'you' are generally omitted if they are contextually or situationally understood. For example, they say «plan to eat dinner in that restaurant». Instead of «I plan to eat dinner in that restaurant».

A strong feeling of collectiveness leads to expressions such as 'our country, instead of «my country». In Korea, using 'my' gives an impression that the speaker is very egocentric or even arrogant.

There are many expressions which reflect Americans' emphasis on privacy. These are derived from individualism. Koreans' emphasis on mutual involvement and concerns are derived from collectivism. In Korean greetings, you can see some very personal information that can be considered rude when you ask such a thing in America.

Responses to questions may also cause difficulty. Yes/no response of English is based on one's own action whereas Korean yes/no depends on agreement or disagreement with the content of the question. For example, as a response to the question, «didn't you go?», «Yes» in Korean means he didn't go, but «Yes» in English means he did go.

Koreans often acknowledge what they hear by saying 'yes' or nodding. This does not signal agreement. Open disagreement and confrontation should be avoided. Koreans usually do not respond to a question or request with a direct 'no', although they sometimes may. More often, they may give seemingly ambiguous answers such as 'we will think about it' or 'this will require further investigation'. Try to phrase questions in a manner that doesn't require a »yes« or «no» answer. Example: Instead of saying «Could we sign the agreement by next Friday?» say «When is the earliest date that we could expect to sign this agreement?»

In Korea, since any open and direct disagreement can be taken as hostility, Koreans avoid such expressions as 'I disagree,' 'I have a different view on that,' 'I cannot agree with you,' etc., especially to their social superiors while the extent to which Americans avoid face-threatening disagreements is the same in all relationships [1].

Korean negotiators are willing to spend considerable time gathering information and discussing various details before the bargaining stage of a negotiation can begin. In this phase, they seek to find the other side's weaknesses. Information is rarely shared freely, since the Korean believe that privileged information creates bargaining advantages. Your counterparts consider openly sharing your information foolish. However, if they have a strong and trusting relationship with you, they are usually willing to share more confidential details. Where the close involvement in the business or the mere acquaintances is more common, Koreans often ask personal questions about personal things such as marriage, salary age, and cost of the addressees' belongings. Koreans' interest in others' private lives are based on collectivism.

Koreans generally prefer to stay close while engaged in conversation whereas Americans keep about an arm's length of personal space around themselves. For example, at a dinner table, an American asks his neighbor to pass the salt to avoid invading the latter's spatial privacy. A Korean will reach over and take the salt himself because he feels like he is causing you trouble if he asks you a favor.

And of course in the negotiations, it is better to avoid the use of slang and idiom, the other side should understand you. Speak at a moderate rate of speed and use

correct grammatical English; do not try to speak «broken English» in the hopes of communicating more easily. Where possible, provide written materials and copies of presentations. If necessary, use the services of a professional or experienced interpreter. Interpretation will at least double the amount of time required to deliver your presentation [2].

So, in the negotiations with Korean businessmen, it is important keep in mind their cultural and linguistic features because the success of the deal depends on it.

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## **L'ANIMATION EN TANT QU'UNE FORME DES LOISIRS DANS LES HOTELS**

Le développement accéléré du tourisme international dans le monde a déterminé un rôle décisif de l'hôtellerie concernant les voyages organisés et ceux qui se font à l'aventure. Un hôtel moderne ce n'est pas seulement le lieu d'accueil temporaire mais le centre de l'hospitalité où les clients ont la possibilité de joindre le travail, les loisirs et les distractions. C'est pourquoi les activités efficaces de l'hôtellerie sont obligées d'offrir des services de haut niveau. Actuellement une partie composante de ce service est une organisation des loisirs qui prévoit un programme planifié depuis longtemps des démarches visant des clients de l'âge et des intérêts différents ayant objectif de procurer leurs meilleurs loisirs.

Le repos bien organisé dans les établissements d'accueil est leur avantage concurrentiel, c'est pourquoi les entreprises d'hôtellerie essaient d'impliquer les nouvelles formes progressives de service et de l'organisation des loisirs et des distractions.

L'une des parties composantes des activités de l'hôtellerie qui demande la créativité et le professionnalisme est l'organisation de l'animation. Cette activité

hotellière est un service à part intégré à tous les autres services de l'hôtel dont l'objectif est d'améliorer le niveau du confort des touristes, d'en associer aux démarches différentes pendant leur séjour à l'hôtel.

Grace à l'animation les touristes reçoivent des émotions positives et cherchent de nouveau à visiter le même établissement. Donc on peut dire que l'animation est une forme de publicité qui a pour but d'attirer des clients dans le même hôtel.

Le choix des activités de l'animation dans un hôtel dépend de plusieurs facteurs dont principaux sont: sa base technique et son infrastructure, le contingent des touristes et le niveau professionnel des animateurs. Les activités traditionnelles dans l'animation, organisées dans les hôtels sont: culture sport, traitement, distractions, spectacles.

Pour l'organisation de l'animation du divertissement sportif particulièrement important pour hôtel est la base logistique, l'infrastructure et les ressources naturelles, car l'organisation des programmes d'animation sportive nécessite certains équipements, bâtiments, terrains, routes et plus, ce qui leur permet d'en effectuer. Les formes traditionnelles de programmes sportifs et récréatifs sont différents voyages, la course, la marche, le ski, le cyclisme.

Une histoire populaire aujourd'hui est l'animation, qui utilise les formes traditionnelles et les genres d'art comme les principales méthodes de relations de récupération. L'animation de la scène en Ukraine est apparue récemment. Les jeux et les divertissements sont devenus une partie intégrante du genre animé et sont largement utilisés par hôtels.

Avec l'animation de terrain on offre aux touristes teambuilding, jeux de rôle dynamiques et de jeux de rôle, courses de relais, aventure extrême, programmes sportifs qui sont conçus pour initier les participants afin de leur donner une sensation d'une équipe, contribuer à la manifestation du potentiel créatif de chaque participant et sont utilisés principalement pour les MICE touristes.

Une approche intégrée de la gestion, la liberté de choix de ces mesures, la théâtralité, utilisation de diverses techniques et toutes sortes d'art, est déterminé par le scénario ce qui est typique pour l'animation de divertissement dans les hôtels. Les formes traditionnelles de ces activités comprennent: carnaval, dérouté, banquet, mystère, cérémonie, spectacle performance, spectacle de masse. L'équipe d'animation devrait avoir un grand nombre de programmes d'animation divers et originales chaque année pour créer de nouvelles formes de spectacle d'animation, qui doivent constamment améliorer et trouver des formes plus intéressantes de conduite.

L'organisation des fêtes – est l'un des types importants de programmes d'animation, où la principale chose – les détails spécifiques à cette fête et l'utilisation de tous les éléments informatifs et attrayants pour les touristes. Dans les grands complexes hôteliers où les étrangers viennent se reposer, les gestionnaires construisent l'animation des fêtes sur la base des traditions du pays hôte, se donnant pour tâche d'introduire les visiteurs étrangers à l'ambiance nationale, à la culture et à la vie, mais qui ne s'affrontent pas à leur mode de vie.

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## **DIE ERFAHRUNG DES QUALITÄTSMANAGEMENTS IN DEN UNTERNEHMEN IN VERSCHIEDENEN LÄNDERN**

Nach meiner Meinung, existiert die aktuelle Notwendigkeit, die Erfahrung verschiedener Länder auf dem Gebiet des Qualitätsmanagements in den Unternehmen zu analysieren, denn gerade diese Kennziffer beeinflusst wesentlich den Produktions- und Absatzumfang. In der vorliegenden Arbeit wurden solche Länder wie die USA und Japan betrachtet.

DIE USA. Die Industrie der USA in 40-50er Jahren war auf die Massenproduktion verschiedener Waren (die Autos, die Kühlschränke, die Fernseher, die Radioapparate) ausgerichtet, aber sie wurden nicht von hoher Qualität hergestellt. Deshalb wurden die großen nicht eingeplanten Kosten infolge der schlechten Qualität der Produktion ein ernstes Problem für die Industrie der USA. Diese Kosten betragen bis zu 30 % von Gesamtkosten für die Produktion. Sie waren mit der Beseitigung der festgestellten Defekte bei der Garantieleistung der hergestellten Produktion verbunden.

Deshalb hielten viele Betriebswirte der USA die von den Unternehmen hergestellte schlechte Produktqualität für die Hauptbremse der Erhöhung der Arbeitsproduktivität und der Wettbewerbsfähigkeit der amerikanischen Produktion.

Gerade zu dieser Zeit entwickelt sich das Hauptziel in den Unternehmen – die Qualität der Produktion, die nicht als eine Bedarfsdeckungsweise von Konsumenten, sondern als das Verminderungsmittel der Produktionskosten betrachtet wurde.

Der Kampf für die Qualität wurde ein nationales Programm. Die bekanntesten Firmen der USA (zum Beispiel, die Firmen von Jakoka oder Roberts Maknamara)

haben verstanden, dass gerade die Qualität der amerikanischen Waren, die von den Menschen (der Arbeiter und der Angestellten der Gesellschaft) abhängt, in erster Linie erhöht werden muss.

In den USA sind die Beziehungen zwischen den Arbeitern und dem Unternehmen im Namen von Manager (Besitzer) ganz anders als in Japan. Deshalb ist es unmöglich in vollem Umfang die japanischen Methoden der Erhöhung der Qualität der Produktion zu verwenden.

Durch die Erhöhung der Qualität der Produktion in amerikanischen Firmen haben sich nicht nur die Kennziffern der Qualität der Produktion verbessert, sondern auch es hat sich die Einstellung zu Konsumenten geändert. Das Motto «der Kunde ist König» wurde in der Praxis realisiert. Das wurde ein zusätzlicher Stimulus der Erhöhung von Qualität der Produktion.

Also, nach meiner Meinung, die Maßnahmen, die die USA für die Erhöhung von der Qualität der Produktion in den Unternehmen getroffen haben, trugen zur Verminderung des Bruches von der Qualität von Japan bei und dadurch wurde die Produktionswettbewerbsfähigkeit auf dem Weltmarkt verstärkt.

Japan. Gegen Ende 60er Jahre des XX. Jahrhunderts unterschied sich die Produktion der japanischen Firmen auf dem Weltmarkt durch die hohe Qualität auch nicht. Die schlechte Qualität der japanischen Produktion wirkte sich auf ihre Wettbewerbsfähigkeit und, also auf die Gewinne aus.

Deshalb begann die japanische Industrie seit dieser Zeit aktiv zwei Ausrichtungen auf dem Gebiet des Qualitätsmanagements einzuführen. Beide diese Ausrichtungen erwiesen sich sehr fruchtbringend und ergänzten sehr gut einander.

Die erste Ausrichtung ist mit dem Namen der amerikanischen Fachkraft fürs Qualitätsmanagement J. Deming verbunden, das ist der sogenannte Deming-Kreis, der mit Forschung und Entwicklung, der Produktion, dem Produktionsabsatz, der Analyse und den Änderungen für die Erhöhung des Qualitätsniveaus verbunden ist – der PDCA-Kreis «die Planung – die Ausführung – die Prüfung – die korrigierende Einwirkung»(plan-do-check-action (engl.)).

Die zweite Ausrichtung ist mit der Entwicklung der Funktion der Qualität verbunden und wurde Ende 60er Jahre von Professor Jodschi Akao eingeführt. Diese Methode war von 135 japanischen Produzenten verwendet.

Die Funktion der Qualität stellt den Einsatz von der Qualität, der Zuverlässigkeit, der Technologie und der Kosten so dar, dass die Produktparameter den Verbrauchern die gesuchten Vorteile und Vergnügen bieten. Das heißt, aufgrund

der Forderungen zu den qualitativen Charakteristiken der Produktion werden die Forderungen zu der Konstruktion und der Herstellungstechnologie dieser Produkte bestimmt. Die Ergebnisse der planmäßigen und beharrlichen Einführung dieser zwei Ausrichtungen ließen sich nicht verzögern die Wettbewerbsfähigkeit der japanischen Waren zu beeinflussen.

Wie es früher bemerkt wurde, wird die Qualität der Produktion durch die Menscheneinstellung zu ihnen aufgetragenen Arbeiten bestimmt. Warum beschäftigt sich der japanische Arbeiter mit den Fragen der Qualität selbst? Warum nimmt er an den Qualitätszirkeln selbst teil, obwohl niemand dazu ihn zwingt? Hier muss man die Antwort in jenen Traditionen suchen, die dem japanischen Volk eigen sind. Es handelt sich darum, dass der Arbeiter oder der Angestellte in Japan ins Arbeitsverhältnis fürs ganze Leben übernommen wird. Deshalb wird eine Firma von jedem Arbeiter und jedem Angestellten als das eigene Haus betrachtet. Und kann man denn im Haus etwas obenhin machen? Es wird dort gemeint, dass die Qualität auf 90 % durch die Erziehung, das Bewusstsein und nur auf 10 % durch Wissen bestimmt wird.

Somit kann man sagen, dass die Qualität der Produktion in Japan eine Sorge aller Arbeiter des Unternehmens, und nicht der abgesonderten Qualitätsmanagementabteilung ist.

Also, solche Arbeitseinstellung und die umfassende Einführung der wissenschaftlichen Entwicklungen auf dem Gebiet des Qualitätsmanagements und der Technologien, das hohe Computerisierungsniveau in Qualitätsmanagement (Kontrolle und Analyse) der Produktion wurden der Hauptgrund der hohen Wettbewerbsfähigkeit der japanischen Waren auf den Weltmärkten.

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## **CULTURAL DIFFERENCES IN BUSINESS COUNTRIES**

A key of being successful in business internationally is to understand the role of culture in an international business. Whatever sector you are operating in, cultural differences will have a direct impact on your profitability. Improving your level of knowledge of international cultural difference in business can aid in building international competencies as well as enabling you to gain a competitive advantage.

In this article I want to focus on the differences in communication and evaluation time. Sometimes, if you are familiar with the culture of your business partner it can help you make a good contract or deal.

There are huge differences in communication between people from different countries. It is normal in some cultures that people are loud, direct or even blunt and tend to interrupt others during a conversation. In others, people are typically soft-spoken, use flowery or indirect language and wait patiently for others to finish their sentence.

Cultural differences also become apparent in differing concepts of time. For example: Everyone would agree that Germans are well-known for their punctuality. In many African and South American countries, however, scheduled appointments are often treated like a general guideline rather than something one has to strictly abide by [1].

Taking into consideration how some cultures are more time-conscious than others. Even if you are always on time, your business partners may not take the appointed time for a business meeting as seriously as you do.

There are always a few generally valid guidelines you should pay attention to in order to make a positive impression in the business world. Being dressed appropriately for the occasion and arriving at a business meeting well-prepared are two very obvious ingredients for your success in international business. Whether you are in France or in China, your business partners will appreciate your efforts to make a good impression, regardless of cultural differences [1].

When you fly abroad for business purposes, jet lag is a factor that needs to be taken into account as it might influence your professional skills significantly.

Doing business in Ukraine is different from doing business in other countries, especially the U.S., England, Germany, and other northern and central European countries [2].

Some features in the business culture of Ukraine:

- foreigners in Ukraine find that being late is the norm for Ukrainians;
- in Ukraine, meetings are frequently rescheduled and cancelled, often at the last minute;
- often Ukrainian organizations foresee problems but hope for the best and don't warn their partners of possible difficulties until they are already underway;
- Ukrainians pay more attention to emotional aspects of communication rather than excluding them from business as is the case in many western countries;



- in Ukraine, leaders tend more to concentrate decision-making powers in their own hands and demand loyalty and subservience from their employees in addition to work-related skills;

- relations between Ukrainians at work, as a rule, warmer, more open and emotional.

Most foreigners respond negatively about the business culture in Ukraine. The nature of Ukraine's culture is not very production-oriented, and it may not be the easiest place to do business, but Ukraine has other dignities – for example, it is a great place to make friends, meet interesting people, and have fun.

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## **PSYCHOLOGY OF SOCIAL AND CULTURAL ASPECTS OF INTERNATIONAL BUSINESS RELATIONSHIPS**

Cross-cultural psychology is a branch of psychology which studies the similarities and differences in people's psychology, belonging to different ethnic and cultural groups. According to an American linguist E. Hall, «every culture creates its own unique system of values, traditions and customs, patterns of behavior».

The topic of the paper is psychology of social and cultural aspects of international business relationships. The subject of the article is peculiarities of psychological, social and cultural communication. The object of the paper is a range of aspects of business communication and relationships between the representatives of different cultures.

This article reveals the role of cross-cultural psychology in the negotiations with a foreign partner. We consider three main types of cross-cultural psychology, as well as their characteristic features on specific country. Examples are highlighted and described. We focus on the problems of intercultural communication and correct assessment of differences in national cultures and their proper evaluation during

business communication between different countries in order to achieve mutually beneficial cooperation.

Business and international communication features are directly related to the culture of the country. Despite the huge variety of business cultures, there are some methods to predict the behaviour of a representative of a certain culture on the basis of activity aspects and compatibility indicators. The most popular and widely used method of country classification, developed by E. Hall, shows basic differences of cultural values and context culture ranking. While predicting certain situations, it is important to take into consideration behavioral stereotypes, the source and the level of authority, business ethics, motivation, mindset and especially the peculiarities of time perception of representatives of different cultures (nationalities).

In his conception of business culture in international business R. Lewis, the head of the Study of Cross-cultural Interaction Centre, identifies three types of cross-cultural psychology:

Monoactive (Germany, Switzerland, Denmark, Belgium, USA, England, Scandinavia).

