

молитвой сторонников глобализации экономики и жизни людей неизбежно сопровождается ожесточением борьбы за рабочие места. В бедственном положении все чаще оказываются не только институты социализации человека (здравоохранение, образование, наука, культура), но и социальная защита населения. Высокие риски безработицы, уменьшение отчислений в фонды социальной защиты ухудшают положение нетрудоспособного населения. Постоянно растет возраст выхода на пенсию, уменьшаются реальные пенсии, увеличивается количество платных услуг в сфере социальной помощи нетрудоспособным гражданам, ухудшается демографическая ситуация. Все чаще государство, опираясь на процессы глобализации, уходит от исполнения конституционных обязанностей.

Своевременно звучат слова Ницше, которые он написал в книге «Ессе Номе»: «нам преподносится другой идеал, причудливый, соблазнительный, рискованный...». [4] Инновация, инновационное развитие признано идеалом современного развития и не может оставаться вне политики. Стремление к инновационной экономике в условиях глобализации влечет за собой закономерные изменения в национальных системах материального производства. Интересы, ценности трудовых коллективов отходят на второй план. Основной оценочный критерий – соответствие мировым стандартам, т.е. подчиненность процессам глобализации. Как писал Бек: «Под давлением «законов» глобализации ради достижения определенной цели якобы нужно действовать в направлении, противоположном движению к цели; к примеру, чтобы обеспечить людей работой там, где они живут, рабочие места необходимо радикально упразднить или переводить в другие местности. Именно потому, что занятость в сфере труда может и должна сокращаться во имя повышения прибыли, нынешняя политика превращается в свою противоположность». [1, с. 115] Кто подстегивает экономический рост, тот в конечном итоге плодит безработицу. Кто понижает налоги, чтобы повысить шансы на получение дохода, тот, вероятно, тоже порождает безработицу. Необходимо подвергнуть научному изучению и критическому осмыслению политические и общественные парадоксы инновационной экономики, заманивающей обещаниями расширения потребления, роста доходов и улучшения жизни человека, а фактически порождающие комплекс социальных противоречий. Их глубокая латентность и временная отдаленность носят угрожающий характер.

Литература:

1. Бек У. Общество риска. На пути к другому модерну. - Москва., Прогресс-Традиция, 2000. - 226 с.
2. Винер Н. Кибернетика или управление и связь в животном и машине. - Москва., 1968. - 325 с.
3. Капица С. Парадоксы роста. Законы развития человечества. – Москва., Альпина нон-фикшн, 2010. – 194 с.
4. Ницше Ф. Ессе Номе, как становятся самим собой., Режим доступа: http://modernlib.ru/books/nicshe_fridrih/esse_homo_kak_stanovyatsya_samim_soboy/read/.
5. Сахаров А. Размышления о прогрессе, мирном сосуществовании и интеллектуальной свободе., Режим доступа: http://royallib.com/book/saharov_andrey/razmishleniya_o_progresse_mirnom_sosushchestvovanii_i_intellektualnoy_svobode.html
6. Смит А. Исследование о природе и причинах богатства народов., Режим доступа: <http://e-libra.ru/read/179321-.html>. – Книга в интернете.
7. Шумпетер Й. Теория экономического развития. - Москва., Прогресс, 1982. - 205 с.



CHARACTERISTICS OF BUSINESS CULTURE OF GEORGIA AND IT INFLUENCE ON DEVELOPMENT OF NATIONAL STYLE OF MANAGEMENT

E. Baratashvili, Dr. of Economics, Prof.
M. Chechelashvili, Dr. of Economics, Associated Prof.
Technical University of Georgia, Georgia
B. Gechbaia, Dr. of Economics, Associated Professor
Batumi Shota Rustaveli State University, Georgia

Conference participants

Decision making characteristics depends on the culture of the Country. For example: European tradition consists of considering the experience of old entrepreneur and professional management, solving the decisions in details and orienting on its quality. American managers are oriented on future perspectives; they are more quickly making the decisions and give important to the fact of decision itself instead of documenting it. This characteristic is more valued in countries of Latin America where the subordinates are looking for quick right decision making from their authorities. Georgian management have tendency that is neutralized by irrational results of decision making. It can be expressed with the following words “Wait and see”. Georgian skips the cardinal measurements for solving the serious problem and gives priority to the palliative decision making.

