

ги становятся более ориентированными на гражданина. В свою очередь улучшение социальных показателей положительно скажется на секторе ИКТ, поскольку общество начнет поставлять высококвалифицированную рабочую силу и больше востребовать продукты данного сектора.

В последнее десятилетие информационно коммуникационные технологии ускоренно формируются и развиваются как отдельный значимый сегмент экономики. Постепенно этот сегмент превращается в свободный рынок ИКТ, который в свою очередь сильно влияет на развитие других отраслей.

Можно выделить основные тенденции развития ИКТ, характерные для информационной индустрии в области их применения и разработки в инновационной деятельности:

- ИКТ воздействуют на субъекты экономики различным образом. От типа воздействия зависят инструменты и подходы управления;

- ИКТ динамично развиваются, что приводит к определенным проблемам, с одной стороны, а с другой – позволяет повысить эффективность деятельности субъектов региональной экономики;

- персоналу необходимо время для успешного освоения технологий, что влияет на скорость перехода субъектов экономики на ИКТ следующего поколения;

- субъекты экономики стараются приобретать готовое программное обеспечение и услуги ИКТ;

- несмотря на то, что этапы жизненного цикла ИКТ остаются без изменений, новые технологии нуждаются в более совершенных подходах к управлению ими, особенно в период инновационного развития субъекта экономики;

- актуальным для эффективного развития считается долгосрочное сотрудничество между руководством субъектов экономики, руководителями информационных подразделений и конечными пользователями.

UDC 316.28: 33

E. Vasilevskaya

(Republic of Belarus)

Scientific supervisor E. N. Saveljeva

Belarusian State Agrarian Technical University

THE SIGNIFICANCE OF MANAGERS' INTERCULTURAL COMMUNICATION

More and more companies around the world are crossing borders to conduct business overseas. No longer are entrepreneurs involved in business constrained by borders or distance. Customers, suppliers and even staff are based in foreign countries, drawn from a rich tapestry of cultural backgrounds.

Working, cooperating, negotiating and corresponding with partners from different cultures can be quite complicated. One slight misunderstanding can have a negative effect on job performance.

Currently, the emphasis is placed on developing skills and mechanisms through which culturally diverse managers with various ways of doing things can collaborate in any part of the world.

Obviously, intercultural communication in the global workplace entails a lot of challenges. Hidden cultural differences can lead to controversy. These differences are serious obstacles to run business abroad.

There are no doubts that effective intercultural communication depends on awareness of cultural differences. The understanding of variations in cultures is a key to interaction with today's global workforce due to the fact that communication is strongly affected by cultures. It's significant to improve and constantly refine managers' cross cultural international communication by recognizing cultural differences and then overcoming their own ethnocentrism; the tendency to judge all other groups according to their own standards, behavior, and customs.

The difference of intercultural communication in the global workplace is the mentality of managers. They have not the same filters, perspectives.

Managers working internationally should be fully aware that cultures can be grouped on a variety of cultural dimensions, which articulate the differences. Moreover, any culture can be arranged according to egalitarian and hierarchical approach. Businessmen who grow up in an egalitarian society, such as the United States, feel more comfortable to question authority than someone from a hierarchical country, such as Saudi Arabia, where those in power are rarely challenged. Here are some additional differences between egalitarian and hierarchical cultures that effective managers should know.

Egalitarian cultures view genders more equally; expect flexibility in their roles; prefer to be self-directed rather than closely managed; have expectations and use their own knowledge to interpret rules.

Hierarchical cultures see the genders as different by nature; prefer clearly defined roles and boundaries; thrive on guidance and instruction from their leaders; enforce the rules.

The role of a leader in hierarchical and egalitarian cultures differs to various degrees according to which it falls on the continuum. At the extreme, an egalitarian leader heads a laid-back team where everyone interacts equally, offers ideas and feedback, and manages their own workload. At the opposite end, a highly hierarchical leader knows that workers expect to be controlled and directed.

To crown everything mentioned above, to communicate effectively in intercultural management surrounding global managers should be naturally flexible, agile, and able to learn continuously. Through experiences, managers become mobile and easily exposed to a great variety of cultural influences.

Enterprises desiring to retain a competitive advantage in today's globalized economy must rely heavily on their global managers who promote sensitivity to diversity, respectfulness and good intercultural communication.