

THE MANAGEMENT MECHANISM OF CROSS-CULTURAL KNOWLEDGE TRANSLATION

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In the most traditional works devoted to the problems of culture and management in the context of international business culture was regarded as the source of fundamental differences. These differences in its turn were considered to be the reason of contradictions, misunderstanding between the agents of international economic relations. These assumptions are based on classic conception of the culture as an essence.

However the essence point of view can be used only, when we wish to understand the features of any cultural system, for example, country or company. But when cultures in any case clash or interlace in the practice of international business, such culture determination appears as an inappropriate one. Essence conception exaggerates culture difference since earliest times and just offers the criteria of their comparative estimation.

In such case cultural differences foresee misunderstanding, culture shock which an individual experiences entering to the world market. All these assumptions make us doubt of the necessity of merge and absorption processes and globalization of world association on the whole. But in fact language and culture differences go out on a foreground just when all other circumstances are unfavourable. Therefore the culture is not the reason but feasible stimulator of tensions in the cross-culture relations. Thus the modern globalizing world needs new approaches to the determination of culture essence. Besides to respond to requests of the world market, to derive benefit from unions through scopes, and to contribute to the organization knowledge exchange it is important to regard the culture as the resource instead of the threat.

Knowledge assumption contributes to these purposes greatly. According to this conception the culture is regarded as the variety of common knowledge, the location of common knowledge and similar world view, which are clashed and redistributed constantly. And until values and benefit of the culture are perceived as knowledge it will lie by a dead load instead of important resource.

In the transnational corporations culture conditioned knowledge that are dispersed on a whole world and, unfortunately, local, accessible only to the narrow circle of people. And it is quite difficult to obtain knowledge of local scale and spread them among the departments of that company. But these skills are very important because culture conditioned knowledge is unique, they absorbed the specificity that is typical just for certain cultural system. Company that makes knowledge, which can be profitable for many departments, known just to one department risks to lose the unique competitive advantage.

As far as the culture and knowledge about the culture are regarded as the resources of organization, the cross-cultural management should pay less attention to the cultural differences, and to be concentrated on the use of this resource (that is not to neutralize or control cultural disagreements but to make its work based on them).

It is possible to assume that a cross-cultural management is the art of combination of various useful knowledge with interactive translation. Interactive translation is the form of cross-cultural activity that foresees participants' integration into multicultural groups in the process of work in order to develop common approach to understanding and decision of the problems within the international company. According to the knowledge sphere the translation allows universal knowledge that is somewhere to become accessible for other people. Also interactive translation foresees transference of values and experience. As a result knowledge that are possessed by their owners can be renewed and perfected or transformed in new forms of conduct and activity.

In order to get maximum benefit from such work, participants should feel the necessity in command work and disposition to cross-cultural interaction. All these form a participative competence that is the kernel of interactive translation. A participative competence favours the observance of the equality principle that is extremely important in the decision of general issues. Also the participative competence contributes to the common use of knowledge, experience transmission and stimulation of group studies. And the assistance in development of participative competence without which group studies and common use of knowledge appear impossible is the basic task of cross-cultural management.

The cross-cultural management also should favour the forming of effective cross-cultural technologies that provide existence of participative competence and stimulate command cross-cultural studies. The cross-cultural technologies form conditions for the joining of knowledge, values, experience from various internal and external cultural sources and transform them into the behaviour, concepts, goods and services.

Also the cross-cultural management should support the partner, opened atmosphere. It is achieved due to social abilities, professional competence, mind and tact in contacts. Such atmosphere facilitates interaction of cultures and favours a free knowledge association.

Successful implementation of the cross-cultural management's basic tasks allows companies to expose, accumulate and synthesize the culture conditioned knowledge, achieving synergetic effects, when intellectual potential of collective appears anymore than sum of potentials of his separate fellows. The cross-cultural knowledge translation is the instrument of a new unique knowledge creation. Such knowledge can arise up in headquarters of corporation scarcely.

While obtaining the new knowledge the first, organization can acquire the unique competitive advantage.

Now the cross-cultural management shouldn't be understood as an ability to manage cultural differences and to overcome cultural shock. In fact its central task is to contribute to the actions co-ordination in work and studies during the contacts, when knowledge, values and experience is plugged into the joint multicultural activity.