

# PRINCIPLES OF MANAGEMENT IN DIFFERENT COUNTRIES

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Due to globalization international teams are becoming everyday reality for many companies, joining together people from all over the world. It puts managers in difficult situation dealing with all the communication, cultural and scheduling problems. That why it is necessary to be aware of national characteristics of different countries. The article clarifies Shigeki Hakamada's theory about the division of our world into 3 groups of countries – «clay», «bricks» and «sand» with the help of Geert Hofstede's research about national cultures. Analyzing all the features of these types of countries it is possible to describe the most appropriate style of management for each.

**Key words:** management; globalization; types of countries; culture differences; dimension map.

Multinational teams are an everyday reality for more and more companies. That's because there are so many advantages for them. On the one hand an improved collaboration with colleagues and clients across markets around the world, which contribute significantly to global success. On the other hand there are some challenges. There's so much that people take for granted in their own culture, such as, for example, using the right level of formality, balancing business and social life, or attitudes to time. Expectations about these kinds of things might be, and often are, different in other cultures. That is why, working with people from different parts of our world, a manager needs a solid understanding of the norms of the culture where the subordinates are from.

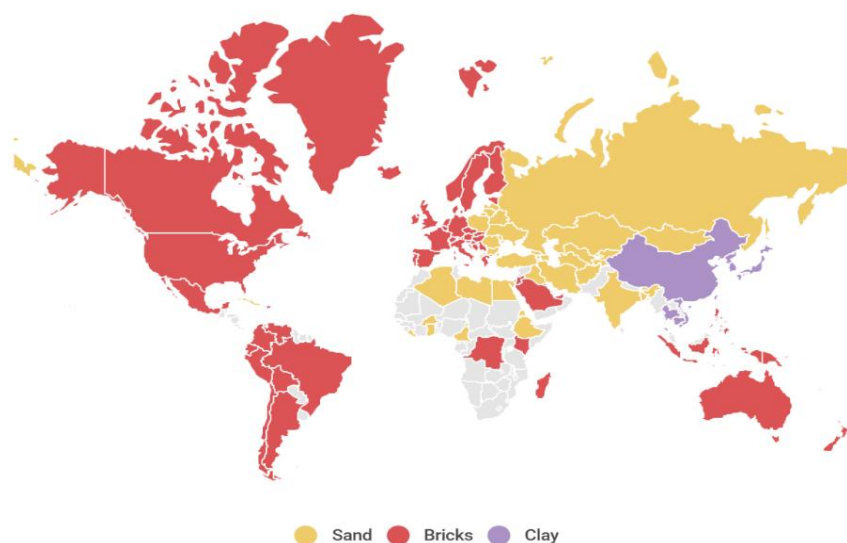
There are a lot of researches about the influence of culture on management. Analyzing them, it is possible to come across an interesting theory. A Japanese scientist Shigeki Hakamada suggests the following. All the countries of the world can be divided into three groups: «countries of clay», «countries of bricks» and «countries of sand». The division is made on the basis of culture: «A Country of clay» is Japan. Asia is mostly clay. Many small particles, almost absence of individuality, together allow you to create elegant, refined structures, accurate and strong. The reason is a close relationship and interdependence. Germany is a «Country of bricks». Bricks are larger, more isolated, and the building of their bricks is more reliable, durable, and stricter, provided that high-quality cement is used – discipline and order, for example, like a perfectly made system of institutions. Russia is a «Country of sand» like any other Slavic country. The grains of sand are separated from each other, there are many of them, but nothing connects them, so the buildings ruin. A con-

necting link is required. To work with sand, you need a lot of power, control and patience: strong leader, who is highly respected among people. We have always had powerful leaders: Petr 1, Ekaterina 2, Stalin, Putin. We need a strong leadership, but it should be justified, reasonable, with lots of power. That is why good leaders are true treasure.

Using such indexes developed by scientist Geert Hofstede, Dutch sociologist who developed a set of indicators that determine the cultural characteristics of different peoples as:

- Power Distance: the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally;
- Individualism / Collectivism: the extent to which people feel independent, as opposed to being interdependent as members of larger wholes;
- Uncertainty avoidance: it deals with a society's tolerance for uncertainty and ambiguity. It tells about anxiety and distrust in the face of the unknown, and conversely, with a wish to have fixed habits and rituals, and to know the truth;
- Masculinity / Femininity: the extent to which the use of force is endorsed socially,
- Long-Term / Short-Term Orientation: long-term orientation deals with change;
- Indulgence / Restraint: indulgence is about the good things in life, indulgent cultures place more importance on freedom of speech and personal control while in restrained – helplessness about personal destiny, on the workplace – about how people are willing to voice opinions and give feedback.

It is possible to divide most of countries into three large groups (figure 1) and choose the best style of management for each. For “clay countries” a visionary-leader is most suitable: the one who is wise, imaginative, sets up a beautiful and ambitious goal and then distances himself and watches. The team is inspired independent, but because of responsibility everything is done well. The company's success is above the individual. For “bricks countries” a democratic style: everyone contributes to decisions, little distance between employees and management. The leader doesn't take a load of responsibility because it's distributed among the team. Individual success is more important than common. And “sand countries” are for an autocratic style of management: all the instructions are given and high standards are set. Everything is monitored that is why this style is effective during crisis and when there is a lack of self-discipline in a team.



*Fig. 1.* The division of countries into groups of «clay», «bricks» and «sand».

This map divides the world, but it is not intended to create stereotypes but just to identify the characteristics of peoples. Working with any international team, a manager should remember primarily to keep eyes open (read the situation, adapt), respect everyone's concept of time, keep an open mind, manage unknowns and of course never stop learning.

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