Polyactive (France, Spain, Italy, Mexico, Latin America, the Slavs, the Middle East).

Reactive (Japan, China, Singapore, Finland, the countries of Central America).

### **Cultural values.**

In the 70s of the 20th century G. Hofstede conducted studies in 66 countries [Hofstede G. Culture's Consequences, International Differences in Work Related Values, Sage, 1980]. These studies allowed him to identify several fundamental aspects that determine the style and features of the business representatives of different cultures. The result of research has become a model of comparative analysis of a business culture based on four various characteristics. These «magical» features are:

- 1) individualism/collectivism index, based on the self-orientation of the person;
- 2) the degree of hierarchical distancing, reflecting the orientation to power and authority;
- 3) the degree of uncertainty avoidance, which characterizes the level of preparedness to take risks;
- 4) masculine or feminine style of business relationships.

Individualism/Collectivism (I/C index). Individualism/Collectivism index expresses the relationship between the individual and society. This indicator describes the degree of integration of the individual in the group of people. A high index of individualism

means the concentration on their own «ego» and personal achievements. The low value of the index indicates the integration of the individual in the collective and obeys the collective opinion; «we-position» is dominant. In such cultures, the personality is integrated in stable groups practically since birth, which continues to protect him throughout lifetime in exchange in case he is loyal to the group.

The hierarchical distance (H/D index) is the distance between the members of society at different levels of the hierarchy. Hierarchical distance index measures the tolerance of society to social inequality, i.e. unequal distribution of power between the superior and the subordinate members of the social system. The degree of distancing shows the relationship between the subordinate members and the governing ones. Cultures with a high index are hierarchical and in some cultures power may be hereditary.

There is a significant difference between society members from various social levels and a difference in privileges, which are taken for granted by society members. In countries with a low index the situation is quite the opposite.

The degree of uncertainty avoidance (U/Aindex) is the degree of risk avoidance and the desire for it. Control of the uncertainty level is a feature, which is largely determined by culture, and shows the extent to which members of a cultural community are programmed to freedom of action in unstructured non-standard situations.

Masculine (hard) or feminine (soft) type of behavior (M/F index). When such qualities as competitiveness, demands and achievement drive prevail in the entrepreneurship, it can be referred to masculine pattern of behavior. Companies with a high index (male pattern) are also characterized by the desire for profit and the accumulation of money, but lack of concern for others.

In contrast, in countries where female type prevails, the emphasis is on humility, altruism, gender equality and service to others. In countries with a male type of work, an opportunity to become recognized and building a successful career are valued, in countries with a feminine type the emphasis is on the work in a nice team and mutual aid.

In some societies, it is considered permissible for men and women to take different mutually intersected roles, while in other countries there is a clear restriction of sex-role.

In Table 1, there is analysis of three countries – Australia, Turkey and Japan, which is taken from G. Hofstede's research on 53 countries, which are considered to be of a commercial interest.

**Table 1. Indexing of countries depending on their cultural values  
(by Hofstede [2, p. 100])**

| Country or region | I/C index | H/D index | U/A index | M/F index |
|-------------------|-----------|-----------|-----------|-----------|
| Australia         | 90        | 36        | 51        | 61        |
| Turkey            | 37        | 66        | 85        | 45        |
| Japan             | 46        | 54        | 92        | 95        |

There is a correlation between specific cultural values, qualified by Hofstede, and some aspects of behavior. The communities, which have similar indexes, are somehow similar in their behavioral models. For instance, the level of hierarchical distance is associated with the social image of the brand. The higher the H/D index is, the better the effect of brand image component, aimed at the status, prestige, belonging to a certain social class is.

Therefore, with the help of Hofstede's indexation it is possible to build a universal typology of cultures.

The first type is monoactive cross-cultural psychology. Its representatives carefully think through the planning of organizational life, and their own families. As an example we will take into consideration the Australians and psychological characteristics of their behavior, as the representatives of monoactive type of cross-cultural psychology. Australians, or «Aussies», as they call themselves, put their own individuality at the head of the list of values in life, as they know that they live in a country that is not similar to any other. Geographical location and climatic conditions on the world's largest island and the smallest continent play a huge role in shaping of Australian national character. In the opinion of the Australians, the most important in their life is a fair game, based on common sense, equality and reasonable disregard of power. Australians are cynical towards people who have power and wealth. Australians believe that villainy and squealing are the two most important drawbacks of a person in authority. In a country where everyone is would rather support the one who is eager to achieve something, rather than the one who has achieved something, it is better to be a humble man, and not to show off their financial condition. Conceit and demonstration of their superiority in any field are the most condemned traits for Australians. Australians are very sociable, so starting a conversation with a complete stranger is quite normal for the representatives of this nation.

A sense of humour is a special characteristic of Australians, with the help of which they often entertain themselves while communicating with foreigners. Their

conversations are filled with ruthless giggles, jokes and quips about any country and any representative of any people. When you are entering into a dialogue with the Australians, it is necessary to adapt to their way of communicating loudly and start to defend yourself from their mockery with the same sense of humour as soon as possible. Australians can laugh at themselves, but do not tolerate when foreigners do it in their presence.

There are no clear rules of how to communicate with the Australians, as the right to behave eccentric in any situation is a matter of national pride of every citizen of this country.

Ceremonies and traditions in state establishment are absent like in many other spheres. Despite hard competitiveness and a high risk in business, Australian entrepreneurs play fairly because self-respect is significant for them.

Despite the fact that at the first meeting of foreigners – men and women – can apply by calling them «friend» or «dear», it is not a friendly attitude in Australian businesses. People are late to business meetings, absent-mindedness is in the order of things.

The second type – polyactive cross-cultural psychology. It is typical for mobile, active people, preferring to carry out «a few things at once». Consider the psychological features of the behavior of the Turks, as the representatives of polyactive type of cross-cultural psychology. Turkey is a country where East and West meet. Traditions and customs, prevailing for centuries, play a very important role in the lives of the Turkish nation. Officially, the Turkish women have equal rights with men, but in small provincial towns there are still many restrictions for them. Woman has always been the epitome of motherhood in Turkey and the foundation of the family. The main emphasis is on the family, and, despite the fact that decisions are usually taken by men, the influence of Turkish women in the family is very strong, as it often happens that the woman is the main breadwinner. This nation combines European innovation and colorful national identity of Turkish traditions. Turkish businessman is a very active person. He does not sit and wait for the event to find him, and bustles constantly, learns something, goes somewhere, talks to hundreds of people and therefore is always up to date with all the details related to the business. Even if things do not go as expected, he never stops trying to come to their decision, from the other side, and as a result, as a rule, he always achieves his goals. Business with Turkey is done on the principle of «First comes, first served». Searching them in the business for a Turk is a searching for approaches to partners. As in many other cultures, business in

Turkey is tied to personal relationships, so friendly contact is very important when making decisions. Such relationships are much more important and stronger than some of the items of the contract, prescribing one or another side to comply with some obligations. Perhaps the Turks are so successful because they pay so much attention to friendly relations. It turns out that the partners trust each other, and can make a deal quickly. But if suddenly the relationship fails, all the agreements or their important part fail too. Going to the negotiations with Turkish business partners, one should bear in mind two very important things: You should be diplomatic and careful, as they say, be able to read between the lines and not to be confused by focusing on the subject of negotiations. These biases arise from the national peculiarities of doing business in Turkish. Turks often switch to various topics, talking about several issues at once, often outside the scope of negotiation topics and can even speak «to death». However, because the Turks are a friendly and welcoming nation, it is rude to join a business conversation without talking for thirty minutes about other things, not finding a way, psychological contact. Business visits to Turkey should be started with informal communication (joint vacation, going to restaurants, etc.). And only then it is advisable to move to a discussion business matters. This eastern mentality is different from the Western European, where all communication is based on the principle of «contact for the business».

The third type is reactive cross-cultural psychology. The nations and nationalities, which are inherent in this type of cross-cultural psychology, characterized by courtesy and respect. Foreign trade partners' style of behavior of these countries are characterized by slowness, prudence.

In Japan, the tradition of negotiation and general business communication is very strong. If you ever have to deal with Japanese businessmen, after talking to them, you will understand: the success of the transaction often depends on how well you are engaged in a dialogue and comply with Japanese business ethics. In order to be prepared for this in advance, you need to learn some important nuances of Japanese business and communication.

The Japanese never say: «I have achieved it,» they say, «My team, my group has achieved it.» Therefore, when you are in the Japanese society, it is not worth boasting about personal awards or success – it will be a little strange for the Japanese. The company's all important decisions are made on the basis of the opinions of all members of the group in the company. Prior to the formal meeting, each team member should express their views. Then there is a fairly long process called

«namavasi». It is a preparation for the final decision, and it is a formation a consensus, taking into account the views of all participants. Directly at the meeting, no one expresses any ideas or objections, since the decision has usually been accepted. It is announced, followed by a discussion and further action in view of the decision. If it is any rivalry between several companies (competition, tender, etc.), the most important thing for the Japanese is not winning, but the fact that they operate and make decisions together.

Well-brought up Japanese will never show their feelings in public rapidly, and this applies to both positive emotions and negative. It is, of course, impossible to say that the Japanese are always quiet and reserved. At home with their family and friends, the Japanese may be different. But as for work and business, the vast majority of them will show self-control and humility in any situation.

**The current research shows** that in order to conclude the deal successfully, the businessman must first be acquainted with aspects of international business relations. Because they, in 90% of cases, affect the result. We have seen how to conduct international business relations on the example of the three countries. Psychology of social and cultural aspects that affect them is shown.

**As a result**, it can be considered that psychology of social and cultural aspects is extremely important during negotiating, making agreements and debating.

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**THE CULTURAL FEATURES OF SOME NATIONALITIES  
IN BUSINESS SECTOR**

At the beginning of the third millennium, the matter of studying cultural features and the mentality of some nationalities is becoming more and more evident. The ability to identify and use the features of national culture allows creating unique competitive advantages for a company in the international market. This matter is rather important for the international business sphere. Taking into account European integration of Ukraine and its membership in international economic organizations, the study of formation and development of cross-cultural management is an extremely important thing for an international business sector.

The initial formation of cultural groups was determined by geographical and climatic characteristics of areas inhabited by these communities. These cultural constants have been significantly changed under the influence of political, economic, religious, social and other processes of historical development of individual nations and the formation and evolution of nation states. These changes have been impacted by the results of international cooperation as well since there was the interpenetration of cultures, especially those nations who inhabited the same region.

Among the numerous criteria of different cultural descriptions there are various linguistic features and business cultures. First of all, the business culture is a communicative environment that has many terms and concepts which refer only to it. Thus, to fulfill the requirements and international communicative cultural rules (cross-cultural communication) is a part of business success in many companies.

For example, the representatives of the oriental individualist cultures focus on the information, but not on the way it is presented; they are primarily interested in its content. Their speech is laconic, logically reasoned and consistent; their way of thinking is accurate and conceptual. This manner of communication is popular with the Americans who use questions that do not require answers in an everyday speech: «How are you?», «What a wonderful morning, isn't it?» etc. The representatives of collectivistic cultures (East Asia) communicate with each other paying attention to the context of a message. They put emphasis not only on utterance itself, but also on the way of its expressing. For this reason, communication between the representatives



of oriental cultures seems to be a little bit vague, non-specific, it has a lot of indirect statements such as «likely», «possible», «as Allah wishes», and so on.

Among all the languages English is one of the most important ones. Consequently, people should know business English in order to hold international negotiations. But we must understand that every language has its own features, and therefore it is necessary to study the linguistic features of different languages.

If we compare Ukrainian and English, we note a big difference while obeying courtesy rules.

While asking someone for a favor, the English etiquette involves the least impact on the opponent. In the Ukrainian language we use imperative «Do this, please», but in English it is not the rule as the meaning of the word «please» does not convey a full and deep meaning of the Ukrainian word «please». If we want to ask someone we should use an interrogative form: «Could I have a look at those papers, please?» (Instead of «Could you show me those papers, please?»). In English communication the indirect request is preferred as the equivalent of Ukrainian «please».

\* Expression of thanks plays an important role in maintaining polite relations between the interlocutors, and despite a common manner, it has its cultural specific features. The English say «thank you» more often than the Ukrainians, and often without any reasons.

In English, there are many ways of expressing gratitude where it is intensified by other words. Thus, apart from «thank you / thanks», «thank you very much / thank you so much / thank you so very much / thank you ever so much / thank you very much indeed / thank you awfully / thanks a lot / many thanks» are used. These utterances can be intensified by the following: «I am very (so) appreciative / I really appreciate it / I do not know how I can thank you enough».

It should be noted that the modality of the word «please» is not the same as the Ukrainian one «thank you». The English try to be more eloquent in expressing gratitude than the Ukrainians. They rarely use only one utterance and, as a rule, they usually give utterance – gratitude, or it can be a compliment: «That's fantastic. I really appreciate your doing that for me. Thank you very much».

The English greeting forms are more democratic. Such utterances as «Good morning / Good afternoon / Good evening» are used in a formal style. Their less formal equivalents are: «Morning / Afternoon / Evening».

To sum up, business communication in the international sphere is a complex process, explained by incompatibility of different national business cultures. It must be held in order to prevent any cross-cultural conflicts caused by the collision of different ideas about proper behavior. That is why it is very important for many companies to know cultural features of different countries.

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## **BUSINESS ETIQUETTE IN DIFFERENT COUNTRIES**

International business has become an important part of world economics in the twenty first century. Now any kinds of goods are transported by sea, by air and by road as fast as possible. Thus, people, who live in every part of the planet, can eat imported fresh fruit and vegetables whole year and can use the best innovation technologies.

But it is not so easy to make supplies between two countries. First of all, seller and buyer are supposed to have a deal. They have to make sure this deal would be profitable for either side. Of course, it is easier to achieve during business meetings. There, partners can discuss details of contracts, meet face-to-face and decide: should they trust each other or not. So that part is the most significant for businessmen.

Today, the question of people, who want to make a deal, is: how to act at business meeting in a country, where there is another kind of culture?

According to historical development, every nation has specific traditions and types of behavior. Let's check the differences in business etiquette between western and eastern countries.

China imports household appliances, clothes, electronics, toys and almost everything. This country has the largest economy in the world. But there are a lot of special behavior norms. People in this country respect their national traditions very carefully. And foreigners must know about them, because that is important for communication with eastern colleagues.

Business meeting with China partners must be planned approximately three month ahead. You need to arrange convention with partner and give him some information about your company and the reason of negotiation. Chinese don't like to make a serious deal in a café or a club, they prefer business centers. When you will

know the place of your meeting, learn this location thoroughly, find out the fastest way to get there. If you come to the meeting earlier, it would be a great gesture of kindness.

Citizens of this country respect older people. At your meeting, first of all, you should greet the oldest person. And only then you can greet other representatives. China's people accept handshake as a gesture of greeting, but they don't endure any kind of touching. When you are sitting don't make legs crossed. That is rude too. If you want to give a gift to your business partner from China, make sure this present doesn't contain any association with number «four». In Chinese language number «four» is similar to the word «death». Also, it is inappropriate to present anything of white, blue or black color, especially avoid any kind of clocks, handkerchiefs and straw sandals. When you offer the gift use both hands to give it. Get ready that your gift will be refused three times and only then it will be accepted, but opened later. Actually, if you do something wrong at your business meeting in China – don't panic. Asian people are friendly to western partners. They can understand you and politely don't pay attention to your mistakes.

For the great majority of people United States of America is a country of unlimited business opportunities. This culture is much different from Chinese one. First of all citizens of USA don't like traditions. For them, more important is individuality and people's rights. Second of all business conversation in USA may take place during meals. An interesting point is Americans appreciate handshakes, hugs and other personal contacts. Also they can sometimes put their leg on the nearest chair or table. For a gift, people in the US accept everything, but it should not appear to be a bribe. Another difference is a gift would be opened at once. Americans are very energetic, sincere and communicative. They often say «Time is money» and solve the problems immediately. So a discussion at a business meeting must not take a lot of time.

Every country in our world has own particular mentality and that is impossible to know every aspect of it. Anyway, to have a successful business deal anywhere you should be polite, confident, friendly, patient and persistent. Also it would be right to ask a local consulting company, which can help you with business etiquette in this country. And if you are not sure in your language skills bring along a company interpreter, who will provide you better understanding of your partners. When you are speaking to businessmen in no case use any slang words and proverbs. Because, they can understand you wrong. And don't use a lot of gesticulation. That can frighten and distract your colleagues.

In conclusion I can say that although business meeting and etiquette features are important, but now it is much easier to make a business deal via the Internet. That's

why, information borders are gone, and today even in eastern countries people, who deal with foreigners, sometimes forget about their traditions and follow the international norms. Because, actually, traditions are traditions, but business is business. And business people from different countries don't mix lifestyle with their work.

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## **FRENCH BUSINESS CULTURE**

In business and in the workplace, on the domestic front and in our social lives, we can all benefit from more effective communication skills. Every country has its own way of saying things. Communicating across cultures begins with the basic understanding that one size does not fit all. Simply because you practice certain cultural habits or patterns, does not mean that the rest of the world does. Failing to recognize and adapt to this diversity can mean the difference between a successful transaction and failure.

First impressions are very important to the French, and may have a strong impact on the outcome of your business relationship.

French is the only official language in France. However, there are also several regional languages spoken, mostly by elderly residents. English is widely taught in schools because of its importance in international trade as a »global language«. Consequently, in France most of your counterparts will be able to understand you if you speak English, especially if they are of the younger generation.