One of the main aspects of the management style represents its democratic quality. One division represents authority decision (jointly democracy - autocracy) and rule for making the decision (jointly democracy-participation). Caesarian style is connected on direct usage of the force or threat. Democratic leader on the other hand makes accent on the majority of the voices during voting process.

Decision making rule is based on managerialism of the employees and their bordering process. Inclusion is accomplished in the different ways. Authority can receive consultation personally from the employee or in front of group of employees or transfer the right for decision making.

In the research of professor Orphan is given examples when South African and North American companies were in the same conditions (low concurrency) having different organization for making the decision. Decision making of South African companies is more centralized and so they are more successful while the North American management culture is based on individual employee's responsibilities which is connected to the decision making authority.

In conclusion can be said that the national culture has the influence on the management style as they represent the element of management. On the authority style valuation system has the influence, different intensity of the requirements, country picture, peculiarity of the acknowledgment process, risk perception and the artificial forms of communication of management and personality.

For the Georgian management style is characteristic the following ones:



Dependence on the wealth. Dependence on wealth, money, profit represents the traditional business culture for any affairs. Strive for profit and collection represents necessary postulate of capitalistic society. If the West had the wealth in the face of human business, its ability, energy and hardworking Georgian enriched ones were more dishonorable enriched on others expenses.

Authority high index of distance. In the everyday practice of the Georgian management in the face of high hierarchy is given special attitude toward the authorities. Dependence on power for lots of researches represents one of the criteria for characterizing the business culture. For the Georgia history is characteristic authorization of regimes, suppression of the person, initiation, independent decision making. In Georgia as in East wealth depended on authorities and managements. Later such Georgian attitude has negative influence on industrial deals, forcing entrepreneur to dishonest means, having negative attitude in society toward business affairs and government is not against it. So we receive the following situation where authority thinks that company is personal ownership and can deal with it according to their will.

Priority of collectivism on individuality. 19th century thinkers thought that typical strive for Georgian culture was collectivism that differed from the Western culture individualism. Index of individualism shows collective influence on personality. So the low meaning of collectivism means weak influence on individual orientation and its interest. Collectivism requires more human attitude toward organization and from the side of organization more responsibilities toward their employees. Georgia represents collectivistic country and having positive and negative meanings. On one part it is good as is developed unity and mutual aid and on the other hand not acceptance of the persons having different knowledge, wealth and appearance. Such management process is expressed by not independent decision making. So collectivism must foresee different processes including hiring the employees and their dismissal, formation of the organizational structure, motivation and development of the stimulated system.

High level for avoiding the misunderstanding. Georgia represents country with such high level which means that population troubles for their future giving priority to the structural operation for them is important rules of regulations and indications. According to the project GLOBE in Georgia avoiding level for misunderstanding is 77 score having important role for employee motivation. Low index of this factor is in USA where employees are freer for necessity and in Georgia high index of this data represents necessity for misunderstanding. Motivation means that justified in American national corporations gave strong internal struggle in Georgian management decreasing effectivity level.

According to the sociological records Georgians are not characterized by long term planning coming from mentality. Must be mentioned that extra characteristic of short term orientation is “Gaze toward future”, respect for traditions and fulfilment of the social obligations. Strong wish for avoidance of misunderstanding gives conservatism, internal protest for changes of the life all of which have no positive influence on business.

Feminism of business culture. It is thought that manly (according to the G. Hofster research) management is directed for achieving the aims are ready for strict competition and in aggressive manner deal the business. Georgian business culture is more feministic which means that it is not oriented for “to live for work” but more for “to work for life”.

