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CROSS-CULTURAL NEGOTIATIONS IN ENGLISH. THE SEVEN DIMENSIONS OF CULTURE

Стаття присвячена аналізу техніки ведення міжкультурних переговорів. За допомогою Тромпенаарса та Сіми вимірів культури Хемпдена-Тернера розглянуто відмінності між представниками різних культур.

Ключові слова: *культура, переговори, виміри, етапи ділових переговорів, стилі ділових переговорів, модель.*

This article is devoted to the analysis of the technique of intercultural

negotiations. With the help of Trompenaars and the Seven Dimensions of Hampden-Turner Culture, differences between representatives of different cultures are considered.

Key words: *culture, negotiations, dimensions, stages of business negotiations, styles of business negotiations, model.*

ABOUT THE MODEL

The Seven Dimensions of Culture were identified by management consultants Fons Trompenaars and Charles Hampden-Turner, and the model was published in their 1997 book, "Riding the Waves of Culture."

Trompenaars and Hampden-Turner developed the model after spending 10 years researching the preferences and values of people in dozens of cultures around the world. As part of this, they sent questionnaires to more than 46,000 managers in 40 countries.

They found that people from different cultures aren't just randomly different from one another; they differ in very specific, even predictable, ways. This is because each culture has its way of thinking, its values and beliefs, and different preferences placed on a variety of different factors.

Trompenaars and Hampden-Turner concluded that what distinguishes people from one culture compared with another is where these preferences fall in one of the following seven dimensions:

1. Universalism versus particularism.

(Rules Versus Relationships)

<i>Dimension</i>	<i>Characteristics</i>	<i>Strategies</i>
Universalism	People place high importance on laws, rules, values, and obligations. They try to deal fairly with people based on these rules, but rules come before relationships.	<ul style="list-style-type: none"> • Help people understand how their work ties into their values and beliefs. • Provide clear instructions, processes,

		<p>and procedures.</p> <ul style="list-style-type: none"> • Keep promises and be consistent. • Give people time to make decisions. • Use an objective process to make decisions yourself, and explain your decisions if others are involved
Particularism	<p>People believe that each circumstance, and each relationship, dictates the rules that they live by. Their response to a situation Give people autonomy to make their own decisions. Respect others' needs when you make decisions. Be flexible in how you make decisions. Take time to build relationships response to a situation may change, based on what's happening at the moment, and who's involved.</p>	<ul style="list-style-type: none"> • Give people autonomy to make their own decisions. • Respect others' needs when you make decisions. • Be flexible in how you make decisions. • Take time to build relationships and get to know people so that you can better understand their needs. • Highlight important rules and policies that need to be followed.

Typical universalist cultures include the U.S., Canada, the U.K, the Netherlands, Germany, Scandinavia, New Zealand, Australia, and Switzerland.

Typical particularistic cultures include Russia, Latin-America, and China.

2. Individualism versus communitarianism.

(The Individual Versus The Group)

<i>Dimension</i>	<i>Characteristics</i>	<i>Strategies</i>
Individualism	People believe in personal freedom and achievement. They believe that you make your own decisions and that you must take care of yourself.	<ul style="list-style-type: none"> • Praise and reward individual performance. • Give people autonomy to make their own decisions and to use their initiative. • Link people's needs with those of the group or organization. • Allow people to be creative and to learn from their mistakes.
Particularism	People believe that each circumstance, and each relationship, dictates the rules that they live by. Their response to a situation Give people autonomy to make their own decisions. Respect others' needs when you make decisions. Be flexible in how you make decisions. Take time to build relationships response to a situation may change, based on what's happening at the moment, and who's involved.	<ul style="list-style-type: none"> • Give people autonomy to make their own decisions. • Respect others' needs when you make decisions. • Be flexible in how you make decisions. • Take time to build relationships and get to know people so that you can better understand their needs. • Highlight important rules and policies that need to be followed.

Typical individualist cultures include the U.S., Canada, the U.K, Scandinavia, New Zealand, Australia, and Switzerland.

Typical communitarian cultures include countries in Latin-America,

Africa, and Japan.

