



УДК 317.77:005.94

**ORGANISATION AND SUCCESSFUL FUNCTIONING OF CROSS-CULTURAL COMMUNICATIONS: THE FUTURE OF CORPORATE MANAGEMENT****ОРГАНИЗАЦИЯ И УСПЕШНОЕ ФУНКЦИОНИРОВАНИЕ КРОС-КУЛЬТУРНЫХ КОММУНИКАЦИЙ: БУДУЩЕЕ КОРПОРАТИВНОГО МЕНЕДЖМЕНТА****Finagina O.V./Фінагіна О.В.***Doctor of Economics, professor/д.е.н., проф.*

ORCID: 0000-0002-7305-7441

**Pavlovska A.S./Павловська А. С.***Doctor of Economics, professor/д.е.н., проф.*

ORCID: 0000-0002-7496-4035

**Prygodiuk O.M./ Пригодюк О.М.***PhD, Associate professor/ к.е.н., доцент*

ORCID: 0000-0002-4706-391X

*Cherkasy State Technological University, Cherkasy, Shevchenko 460, 18006**Черкаський державний технологічний університет, Черкаси, Шевченко 460, 18006*

**Annotation.** The article is dedicated to actual questions of cross-cultural communication development in the system of corporate management knowledge. We examined the prospects of cross-cultural communication advancement, their direct participation in business-processes value. We characterized the role and place of cross-cultural communication theory in the system of corporate management knowledge in the era of knowledge management.

**Keywords:** corporate management, cross-cultural communications, knowledge management, business value.

**Анотация.** Стаття посвящена актуальним вопросам развития крос-культурных коммуникаций в системе знаний корпоративного менеджмента. Рассмотрены перспективы продвижения крос-культурных коммуникаций, их прямое участие в ценности бизнес-процессов. Охарактеризованы роль и место теории крос-культурных коммуникаций в системе знаний корпоративного менеджмента в эпоху управления знаниями.

**Ключевые слова:** корпоративный менеджмент, крос-культурные коммуникации, управление знаниями, бизнес-ценность.

**Introduction.**

Ubiquitous acknowledgement, success in the system of modern corporate management practices and its component - cross cultural communication management are the indicator of corresponding knowledge actualization in all its diversity. The application of this knowledge, management technologies and practices, targeted instruments and methods have a decisive influence on success, work results on world markets, enter and exit to international sectoral markets and project realization. The prospects of successful development, targeted corporate management amelioration are based on organizational and informational-communicative potential and culture, modern mechanisms of informatization and innovative progress, sustainability of organized culture to all kinds of external and internal changes. These are the corporations which create the fundament of national economics, guarantee management, scientific-technical and socio-cultural progress, alter markets and improve the systems of professional field relations. The efficiency of corporation development directly depends on the success of organization



communication, formation and realization of progressive informational-communicative strategies which take into consideration cultural and social changes in the new, globalized world.

### **Base material.**

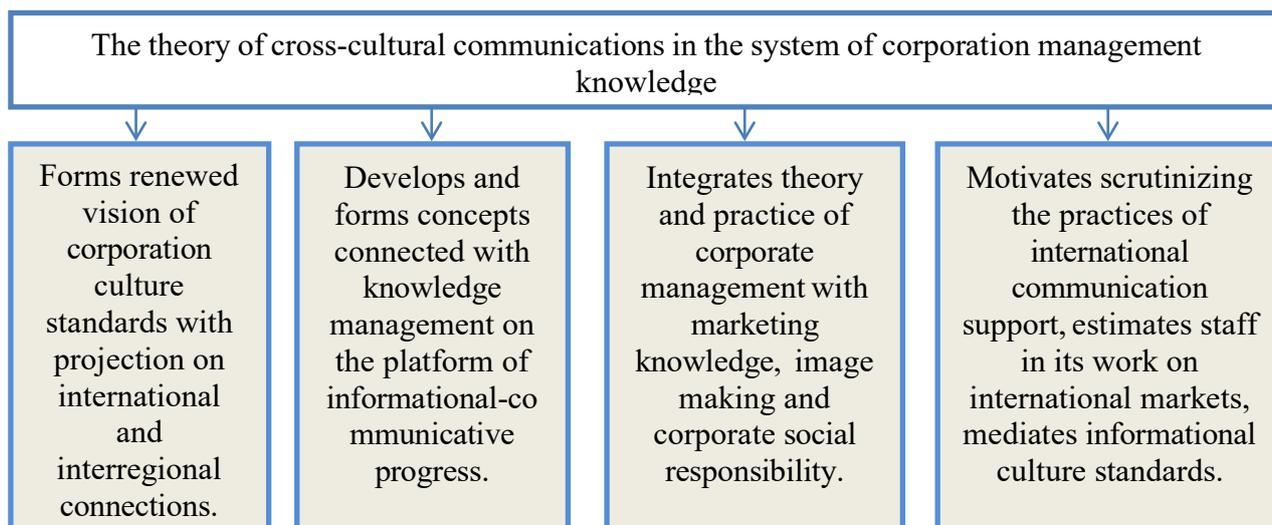
In the process of any organization (business) development the unique theory and organization practice gets its realisation which is based on the principles of staff behaviour: team organisation approach, leadership variations and maintaining, informational and communicative providing, national and cross-cultural communications.