Despite their knowledge of and competence in the English language, the French consider their use of French as a sign of respect for their culture. Therefore, to make your business negotiations easier you should at least try to use some French when dealing with French counterparts. It is helpful at your first meeting with a French-speaking individual, to apologize if you cannot speak French fluently. This creates respect for the French culture and reduces any stigma about potential ignorance.

There exists a strong, vertical hierarchy in French business culture. French bosses generally favour a dictatorial and authoritative leadership style. However, it is essential that you work successfully with all levels of the business organization, despite the clear hierarchical structure. That said, only the most senior individuals can make the final decisions in business.

The French have an inherent sense of privacy and there is a definite distinction between business and personal life. Respecting this privacy is particularly important when working in France. In accordance with French business culture, relationships must be formed first, before business can begin.

The French in general are typically conservative when it comes to body language. However, despite the formality of French business culture, people tend to have smaller personal space and are happy to stand within arms length when speaking to one another. The personal space also varies between those living in the country (preferring more distance) to those in larger cities (happy with smaller distances) who tend to use the Metro and crowded places more often. Moreover, do not be alarmed if your counterpart touches your shoulder or pats you on the arm, since this is commonplace and usually within the bounds of French business etiquette.

Eye contact is important to show your trustworthiness and interest in the meeting, however, constant eye contact such as staring is considered inappropriate, especially during a first business meeting. Smiling has no impact in communicating a greeting or as a sign of agreement. Expressive use of hands to communicate should be kept to a minimum in most conversations.

As business people tend to be formal and conservative, business relationships are orderly and professional. Keep the hierarchy in mind and this will help you maintain proper distance and contact.

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## **SIMILARITIES AND DIFFERENCES IN EUROPEAN BUSINESS CULTURE**

In our modern world topic of business relations and business culture is one of the most disputed. But every region and even every country has own features and specialties. It is necessary to know about them when you want to hold negotiations in unordinary place for the company. That is why topic of differences in business cultures is so important nowadays.

For the globe-trotting international business person doing business in a foreign country offers certain intercultural challenges. Understanding a country's business culture, protocol and etiquette is important in achieving success abroad. Business etiquette refers to acceptable behavior, manners and professional practices in the workplace and in business relations. The basis of business etiquette is respect as well as presenting oneself and the business being represented. It shapes how business is conducted and provides guidelines of accepted behavior.

If we study six main Western European countries, such as Austria, Belgium, France, Germany, Luxembourg and the Netherlands, we may notice some similarities and differences. All six countries have the euro as their common currency, they are all within the same time zone and the political and economic structures are relatively stable. The transport infrastructure and public transportation schedules are well developed and maintained. The educational systems are also compatible with a high level of educated work force. When it comes to business etiquette, these countries tend to favour formal arrangements where documentation and formalities are preferred over personal relationships in business. Punctuality in Western European countries tends to be valued.

Even though these countries are located quite close to each other and have a number of commonalities, it is also important to note that their business cultures have some differences. For example, when addressing someone formally in a work setting, location should be born in mind to avoid offence. In Austria, France, Germany and Luxembourg it is common to use the complete title of a person together with his last name to address him or her. However, in Belgium and the Netherlands this is not the case – rather, the title is not necessary, only the name.

Most of the individuals in these countries can speak English as their business language as well as German. However, in France, an effort to speak French is appreciated since it is considered to be a major part of the national culture.

The use of student placement schemes is popular in Germany, France (here it is considered essential), Netherlands and Austria, but it is not so popular in Belgium.

Another example of differences can be found in the use of social media networks for business purposes. While LinkedIn is one of the primary professional social networks in Luxemburg and the Netherlands, Germanys' most used business network is called Xing and in France it is Viadeo.

Western Europe countries have similarities in business etiquette and customs. Generally, in business communications the use of emotions, lively gestures or touching is usually not welcome. Facts and technical details are appreciated.

Punctuality is regarded as a sign of reliability and arriving on time is expected. The adoption of internet technologies and internet penetration amongst these countries is one of the highest in Europe. In addition to the aforementioned similarities, some differences are also observed between European countries, which make each of them special.

Cross cultural understanding is an important tool for any international business person, company or organization to acquire when doing business abroad. In the future, the integration process and globalization will be reflected in the growing regional economic activity. To speed up these processes, which contribute to the macroeconomic stability, knowing and respecting business customs and culture of foreign business partners are part of business ethics and professional behavior that will contribute to a better collaboration and successful realization of common interests.

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## **FEATURES OF JOKING ON INTERCULTURAL NEGOTIATIONS**

Negotiations are an integral part of business relations. Our perspective, the conclusion of bargain and simply achieving a particular goal often depend on the result of communication. Without any doubt, joking is among the well-proven and highly effective techniques that facilitate the management of business negotiations.

One can cite a number of beneficial effects of jokes on the negotiation process, of which the most important two factors are [1]:

- creating a common cause for laughter, anecdote contributes to your personal rapprochement with the opponent, establishing a relaxed, confidential atmosphere;
- nice, pertinently-told anecdote demonstrates the inherent sense of humor, correspondingly showing your best side to the potential partner.

Business negotiations may often being carried out with unfamiliar to you people, whose peculiarities of character you do not know, but whose favor is highly desirable to win. Of course, sometimes it is expedient to use a humor while negotiating with foreigners. Because jokes can break the ice of formality, accelerate the discussion, break the deadlock and induce the confidence in you as a person. But otherwise this is an extremely risky case.

Cultural and religious differences lead to the fact that not all people laugh over the same joke. The Germans consider that humor to be inappropriate in a business conversation, and it will cause nothing but bewilderment and nervous laughter at the Japanese, they will only laugh out of courtesy. In contrast, the Finns have a sense of humor and love making fun of themselves. What seems funny for a Frenchman, an Arab can accept for sacrilege. So your favorite funny story may seem completely incomprehensible to a Chinese, and your innocent anecdote can injure a Turk [2].

It should be remembered that laughter is usually an expression of embarrassment, nervousness or even contempt in Asia. In general, the desire of making a joke can failure the negotiations. However, if you still want to tell an anecdote, firstly try it on your translator or a Chinese acquaintance, and secondly you had better learn some Chinese proverbs. Your pronunciation is in itself ridiculous for them, in the same way your efforts in learning their language will cause admiration. If you are not sure of the meaning of certain Chinese words, it is better not to use them. For example, you can in jest compare someone with a monkey, but comparing the Chinese with a dog is an insult.

Taking this into account, while joking during business negotiations, you can be guided by the following tips:

1. It is necessary to laugh at jokes, which your interlocutor is telling.
2. Be careful with jokes on national, racial and religious issues. Perhaps, univocal politically correct jokes are acceptable.

Let us suppose that your interlocutor is a Georgian, and he tells anecdotes, ridiculing Georgian habits, so you can join him only if you are a Georgian too. A good joke can comment the described situation: «The Americans always praise their own laws and their own government, and do not like anyone who does not agree with them. Russians always criticize their laws and their government and do not like those who agree with them».

3. There should not be too sharp assessments and too direct associations in the political jokes.

4. Do not joke on sexual themes, because there is a very thin line between wit and decency.

5. Do not abuse too long and too intelligent anecdotes. Joking should not become a purpose of meeting.

It is important to remember that a good understanding of anecdotes indicates high level of intelligence. An appropriate, decent joke can help relax and steer



the conversation in a more peaceful direction. On the other hand, an awkward joke is able to failure all your efforts. Thus, properly told anecdote should help to achieve a positive result, and not slow down the solution of negotiating.

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## **SOCIO-CULTURAL ASPECTS OF DOING BUSINESS IN DIFFERENT COUNTRIES**

When companies enter the international market they primarily analyze and explore the foreign market from an economic perspective. Taking into account such factors as the size of the market, the competitiveness, the risks, the economic system of another country. But apart from economic aspect is important to take into account socio-cultural aspects of doing business. This paper is devoted to the brief analysis of the influence of certain social and cultural factors on the business entities. Scientists mark out such factors as: religion, education, marriage, habits, languages, customs and traditions, attitudes towards working conditions, length of the working day, equal opportunities for different groups of people, the nature and purity of products, the use and abuse of animals, the images in advertising etc.; and they define «socio-cultural environment» as «the interaction of social environment with cultural environment» [1, p. 190; 2, p. 12]. A special case in the business when it is necessary to take into account cultural factors – it is carrying out international negotiations. You can negotiate perfect by the standards of your country, and representatives of other countries will consider you rude, unfriendly or unreliable partner, as they can misinterpret your behaviour. To avoid this you need to be familiar features of the mentality of another country and consider the socio-cultural attributes of the people that live in the place you intend planting your business. For example, North Americans are increasingly straightforward and impersonal, try not to mix personal and business relationships.

Socio-cultural aspects of doing business have been studied by different scientists in different countries (J. Sloman, R. Jeurissen, J. Coetzee, R.C. Floyd etc.). They allocate such socio-cultural factors that can affect business: 1) *Means of Communication*. Every community has a means of communication and the ability for you to key into their style of communication will go a long way to positively impact your business. 2) *Purchasing Power*. It is very important that you know the purchasing power of the people that live in the area where you intend establishing your business. There are some kind of businesses that can thrive in places where the people that live there are poor and there are some other businesses that cannot survive in such environment. 3) *Advertising preferences*. Advertising is another socio-cultural factor that affects businesses globally. The truth is that the advertising model that may sell in the United States of America, might likely not sell somewhere in the Middle East. Hence, the wise thing for any business owner to do before putting up advert for his or her business is to understand what appeals to the people that dwell in the community where the business is to be sites and then design their advert to conform to the language of the people.

There are some examples of how renowned companies use this factors. Socio-cultural factors which, as it has been analyzed by the scientists, can affect Pepsi Cola and Nokia. *Social factors which impact Pepsi Cola*. The analysis shows that social factors impact the beverage company greatly. The key reason behind this is perhaps that Pepsi is a non-alcoholic beverage. It has to maintain the strict differences in cultures around the world. The company expects its buyers to be able to think of their drink as something which connects the world together. The social implications are visible in marketing campaigns. *Social factors which impact Nokia*. Before Microsoft acquired Nokia, it was operating mostly in the Western market. It was important to fully understand the social factors in these markets. The main issues were the culture of the society. Nokia had to make efforts to keep its products updated as the buyers saw it as a fashion icon. The rising trend in smartphones means when buyers purchase new mobile phones, they are less inclined toward standard mobile phones. Upon finding out, the company decided to channel most of its efforts in developing new smartphones. The new phones would also compete with their rivals' products.

So, if you have a proper understanding of the sociocultural factors that exist in the society where you aim to establish your own business, you can be rest assured you would excel in your business.

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## **CORPORATE CODES OF BUSINESS CONDUCT**

Simultaneously with the development of economic relations, it is changed the ratio of legal and ethical aspects of their regulation. When the legislative measures are insufficient, they are supplemented by ethical and cultural standards. The principles of governing and the rules of business relations in the organization are the ethic codes or the codes of conduct.

The first corporate codes of ethics appeared in the U.S. in the early XX century. It was a short formulation of ideas, for example: «The company adheres to the standards of a free enterprise system». The codes included a list of some standards of relations with customers and competitors. This document was adopted by the company «Johnson and Johnson» in 1945 and it has not been changed.

The corporate codes are not only adopted by American, but also European, Canadian and Japanese firms. The analysis of literary sources allows representing the structure of Japanese codes, for example:

\* To the company: dedication; thanks.

\* Attitude to work: thoroughness; responsibility; diligence; thrift; a sense of satisfaction with their work.

\* Respect for elders: respect; courtesy.

\* The attitude to the employees: cooperation; recognition of merit.

«The crown of such codes,» claimed K. Cates, the founder and the head of the Japanese Corporation «OMRON»,» must be the ideal understood and embraced by all the staff». Usually such an ideal is formed as a motto: «Work for better life».

The authors of these codes were primarily a senior of management personnel, although in recent years the employees are drawn into their design. Only a quarter of these codes were addressed to all employees, as a rule, they concerned mainly the managers.

The research conducted by the American Association of managers shows that the codes consisting of general principles (e.g. do not steal), easily forgotten and have no benefits.

According to the same survey, today almost all large U.S. corporations (97%) and a half of small firms have similar codes of ethics. They differ in content and volume. A large computer company «Cray research Inc» was confined to 120 words, and the ethic code of the company «Coca-Cola» is divided into five sections.

Although corporate codes have become widespread, their effectiveness in combating violations of business ethics is very problematic. On the one hand, they attached great importance, on the other – there is the widespread opinion that they cannot influence moral improvement. Especially this distrust is strong in Western Europe, where the codes appeared in 80-ths and is still perceived as an American fashion. In Canada they are used by about 50 % of the companies in England – about 40 %.

Among the Ukrainian companies the codes of conduct are often taken by firms with foreign capital. However, many domestic entrepreneurs consider such ethical standards the main aspect of their relations with staff.

Respect to employees, their labor, accounting skills, devotion to the interests of the enterprise, integrity and diligence, support the pace of change are the qualities of management personnel and employees of these companies which are appreciated at the present time. But the main ethical barometer of domestic entrepreneurs' activities is first of all the trust.

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## **BUSINESS CULTURE AND ETHICS IN THE UNITED STATES**

Business etiquette is a vast subject, which inevitably varies from country to country. Ukraine strengthens its relations with other countries, which was caused by the processes of globalization. The first place among these countries belong to the United States, because nowadays the USA is one of the most developed and powerful countries in the world. It intensifies migration processes and thereby creates new problems related to coexistence of people who belong to different civilizations, cultures and value systems. Therefore, knowing and understanding the unwritten

rules of international business culture is important if you are on a business trip or working abroad as an expat.

When you meet your future employers, co-workers, or business contacts for the first time, it is obviously time for introductions. A firm handshake and a friendly smile are appropriate in a corporate setting, regardless of the other person's gender, age, or seniority in the company. You should respect a «bubble» of personal space of two or three feet. However, while encroaching on other people's space or casual touching, like hugs, is out of place in the office; maintain eye contact while talking is a must. This applies even if it might not be respectful in some other cultures. The lack of formality is also noticeable when it comes to names and titles.

Communication styles in business in the States are determined by many of the approaches to business. The desire to debate issues directly and openly leads Americans to be seen by some cultures as aggressive and even rude. Coded speech and verbosity is often seen as time wasting and in time pressured corporate US that is a crime. At meetings, for example, «getting down to business» is paramount. You are expected to express yourself politely, but clearly, and it is assumed that you will ask directly if there is something you don't know or understand. Be prepared to be generous with your compliments, though, and to word criticism carefully. Too much bluntness appears unprofessional, and so do big emotional displays in a public setting, especially if you voice negative feelings like disappointment or anger.

Speaking about the role of women in American business, it should be noted that women play an active part in business in the USA and have done this for many years. Although the progress to the boardroom might still be more difficult than for a man, a large percentage of American executives are women and this percentage is rapidly. Frankly speaking, women and men are equal in the US business world. Thus, foreign business men coming from a different culture should not be surprised if their American counterpart or negotiation partner turns out to be a woman.

It is important to note that dress codes vary widely among regions and fields of employment in the United States. A Wall Street broker will wear a smart suit and a shirt to work, while start-up employees in Silicon Valley might show up in shorts and a T-shirt during office hours. On the one hand, if you schedule an appointment for a potential cooperation in finance and insurance, the most conservative choice should be your first bet: a dark suit, a tie, and dress shoes for men, or an understated blazer, a blouse, and a skirt, as well as pantyhose and pumps, for women. But on the other hand, if you are invited to a job interview in the creative industry, a «smart

casual» outfit with a polo shirt and khaki pants for male applicants and nice slacks and a fashionable top for female candidates will go a long way.

Summing it up, we can give some advice about business culture and ethics in the United States: the Americans value straight talk and 'getting to the point'; remember that time is money in the USA – wasting people's time through vagueness is lack of a sense of purpose which will not produce good results; the Americans often socialize with work colleagues outside the office – and this often includes the family; business is a serious thing in the States and it is important that you are considered to be serious in your intent and commitment.

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## **BUSINESS CULTURES IN GREAT BRITAIN AND FRANCE.**

### **THEIR SOCIAL AND CULTURAL RELATIONSHIPS WITH UKRAINE**

Every nation has its own customs, traditions, culture, political and state structure. Not only traditions, but also the features of the national character are in the core of business etiquette and ethics features. Such countries as France and Great Britain are ones of key leaders in economic, political, cultural and other fields of the development in Europe and over the world. Therefore it is reasonable to consider them together and in comparison with our country.

Business people of England are the most qualified in European business world. They receive professional and psychological training, learning in specialized educational institutions. The observance of formalities is a style of life of the British, in other words they are particular about defined rules, order in doing business, the ability to follow the conversations and punctuality in a business relationship.

According to history, Great Britain was one of the first countries, which recognized the independence of Ukraine, and since that period the relationships between these countries have been developing. What is more important now is that

the UK supports our country in the direction of Euro integration development and it has confirmed lots of facts. For example, since 2008 a cultural festival «The days of Ukraine» has been held in London by charity fund of Firtash Foundation [1]. It involves watching Ukrainian films, exhibitions of our artists, concerts, fashion shows, ethno-fairy, learning history, culture, literature and language. It is a great opportunity for our and foreign students to explore Ukraine. Besides this experience, we get on well with Great Britain directly in business. I mean Ukrainian Business Centre in London (UBCL), which is launched to develop business, investment and cultural relationship between Ukraine, the UK and also CIS. This center is engaged not only in a main activity, but also in tourism and education in the UK, purchase/sale and rental properties.