In so called feministic culture is valued constant attention toward employees. Good relationship inside the working collective, lack of competition, support of weak, managers give attention to the human relationship, humanism, settling the compromise. Animated valued exceed the material ones, work is interpreted as mean for comfort lives. Georgian socialistic point is tightly connected to the collectivism and represents the attitude toward strong social conditions. Also in Georgian tradition there is negative attitude toward women that must be mentioned. Painful is the attitude toward gender inequality. In Georgia the success of other is not likes and those you are successful in their business there is concept of have doubt in them.

In the same frame is located Georgian business affairs and not subjective orientation. History shows that Georgian culture as whole and more in business culture represent relationship. This connects us to Latin America, Spain, Italy, where in the first place stand personal relationship. As the cultural result industry is oriented toward the support of interpersonal relationship such people are oriented on persons than on profit. Personal contacts precede affair that is characteristic to the Asian country.

Attitude toward time for poly-active cultures. Georgian belongs to the poly-active country that is characterized by making multiple works simultaneously and so the interest toward work is not equal. Must be mentioned that attitude toward work and intensity of the work process comes from the life rule of the Georgian population. Georgian peasant that were unemployed for long time and then in the short period of time had to do the work for whole year developed non regular working method.

Coming from the above given characteristic developed Georgian man attitude toward the time “critical-mobilization” living rules. Georgians are characterized by upper mobilization and lower mobilization that developed during the non-stable conditions during the self-preservation process. Time dependence and work regime determine planning attitude. In whole planning is not characteristic for the Georgian business. In the activities are frequently used term “probably” all of which makes brakes for business development and shows the Georgian business in non-favorable view for Western standards where western standards need agreement in details. Georgians prefer more general planning that can be far from necessary results. Georgian are also characterized by strong instructions and not having the necessity for fulfillment of the contract conditions.

In the point of the researches Georgia occupies middle position between the proactive and reactive cultures. For example when there is meeting after one weeks Georgian managers in general say to each other; “let’s call each other ahead”, which means that there may be some conditions for canceling the appointed meeting.

Discrepancy and strive for extreme. Dualism and sometimes discrepancy represent one of the characteristic marks of the Georgian culture for affairs. Let’s take for example extra ordinary soul discrepancy of Georgians, coming from Georgian history, territory and national conditions also Western and Eastern elements. Eastern grouping and western idealism became the philosophic basis for dualism. During the century’s tradition helped Georgians opposing characteristics: laziness and hardworking, dogmatism and strive for novelties, insist and careless.

Half century ago authors analysis showed Georgian attitude toward diametrical opposing values: very hardworking or laziness, devotion or sacrilege. Attitude of Georgian toward extremity strong polarity increases national duality. It is enough to remember 100% collectivism that was appeared in short time in the social republic.

Unrespect of law and norms. Or attitude toward avoiding the law. The shadow sector of Georgia traditionally has large influence on business. Georgian always is willing to cheat somebody and decision correctness sometimes is determined by majority view and not by law. Some foreign researchers see the reason of such condition in Georgia legislation construction as it is impossible to execute the law and at the same time be successful.

In the point of social rudimental view execution of the affairs with the principal “I am not going to steal from the neighbor but government” is and will be the determining factor. Georgian transparency problem can be discussed in given frames.

Transparency of business, industry and its management reputation represents indivisible factor of the business and only now Georgia give importance to it.

Here must be mentioned the high level of criminals. factor certifies that forcing and violence practice is large spread in Georgian

relationship that can be interpreted by environmental conditions: when the entrepreneur faces the high risk for not fulfilment of the obligations from the side of contractors, when the government and society organization in the face of third person cannot protect it, importance is gained by agreements and control for fulfilment of the obligation that are drawn by industrial actors.

Frequent practice of non fulfillment of the obligations speeds working out the protection norms. In the Western countries partner's trust comes from formal contract increase and development as in current Georgia it is in the first place non formal relationship.

According to some foreign businessman in Georgian there is wild market ethics. Economical area is received as behind raiding area of norms. Most dangerous is criminal structure joining white and dark segments. It must be mentioned that there is no more 90th year's criminal groups but still business and criminal diffusion still appears.

