

INTERNATIONAL MANAGEMENT: MANAGEMENT WITHOUT BORDERS

Introduction. Work of managers as people who supervise and control other people's performance is an integral part of any business and organizational process.

Nowadays the world economy is becoming global; thus, managers face the need to work in the multinational company and interact with employees from different countries, with international interests, purposes and goals. According to Phatak, Bhagat and Kashlak, if a firm runs its business internationally, it usually needs an international management tools to be implemented [5]. Achieving and setting goals in the trans-border way lead a firm to have managers in its home country as well as in others where their offices are located. These managers have to know how to work with people of different cultures and how to make them do their job. An experience gained by managers worldwide helps them to see clearer how to work internationally. There are a lot of various styles and sub-styles of management that make it easier to achieve purposes in doing business internationally.

As it has been mentioned above, management is also influenced by the culture. There is a very big difference in managing English, Japanese, Ukrainian, Indian, Egyptian, Canadian people because of the culture of their countries. Cross-cultural management is a very useful field of study for managers all over the world.

Basic theory of management and international management. According to Schermerhorn, working together in order to achieve some common purpose group of people is an organization [7]. Those purposes can be producing goods, services, etc. Every organization has its own measurements such as productivity and efficiency.

Any organization needs a leader, a person to manage their work and to set their goals. This man or woman is a manager. Schermerhorn says that a manager is a head of a small or a big group of people who is responsible for their work and achieving their purposes [7]. Every employee who holds an executive position is a manager: football team coach, supervisor, dean, school headmaster, minister, captain in the army, chief-cook etc. But there are two main types of managers. Top managers, for example, the CEO mainly fixes the objectives of the company and makes strategic decisions. A President, for example, is a representative of this type. Middle managers are people who are subordinate to top managers. Their main job is to perform the plans of the company in life,

gathering data and reporting to higher levels. They stay in charge of either small groups or large organizations.

According to Schermerhorn, team leaders or supervisors are the most common kinds of managers [7]. Their main job aimed at of performing higher level planning and managing employees who are not managers. Outputs, their organization, cooperation between levels etc. are run by line managers. Staff managers are classical representatives of the human resource management science. They know how to work with employees and can give them any kind of help or service they need during the working process. Schermerhorn claims that there are four main functions of management: planning, organizing, leading and controlling.

All this knowledge is basic theory for managers all over the world. It is useful for both local and international management. According to Phatak, Bhagat and Kashlak, international management a science about ruling actions of the firm on an international area, but they say that the key to define this conception is to understand words "management" and "international" separately [5]. Gathering that knowledge these authors define international management as an effective using of all kinds of firms resources in order to achieve its goals and purposes on an international area, and they say that it is gaining firms purposes and "survival" with the help of adapting to changing global world environment.

The management is not only about allocating resources and setting strategic purposes. A big part of this science on local and international levels is about managing people. Phatak, Bhagat and Kashlak say that there is a big difference between an international and an intranational human resource management [5]. Hiring criteria and preparing a staff methods are two points which that difference is mostly consists of. The culture of a worker, for example, plays a major role in that issue. On an internationally competitive market the quality of the human resource management can be a great advantage of any firm. Correct use of employees from different countries and cultures on a high level and in different countries with the same culture can become one more useful point helping firm to survive in the changing global environment.

Every manager is a sort of leader on both global and domestic levels. Moran, Harris and Moran say that a determination of the global leader is to some extent

psychological [4]. This is a person who cares about the team and a good head of the group which works in the global environment. The art of management is deeply connected with the culture of employees, so the culture of a person can be a useful thing to manage him or her in the way that the manager needs. A global market is one of the best examples of a multicultural management. According to Moran, Harris and Moran, there are two types of culture that the manager is interested in: work culture and global culture. The work culture is also divided in two parts by a sense. People of one country level of life is a way of defining it in a macro sense and in a micro sense it is about groups and institutions that the person is part of. Peoples' culture is very personal definition that is why authors talk about the global culture. The world-wide media is a border between people and their real culture. Managers try to use that knowledge to avoid using something from global world-wide culture in creating strategies for, for example, the marketing in a multinational way.

International human resource management: modern approach. Leadership plays very important role in the modern human resource management. According to Mayson, every leader needs to have an ability to adapt in terms of the global environment. This is due to the fact that the modern world changes and the manager has to have flexible abilities of survival in any business situation. Mayson claims, that managing companies to an aggressive behavior on their markets and the good understanding of the global market situation can become a pledge of successful business in the future. Some conservative managers of the higher level just think that they can get through the situation without adapting to it and these actions lead to new threats for company.

Mayson invokes managers to be up-to-date, but not conservative leaders. He says, that they should upload their managing model in time and always see the modern market situation. Every leader should have his or her own ideas and opinions without doing the same as colleagues from other companies do in different situations [2].