The French nation is one of the original nations in Europe with rich history and culture. French is the language of diplomatic correspondence and international communication. Talking about some details during business meeting, they also give business cards to each other. Usually a businessman indicates higher education institution, which he has graduated. Education is extremely important for the French. If there are a few people from the French side, the business card is handed to the person occupying a higher position.

Today, the cultural exchanges occur both in the capital and at the regional level. Our country has many common projects, where both we and France take part in and interact. They are the program «Partnership for peace» of NATO, annually «French spring in Ukraine» [2], the development of French museums in Ukraine and the integration of both museums in European and world museum space, «The days of agricultural education and science France» in Kyiv [3]. An important link for cultural exchanges was the creation of the Cultural information center in the Embassy in 2004. Scientific, educational, artistic organizations in Ukraine received a perfect «base» for the dissemination of information about Ukraine as the state with rich cultural European traditions. The center gradually became a coordinator of Ukrainian cultural and art events throughout France.

In conclusion, both The UK and France are reliable perspective partners in business for Ukraine, so our deep relationships with them are definitely important for prosperity and growth in any field of activities.

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## **THE IMPACT OF CULTURE ON TRANSNATIONAL MERGERS AND ACQUISITION**

The processes of globalization determine changes that occur in the international business and necessitate the use of the latest approaches to the management of the enterprise. It is obvious that for the effective functioning business should cooperate with representatives of entrepreneurial activity around the world. Study of culture influence on the processes of cross-border mergers and acquisitions is extremely important because it allows you to identify possible cultural barriers to effective entrepreneurship of the Ukrainian entities. The impact of culture on international business was researched by many foreign scientists, including: Geert Hofstede, Ricky Griffin and Mouths Martin, T. Hall, J. Holden, G. Lewis, Lauren A., I. Newlv, S. Perminova, etc. In Ukraine the issue of national culture influence on style and nature of management activities and business today remains poorly understood.

The aim of the study is to identify the effects of national culture on cross-border mergers and acquisitions of companies. National culture affects all aspects of international business and manifests itself during negotiations and contracting, in production and formation of promotion strategy of goods and services to foreign markets, when merging the companies-residents of different countries to conduct joint activities and opening of subsidiaries of transnational corporations. Cross-cultural risk together with financial, commercial and political ones is one of the most important and significant factors that affects the international business.

However, the intensity of the impact of culture differences varies in each case. The greatest number of risks for international business arises during the formation of joint ventures and strategic alliances, cross-border mergers and acquisitions of companies, as well as during formation of foreign departments of corporations, as under such conditions the representatives of different cultures must collaborate at different levels for a long time. The differences between the companies are due to



their belonging to different basic systems of social institutions, including education, job market and geographical mobility.

The success of any merger or acquisition is typically defined by such indicators as evaluation of company management, price stability of its share, costs of equity and rate of return. In its turn, the culture incompatibility of the merged organizations affects all the above results of their activities.

The culture clash leads to a constant turnover of workers, which is lasting until the company can be fully integrated. About 30% of employees have been retiring for the first two years after unification. Regarding management personnel, the turnover rate is even higher. National and corporate cultural differences also lead to the labor productivity decrease of employees of the merged company. Much more negative impact on the efficiency of the company has the lack of understanding and fruitful cooperation among management personnel, as the effect of the culture clash is the stronger, the more interaction there is between the representatives of different cultures. In accordance with the results of previously performed studies, 85% of 100% of failure in the process of mergers and acquisitions are due to different styles of management.

There are many examples of ineffective business combination, when the cause of unsuccessful merger or acquisition was the cultural differences. The impact of culture on the effectiveness of the companies' integration can be huge and costs millions of dollars. One has only to recall such business combination, as «America Online» and «Time Warner», «Nomura» and «Lehman brothers», «Daimler-Benz» and «Chrysler».

But there are many examples of successful companies' mergers and acquisitions, among which there were considerable culture distinctions. These associations, despite of this fact, have become world leaders in each sphere. They are «Royal Dutch/Went», and «Deutsche Bank-Alex brown investment Bank» and «Ayr France – KLM». The above-mentioned companies have a common feature: in addition to economic factors, the study of cultural differences and developed programs to overcome cultural barriers for the effective future activities were paid great attention to in the process of their integration.

Thus, the cultural factor in merger and acquisition process of companies does not only contribute to the effective integration of companies from different countries and also helps to connect the experience and positive achievements of different corporate cultures. Understanding this fact is especially important for cooperation of

Ukrainian businessmen with representatives of the European countries that would allow raising the economy to a new qualitative level. Under these conditions, there is a need for cultural education of Ukrainian entrepreneurs, which is manifested in the ability and capacity to adapt to the culture of other countries.

As international experience shows, the guarantee of sustainable development and effective governance, especially in the field of human resource management, is the development of ethic codes at national and corporate levels. The adoption and implementation of such codes enables to ensure both domestic and foreign companies with stable business environment.

The development of cultural education allows forming a new business community, the activities of which will respond to the current demands of society, and will be a source of mechanism for obtaining the maximum profit, because the recognition of cultural differences between countries and developing of international relationship are the prerequisite for achieving the positive results in doing business with foreign countries.

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### **WOMEN IN BUSINESS**

Nowadays, women become more and more independent and self-sufficient, thus occupying the same social level as men. And the higher a woman gets, the less female counterparts she has around. Thereby, when reaching top business levels, woman has to learn men's world code of conduct.

In developed, first – world countries, woman's participation in business is common to the business world and society. Moreover, woman that shows top-notch business skills and qualities is likely to gain more respect.

Knowledge of business ethics and business partnership protocol is essential for a modern businesswoman, as it facilitates effective and solid realization of commercial ideas. Compliance with the protocol is the evidence of mutual respect between partners, while preciseness speaks of strong commitment to the business. For example, being late for 10-15 minutes is excusable, but delay that is more significant is considered as misconduct.

Business etiquette is a guideline for a businesswoman, which shows how to behave and act in certain situations according to official and social status of negotiation parties.

Still, a woman as a leader is an open issue. But psychologists stand for female executives in business due to a number of reasons. First, women are better managers as they can concentrate on numerous things simultaneously and build future plans, while men are prone to concentrating on a single issue. In addition, women are more organized by nature, so they are able to take extra responsibilities and even then perform duties more effectively. Furthermore, women are more purposeful, consistent and attentive to details while at work. Women are also more communicative and tend to establish trustful relations with subordinates. Women are better at organization, planning, and adapting for changing environment. After all, women somehow know «the key» to the group of consumers their business is targeted at.

A portrait of an ideal woman was described by M. Henning and A. Jardin. According to them, it is an outgoing personality. She is feminine, not severe or cold, intellectually and physically active. She makes decisions all by herself, but easily captures the mood of others. She's ready to take risks, purposeful, confident, properly reacts to reprimands, criticism and even insults. She can quickly switch between different social roles («head» or «businesswoman» – «daughter», «mother», «wife») and is sure of understanding, support and help from her husband and children.

Nowadays, women are enhancing their position in business. The total number and percentage of women in business is rapidly increasing, so the advantage is shifting to their side. Hence, the role of women in modern society is extending year by year. Lots of men have already admitted the undisputed supremacy of women in certain aspects. Furthermore, in many sorts of entrepreneurship, those of «sterner sex» have lost their ground.

In psychologists' opinion, women tend to establish business partnerships more cautiously, stay well away from taking risky decisions and avoid twists and turns. They show exceptional sensitivity at forming the corporate culture by introducing the elements of warmth and domesticity to the strict regulations of the organizational life.

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**NATIONAL AND CULTURAL FEATURES  
OF BUSINESS COMMUNICATION BASED ON ENGLISH, SPANISH  
AND RUSSIAN LANGUAGES**

There is a number of conditions of successful business communication that depend on the linguistic factor. Their main aim is to low criticism, and sharpness of statements and they represent some formulas for the beginning of the business partnerships, the formulas of criticism, compliment and politeness; the formulas, which stimulate communication and discussion and support positive statements; formulas of psychological tricks neutralization.

The way of asking questions in verbal business communication depends on the purpose and situation. When discussing business questions, from the point of view of modern pronunciation, both in English and in Spanish culture there are such tendencies as the departure from normative grammar, using inversion, omission of auxiliary verbs, using the second person's pronouns, violation the words order, truncation the proposals, using the conditional sentences and pragmatic implications of lexical units, which are based on the expediency of their presence and frequency of their age at the certain stages of negotiations. Such units can be either social or national conditioned.

Generally speaking, the language of business communication has two dominant characteristics: Global Plate Making, which provides unique information transfer, and specific modality, which promotes the establishment of contact with a business partner. The constant components of any process of intercultural business communication are the features of the communicative situation, stereotypes and cultural values. Business communication during negotiations in English, Spanish and Russian cultures is realized in the ascending, descending and horizontal models, every of which is characterized by certain linguistic differentiation:

- the rising pattern can be found in all three cultures. It means the frequent usage of modal verbs and verb forms in the indicative for the passing requests, quite widespread usage of dependent clauses or conjunctions for the argumentation of these requests, interrogative sentences etc;

- the descending pattern is typical mostly for the Russian culture (sometimes for Spanish and English cultures). It has such features as: imperative-verbal forms, rigid

modality, imperative and affirmative sentences and simple incomplete sentences without conjunctions and argumentation.

The dominance is typical for the horizontal English business culture of the front communication where the exchange of remarks inside the team is minimized.

In the vertical business culture, which includes Russian, Spanish and Mexican, the exchanging of remarks between the members of the team during the negotiations, according to our data, occurs more often, and among Mexican colleagues it is stronger than among Spanish ones. The speed of one's speech in Spain during negotiations is faster than in Mexico (219 and 162 words / min.), formulating of utterances is longer (10.5 / min – 7.4 / min), changing the speed of speech (the Spanish reduce and the Mexicans increase).

In the English business culture the speech speed is also increasing, but it is not a reflection of the socio-psychological and individual features.

The average duration of Mexican well-reasoned performance is significantly higher than in Spain; Mexican businessmen do not only speak more slowly, but also their speech lasts longer than their Spanish colleagues. The majority of their statements become performances; they have less unsuccessful statements than the Mexicans.

The Russian speak quickly, categorically, extensively, longer than the English, but the average duration of their well-reasoned performances is shorter than in Spain and Mexico, although Russian and Spanish cultures are similar.

The strategies of cross-speaking performances in English, Spanish and Mexican cultures are also different. According to the data, Mexican performances with the interruption of the partner's speech is less than the Spanish one's (4 times), but performances without interruption in this culture are also less than in Spanish (2 times); the Spanish often come into the conversation at the same time, unlike the Mexicans, because of the readiness for the direct confrontation in the negotiations. In the English culture they don't interrupt the partner.

In Russian culture a discipline and subordination are kept by every person who talks in turn and one by one. A cross-speech is not peculiar to this type of culture.

So, to sum up, the choice of a strategy in business communication is determined by some practical reasons, socio-economic status, socio-behavioral characteristics, and by the cultural identity of communicative behavior. It was found that the restrained, formal, connotative-neutral statements of both positive and negative aspects characterize the English-speaking business partners; for Spanish-speaking partners it

is typical the use of connotative-marked vocabulary, overstatement drama of the situation, demonstration the desire of putting the partner's interests above your owns, even in critical situations; the command form of expression, spontaneous, sincere expression of emotion, heightened interest in all new proposals, the collective decision of questions, the support within the team, the uneven pace of work are inherent for Russian partners.

Business Communication during negotiations in English, Spanish and Russian cultures is carried out in a vertical (upward, downward) and horizontal models, every of which is characterized by certain linguistic differentiation.

The obtained results of the research contribute to the theory of language for specific purposes and practices of learning the language of business communication, and also contribute to a better understanding the importance of intercultural competence for the development of business contacts in the world.

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## **CULTURAL DIFFERENCES IN EUROPEAN BUSINESS**

In order to be successful in doing business internationally, it is important to be aware of cultural traditions and economic situation in different countries, as they are the key factors that have a direct impact on business. The variety of European countries has their own differences in business.

Concerning Northern Europe, all countries have a good level of English language usage. In business communications the use of emotions, lively gestures or touching is not usually welcomed. Facts and technical details are appreciated. Punctuality is regarded as a sign of reliability. There are differences in the formality of meetings and respect of hierarchy. For example the Swedes are quite informal and prefer an open and democratic dialogue at the negotiation stage. Whilst following established record is critical for building and maintaining business relationships in the UK. In Scandinavia, the communication style is often direct, open and «to the point».

It is well-known that the culture in Southern Europe is family-oriented, people enjoy leisure activities and have a strong regard for traditions. Businesses tend to have a traditional and hierarchical structure. The use of gestures is common in all of these countries, but certain gestures and body language have different meanings

varying from rude to insulting and offensive. For example, in Greece, Cyprus and Turkey, avoid making the »OK« sign with your hand or pointing at someone with your finger.

As regard to Western Europe, punctuality in these countries tends to be valued. However, even though these countries are located quite close to each other and have a lot of in common, it is also important to note that their business cultures have some differences. For example, addressing someone formally in a work setting, your location should be in mind to avoid offence. In Austria, France, Germany and Luxembourg it is common to use the complete title of a person together with his last name to address him or her. However, in Belgium and the Netherlands this is not the case, the title is not necessary, only the name.

Speaking about Eastern countries, we can say that punctuality is very important throughout the region and regarded as a sign of reliability; a lateness of up to 15 minutes is generally acceptable but frowned upon. The Czechs are generally non-confrontational while a Slovak or a Pole will be more straight forward and outspoken with their opinion. It is vital to note that the Poles and the Estonians are more formal and written-detail oriented while the Slovaks and the Czechs prefer a good presentation and a longer negotiation process.

As for Ukraine it should be noted that our country has similar rules and traditions of doing business with some European countries. Foreigners in Ukraine find that being late is the norm for Ukrainians. This trait can cause aggravation between foreign and Ukrainian business partners. Meeting the Ukrainians for the first time, a formal introduction of yourself including your name, your organization and your position is expected. You should address each other in a professional setting, the Ukrainians use their first name and their patronymic. However, addressing each other using only the first name is becoming popular in Ukraine. It is used among young-to-middle aged people and friends of their age.

On 27 June 2014 Ukraine signed an Association Agreement with the European Union. It also means open borders for cooperation between national and European manufacturers. Therefore Ukrainian businessmen should be familiar with the traditions of doing business in the European countries for more successful cooperation with European partners. Whatever sector you are operating in, cultural differences will have a direct impact on your profitability.

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## **TURKISH BUSINESS CULTURE**

Exporter of goods to Turkey should remember that most of the people in this country are Muslims. In this regard, it makes sense to refresh your memory or get acquainted with the basic features of Islamic business culture. Business capital of Turkey is Istanbul.

Culture Turkish business relationship requires a high level of personal interaction between partners. The general sequence of development of the business relationship can be described by the following formula: first, to meet and get to know the partner well, then make a few test purchases from exporter, then gradually develop business relations and expand the cooperation format.

Do not expect from the Turkish partner the German definition, uniqueness and straightness. It is better to be initially prepared to show the necessary flexibility and patience in the negotiations [1].

**Conversation.** As a rule, at the beginning of negotiating, the Turkish partners expect to hear compliments about their country, culture, at least – about the football team. Such compliments will be well received, and skilful flattery will indicate about high intelligence and care of the partner. Firstly, Turkish businessmen will try to understand who is a partner as a person and as an entrepreneur.

The price of export products / services is certainly an important factor in the negotiations, but not decisive. Factors such as product quality, the good name of the company, honesty, integrity and flexibility of its representatives and their ability to be patient and respect for Turkish partners, could be a strong argument in favor of the beginning of cooperation.

In the course of the negotiations the Turkish partners are briefly distracted and use a mobile phone very active. Do not treat it as a demonstrative displaying of disrespect for partners. It's just a national peculiarity.



During the meeting, the Turkish partners tend to approach close enough to his interlocutors. If it is possible, do not step back and don't try to increase the distance. This can be perceived as an indication of unfriendly relations.

In assent with someone, nod is well adopted in Turkey. Unusually for us it is a form of dissent. Instead of turning your head the Turkish partners lifted eyebrows and clip-clopping sound. In recent years, however, the Turkish partners are trying to use more familiar to Europeans symbols and gestures.

**Turkish coffee.** Turkish hospitality is worth the highest rating. In most cases, the Turkish partners will bear the cost of paying bills in restaurants, especially when they act as the initiator. Turkish partners, in most cases, will try to show the underlined respect for the exporters. And expect the same in return.

**Business dress code.** Styles of business attire in Turkey, particularly in the larger cities, are pretty much the same as in other developed countries. Men wear a conservative suit and tie, while women normally wear business suits with either a skirt or pants. During the summer, lighter clothes are acceptable; men can wear a shirt and trousers without a jacket and even a tie, depending on the formality of the business. Women can wear lighter clothes, without a jacket but making sure not to wear anything too tight [2].

In general, in the course of communication it makes sense to try to minimize the emotions and as negotiators from your side choose a more tranquil and extensive representatives of the exporting companies.

The above examples of differences in culture, business practices and business etiquette show the advantages cross cultural awareness brings. By tailoring your behavior and approach to doing business in Turkey you maximize the potential of your visit.