Experts mention about the negative attitude toward legal norms in Georgia underlining that Georgian mentality ignores the rules and act on their own view.

In the Georgian management style must be mentioned its negative marks. For example, frequently is talked about unprofessionalism of the Georgian managers that can be explained by not having adequate business school. Where can be found the followings:

- non sufficient development of business skills;
- not having affective analysis and communications;
- not enough knowledge of main administrative instruments

In the main business skills is found planning and financial analysis. Any type of antipathy toward planning can be explained by psychologists. Social scheduled economical years had negative trace not only on old formations but also in young managers. But unfortunately disappeared all the methods for project management when this gives opportunity to improve the result of work and for better organization of resources, planning the income and expenses, foreseeing the risks, evaluation of results and others. Adequate planning at every stage gives strength for responsibility, obligation division and management.

Financial management for Georgian managers or second important skill must be found in economic scheduling due to the fact that in Georgia sometimes cannot be planned more than for a year and so calculate the profit and lack.

In the management process must be mentioned positive characteristics of Georgians: novation, original decisions and risks, intensive working skills. Last period showed such characteristics as members and general work sensation, charity support and obedience for unformal leadership.

Business culture and management style learning in the first place has practical value that is based on finding the weak points, studying the management effective factor and some other ones. Georgian companies frequently use Anglo-Saxon model.

After finding the characteristic of the Georgian business culture we receive the following conclusion:

- Georgina business has some characteristics that is explained by historical and cultural development;
- transfer to market relationship development important changes in Georgian management but at the same time institutional areal slow development not corresponded principal changes in the evaluating system that gives lots of negative marks of modern business culture;
- Manager that works in Georgia must understand these characteristics and use them for increase of management effectiveness.

References:

1. M. Chechelashvili, N. Shavishvili, „History of economics“, monography. – Tbilisi., 2017
2. Baratashvili E., Chechelashvili M., Zarandia J., „Comparative management“. – Tbilisi., 2016
3. Baratashvili E., Chechelashvili M., Paradigm of management and their alternation, Journal „Social economy“, No. 4, 2014
4. Bass B.M., Burger P. Assessment of Managers: An International Comparison. - N.Y., Free Press, 1979
5. Ronen, S. Flexible Working Hours: An Innovation in the Quality of Work Life. - New York., McGraw-Hill, 1981.



SOME ISSUE OF STRATEGIC DEVELOPMENT OF GEORGIA

L. Takalandze, Prof.
Sokhumi State University, Georgia

Conference participant

In the study is mentioned that Georgia is one of those countries which does have clear, pragmatic, well-considered long-term strategy, which would be based on social, innovative and technological development prognoses and the views of future. The social and economic development author intend to implement the innovative break-through strategy, in which will be considered our country's current condition, specifics, capacity of the resources, global processes, the tendencies for the development of technologies and the views for future.

Keywords: *Strategical development, Economics, Innovations, Georgia.*

The long-term political and economic crisis in Georgia creates unavoidable necessity to establish such values and ideology that for the developed countries have been the major priorities for a long time. Moreover, in the beginning of XXI century, the world enters the epoch of the stormy changes and because of this, usual rhythm and dynamic of social life radically are being changed. The world becomes much more unpredictable and requires a new scientific comprehension and from the State and the political achievements, it requires a long-term strategy of the development.

For 70 years Georgia was a part of the Soviet Union, its dissolution were caused by the strategic mistakes as well as by a wrong orientation. Later, the events developed in our country (political turbulences, ethno conflicts, permanent economic reforms and experiments) represent the results of the country's economic development vector was not directed forwards, to the post-industrial society of XXI century, but it was moving backwards, to the capital primary distribution, to the spontaneous games of the marketing forces and to the political dissipation.

Justice requires mentioning, that according to the reforms held during the last years the following positive tendencies are observed: In country have been established rather high rates of the economic growth; Is reached the eclectic power economy security; Continuous the economics liberation process; Were held the anticorruption measures, as a result, significantly was reduced the shadowed scales of economics. The corruption was minimized in all fields; Gradually increases the income of the population; The volume of the foreign