Culture, style and culture of modern corporations determine the particularities of cross-cultural communication formation and development. In the system of modern management knowledge cross-cultural communication is regarded as a real tool of professional relations improvement and its filling with the needed parameters which are appropriate for certain informational era. [1,2]. The acknowledgment of cross-cultural communication as an actual management tool involves the involvement of the technologies in a wide amount of staff work practices, corporate cultural standards formation and document management practice. But the special attention is paid to informational-communicative technologies providing in all its diversity of management, technical and technological providing. As a result the quality and efficiency of business-processes start being directly dependent on cross-cultural integration, its characteristics in all management corporation systems.

Scientifically justified strategy and development corporation tactic, its component – communicative strategy offer attaining positive results and effects in the relations system “business-market-market infrastructure”, “hired staff - corporation management”, “corporation - branch - authorities”, “management - international agents” and others. Agent groups form a cultural environment, communication network, cross-cultural standards and professional field of national economics in general providing normal (preferably optimal) business development in the process of relations transformation. The higher the level of development and communication improvement ( here the improvement means the idealised condition of interest balance of all business-process agents) is, the stronger possibility of corresponding cross-cultural communication formation we have and the larger number of functions the corporation culture takes on itself, cross-cultural communication gets its functional reflection. In the complex of complicated internal and external relations the business-value of corporation crystalizes as the system of prioritized and acknowledged development concepts which are focused on the future state, using all material and nonmaterial elements. Business-value is a summary effect of a corporation state in a professional country environment, business, national and international markets. Business-value gets Its fullest and the most activated reflection during the processes of investment and innovative providing, projects management, image making and marketing politics, independant consultant expertises. Business-value is created in the process of corporation development, although state corporations are not always oriented on its getting. Business-values of certain projects, associated businesses, marketing and communication strategies are singled out and estimated independently in the system of management knowledge.



Modern corporation theory is actively developing, absorbing knowledge of related sciences and actual directions of scientific thought, creating business-environment development trends, answering the questions of progressive management community representatives, entrepreneurs. In this way the basis and vector of future research are formed, which are inherently actualized requests of modern business in all its diversity, prognosis needs and independent expertises. One of the modern corporation management development directions is a theory and practice of cross-cultural communications, which will be realized in the model of knowledge management and consideration of informational progress needs (picture 1).



**Picture 1 – The theory of cross-cultural communications in the system of corporation management knowledge**

*Source: developed by authors*

Scientific thought emphasizes that integrational processes in informational society change its vector from simple understanding of all resources combining, modern technologies, accumulated human knowledge to understanding of planetary unity of informational space, information primacy in making decisions, allocation of integrational shifts main interests, balance basis formation and interests harmonization on modern communication platforms of corporate management. Complicated understanding and manifestation combination, expanded vision of practical display forms gives the integration process new development conditions in according with global economic tendencies, needs expanded explanations and meets these kinds of directions: economic and sociocultural progress; resource potential building and concentration; factor and complex regional development conditions, sectors, enterprises, markets, social and cultural sphere changes; regional changes and enterprises organization boosting; modern open models of business resource providing development (managing entities); informational revolution as a feature of informational resources hyper-focus and vivid digitalization; urbanistic process development, its highest forms of manifestation as cities agglomerations with the population of several millions (Tokyo, Stambul, - with the population over 20 million); competition form renewal and principal changes in business competitive



ability estimation; active scientific though development, primarily economic and management knowledge system, modern scientific directions; innovational progress - modern business development prospects in a format of common actions and on the new platforms of competition [3].

### **Conclusions.**

Corporation culture, features and vectors of cross-cultural communications are spread and scrutinized by modern management, scientists and can have a serious influence on business success, its prospects of attaining targets globally and locally. Ukrainian management is just getting acquainted with instruments and technologies of informational-communicative business-processes management. Cross-cultural communications are gradually getting its recognition in the system of staff management in big corporations as a real organized style and culture forming tool which can have a principal impact on international projects success. Culture and its communicative components form the basis for Ukrainian enterprise sustainability. The questions of cross-cultural communication become especially relevant for such prioritized branches for national economics as tourism, agrosector, export-oriented production of the metallurgical and military-industrial complex.

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