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## **SOME FEATURES OF INTERNATIONAL BUSINESS CULTURES**

The ways of doing business have their own procedural rules. First of all they deal with working out the rules of business formation, mandatory for all business entities. These rules are governed by the legislation according to the standards accepted in certain society. Each country has own features of business culture.

Ukrainian businessmen have to imagine the portrait of English businessmen, clearly know the »rules« of business in this country. The British businessman is a well-behaved, erudite man, who combines the highest vocational training and political infantilism. The human factors are of great importance to him. He is observant, great psychologist, aware of literature, art and is not tolerant of hypocrisy and concealment, professional marketing. In business English etiquette there are some rituals of communication, which should be strictly kept to. This should be taken into account in order to be adjusted positively by the British businessmen. Business English etiquette of holding commercial negotiations is characterized by the following standards and features:

- British businessmen spare very little time to negotiating issues, the ability to avoid sensitive issues is traditional for them;

- British entrepreneurs have developed a certain ritual of business communication, which should be strictly observed. In particular, it is necessary to know the brand structure of the market, the level of prices and their tendency to promote them;

- Negotiations with British partners aren't appropriate to begin with the subject, but with weather, sports, kids, literature and more.

- Try to adjust them positively to yourself, show them your courteous attitude to the British and their ideals.

The longer the relationship is, the easier the British businessman makes a deal with you.

In France business negotiations are complicated by the specificity of the French communicative culture, traditional French snobbery: being convinced of their superiority, the French are trying to convince the people of other cultures. Business writing with the French should be performed in French. All educated Frenchmen speak English well, but in dealing with foreign partners prefer their native language. Businessmen who do not speak French take a risk to find themselves in a rather

awkward position. Parisians are particularly responsive to blunders in speaking French but foreigners should not feel embarrassed about this. The French support them for trying to communicate in their language, they like to chat about art, culture, philosophy, and they are always ready to talk about their private life. While meeting you should not specify your own business cards academic title, degree, higher education institutions. Negotiations in France are usually appointed at 11 a.m. But punctuality is not the most important thing for the French. The higher position in society they have, the more they tend to be late on business start speaking French only once offered coffee. In business circles both in France and in Germany, presents are not approved, but no one objects to receive some national souvenirs, books, recordings of classical music after signing the agreement.

The basis of Japanese business culture is the principle of rigid subordination. As in China, the status of a person is determined by age, rank and sex. For the European women it is difficult to establish partnerships with Japanese and Korean businessmen who have a negative attitude to women in business. In their countries women rarely occupy high positions and traditionally belong to the lower social groups. Business culture in Japan involves many restrictions, their ignoring could lead to the termination of any relationship. Japanese etiquette requires punctuality, respect for the status, the absence of any affectation in the relationship. The culture of negotiations and presentations requires clarity in stating the position.

To sum up, there are many features in every culture. The modern world has made a big step in the development of international relations, so knowledge and understanding of each culture are the most important part of a successful business.

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## **ENGLISH BUSINESS SLANG IN A MODERN WORLD**

Slang – very informal words and expressions that are more common in spoken language, especially used by a particular group of people, for example, children, criminals, soldiers, etc. [1].

The modern language is very diverse and it has many faces as well as a society that uses it. Slang is a testament to the life of language and its wealth; it diversifies the language and helps to express the ideas brighter, more vivid and more precise.

Knowledge and use of professional English jargon and slang in business are required when working in an international company or it is needed in the process of cooperation with foreign partners. These terms are sometimes quite strange, but they are often used in conversations and business correspondence between the English-speaking companions.

A large number of slang falls into the category of a taboo vocabulary, the use of which is unacceptable, not only in dealing with business partners, but also in any decent house. There are many slang expressions that are applicable in any area of business. More often they relate to management, planning, timing and analysis of results. This slang often has metaphorical origin. Thus, the company leading the market can be described as «the best in breed». Such metaphors can initially be taken from any sector of life, making it difficult to understand slang culture for foreign learners.

Some representatives of slang expressions reflect the relationships within the company. For example, using the word «change agent», you characterize what leads to changes in the company. This is not necessarily a person, it may be an event or operating condition. The concept of «game changer» has some kind of similarity with it, where the working process is compared with the game. There are some expressions to characterize the relationship with customers. For example, expression «buzzword compliant» means that the product is «packed with trendy bells and whistles».

Some metaphorical slang can be heard during the presentations. Sometimes consonant concepts represent very different things: while the »deep dive« means the detailed dive into the problem, «nosedive» is a very accurate way for the approval of the sharp drop in sales. For example – «sales nosedive». Also there are some trends to reductions in business slang concepts. So «face time» is the time, when you meet with someone (for example, business partner) face to face, as opposed to communicating by phone or e-mail. Sometimes slang comparisons are useful to raise the working spirit, inspiring employees. «It's not a brain surgery» or «it's not rocket science», which means that the task is not so complicated. No less beautiful sounds the expression «a low hanging fruit», which characterizes the easy thing that quickly leads to a result.

Some expressions came to life from the informational technologies sector.

For example, 404 – the one who is ignorant. The term is derived from reports of network problems «404 Not Found», which means that the requested document could not be found [2].

Business slang helps to hide some secrets. For example, if a person wants to say something very important, but he doesn't want his words to be understood by

foreigners – it uses slang. If you do not work in an office than it's hard to understand what does «cube farm» means. It means the office with cabins for an individual work.

Spoken English is quite different from the classic version, so the knowledge of business slang helps to find a common language with colleagues from other countries.

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### **BUSINESS ETIQUETTE IN THE UK**

Every culture across the ages has been defined by the concept of etiquette and accepted social interaction. However, it is the British who have historically been known to place a great deal of importance in good manners. Before starting to do business in the UK, it's important to acquaint yourself with British business culture. Some aspects of business etiquette in the UK may be different from what you're used to, especially the communication style. So, it is important to know some information about business etiquette and business culture in the UK in order to avoid making embarrassing office faux pas. It is the main issue to be considered in this paper.

Business etiquette in the UK is largely determined by principles and values of business culture of this country and has its own characteristics. It is well-known, the British are very polite and courteous. These traits define largely the style of their communication. The British practice of giving evasive answers to direct questions, the dialogues are often ambiguous.

The British show restraint and composure in difficult situations. But as the British prefer humorous approach to all situations in life and business is no exception. To the special features of business etiquette the following can be attributed in Britain. The communication must adhere to a certain distance, as the British are very sensitive to personal space. A handshake at an initial acquaintance is enough for manifestation of politeness. Direct eye contact speaking is welcomed. But do not do it for too

long. Networking with the British did not provide personal questions. Do not forget that suave British often give instructions as polite requests. Also we should not forget the following important features. On entering the room the senior positions must pass first. At a business meeting it is unacceptable to keep hands folded as it can be perceived as a sign of boredom or a lack of interest in the case. Also the British avoid number 13. Visiting your British partner, it is better to be late a bit than to come earlier as coming before an appointed time is considered indecent. As many European nations, the British are fighting for the rights of animals, so do not come in clothes made of natural fur and leather [1].

The British are very smart and professional and highly cultured. Literature, sports and art are often included into a range of their interests. The British are considered to be among the most qualified people in the world of business.

Following basic principles and values of British business culture you must avoid «sharp edges». The British, especially English, are known for their politeness and courtesy. This is one of the most important aspects in British culture and a fundamental aspect of British communication style. «Stiff upper lip» is often used to describe the traditional British qualities such as self-restraint and self-control, that the British show in difficult situations. In British culture, open demonstration of emotions – positive or negative – is very rare, so if it is possible, try to avoid expressing feelings in public. At business meetings, this principle means your British colleagues intend to build up a dialogue in an atmosphere of formality and impartiality.

Humor is the most basic element in all aspects of life in the UK. The importance of a sense of humor in all situations, including business context, cannot be overemphasized. Humor is often used as a protective mechanism, mainly in the form of irony or self-irony.

Supported by a stable political and economic system, the UK is an attractive base for foreign businesses offering a large number of opportunities in many areas, including research, development and new technologies. However, to operate successfully in the UK business community, you need to remember several important rules, and apply them both before and during visiting the United Kingdom [2].

It is important to keep in mind before traveling to the UK some working and practical aspects which include:

- in accordance with British business protocol, punctuality is very important for any business meetings, parties or dinners;
- an appointment for business meeting must have been done in advance;

- British tend to follow the rules, so the decision is often a very slow process;
- business meetings in the UK are often structured and streamlined, but not very formal – beginning and ending of meetings may be followed with shared conversations;
- all colleagues and partners almost immediately start to address by names. The only exceptions are for the top management representatives. Nevertheless, it would be better to wait until you will be offered to call each other by name. You do not need to do it first;
- business cards are the essential attribute of a meeting, they usually exchange them at the beginning of the meeting, while getting acquaintance;
- negotiations and decision-making are open and flexible. Your British partners will strongly contribute to the success;
- do not underestimate the importance of humor in all aspects of business life in the UK.

Business etiquette in a country such as England, is strict, neat, tidy and elegant. A traditional suit in soothing tones and of high quality, minimum decoration, but significant makeover are welcomed. For eventide you can wear an elegant shortened dress with classic accessories [3].

Drawing conclusions it's necessary to point out that British etiquette dictates courteousness at all times. Bright English national trait is an absolute compliance with rules and laws. The conversation begins with extraneous topics such as the weather, sports, and so on. At negotiations, they are very flexible and attentive to initiatives of the others. There are pragmatism and ability to avoid sharp edges in their blood. They are distinguished by the ability to listen to the interlocutor patiently, without objecting. The British, like perhaps nobody else, are able to be silent and not to express their emotions openly.

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## **THE MAIN FEATURES OF BUSINESS ENGLISH**

In our time due to the development of international economic and commercial relationships and also because of the growing needs in English Business communication, knowledge of Business English for many specialists, entrepreneurs, employees of international companies becomes vital. Your communicational skills determine your level of professionalism. English is an international language of business. It helps people communicate with different companies from different countries all over the world. There are certain industries, where business English is especially important. It is widely used in IT sphere, science, engineering, medicine, law, advertising, finances. That's why, it is necessary to know how to have a talk with a business partner. Business English differs from general English. There are a lot of different words and phrases we don't usually use in everyday life.

Business English has its own features:

- \* Using business vocabulary.
- \* Formal style of writing.
- \* Formal style of speaking.

For example: during communicating with the client, or presenting something, we don't have to say «make», this word can be substituted by formal words, such as: produce, manufacture, create, develop, construct (depends on context);

Instead of using «I want to tell you or I wanna tell you» we have to use «I want to inform you»

There are both advantages and disadvantages of teaching Business English.

As in any area of language teaching, teaching Business English has its own set of pros and cons. We have outlined them in the table below:

| Advantages:  | Disadvantages:   |
|--|--|
| Get to learn new things about the business world and develop new skills.<br>A huge bank of business-related authentic materials to choose from.<br>Get to meet a wide range of professionals and learn about the work culture of different countries and cultures. | May not be familiar with some of the more specialized vocabulary you may have to teach.<br>Some business course books can be a bit dry and ironically, can take time to learn how to bring Business English to life. |



And last but not least, there are a lot of different financial documents which business person must know.

The main types of financial documents are: Bills of exchange (drafts); cheques; mail transfers; letters of credit;

The bill of exchange or draft is defined in English and American laws as «an unconditional» order in writing form addressed by one person to another with some demands.

A cheque (or check in American English) is a document that orders a bank to pay a specific amount of money from a person's account to the person in whose name the cheque has been issued.

In conclusion, we would like to say that business people can't be successful in their business life without understanding the main features of Business English. So to say, this language is not like usual English. Business language has a lot of different features that make this language be «the special one».

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**DOING BUSINESS IN THE WORLD:  
SOCIAL AND CULTURAL ASPECTS**

The development of the world economy has accompanied with increasing attention to the ethical aspects of business. The business etiquette is an integral part of economic activity at the micro-, macro- and sub-national levels, the key to further development of cooperation between the two countries and further globalization.

Communication is the key to success for any business. Body language is another important factor in cultural differences. Different ways to convey or share messages exist in different countries. We should focus our attention on these factors during a foreign business trip. Also we should remember about the cultural factors – the established beliefs, values, traditions, laws and languages of a nation or society. Improving levels of cultural awareness can help companies build international competencies and enable individuals to become more globally sensitive. Both business partners and consumers of goods and services interact closely, so this aspect should be especially considered by economists and businessmen who have to communicate with foreign colleagues [1].

It is important to highlight above-mentioned social and cultural factors which influence on the conduct of joint business: national features (customs and traditions), religious norms and previous experience in relations with foreign partners.

Emphasizing the significance of social and cultural differences in doing business in different countries, it is necessary to give the concrete example: a gift for foreign partners from China better have ready when they show up for a business meeting. However, do not expect it to be eagerly accepted, because the customary tradition is that gifts are refused up to three times before being accepted. It is important to continue offering until the present is finally taken. Business meetings are very formal events and dinner meetings can feature many rounds of toasts; be sure to pace yourself so you do not overindulge.

In the United Arab Emirates it is important to eat, shake hands and pass documents with the right hand only. Using the left hand to do any of those activities would be a serious insult. In India don't be surprised if other guests arrive a few minutes late to business events, unless it is an official function, but do not risk arriving late yourself; you will insult anyone by showing up on time. Indians are very polite. Avoid use of the word «no» during business discussions; it is considered rude. Opt for terms such as «we'll see,» «I will try,» or «possibly.» You should not order beef if attending a business meal in India. Cows are considered sacred Indian culture. What about Canadians, they tend to be extremely punctual and meetings are well-organized and adhere to time schedules [2].

**Conclusion.** Doing business internationally means that the company is ready to multi-country operations in all senses. Transforming from domestic to international, involving into global business environment the representatives of the company should understand the importance of cultural diversity awareness: each nation has its own national culture; its uniqueness and originality become apparent in both spiritual and the material aspects of life and work. Cultural, psychological, national characteristics influence significantly on business interaction. Differences between cultures can be substantial and business partners should be acquainted with the most essential facts. Cooperation with foreign partners is always a clash of different national cultures. That is why misrecognition or neglecting this fact during the contacts can lead to the misunderstandings and sometimes even to the conflict. The features of each country should be considered in preparation for any negotiations with foreigners and appropriately adjust own actions. Improving your level of knowledge of international cultural difference in business can aid in

building international competencies as well as enabling you to gain a competitive advantage.

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### **BUSINESS ETIQUETTE IN EUROPE**

Business Etiquette is an essential part of an entrepreneur's professional activity. Therefore, knowledge of business code of conduct, skills of compliance with it should be developed, effectively applied and improved by any modern professional business person.

In any civilized community, ignorance of law is no excuse. The same principle works in an entrepreneurship. Failure to comply with the requirements of Business Etiquette has its consequences. It may lead to some sort of «punishment», which can take a form of cutting business ties, refusal to sign a beneficial contract, cease of lending or investment etc. Actually, a principled entrepreneur can resort to any form of protest against misconduct by his business partners.

When starting a cooperation with foreign partners, you should take into account that every country in the world is unique. Each one has its customs and traditions. And despite the fact that etiquette is a universal concept, you should understand it stems from morality, traditions, habits and legislation.

To feel comfortable with representatives of any country, especially on their own territory, you should study Business Etiquette peculiarities for every region. Being attentive to certain aspects will help you to avert mistakes during negotiation process and build a strong partnership with your foreign counterparts.

In Europe, the most appropriate time for business meetings is from 10 am to 1 pm and from 3 pm to 5 pm. The second half of Friday is the less appropriate time to arrange a meeting, because the majority of offices are already closed in the afternoon.

In case you have arranged a meeting but have to postpone it due to emergency, you should inform your partner on the occasion at least 24 hours before the meeting and give a reasonable explanation.

«Punctuality is a kingly virtue» is what you likely hear in Scandinavia, Germany and Austria. The citizens of these countries are very keen on punctuality. In the United Kingdom, you had better arrive early. In France, you may afford yourself to be late for no more than 10 minutes. In Italy, you may have to wait for your partner, but cannot be late yourself. In Spain, no one really cares about punctuality.

When choosing the time for a meeting, make sure it is not the holiday season. As a rule, Europeans are provided a six-week paid leave. Germans and Austrians take extended holidays in July, August, December and on Easter.

The first business meeting is of particular importance. During the opening negotiations, your foreign partners will make the first impression of you. Certainly, appearing to be a discreet and polite counterpart is to your advantage.

Those who would like to leave a lasting impression should note the following:

- The Europeans are extremely formal and emphasize compliance with etiquette. If your counterpart has not asked to call him by name, do not try to bridge the communicative gap. You should wait for the moment when he offers you to switch to informal communication. Titles are significant in Europe, too. Unlike the US, in European countries, you have to address a lawyer, doctor or any other specialist by his name and degree;

- If you invite your colleagues to the meeting, acquaint them with your foreign partners, introducing the least significant to the honorable ones. E.g. «Herr Schmidt, may I introduce you my colleague, John Brown?»;

- Be affable and positive. Attention and respect to your partner are essential for successful business negotiations. Many people are prone to underestimating Business Etiquette, but you should know that history has seen plenty of deals broken due to the lack of reverence;

- Handshaking is a common greeting gesture all across Europe. The Europeans shake their hands before and after the meeting regardless to how many times they have seen one another during the day. The UK is an exception. In this country, a handshake is permitted only once for a meeting. Embracing is also an acceptable form of greeting. It is even more popular than a handshake among the Frenchmen. It is alright for women and VIPs to offer their hands first. The Austrians kiss women's hand when they meet, and formally knock their heels. However, trying to respond

like that may be considered as mocking. In addition, you have to be ready for a kiss on your cheek even if your counterpart is of the same gender. Nevertheless, you should never take the initiative in your hands;

- Remember that some nationalities are sensible to violating their comfort zone during the conversation. For example, the Danish people prefer to keep distance while the Spanish would like to let you in their private space and may consider your endeavor to distance as an insult.

