

OVERCOMING CULTURAL AND LANGUAGE BARRIERS IN GLOBAL BUSINESS

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Резюме – существующие в мире культурные различия и проблемы, связанные с владением иностранными языками, нередко становятся предшественниками ситуаций, подрывающих нормальное функционирование организации и отношения внутри коллектива. Решение данных проблем позволяет в полной мере воспользоваться потенциалом мультикультурных команд и поспособствовать развитию творческого подхода.

Resume – cultural differences and problems related to foreign language proficiency in the world often become precursors of situations that undermine the normal functioning of the organization and relationships within the team. Solving these problems allows you to take full advantage of the potential of multicultural teams and contribute to the development of a creative approach.

Introduction. Today, we can see that the intercultural dimension has become important in the lives of organizations. The success of companies at the international level increasingly depends on their ability to manage cultural diversity. In the context of increasing mobility, the concept of culture is also becoming more complex since the behavior of a certain number of participants is determined by several cultures and cross-cultural experiences. It can be said that intercultural interaction affects all areas of management. This is especially true when it comes to interaction between headquarters and teams working remotely. Intercultural interaction in the field of marketing has a great influence on the adaptation of different products. Translation errors and incorrect use of words can provoke undesirable situations. The organization's decision to enter the international market creates new requirements for employees and also forces the organization to conduct in-depth market analysis in different countries. In this regard, it does not always bring positive results.

Main part. Culture can be compared to an iceberg, since only 10 % of cultural differences are visible. In other words, 90 % of them are difficult to understand because they are represented by emotions, values. So, it is advisable to implement certain actions for the creation of favourable working conditions that will allow heads of companies to have a greater scope of involvement in the entrepreneurial activity. Initially, there is a growing focus on recognizing cultural variations within the framework of the "blindness culture" concept in contemporary times. This concept involves overlooking distinctions among employees, leading to adverse outcomes. Embracing cultural diversity ensures optimal circumstances for harnessing the capabilities of employees from various national backgrounds. Therefore, cultivating cultural intelligence among team members through cross-cultural education, exposure to diverse cultures, and the estab-

lishment of multicultural teams is a vital component in enhancing overall cultural intelligence. Companies need to be mindful of tailoring their solutions to fit different cultural contexts, as this is crucial for successful integration.

In order to effectively navigate cultural differences, it is essential for companies to thoroughly analyze the situations they encounter and involve key stakeholders in the development of solutions. Conducting extensive cultural research is a vital component of expanding into foreign markets. By engaging local experts, companies can access more precise information and bridge cultural gaps effectively. These experts possess invaluable insights into the local culture, offering advice that surpasses what traditional market research can provide. Appointing a local director with significant decision-making authority in an overseas branch can greatly enhance adaptability and performance, typically resulting in a more successful operation.

In order to effectively manage schedules and deadlines in an international context, it is crucial for managers to be aware of the differences in how time is perceived across cultures. Some cultures place high value on punctuality, while others may prioritize long breaks during the workday.

Additionally, neglecting the use of translators and fostering loyalty among employees who learn the local language and reach a certain proficiency level are key factors in building strong team relationships. Ultimately, the successful implementation of these strategies relies on mutual understanding among team members, as well as their respect for each other's cultural norms and etiquette.

Conclusion. Thus, it can be said that management at the international level is a complex process. But the correctness of the chosen strategy and actions allows companies to gain an advantage over competitors. At the moment when an organization is able to resolve problems arising from cultural differences and a foreign language, cultural diversity becomes a positive element. It promotes creativity and collaboration in the organization.

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