

УДК 331.108.2

Э.В.Ким (4 курс, каф. PR), О.Г.Ветрова, к.ф.н., проф.

КУЛЬТУРА И МЕНЕДЖМЕНТ

Every group of people or society has a culture that is the entire social heritage of the human race – the totality of the knowledge and practices, both intellectual and material of society which embraces everything - from food to dress, from household techniques to industrial techniques, from forms of politeness to mass media, from work rhythms to the learning of familiar rules. Culture exists in New York, London, and Moscow just as it does in Navajos, the South Sea islanders, or the aborigines in Australia.

The importance of understanding the language of a country, as a part of its culture, cannot be overestimated. The successful marketer must achieve expert communication; this requires a thorough understanding of the language as well as ability to speak it. (Translating a message and getting the right meaning is a problem for all cultures). Language may be one of the most difficult cultural elements to master, but it is the most important to study in an effort to acquire some degree of empathy.

Several nationalities can speak the same language, or have similar race and heritage, but it does not follow that similarities exist in other respects – that a product acceptable to one culture will be readily acceptable to the other, or that a promotional message that succeeds in one country will succeed in the other. Even though a people start with a common idea or approach, as is the case among English-speaking Americans and the British, old Slavonic-speaking Russians, the Ukrainians, the Byelorussians and the Yugoslavians. Among the Spanish-speaking Latin American countries, the problem becomes even more difficult because idioms are unique to each country, and national pride tends to cause a mute rejection of any “foreign-Spanish” language. Asians are frequently grouped together as if there were no cultural distinctions among Japanese, Koreans, and Chinese, to name but a few of the many ethnic groups in the Pacific region. So, each country (culture) has its own unique national character.

People see themselves in the different ways. Americans traditionally see people as a mixture of good and evil, capable of choosing one over the other. Some other cultures see people as basically evil – as reflected in the Puritan’s orientation – or as basically good – as reflected in utopian societies throughout the ages.

There are also personal relationships that include individualism or collectivism. Americans are individuals: they use personal characteristics and achievements to define themselves, and they value individual welfare over that of the group. Americans are more geographically mobile and their relationships, especially with co-workers, are less permanent. More group-oriented societies, such as Japan, China, Russia and the Israeli Kibbutzim, emphasize group harmony, unity, and loyalty.

There are two types of activity: Doing or Being. The *do-ers* are more active; the *be-ers* are more passive. The *do-ers* actively try to achieve the most in life; the *be-ers* want to experience life. American expatriate managers (*do-ers*), using salary as a motivational tool, made a severe mistake when they raised the salaries of a group of Mexican workers (*be-ers*), only to discover that by doing so they had decreased the total hours that these particular Mexicans wanted to work. Similarly, Canadians working in Malaysia found that workers were more interested in spending extra time

with their family and friends than in earning overtime pay bonuses; the same attitude we can see in Russia.

Also one of the most sensitive elements of culture is Religion. When the marketer has little or no understanding of a religion, it is easy to offend, albeit unintentionally. Like all cultural elements, one's own religion is often not a reliable guide of another's beliefs. Many do not understand religions other than their own, and what is "known" about other religions is often incorrect. The Islamic religion is a good example of the need for a basic understanding of all major religions.

Cultures vary in distinct and significant ways of thinking, feeling, and behaving, as human relations are neither random nor haphazard but rather are profoundly influenced by our cultural heritage. Until we leave our community, we often remain oblivious to the dynamics of our shared culture. As we come in contact with people from other cultures, we become aware of our uniqueness and begin to appreciate our differences. In interacting with foreigners, we learn to recognize and value our fundamental humanity – our cultural similarities and dissimilarities. For years people chose to believe that organizations were beyond the influence of culture and that they were only determined by technology and task. Today we know that work is not simply a mechanistic outgrowth of either technology or task. At every level, culture profoundly influences the behavior of organizations as well as the behavior of people within organizations.

ЛИТЕРАТУРА:

1. Adler, N.J. Cross-Cultural Management Research: The Ostrich and the Trend. Academy of Management Review. 1983.
2. Barnouw, V. Culture and Personality. Homewood. Dorsey Press.
3. David A Ricks. Blunders in International Business. Cambridge, Mass.: Blackwell Publishers, 1994.
4. Colette Guillaumin, "Culture and Cultures", (1979).