With changing of the global situation the management also improves itself. Reilly says that in the world-wide status managers in order to improve a performance usually take a lot of risk. Some people think that their companies should practice one universal behavior in all parts of organization but others say that everyone should adopt it to every part.

According to Reilly, different mistakes in the global human resource management can lead to bad consequences like even not knowing what is acceptable in their kind of environment [6]. The knowledge of local features in the global size can be very useful for managers of the high level, during setting strategic purposes. What

is specific about the Chinese labor market? Is the development level in Brazil developed enough to set our goals there? Answering such kind of questions is the key to a successful international management in the future.

What was international or local organization a century ago? What was it ten years ago? Development of technologies always makes our life, personal or business, easier. According to Coulson-Thomas, introduction of modern technologies leads to easier managing of a company [1]. Simplification of cooperation with clients, colleagues government departments all over the world with help of organizations technological development is a good way to new successes in production, selling, etc.

Coulson-Thomas says that new technologies make easier performance of complicated task, connections, production and else. This issue has many advantages like decreasing of time spent on cooperation, costs and teaching and requirement new employees. Also this development can help managers to simplify an access to needed information. Coulson-Thomas claims that easy getting information is really important in modern global environment to do successful business.

World never waits and it is very important for the modern manager to go with the times. These can be the central to the good strategic planning and companies' survival and adopting for many years in future.

Culturally-oriented styles of management. Local and international management experience is the world-wide issue. According to Mohiuddin, there are three main culturally defined traditional styles of management: Japanese, American and Chinese [3].

Mohiuddin claims that features and traditions of Japanese people are deeply rooted in their management style. Their purposes and labor are closer connected to their organizations than their western colleagues. They give each other more support during the working process than, for example, Americans. Japanese strategically goals setting is more long term oriented, a decision making process is both side distributed depends on decision situation, employment is more loyal and purposes are more oriented on increasing quality and efficiency. Moran, Harris and Moran also admit such feature of Japanese companies as product quality achieving. According to them, Japanese managers closely focus on the decision from different sides. Mohiuddin says that Japanese workers usually work for one company for many years and even for all life. A Quality stability of the working is very important for promotion. Japanese managers as a rule are also moral and social leaders [3].

According to Mohiuddin, American managers are real individualists in their work, so they usually take a lot of risk in their decisions. They do not try to find a

compromise like their Japanese colleagues [3]. Mohiuddin says American management style means setting short term goals. Japanese one – life one company is not about Americans, their job is not such secured. Individualism is one of the most features also of employees.

According to Mohiuddin, The Chinese management style consists partly from both American and Japanese. Decisions can be made by either groups or individuals, long and short term strategic planning by managers, a job is like in Japan secured, but a promotion process is more like in the American version. Chinese managers do not try to achieve really high quality of their products. According to Moran, Harris and Moran, deeply rooted in the Chinese cultural hierarchy can be an obstacle for using Western management style there.

Conclusion. The managers' work nowadays considerably differs from the work of their predecessors. Developing of new technologies made it easier, but, with that, in terms of international business additional duties and responsibilities arose. Considering different styles of management and cultural features will globally help to build a new unique style of management. Using up-to-date theories and technologies is becoming today a key for good managing. The American management style is still the leading style in the world, as the Japanese style started to leave its positions. International management is truly important tool for surviving of any organization and its ability to do business both in the long- and the short-term perspective.

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Резнікова О. С., Гродзинський І. Е. Міжнародний менеджмент: менеджмент без кордонів

У статті визначено сутність менеджменту та, зокрема, його міжнародного аспекту. Висвітлено головні цілі менеджменту, а також роль менеджерів та сутність їхньої роботи. Детально розглянуто сучасний підхід до менеджменту взагалі та охарактеризовано найбільш успішно існуючі стилі менеджменту (американський, японський, китайський).

Ключові слова: менеджмент, міжнародний менеджмент, стилі менеджменту, навколишнє середовище, сучасний підхід.

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В статье определена сущность менеджмента и, в частности, его международного аспекта. Освещены главные цели менеджмента, а также роль менеджеров и суть их работы. Детально рассмотрен современный подход к менеджменту в общем и охарактеризованы наиболее успешно существующие стили менеджмента (американский, японский, китайский).

Ключевые слова: менеджмент, международный менеджмент, стили менеджмента, окружающая среда, современный подход.

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The substance of management and its international aspect in particular are defined in the article. Main management goals, along with role of managers and the essence of their work are spotlighted. Modern management approach is considered in details and the most successful existing management styles (American, Japanese, Chinese) are characterized.

Key words: management, international management, styles of management, environment, modern approach.

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