

впровадженні інновацій та забезпеченні раціонального використання лікарських засобів.

Захист професійних інтересів фармацевтів є необхідною умовою забезпечення якості та безпеки фармацевтичної допомоги. Проблема непрофесійної діяльності має системний характер і потребує комплексного вирішення. Використання міжнародного досвіду сприятиме формуванню ефективної моделі регулювання фармацевтичної професії в Україні.

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ANALYSIS OF POSSIBLE STRATEGIES FOR ADAPTING TO CULTURAL DIFFERENCES TO INCREASE THE EFFECTIVENESS OF INTERNATIONAL COMMUNICATION

Managers in managing multicultural project teams face major problems [29, 30]. Communications stand out as one of the most common and widespread problems in the work of multicultural organizations. Thus, in the case of Western culture, the prevalence of explicit methods of transmitting information is obvious (the meaning of phrases is limited by their external form, during negotiations all alternatives are indicated openly and explicitly). For Eastern-type cultures, the context can have a much greater influence than the message itself, the implicit method of transmission prevails. For American and European employees, the effectiveness of communication by e-mail is much higher than for representatives of Japan and China. At the same time, the effect of personal meetings with management for representatives of Asian countries is higher than for Western employees. Another problem in teams between carriers of Western European and East Asian cultural traditions is hierarchy. For carriers of Western business culture, the power distance is significantly smaller than for their Eastern counterparts. In the case of representatives of Eastern cultural groups, the lack of a clearly expressed hierarchy can negatively affect the overall results of the teams' work. For representatives of Western cultures, the desire to solve the tasks set within the project with minimal time and minimal possible use of resources is characteristic. However, this position is in contradiction with the ideas about solving problems of the bearers of Eastern cultural traditions, who are characterized by a more measured,

detailed approach to considering and solving problems - creating the most complete and detailed picture, taking into account all the factors that are significant from their point of view and finding the best solution. Having a number of advantages, such an approach, nevertheless, requires significantly more time, attention and other resources, which can negatively affect the results of the work of project teams. Despite the fact that in most examples of multicultural teams, the problems of language barriers are traditionally considered as insignificant, assuming that there is a single language of communication in the teams and their participants are sufficiently fluent in it. However, this problem is often underestimated. Thus, without perfect command of foreign languages, group members often find themselves incapable of effective communication. The problem is compounded in cases where group members also have a small amount of knowledge. The main strategies for overcoming these problems are presented in the table 1.

Table 1

Strategies for overcoming problems in cross-cultural teams

Problem	Areas of application	Strategy
Communication	Facilitating coordination of team work, ensuring continuous round-the-clock work of the entire group	Establishing different time zones depending on the geographical location of the group members and assigning managers to each team in proportion to the number of members in each zone. Conducting personal meetings between managers and group members, and even group members with each other. It is necessary to take into account differences in communication styles and levels of "contextuality" of language between different cultures.
Decision making	Forming feedback, facilitating understanding of set goals and objectives	Regular face-to-face meetings between managers and team members (especially important when working with Asian colleagues who are reluctant to express their views via the Internet or phone calls). Visualization in task formation and distribution
Leadership	Building trust among group members in managers and in each other	To do this, it is necessary to devote more time to informal communication at the initial stages of the group's work, taking into account the cultural specifics of different group members.
Adaptation	Overcoming conflicts based on cultural differences (particularly in decision-making processes)	Members of a multicultural team openly identify problems that hinder the effective functioning of the structures. After that, team members begin to adjust their own system of norms and values in order to overcome these problems. As a result of such adaptation, the effect of cultural differences is neutralized.

Structural interventions	Changing the perception of hierarchical relationships by team members	A typical example is the discomfort for individual group members from working within the same team with participants who are at a lower or higher level of the hierarchy. To solve this problem, the team structure is changed, they are divided into several smaller homogeneous groups or individual elements are rearranged.
Managerial interventions	Improving the quality of communications within the group	Inviting an external manager with sufficient qualifications and experience in similar projects
Entrance	The ultimate team-saving tool applicable to all types of problems	Exclusion of certain members from the team. At the same time, the negative effects of such a decision can also be very significant, since teams generally lose some of their knowledge, experience, and communication, which can have a negative impact on their work in the future.

Cross-cultural team management is perceived as part of cross-cultural management and personnel management. The biggest problems are caused by intercultural communication between team members and the emergence of organizational conflicts due to cultural differences. Solving these problems is associated with the use of cross-cultural team management strategies.

We have studied that when forming an effective management system for a company with a multinational team, the following points should be given priority:

- taking into account the type of multinational company;
- the influence of corporate and national cultures;
- the dominant position of one national culture in the team over others;
- the need for acculturation of new members of the organization;
- training managers of multinational companies to work within the framework of another national culture;
- knowledge of a foreign cultural communicative code (language, norms and rules of behavior, psychology and mentality, etc.).

Therefore, following the strategies listed above will allow managers in international corporations to achieve a high level of communication, which will actually have a positive impact on the overall performance of the company.