You should be cautious when using specific gestures:

- in Germany, the 'OK' gesture is unacceptable;
- in Greece, showing your palms during the conversation is offensive;
- holding your hand in pockets is impolite, especially in France, Switzerland and Sweden;
- in France, Germany and Austria, hiding your hands under the table is impolite.

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## **BRITISH AND AMERICAN BUSINESS COMMUNICATION CULTURE**

Culture is a set of attitudes, beliefs, and behaviors. Cultural elements consist of language, religion, social values and norms, traditions, customs and rites. Beliefs about the role of business and how business activities should be carried out fall into this understanding of culture, because business partners interact within their own cultural context.

Culture has an influence on the way people think about business and understand it. The awareness of business cultural characteristics will help businessmen to communicate more efficiently, when they work with people from other countries. Understanding and following your partner values, customs and traditions will help you to create an effective communication strategy with him.

Responding effectively to different cultures when preparing for business communication is a key business survival strategy in the global economy, and permeates nearly all aspects of business afterward. Culture affects all areas of business communications, including contract negotiations, production operations, product sourcing, marketing campaigns and human resources decisions.

Comparing American and British cultures it should be mentioned, that American business culture makes accent on individualism in human's relationship and aims at sole decisions. American businessmen are characterized by high business activity, great ability to fight for profit, desire to assert dominance, self confidence, persistence, survivability, risk appetite. In business relationship in manufacture absolute submission and strict discipline are prevalent. American style of doing business demonstrates rushing to discuss not only common approaches, but also details associated with the implementation of agreements. Americans prefer not too official atmosphere, emotional openness, friendliness. They are punctual, value their and your time. American businessmen are democratic in communication and manner of dress, but they prefer a formal type of relationship with subordinates.

As for the British, they are characterized by efficiency, honoring traditions, politeness, and orderliness. In communication they are very measured and scrupulous. British businessmen can patiently listen to partner in conversation, but it not always means, that they agree with you. In England dominates the rule – comply with formalities. Rude behavior is considered, when a partner talks too much. The British think, that is such a way people imposed themselves on others. They have a highly developed sense of justice. That is why they play fair (play on the level field) conducting business. British people appreciate the humor. Clothes are according to strict rules of etiquette.

Improving the knowledge in this branch, professional training in business communication is held with an emphasis on cultural understanding. The Global Business Communication training program offered by the University of Colorado includes training of cross-cultural awareness for international business settings. Participants dissect cultural case studies, learn communication skills and practice sustainable business communication skills.

Nowadays it is significant to realize the importance of business communication, as researching another culture businessman gains useful experience and makes great progress in his business.

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## **LINGUISTIC FEATURES OF BUSINESS CULTURES**

What does exactly mean the word «business»? Traditionally, business simply means exchange or trade in things, which people need or want to buy. Today it has more technical definition: business is the production, distribution and sale of goods and services for a profit.

To persuade the customer to buy or exchange some things, we cannot use spoken English. Maybe for markets it is good. However, advertising companies, business organizations and their representatives need business English for conducting negotiations, conclusion of transactions and sometimes to mask some disadvantages from both customers and business partners.

Moreover, this style applies to book-writing styles of the literary language. It is implemented in the texts of laws, orders, decrees, certifications, powers of attorney and business correspondence institutions. An oral form of official business speech is represented in speech and reports of meetings and conferences, in judicial speech and in official telephone conversations. Let`s observe the main features of business communication.

Firstly, it is the accuracy of presentation. That means that your speech should be meaningful and pitchy to precisely convey the sense of its content. Effective business communication requires clarity of stating the information. You need to be not only professional, to care about the speech and the tone of communication, but you must realize the specific, measurable results that you want to achieve from every conversation, announcements or marketing campaigns.

Secondly, business language is impersonal and stereotyped. It does not have emotional start. Because the purpose of a speaker is to explain certain facts and deliver data, but it is not for showing one`s own feelings.

The third aspect is that your speech should satisfy the requirements of certain groups, which are divided into geographical characteristics, interests or other purposes of their being here now. For example, it can be a speech of the President or a business manager in the company. There is no doubt they would be different.

The fourth condition is mutual respect of all participants of business or organizations. It is an essential part of all relationships. Due to this rule, we can implement our possibilities in spite of age, nationality, language and gender. In

addition, it teaches us to listen attentively to every person and respect any point of view.

The fifth and sixth points are culture and language.

Improvement of the transport and communication technologies combined with the development of world economy have resulted in communicating between the people from different nations, cultures, with different languages and backgrounds now, and also in meeting and doing business with each other more than ever (now it has such term as international relationships). As we come together, our cultural differences become more accentuated; we start to realize that the rest of the world is not reading the same book. One of the areas where it is being felt much greater now is business.

Today the list of the most developed economies in the world includes Japan, China, Mexico, Brazil, India and Korea. As a result, doing business through borders (whether it is political, religious, cultural or linguistic business) requires cultural sensitivity, meaning the sense of empathy, flexibility and creativity (informed by cultural knowledge). Western organizations are experiencing the impact of a lack of cultural sensitivity, which can lead and does to the decrease in business efficiency. Many organizations are intensively investing now in cultural sensitivity training to address such issues as etiquette, protocol, communication styles and negotiation approaches. In such a competitive world as business, it is appreciated a high level of cultural sensitivity, which will assist in forging and providing prosperous relationships.

A lack of cultural sensitivity can lead a company, individual or product to failure. This is reflected in two simple categories: culture and language.

The fifth point is culture in any kind of business relationships but not only in international ones. Culture is reflected in many shapes and sizes, including such areas as politics, history, faith, mentality, behavior and lifestyle.

The lack of cultural awareness may harm some businesses. For example, a golf ball manufacturing company used to package golf balls in packs of four for convenient purchase. However, a failure of their sales in Japan made the company repackage the product because in the Japanese culture number 4 is considered unlucky (equivalent to number 13 in western cultures) due to its sounding like the word «death».

The sixth aspect is good understanding of a language. Business communication can be ruined by poor translation due to the lack of cultural sensitivity.

If the enterprises want to succeed internationally, cultural sensitivity must be at the heart of everything they do; from their personal interaction and relationships with clients to the products/services, they are developing.



Seventh point is some special expressions in business English that are not common in everyday life. Here are some cases.

We can introduce ourselves, for example, on public meeting or when we represent the company to our partners with such phrases as:

- On behalf of (the name of company), I would like to welcome you. My name is (the place for your name and surname).

- Hi, everyone, I am (your name). Good to see you all.

To introduce the topic we would use:

- I am going to tell you about the ideas we have come up with...

- This morning, I would like to outline...

Giving a plan of your talk:

- I have divided my presentation into three parts. Firstly, I will give you the background. Secondly, I will discuss the media we plan to use. Finally, I will talk you through the storyboard.

- My talk is in three parts. I will start with the background to the campaign, move on to the media we plan to use, and finish with the storyboard for the commercial.

At last, the final stage of presentation we end inviting the questions. There are some ways to make it:

If there is anything, you are not clear about, feel free to stop me and ask any questions.

I would be grateful if you could leave any questions to the end.

To sum up, we can make conclusion that every person who wants to be a successful businessman should learn some features of the country which he/she is doing business with. Moreover, it would be very useful to know more about culture and customs of your partners and consider all the factors giving above while doing business to avoid some embarrassed and confused situations, which can absolutely change the result of your meeting.

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## **CROSS-CULTURAL MANAGEMENT AS FORMING TOOL OF COMPANY'S SUSTAINABLE COMPETITIVE ADVANTAGES**

The aim of the paper is comprehensive and thorough study of the concept of cross-cultural management in the theoretical and practical aspects, and determining principles of its effective implementation at domestic enterprises.

In today's business needs along with ensuring a high level of competitiveness, attracting investment, finding promising markets and enterprises, there is another important issue related to favorable result of possible connections that determine the fate of the world in the business area. Managers and management companies have to learn the cultural differences, religious beliefs, mentality of their foreign counterparts rapidly, because these moments significantly affect the specificity of their business. In response to the new challenges of the modern world, there appeared cross-cultural management, which is promoted at enterprises as a method of managing. It is possible to attract successful domestic companies to the international business community with its help.

Cross-cultural management is a component of human resources management system that ensures the development of learning technologies how to conduct business effectively in a variety of cultures to prevent intercultural conflicts.

Cross-cultural management is closely linked to the concept of business culture. Cultural differences between countries can be significant and cover the entire spectrum of interactions ranging from language to the rules of etiquette and communication model. Each country has a strong well-established culture, shaped by historical factors and, of course, it is much easier to adapt than try to change. This applies particularly to European countries such as France, Britain and Germany. It should be noted that Ukrainian culture has a very strong structure – to mention only the features of the Ukrainian mentality and their attitude to specific traditions and stereotypical thinking.

Practice shows that local companies find common ground for a business partnership easily with such countries as Bulgaria, Romania, Poland, Turkey, Mexico, because their culture is closest to Ukrainian. Most cultures, such as UK, Austria, Sweden, Denmark and Jamaica, differ from ours and to form business relationship with them is extremely difficult and requires considerable effort.

Dutch researcher Gerd Hofstede, a manager at multinational IBM, studied the differences in business cultures of different countries. Based on a survey of 117 thousand IBM employees in 40 countries, he identified four key parameters by which business cultures differ:

- value of individualism and collectivism;
- distance power;
- the ratio of masculinity and femininity in the actions;
- attitude to uncertainty.

For effective implementation of cross-cultural management practices in Ukrainian companies the following principles are suggested:

1. Explore the cultural diversity of nations;
2. Create and maintain an atmosphere of respect towards other cultures;
3. Take full advantage of international partnerships;
4. Before entering foreign markets, first examine their specifics regarding consumer demand.

So, it can be concluded that today the use of cross-cultural management is a prerequisite for successful and efficient conduct of international business. For effective cooperation should be considered religious, linguistic, behavioral peculiarities of different nationalities. It will help a company gain a sustainable competitive advantage on the world stage and enable it to expand its business and develop new promising markets.

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**DISCOURSE STRATEGIES IN ANGLOPHONE AND UKRAINIAN  
BUSINESS COMMUNICATION IN A COMPARATIVE PERSPECTIVE**

The culture-specific peculiarities of business communication maintain their relevance not only for purely linguistic disciplines but also for political science and economics. The realities of multicultural environment call for mutual tolerance of interlocutors and elimination of the barriers in business communication.

The definitions and typological features of low and high context cultures have been proposed by the American anthropologist Edward T. Hall. In a broad sense the former usually describes Western, the latter – Eastern cultures. The high context

cultures are characterized by clear division into «in-group members» and «outsiders», long-term relationships, decision-making processes often focusing around the central person who has the authority. Low context, on the contrary, is regulated by the external rules and interpersonal connections of shorter duration. Being task-oriented, low context groups all decisions around the needs to be fulfilled and builds upon the division of responsibilities. Thus, we would rather describe the Ukrainian business culture as a high context one, while communication in Anglophone societies contains lower context features.

E. T. Hall has also defined the following communicative strategies: direct (explicit language means allow decoding the message without any background information), indirect (implicit or hidden information, wider cultural context may be required), person-oriented (it is targeted at cutting the distance between the interlocutors, creating informal atmosphere, distinguishing personal qualities and achievements), and status-oriented (maintaining the social distance between the interactants, characterized by apologizing, indirectness and formality in language use). The abovementioned notions somehow correlate with the concept of positive (person-oriented, direct) and negative (status-oriented, indirect) politeness introduced by P. Brown and S. Lewinson.

The choice of the strategy is governed by the norms acceptable in certain culture. It is worth mentioning that address forms are the most important markers of social relations in the speech communities that draw the so-called tu-vous (T/V) distinction, i.e. distinguish between formal and informal use of the 2<sup>nd</sup> person singular. Such distinction, for instance, may be observed in Ukrainian (*mu/Bu*) and German (*du/Sie*). The tendency to underscore the status of the recipient prevails in Ukrainian business correspondence, pronoun is usually capitalized: *Доводжу до Вашого відомства, поштую Вас, уштую Ваш(а)* etc. The modern English language has no T/V distinction, even though it was present in the past (*thou/you*). It is still possible, however, for English speakers to show power and solidarity relations through language; for this purpose they can use address terms. For example, address by title alone is the least intimate form, since titles usually designate ranks or occupations such as *Colonel, Doctor, or Professor* and are devoid of any personal content. On the other hand, the use of first name alone is a sign of either considerable intimacy or seniority.

To sum up, the following language means and discourse strategies are typical for Anglophone business communication: performative verbs (*We can confirm that; We are delighted to announce; We must apologise for* etc.), explicit communicative intention of a sender, relatively short sentences (7-14 words), descriptive headlines

(introduce the content through elliptic sentence), and solidarity (person-oriented) strategy. On the contrary, Ukrainian business culture generally employs longer sentences (up to the whole passage), impersonal constructions which help preserve the distance between interlocutors (e.g. *необхідно закупити обладнання; заходи й досі не проведені*), and clear hierarchic structure reflected in the use of negative politeness strategies (emphasis on the status).

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## **TROUBLE-SHOOTER ALS HILFSMETHODE DES ERFOLGREICHEN BETRIEBSMANAGEMENTS**

Heute stoßen auch die erfolgreichsten Unternehmen auf die Probleme, die sehr schwer zu lösen sind. Diese Probleme sind das Ergebnis der negativen Auswirkungen sowohl von Außenfaktoren als auch von internen Faktoren, unter denen spielen eine wichtige Rolle Fachkräfte des Unternehmens. Für die Problemlösung geben einige Unternehmen riesige Geldsummen aus, andere veranstalten sich und dem Personal tägliches Brainstorming, aber ein positives Ergebnis ist weder im ersten noch im zweiten Fall garantiert. Es kommt immer aktueller daher auf Fachleute an, die schnell und relativ kostengünstig aus fast jeder wirtschaftlichen Situation im Unternehmen einen Ausgang finden können. Zu den Zeitpunkten der besonderen Leitungsschwierigkeiten kommen die fähigen jedes Problem zu lösen Menschen den Unternehmern und Unternehmen, die in einer schwierigen Situation sind, zu Hilfe. Sie sind Trouble-Shooter genannt. Trouble-Shooter ist ein neuer Beruf, den die Menschen mit Querdenken haben. Wörtlich übersetzt bedeutet es «jemand, der Schwierigkeiten abschießt.» Das heißt, dass Trouble-Shooter ein Mensch ist, der Probleme löst, und, bekanntlich sind die meisten aller Probleme des Unternehmens in der Regel mit dem Management verbunden.

Derzeit ist dieser Beruf sehr selten, weil er als Haupteinnahmequelle nicht mehr als von 100 Menschen auf der ganzen Welt gewählt wird, darum können nur wenige deutlich seine Vertreter charakterisieren. Diese Tatsache erlaubt den Experten im Problemsuchebereich Honorare zu erhalten, die sich 100.000 \$ pro Stunde beziffern.

Die Gefahr dieses Berufs liegt darin, dass es absolut kein Recht auf den Fehler gibt, alle vorgeschlagenen Methoden sollen nur zu einem gewünschten Resultat führen, aber es bedeutet gar nicht, dass ein billiger Problemdecker unter dem Beruf Trouble-Shooter durchblickt wird.

Kreatives Denken, Klarheit des Geistes, die Fähigkeit Dinge aus einem anderen Blickwinkel zu betrachten und Zielstrebigkeit sind die Haupteigenschaften des Berufshabers. Lösungen, die von Troubleshootern angeboten werden, sind sehr einfach, effektiv und völlig unverwechselbar. Troubleshootern ist das höchste Niveau der Beratung und des Krisenmanagements.

Die weltbekanntesten Raiting-Troubleshooter sind sehr schwer zu finden, auch sind ihre Namen weder in den Verzeichnissen noch im Internet zu finden. Normalerweise verstecken sie sich von der Konkurrenz oder werden sie auf Empfehlung gefunden. Die Tätigkeit dieser Personen ist auch ein Geschäftsgeheimnis, darum sind die für Öffentlichkeit berichteten Beispiele von ihnen erfüllten Arbeiten äußerst gering. Dennoch können einige von ihnen durchgeführt werden.

Die erste Geschichte ist mit den Tätigkeiten des weltbekannten Unternehmens, dem Hersteller von Turnschuhen «Nike» verbunden. Das Hauptproblem war, dass das Unternehmen seine Schuhproduktion in armen afrikanischen Ländern organisierte. Der Produktionsprozess wurde technisch entwickelt und eingesetzt, die Fabriken wurden gebaut und Personal wurde geschult.

Allerdings ist es nicht schwer zu erraten, dass die Produkte, die in diesen Fabriken in diesen armen Ländern produziert wurde, sollte eine sehr niedrige Selbstkosten haben, und dies konnte nur unter Einbeziehung der hiesigen Bevölkerung erreicht werden. Hier stand das Unternehmen mit der Tatsache, dass die hiesigen Arbeiter begannen, Produkte zu stehlen, und das Diebesgut in den Dörfern anzubieten. Anzahl der erforderlichen Bewachung für Fabriken wurde gleich der örtlichen Bevölkerungsanzahl. Trotz der erfolgreichen Tätigkeit des Unternehmens konnte Geschäftsführung für eine lange Zeit dieses auf den ersten Blick hoffnungslose Problem nicht lösen. Dann lud das Unternehmen einen Trouble-Shooter ein. Eingeladener Troubleshooter war in der Lage das Ausmaß des Problems in relativ kurzer Zeit zu beurteilen, und gab seinen Rat: «Sie müssen in verschiedenen Ländern

getrennt rechte und linke Schuhe produzieren.» Diese einfache Lösung war einfach genial in entstandener Situation, da das Unternehmen wegen der Bewachung pleitegehen würde, und dafür blieben die Turnschuhe wohlbehalten.

