

CROSS-CULTURAL MANAGEMENT AS A BASIS FOR THE FORMATION OF ENTERPRISE COMPETITIVENESS

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Cross-cultural management is connected with the management of the relations that arise at the boundary of national and organizational cultures, study of the causes of cross-cultural conflicts and their neutralization, clarification and use of behavioral patterns inherent in the national business culture in the organization management. Effective cross-cultural management involves doing business together with representatives of other cultures, based on the recognition and respect of cross-cultural differences and formation of a common corporate system of values that would be perceived and recognized by each member of a multinational team. The result should be the formation of a specific corporate culture that would arise on the basis of national business cultures, harmoniously combine individual aspects of the culture of each nation, but not completely replicate any of them.

National culture is a system of values and cultural norms, their creation, selection, accumulation and retransmission, which underlies a single national and cultural identity and a culture-based national lifestyle, and serves as a unifying factor of the society in the conditions of multiethnic, multicultural states of the modern time. Business culture is a set of stable forms of social interaction, fixed in the norms and values, forms and methods of communicative relations of employees within the company and in the company's relations with the outside world. Thus, the national business culture includes norms and traditions of business ethics, norms and rules of business etiquette and protocol. It always reflects the norms, values and rules inherent in a certain national culture. Cultural differences are found in all areas of organizational activity, which means that managers must develop business tactics and their own behavior in such a way so that it is possible to achieve success in each country through taking into account the cultural characteristics of the local population. Managers should ensure clear interaction between all structural divisions, branches, people in and between each working group, and establish interaction with external organizations and infrastructure. In addition, they should contribute to the implementation of plans not only within individual markets, but also in the global economic space. As a result, management must be sensitive to collision, interaction and interpenetration of different cultures.

With the expansion of international activities and influence in foreign markets in various areas of the company's activities, the number of new customers and partners is significantly growing. Two tasks are becoming urgent.

Firstly, it is necessary to understand the cultural differences between "us" and "them" and forms of their manifestation. Secondly, you need to identify similarities between the cultures and try to use them to achieve your own success.

Hence, competitiveness largely depends on the cultural fitness of the company as a whole and its employees in particular. There are three main approaches for determining the role of the cultural factor in international business. The first approach – the universalist one – is based on the fact that all people are similar and the basic processes are common to all, which means that all cultures are basically the same and cannot significantly affect the effectiveness of doing business. The second approach – the economic cluster one – recognizes the differences of national cultures, but does not recognize the importance of taking them into account when doing international business: it is believed that managers of international companies should first analyze the economic, rather than cultural, features of doing business in different countries. The last approach – the cultural cluster one – is based on the recognition of the multifaceted influence of the national culture on competitiveness of an enterprise, the need to take this influence into account and use of the advantages of cross – cultural interaction. All these approaches enrich our understanding of management processes in the cross-cultural context.

PUBLIC TRANSPORT TODAY AND TOMORROW

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Transport is a branch of material production that transports people and goods. In the structure of social production, transport refers to the production of material services.

Transport functions:

1) movement of cargo.

Each cargo must be delivered to the place of further processing or consumption. Moving cargo along the supply chain allows you to transform the extracted raw materials into finished products, and then deliver them to the final buyer. Simultaneously with the physical movement, the consumer value of the cargo should also increase; otherwise such movement will be economically inexpedient. Besides financial, there is one more aspect of relocation - temporary. It includes the inability to use stocks during their transportation, damage, risks of loss / loss of cargo, etc.

2) storage of cargo.