Auch diente als anschauliches Beispiel ein Fall in Amerika. Es gab zwei große Unternehmen im Telefonbücherverlagsbereich, die monatlich konkurrierten. Zusammen war es ihnen auf dem Markt eng, sie griffen zu Dumping und schwarzem PR und zur Arbeiterspionage. Dann bat eines der Unternehmen um Hilfe den Trouble-Shooter. Nachdem die Situation studiert worden war, empfahl der Fachmann ein kleineres Telefonbuch zu verfassen, aber nur unter der Bedingung, dass es darin genauso viele Informationen wird. Nach einer relativ kurzen Zeit ging die andere Firma pleite, ohne den Gedankenschwerpunkt zu verstehen. Die Antwort bestand in der menschlichen Psychologie. Wenn vor dem Menschen ein kartengroßes Telefonbuch gelegen wird und in die Hände das gleiche aber kleinere gegeben wird, so legt er es automatisch auf das Große. Als Ergebnis benutzt eine Person während eines Monats nur das obere Telefonbuch. Die Besonderheit des Trouble-Shooters liegt darin, dass es nur einen Versuch hat die Situation nachzubessern. Ja, er bekommt Geld, aber er hat auch Risiken.

Also, man kann daraus Schlussfolgerung ziehen, dass sich der Bedarf für den Beruf des Trouble-Shooters hebt, da der Wettbewerb auf dem Markt schnell wächst. Der große Vorteil solcher Berufshaber liegt darin, dass sie sich von dem Problem entfernen können und es völlig von anderer Seite sehen können. Und derart Fachleute haben einen besonderen Wert, insbesondere für große Unternehmen, Konzerne und Unternehmen.

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## **VERWALTUNGSPSYCHOLOGIE UND MANAGMENT IN EUROPA**

Die Verwaltungspsychologie und das Management sind die wichtigen Teile der modernen Betriebsgebarung und des Unternehmertum. Die Psychologie wie die notwendige Wissenschaft für heutige Welt erschafft und über prüft die Methodiken, dank deren die richtige Unternehmensführung für viele Leute erreichbar wird. In jeder Region, solch wie Amerika, Westeuropa oder Japan bildeten sich eigene Traditionen der Personalführung, die mit der Reihe von Gründen bedingt sind.

Das europäische System der Gestaltung der Personalführung verfügt über nicht so großen Unabhängigkeitsgrad wie die Systeme in den anderen Regionen. Die Autonomie der europäischen Unternehmen wird auf der staatlichen Ebene kraft der gebildeten Kultur und anhand der Gesetzgebung, und auf dem Führungsniveau auf die Eigentumsformen und auf dem Personalführungsniveau auf die Beziehung der Gewerkschaft zum Entscheidungsprozess und zur beratenden Entscheidung.

Oft kann man eine Behauptung finden, dass es zwischen der strategischen Betrachtungsweise zur Psychologie der Personalführung und dem wirtschaftlichen Erfolg direkte Abhängigkeit gibt. Die Verwaltungspsychologie und eigentlich selbst Personalführung stehen auch als der einzige echt wichtige Faktor in Betrachtung, der wirtschaftlichen Erfolg im Unternehmen begünstigt. In Europa hat man skeptischere Behandlung zu dem besprechenden Problem als, zum Beispiel, in den USA. Es werden die Nachweise erbracht, dass die Arbeit der Managementabteilungen zum Rückgang wirtschaftlicher Kennzahlen in der praktischen Umsetzung führen kann.

Solche Abweichung in der Einschätzung der Effektivität der Psychologie im Bereich der Verwaltung hat den methodologischen Charakter. Die Ursachen dieser Abweichung können, zum Beispiel, verschiedene Kriterien der Abschätzung und verschiedener Status der untersuchten Unternehmen sein. In den Ländern, in denen man wenig das Management vollzieht und es keine Selbstständigkeit des Unternehmers gibt, nutzt man stringente staatliche Regulierung aus und hat die bemerkliche Tendenz zu der Erreichung höherer wirtschaftlicher Kennzahlen. Das alles spricht darüber, dass die Behauptung über direkten Zusammenhang der Personalführungsmethoden und der wirtschaftlichen Kennzahlen wegen vieler Ursachen nicht unbestreitbar sind.

Ein wichtiger Faktor im Westeuropa ist die Rate des direkten staatlichen Eingriffs in die Führung behördlicherseits mittels des Grundgesetzes, zum Beispiel, die europäischen Unternehmen haben weniger Tätigkeitssphäre, als die amerikanischen Unternehmen. Hier soll genug hohes Niveau der gesetzlichen Regulierung in diesen Fragen in Europa in Aussicht genommen werden:

- Personalbeschaffung;
- Personalkündigung;
- extrem von der Gesetzgebung formalisierte Beziehungen zwischen Arbeitnehmern und Arbeitgebern.

Es können auch strenge Anforderungen seitens der europäischen Ländern zu dieser Aufzählung hinzugefügt werden:

- Entlohnung;



- Gesundheitliche Betreuung der Arbeiter;
- Arbeitssicherheit und Betriebsverhältnisse.

Und auch:

- gesetzliche Regelung der formalen Seite der Sache bei der Vorbereitung von Arbeitsverträgen,
- Gewerkschaftsrechte, die Arbeiterinteressen vertreten.

Staatliche Eingriffe werden auf die Fragen der Gesetzgebung nicht beschränkt. In Europa umfasst der Arbeitskraftaußenmarkt für die Unternehmen hoch qualifizierte Arbeitskräfte, deren berufliche Umschulung vom Staat bezahlt wird. Die staatlichen Ausgaben für Berufsbildungsprogramme der Arbeitskräfte in Europa sind bedeutend höher, als in den USA. Außerdem hat der Staat in Europa einen starken Einfluss auf das Management, wofür man verschiedene Mechanismen benutzt. Also, der Staat in Europa:

- beteiligt sich sehr aktiv bei der Bereitstellung der sozialen Sicherheiten;
- greift direkt in wirtschaftliche Prozesse ein;
- ist eine der aktivsten Parteien in den Verhandlungen zwischen Arbeitgebern und Arbeitnehmern;
- ist einer der größten Arbeitgeber, weil der öffentliche Sektor viel größer in Europa ist, als in anderen Regionen.

Zum Schluss kann man sagen, dass die europäischen Traditionen der Personalführung sowohl Vor- als auch Nachteile haben. Ihre kennzeichnenden Besonderheiten sind die aktive Präsenz des Staates zwischen dem Arbeitgeber und Arbeitnehmer, strenge Anstellungs- und selbst Arbeitsprozessbedingungen.

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**BUSINESS MEETING ETIQUETTE IN SPAIN**

When preparing for business negotiations in a foreign country, it is good to bear in mind that the key to successful negotiation is to respect the culture, values and traditions of your prospective partners. Doing business in Spain is similar to doing business in the rest of Western Europe. But the way business is conducted in Spain is more relaxed compared to other Western European nations. Spaniards prefer to know people before starting a business relationship, therefore, it is advisable to be open with any questions asked about your business or family life [1].

Spain has the highest number of public holidays in Europe, with at least fourteen, mostly national, but also regional and local. There are national, state, and local holidays.. If a public holiday falls on a Tuesday or a Thursday, many people take a four-day weekend, known as ‘hacerpuente’. So, it is advisable to check regional and local calendars, as well as the list of national holidays, before arranging meetings and making travel plans [3]. So, let’s talk about meetings.

If you want to give a good impression, you should be on time, and can expect that the Spanish party will be on time too.

Every meeting begins with a greeting. In Spain is usual to greet each other with a kiss on both cheeks, but this is not as common in business relationships unless you know the other party well. It is wisest to offer a handshake, and if a kiss is appropriate, the Spanish party will initiate it.

In the first meeting, Spaniards will want to become acquainted with you before proceeding with business, so you should be accommodating and answer any questions about your background and family life. Spaniards will really check to see if you are honest and reliable, to know they can place their trust in your products or business before starting a relationship [3].

If you want to discuss business at lunch, you should mention this in advance so the Spanish counterpart is ready to discuss the issues with you. Meal times in Spain are generally considered the time to relax and enjoy oneself rather than to close deals. More typically, the deals are done at the office, and then after the successful negotiations, you all go to celebrate at a restaurant. If the Spanish party wants to be nice with you, they will most likely invite you for a meal [2].

The Spanish are great conversationalists, this is how they spend their free time. Ask them about their children or family, few subjects are taboo. Spanish presentations can tend to be long-winded, expect it and don't get frustrated. If you're female, don't be surprised if they compliment you and tell you you look good. You can compliment them back if you feel like it or just say thanks.

Spaniards do not, on average, speak English as well as a Northern European. Many companies in Spain have staff with good English language skills, but an initial approach in Spanish is more effective, if your plan is to sell to the Spanish, try to speak Spanish.

At the conclusion of successful negotiations, it is not uncommon to give a gift to a broker or professional (including a bank officer) who was especially competent: flowers or chocolates if female, or a good bottle of wine if male. If you receive a gift,

you should open it immediately in front of the giver, and say Gracias! Companies often send those at Christmas to their best clients. You should not give anything too personal or extravagant as your generosity may be perceived as rare or even insulting.

In Spain the look of the person one is doing business with is important. Look fashionable and smart if you want to cause a good impression; clean your shoes and get your hair in order. The perfume is important, also the quality of accessories, like a good Hermes scarf or Dior bag. Designer clothes and brand names will be noted with approval. Business casual means a clean and fashionable designer cotton shirt and good pants, and of course, no tie [3].

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### **PECULIARITIES OF DOING BUSINESS IN THE USA**

Every country has its unique traditions in doing business, which appeared as a result of cultural and mental influence on business sphere. Some of such traditions surprise us, others we should know just in case, in order to avoid some problems. Peculiarities and traditions of doing business in the United States of America are the object of our investigation.

The businessmen behavior in the USA is caused by national factors, educational system and mental structure in all. The main peculiarities for those people are independence, individuality, desire of competition and craving for victory. Those characteristics are brought up from childhood. In a country that prides itself on its individualism, companies are organized and structured with many different styles depending on the industry, the company's history and its current leaders. In the United States, business relationships are formed between companies rather than between people. Americans do business where they get the best deal and the best service [1].

There are the most important Americans' characteristics in business relationship:

1. Americans are persistent and never change their opinion. The type of communication is usually formal, but very often they add some rudeness into their speech in order to show their individuality and persistence.

2. Americans are direct in communication. They pursue their goal. When Americans say «yes» or «no,» they mean absolutely that. «Maybe» means «it might happen», it does not mean «no.»

3. It is always proper to ask questions if you do not understand something. Americans ask a lot of questions. They are often uncomfortable with silence. Silence is avoided in social or business meetings.

4. When you are doing business in the United States, you must be on time. It is considered a bad manner if someone is late, showing a lack of respect, undisciplined personal habits. Being «on time» in business situations generally means being about five minutes early. Five minutes late is acceptable with a brief apology. The main factor of successes for Americans is time. Time means money for them. They don't waste their time plainly and never beat about the bush.

5. Meetings are generally informal and relaxed in manner, but serious in content. Very often the main idea is distributed before a meeting, so the participants are prepared to discuss certain topics. A successful meeting is short and to the point [2].

Of course, American business etiquette is the second important issue of doing business. American businesspeople are generally less formal than in many other nationalities. There are a few hard and fast rules. The way in which you deal with American business colleagues will depend on the individual. First of all, one of the most important is your appearance and outfit: for men – socks should match your suit and no legs between your pants and shoes. Men must take off their hats when they are indoors. For women it is very important to remember about business suits or dresses. American women shouldn't wear a lot of make up or have flashy jewelry on them. The next significant criteria are greetings. It can be handshaking or eye contact during the greeting. But any way, you should be polite[3].

It doesn't matter where you want to set up your business, first of all, you should remember about traditions and mentality of the country. Some rules must be followed, only in such way you may achieve your goal in business.

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## **CANADIAN BUSINESS ETIQUETTE AND CULTURAL FEATURES**

Nowadays Canada is the one of the most developed countries in the world: being on the top positions of business and cultural rankings, Canada provides great opportunities for newcomers from all over the world. The heritage of Canada was French and English; however, significant immigration from Asia and Europe's non-French and English countries has broadened Canada's cultural richness. This cultural diversity is considered a national asset, and the Constitution Act prohibits discrimination against individual citizens on the basis of race, color, religion, or sex. This goes back to the 1890s when Canada began inviting people from all over the world to settle in the country to help it develop and grow. Canadian immigration policy was historically open, welcoming and egalitarian in its philosophy. This has also manifest into the psyche of the nation where people are encouraged and to retain their cultural identities, traditions, languages and customs. Although the predominant language in Canada is English, there are at least three varieties of French that are recognized: Quebecois in Quebec, Franco-Manitoban throughout Manitoba and particularly in the St. Boniface area of Winnipeg, and Acadian.

Canadians are generally a tolerant, polite and extremely community-oriented people. Although they are individualistic in terms of their basic cultural traits, they nevertheless place a great deal of emphasis on the individual's responsibility to the community. This is seen as giving balance and a good quality of life. The values of the country are largely respect, peace and good government. There are some expected cultural business norms in Canada with regard to informal meetings, phone manners, email, social media and follow up. If you want to succeed in a professional position in Canada, it is best to follow these norms to give the best possible impression. Learning Canadian business etiquette norms will make you a »client facing« employee. This means your employer can be confident that you are able to work with a group, meet a client, or make a presentation in a calm, friendly and professional manner.

Business culture varies throughout Canada, depending on the region. Likewise, business structures are different, so make sure to do your homework on the contact organisation and the region before visiting. Detailed preparation prior to meetings will be expected and appreciated! Business communication is quite direct in Canada; there will be no need for you to decipher and read into messages. Emails and telephone calls should also be direct and succinct. Note that a great importance is given to respecting everyone's opinions. Regardless of rank and status, people expect the right to be heard and listened to. Business hours are generally 9:00 am to 5:00 pm, Monday to Friday. Mornings tend to be the preferred time for appointments.

Canadian business people are conservative in manner, speech, and address. Business customs are similar to those in the U.S. or the U.K., but etiquette is very important. Excessive body contact, gestures in greeting, or loud conversation generally are frowned upon.

To ease the way into Canadian favour, always be punctual for meetings and appointments; use titles in all correspondence; and take letters of introduction when meeting someone for the first time.

Business people negotiating with Canadians should be well informed and knowledgeable about the details of their proposals. Thoroughness is appreciated and directness is also valued. Evasive answers are not viewed positively by Canadians.

It is important for all business people to avoid exaggerating the strengths of their company or the benefits of their product.

Overall, business etiquette in Canada is fairly straightforward and formal, based on conservative manners and basic rules of etiquette.

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**CULTURE OF BUSINESS COMMUNICATION**

International networking is a complex process. It should occur in order to prevent any cross-cultural conflict caused by the collision of different ideas about proper behavior. This should promote culture awareness of the rules of international communication in business. Business communication includes a wide range of genre varieties of written and oral communication.

Business writing, where dialogic relationship is implemented, is represented by all types of business documents, letters, agreements, contracts. Oral business communication, where dialogic relationship is conducted, is presented in the form of business negotiations, meetings, consultations.

Meetings, where the monologue business communication is represented, are the special type of communication combining written and oral types. There are specific genres of business communication etiquette: expressions of sympathy, gratitude, congratulations.

The official environment requires keeping the relevant rules of verbal behavior:

- \* Mandatory two-way communication in relative to the person of any age group and any social situation;

- \* Strict keeping the etiquette frame of communication (greetings and farewell words);

- \* Using the standard etiquette formulas of politeness («please», «if you please», «let me ...» etc.).

Features of doing business and international relationships depend on the culture of the country and are reflected in all aspects of the business relationship. Culture awareness of the behavior features and control systems in the various countries can be very helpful in making the right management decisions. Most people, facing a national culture of other countries can be shocked. Culture shock is a state of confusion, anxiety, helplessness, caused by misunderstanding of the traditions of other cultures. Usually this is due to a lack of understanding the specific features of this country's culture.

Even within the certain country the ethical requirements may be different and not always clearly defined. Despite the fact that the American business style is gradually spreading, the informal style of business communication can be perceived

among the representatives of many cultures as disrespectful. For example addressing business partners by their first names is considered disrespectful in France. In Latin America business relations are even less formal than in the US. However, Argentina stands out of these series, as the relationships are being built according of the British model and the informal free style can be taken as insult. Representatives of Arab cultures can make quick decisions, but only if interpersonal relationships between partners are developed properly.

That is a kind of respect in Europe (at the meeting to ask about the health of one's wife and friends), in Muslim countries it can be taken as insult.

It can be a lot of the reasons for the differences arising between the interlocutors during intercourse such as political, religious beliefs, worldview, psychological characteristics. However, one of the main reasons has been and remains the lack of ability to listen to the interlocutor. Business culture has many specific aspects which everyone, who works in this field, has to know in order not to lose an important business partner and people who want to conduct business with you.

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**COMMENT ENGAGER BIEN LA CONVERSATION**

Normalement, c'est à la personne à qui l'on vous présente d'engager la conversation. Mais dans la vie courante, les choses sont beaucoup plus informelles et c'est généralement le plus sociable ou le plus bavard qui commence. En revanche, il est beaucoup plus délicat de savoir comment interrompre une conversation sans vexer son interlocuteur. Pendant le premier contact il est recommandé de regarder l'autre droit dans les yeux, lui adresser un sourire et serrer sa main franchement, sans mollesse, mais sans brutalité non plus. Un geste léger, rapide. Ce serait une première poignée de main parfaitement correcte et accueillante. Mais qui doit tendre la main en premier?

Les règles de politesse disent que c'est la femme, la personne la plus importante on la plus âgée, et d'une manière générale, la personne à qui vous êtes présenté. Si cette personne ne vous tend pas la main, ne la tendez pas non plus. Contentez-vous d'un sourire on incliner légèrement la tête on le buste en guise de salut en prononçant votre «Bonjour, monsieur» ou «Bonjour, madame». Si vous désirez montrer à votre interlocuteur que vous êtes vraiment heureux de le rencontrer, vous pouvez rajouter



quelques mots, du genre «Quel plaisir de vous revoir» ou «Je suis ravi de vous connaître enfin, Patrick m'a tellement parlé de vous», et vous serez peut-être tenté de lui secouer plusieurs fois la main pour exprimer le plaisir que vous procure cette rencontre. C'est une erreur. Mieux vaut plutôt renforcer votre parole en appuyant votre main gauche sur la main ou sur le bras de votre interlocuteur: votre message sera plus convaincant.

Rien ne vous interdit d'engager la conversation avec une personne inconnue par quelques remarques ou questions parfaitement banales: «Je viens de Kiev et vous, de quelle région êtes-vous?» ou: «Je ne connais pas grand monde ici. Et vous ?», etc. Attachez, toutefois, davantage d'attention au ton et à l'expression du visage de celui qui vous répond qu'au contenu de sa réponse.

Si on vous engage à poursuivre, posez alors des questions ouvertes du genre «Que pensez-vous de ce discours?». Ce type de question invite l'interlocuteur à une réponse assez complète.

Il est aussi d'usage, en France du moins, de ne pas aborder certains sujets tabous tels que les problèmes de santé ou les soucis financiers. Quand, hors du cercle de vos intimes, on vous demande «Ca va?» ou «Comment ça va?» il suffit de répondre «Oui, et toi?» ou «Bien, merci, et vous-même?» mais surtout ne vous attardez pas sur vos maux et problèmes en tous genres. Ne confondez pas une simple formule de politesse et une invitation à la confiance. De même, si vous n'êtes pas recruteur, ne posez pas des questions sur l'âge, la situation familiale ou sur ce que gagne votre interlocuteur.

Vous risquez de passer pour une personne indiscret et mal élevé. Si vous désirez arrêter une conversation sans vexer votre interlocuteur, dites-lui avec calme et en souriant: «Est-ce que je peux vous interrompre?...je suis désolé mais j'ai un rendez-vous, je suis obligé de vous quitter». Ou bien «Pardonnez-moi de vous interrompre, mais je dois parler à Monsieur...». Vous pouvez terminer par les mots «Ne m'en veuillez pas. J'étais très content de parler avec vous». Ces règles vous aideront à garder de bonnes relations avec cette personne.

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## **HOW CULTURE AFFECTS INTERNATIONAL BUSINESS NEGOTIATIONS**

International business crosses not only borders, but also business cultures. Business culture mainly influences how people think, communicate, and behave. It also affects the kinds of transactions they make and the way they negotiate about them.

These elements of negotiating behavior make a basic framework for identifying cultural differences that may be during the negotiation process. Using this framework in your international business negotiations may let you understand your counterpart better and to avoid possible misunderstandings.

Negotiators from different cultures may tend to view the purpose of a negotiation differently. For deal makers from some cultures, the goal of a business negotiation, first and foremost, is a signed contract between the parts. Other cultures tend to consider that the goal of a business negotiation is not a signed contract but rather the creation of relationship between the two sides.

Because of differences in culture, personality, or both of them business people appear to make an agreement according to one of two basic attitudes: that a negotiation or a process in which both can gain (win-win) or a struggle in which, one side wins and the other side loses (win-lose). Win –win negotiators a deal making as a collaborative, problem-solving process; win-lose negotiators consider it as confrontational.

A negotiator with a formal style insists on addressing counterparts by their titles, avoiding personal jokes, and no questions about on the private or family life of members of the other negotiating team. A negotiator with an informal style tries to start the discussion using a first-names develop a personal, friendly relationship with the other team, and may take off his jacket and roll up his sleeves. Each culture has its own formalities with their own special meanings.

The methods of communication vary among business cultures. Some emphasize direct and simple methods of communication in business; others rely on indirect and complex methods rather. Heavily they may use figurative forms of speech, facial expressions, gestures and other kinds of body language. In a culture that values directness, such as the America or the Israel, you can expect to receive a clear and

definite response to your proposals and questions. In cultures that rely on indirect communication, such as the Japan, reaction to your proposals may be gained by interpreting comments, gestures, and other signs. What you will not receive at a first meeting is a definite commitment or rejection.

Whether a negotiator's goal is a contract or a relationship, the negotiated transaction in almost all cases will be in some sort of written business agreement. Cultural factors influence the form of the written agreement because the sides make. Generally, the Americans prefer very detailed contracts that attempt to anticipate all possible circumstances and eventualities. Why? Because the deal is the contract itself, and you must refer to the contract to handle new situations that may appear. Other cultures, such as the Chinese, prefer a contract in the form of general principles rather than detailed rules.

The question of whether negotiating a business deal is an inductive or a deductive process is related to the form of the agreement. Does it start from an agreement on general principles and go to specific items, or does it begin with an agreement on specifics, such as price, delivery date product quality which total sum becomes the contract? Different cultures tend to emphasize one approach over the other. Some observers believe that the French prefer to begin with agreement on general principles, while Americans tend to book for agreement first on specifics. For Americans, negotiating a deal they basically make a series of compromises and trade-offs on a long list of particulars. For the French, they agree on basic principles that will guide and determine the negotiation process afterward. The agreed-upon general principles become the framework, the skeleton, upon which the business contract is built.

In any negotiation, it is important to know how the other side is organized, who has the authority to make commitments, and how decisions are made. Culture is one important factor that affects how executives organize themselves to negotiate a deal. Some cultures emphasize the individual while others stress the group. These values may influence the organization of each side in a negotiation. One extreme is the negotiating team with a supreme leader who has complete authority to decide all matters.

The research supports the conclusion that certain cultures are more risk averse than others.

In deal making, the negotiators' cultures can affect the willingness of one side to take risks – to divulge information, try new approaches, and tolerate uncertainties in a proposed course of action.

Summing up, negotiating business styles, like personalities, have a wide range of variation. With this knowledge, you may be able to understand the negotiating styles and approaches of counterparts from other cultures better. Moreover it may help you to determine how your own business negotiating style appears to those same counterparts.

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## **INTERNATIONAL COMMUNICATION IN A BUSINESS CONTEXT**

Business features fundamentally depend on the culture of the country and are reflected in all aspects of business relationships – from daily contacts to the negotiating process and forms of contracts. That is why the correct assessment of the differences of national cultures and their adequate records are becoming more and more important. Taking into account the factors of the cultural environment also makes complex and multilevel cultural structure, which determines the diversity of its functions in the life of every society.

The internationalization of business and the economy for all its attendant benefits nevertheless has become a global problem. Now the cultural differences are beginning to play an increasing role in the organization and greater impact on the efficiency of business operations. Any business is connected with the system of relations between people, and to succeed in the international market, which is primarily composed of people, we must learn to understand the process of formation of the human person, that is, the process of «entry» into the culture, the assimilation of knowledge, skills, communication standards, social experience. Knowing this, you can understand many things at the market.

International businessmen often face problems arising out of the differences in the language. Even when the same language is used in different countries, the same words of terms may have the different meanings.

Of course, language is the basis for the formation of human groups, as a way of expressing thoughts and feelings, a way of communication. There are about 100 official languages and at least 3,000 distinct dialects on the Earth. Only few countries are the same in linguistic terms. The so-called «mixed» language was chosen to overcome language barriers, which have often been the cause of «enmity» between the different language groups. Further concentration on the use of language is required in international business. English is dominant; it is estimated that at least 2/3 of the world's business correspondence is carried out in this language. However, in many countries there is a tendency to use only their own language.

Not only Latin American Spanish variants differ from those adopted in Spain, but also the different languages of the United States, Canada and Australia differ from the United Kingdom language. Ignoring this fact may lead to confusion. The situation and the context also dictate the language choice. In linguistics various terms have been coined for certain types of key expressions that are related to specific contexts or situations. These conversational expressions could be useful in raising clients' awareness about the relationship between language and culture. In essence, they are expressions which linguistic meaning is distorted because of the role they have in a specific situation: linguistic meaning versus use. When a British speaker asks the question: «how are you», he doesn't expect a lengthy reply about the state of the respondent's health. If an American says «let's get together some time», he may be saying no more than «goodbye». If a Japanese speaker says «yes» in a meeting, you should understand that it is the politeness dictated by the situation and it does not indicate an agreement or an undertaking to acting in any way. As a result, many varieties of English have emerged and continue to emerge, with English words and language patterns being merged into other languages. The prominent features of international business communication are language-mixing, as multiple language use becomes an increasingly common phenomenon.

Body language is also one of the main components of doing business. Speaking about gestures, we should mention the national, age, cultural characteristics of their functioning. Every nation is a medium of specific forms of sign expression, as well as other means of external expression of human gestures are quite distinct in national character.

In conclusion, the effective business communication is essential to succeed in such global environment. In order to advance the field of intercultural and international business communication, we need to conduct further research on the relationship between culture, business, and communication and the implications for the development of a new transactional culture.

|   |    |
|---|----|
| <i>Alieva S. B., Gorbaneva O. O.</i> CULTURE OF BUSINESS COMMUNICATION<br>IN ITALY .....  | 3  |
| <i>Atanova M. Yu., Tregubenko D. V.</i> NATIONAL FEATURES OF BUSINESS ETHICS .....  | 4  |
| <i>Borysenko M. V., Rybenok V. V.</i> NON-VERBAL COMMUNICATION<br>IN DIFFERENT CULTURES .....   | 7  |
| <i>Botsula A. P., Kirakosyan A. A.</i> CULTURAL AND LINGUISTIC FEATURES IN<br>NEGOTIATIONS WITH KOREAN PARTNERS .....                                       | 8  |
| <i>Briliova A. D., Vaniarkin V. M.</i> L'ANIMATION EN TANT QU'UNE FORME<br>DES LOISIRS DANS LES HOTELS .....  | 11 |
| <i>Danilova V. E., Goljak V. I., Vitka N. E.</i> DIE ERFAHRUNG DES<br>QUALITÄTSMANAGEMENTS IN DEN UNTERNEHMEN<br>IN VERSCHIEDENEN LÄNDERN .....             | 13 |
| <i>Finko A. V., Kolomoychenko O. E.</i> CULTURAL DIFFERENCES<br>IN BUSINESS COUNTRIES .....   | 15 |
| <i>Gladkaya K. A., Atanova M. Yu., Garkusha I. V.</i> PSYCHOLOGY OF SOCIAL AND<br>CULTURAL ASPECTS OF INTERNATIONAL BUSINESS RELATIONSHIPS .....            | 17 |
| <i>Gordienko O. A., Polyviana O. V.</i> THE CULTURAL PECULIARITIES OF<br>SOME NATIONALITIES IN BUSINESS SECTOR .....  | 24 |
| <i>Herasko M. D., Kirakosian A. A.</i> BUSINESS ETIQUETTE IN DIFFERENT<br>COUNTRIES .....   | 26 |
| <i>Horpynych O. O., Kirakosyan A. A.</i> FRENCH BUSINESS CULTURE .....  | 28 |
| <i>Hrshyna Y. S., Horbanova O. O.</i> SIMILARITIES AND DIFFERENCES<br>IN EUROPEAN BUSINESS CULTURE .....  | 29 |
| <i>Hrokhovska A. S., Kirakosyan A. A.</i> FEATURES OF JOKING ON INTERCULTURAL<br>NEGOTIATIONS .....   | 31 |
| <i>Hrynko I. S., Goncharova Yu. S.</i> SOCIO-CULTURAL ASPECTS OF DOING<br>BUSINESS IN DIFFERENT COUNTRIES .....   | 33 |
| <i>Kaihorodova Ya. H., Polyviana O. V.</i> CORPORATE CODES OF BUSINESS<br>CONDUCT .....   | 35 |
| <i>Kaschina K. S., Kolomychenko O. E.</i> BUSINESS CULTURE AND ETHICS<br>IN THE UNITED STATES .....   | 36 |
| <i>Kazeian N. K., Kolomoychenko O. E.</i> BUSINESS CULTURES IN GREAT BRITAIN<br>AND FRANCE. THEIR SOCIAL AND CULTURAL RELATIONSHIPS<br>WITH UKRAINE .....   | 38 |
| <i>Khoreshko V. V., Polyviana O. V.</i> THE IMPACT OF CULTURE ON<br>TRANSNATIONAL MERGERS AND ACQUISITION .....   | 40 |
| <i>Khustova K. S., Kirakosian A. A.</i> WOMEN IN BUSINESS .....   | 42 |
| <i>Kozlova Yu. S., Polyviana O. V.</i> NATIONAL AND CULTURAL FEATURES OF<br>BUSINESS COMMUNICATION BASED ON ENGLISH, SPANISH AND<br>RUSSIAN LANGUAGES ..... | 44 |

|   |    |
|---|----|
| <i>Kuzmina K. P., Kolomychenko O. E.</i> CULTURAL DIFFERENCES<br>IN EUROPEAN BUSINESS .....   | 46 |
| <i>Makarova Yu. S., Kirakosyan A. A.</i> TURKISH BUSINESS CULTURE .....   | 48 |
| <i>Mashckina K. O., Polyviana O. V.</i> SOME FEATURES<br>OF INTERNATIONAL BUSINESS CULTURES .....   | 50 |
| <i>Mashyr M. I., Kirakosyan A. A.</i> ENGLISH BUSINESS SLANG IN<br>A MODERN WORLD .....   | 51 |
| <i>Maslova V. M., Rybenok V. V.</i> BUSINESS ETIQUETTE IN THE UK .....  | 53 |
| <i>Milanich M. O., Polyvian O. V.</i> THE MAIN FEATURES OF BUSINESS ENGLISH .....   | 56 |
| <i>Mooshin I. M., Goncharova Yu. S.</i> DOING BUSINESS IN THE WORLD:<br>SOCIAL AND CULTURAL ASPECTS .....   | 57 |
| <i>Obodovskyi B. V., Kirakosian A. A.</i> BUSINESS ETIQUETTE IN EUROPE .....  | 59 |
| <i>Oksen K. O., Kosyanova O. G.</i> BRITISH AND AMERICAN BUSINESS<br>COMMUNICATION CULTURE .....  | 61 |
| <i>Parsenyuk V. A., Polyviana O. V.</i> LINGUISTIC FEATURES OF BUSINESS<br>CULTURES .....   | 63 |
| <i>Pashaeva L. M., Horbanova O. O.</i> CROSS-CULTURAL MANAGEMENT AS<br>FORMING TOOL OF COMPANY'S SUSTAINABLE COMPETITIVE<br>ADVANTAGES .....          | 66 |
| <i>Polyviana O. V., Glushko O. S.</i> DISCOURSE STRATEGIES IN ANGLOPHONE<br>AND UKRAINIAN BUSINESS COMMUNICATION IN A COMPARATIVE<br>PERSPECTIVE..... | 67 |
| <i>Ponomarenko Hz. S., Goljak V. I., Bykova V. G.</i> TROUBLE-SHOOTER ALS<br>HILFSMETHODE DES ERFOLGREICHEN BETRIEBSMANAGEMENTS .....                 | 69 |
| <i>Rybalko E. A., Goljak V. I., Garkuscha I. V.</i> VERWALTUNGSPSYCHOLOGIE UND<br>MANAGMENT IN EUROPA.....  | 71 |
| <i>Sinayevska A. O., Kirakosyan A. A.</i> BUSINESS MEETING ETIQUETTE IN SPAIN.....  | 73 |
| <i>Smotrov V. V., Horbanova O. O.</i> PECULIARITIES OF DOING BUSINESS<br>IN THE USA.....  | 75 |
| <i>Tesolkin D. V., Kirakosyan A. A.</i> CANADIAN BUSINESS ETIQUETTE<br>AND CULTURAL FEATURES .....  | 77 |
| <i>Timoshenko O. M., Polyviana O. V.</i> CULTURE OF BUSINESS COMMUNICATION ....   | 79 |
| <i>Vanyarkin V. M., Natrus K. S.</i> COMMENT ENGAGER BIEN LA CONVERSATION ....  | 80 |
| <i>Vasilyeva A. V., Kolomoychenko O. E.</i> HOW CULTURE AFFECTS<br>INTERNATIONAL BUSINESS NEGOTIATIONS.....   | 82 |
| <i>Пахалюк Т. О., Атанова М. Ю.</i> INTERNATIONAL COMMUNICATION IN<br>A BUSINESS CONTEXT.....   | 84 |

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