**3. Specific versus diffuse.
(How Far People Get Involved)**

<i>Dimension</i>	<i>Characteristics</i>	<i>Strategies</i>
Specific	People keep work and personal lives separate. As a result, they believe that relationships don't have much of an impact on work objectives, and, although good relationships are important, they believe that people can work together without having a good relationship.	<ul style="list-style-type: none"> • Be direct and to the point. • Focus on people's objectives before you focus on strengthening relationships. • Provide clear instructions, processes, and procedures. • Allow people to keep their work and home lives separate.
Diffuse	People see an overlap between their work and personal life. They believe that good relationships are vital to meeting business objectives and that their relationships with others will be the same, whether they are at work or meeting socially. People spend time outside work hours with colleagues and clients.	<ul style="list-style-type: none"> • Focus on building a good relationship before you focus on business objectives. • Find out as much as you can about the people that you work with and the organizations that you do business with. • Be prepared to discuss business on social occasions, and to have personal discussions at work. • Try to avoid turning down invitations to social functions.

Typical specific cultures include the U.S., the U.K., Switzerland, Germany, Scandinavia, and the Netherlands.

Typical diffuse cultures include Argentina, Spain, Russia, India, and China.

4. Neutral versus emotional.

(How People Express Emotions)

<i>Dimension</i>	<i>Characteristics</i>	<i>Strategies</i>
Neutral	People make a great effort to control their emotions. Reason influences their actions far more than their feelings. People don't reveal what they're thinking or how they're feeling.	<ul style="list-style-type: none"> • Manage your emotions effectively. • Watch that your body language doesn't convey negative emotions. • "Stick to the point" in meetings and interactions. • Watch people's reactions carefully, as they may be reluctant
Emotional	People want to find ways to express their emotions, even spontaneously, at work. In these cultures, it's welcome and accepted to show emotion.	<ul style="list-style-type: none"> • Open up to people to build trust and rapport. • Use emotion to communicate your objectives. • Learn to manage conflict effectively, before it becomes personal. • Use positive body language. • Have a positive attitude.

Typical neutral cultures include the U.K., Sweden, the Netherlands, Finland, and Germany.

Typical emotional cultures include Italy, France, Spain, and countries in

Latin-America.

5. Achievement versus ascription.

(How People View Status)

<i>Dimension</i>	<i>Characteristics</i>	<i>Strategies</i>
Achievement	<p>People believe that you are what you do, and they base your worth accordingly.</p> <p>These cultures value performance, no matter who you are.</p>	<ul style="list-style-type: none"> • Reward and recognize good performance appropriately. • Use titles only when relevant. • Be a good role model.
Ascription	<p>People believe that you should be valued for who you are. Power, title, and position matter in these cultures, and these roles define behavior.</p>	<ul style="list-style-type: none"> • Use titles, especially when these clarify people's status in an organization. • Show respect to people in authority, especially when challenging decisions. • Don't "show up" people in authority. • Don't let your authority prevent you from performing well in your role.

Typical achievement cultures include the U.S., Canada, Australia, and Scandinavia.

Typical ascription cultures include France, Italy, Japan, and Saudi Arabia.

6. Sequential time versus synchronous time.

(How People Manage Time)

<i>Dimension</i>	<i>Characteristics</i>	<i>Strategies</i>
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Sequential Time	People like events to happen in order. They place a high value on punctuality, planning (and sticking to your plans), and staying on schedule. In this culture, "time is money," and people don't appreciate it when their schedule is thrown off.	<ul style="list-style-type: none"> • Focus on one activity or project at a time. • Be punctual. • Keep to deadlines. • Set clear deadlines.
Synchronous Time	People see the past, present, and future as interwoven periods. They often work on several projects at once, and view plans and commitments as flexible.	<ul style="list-style-type: none"> • Be flexible in how you approach work. • Allow people to be flexible on tasks and projects, where possible. • Highlight the importance of punctuality and deadlines if these are key to meeting objectives.

Typical sequential-time cultures include Germany, the U.K., and the U.S.

Typical synchronous-time cultures include Japan, Argentina, and Mexico.

7. Internal direction versus outer direction.

(How People Relate to Their Environment)

<i>Dimension</i>	<i>Characteristics</i>	<i>Strategies</i>
Internal Direction (This is also known as having an internal locus of control.)	People believe that they can control nature or their environment to achieve goals. This includes how they work with teams and within organizations.	<ul style="list-style-type: none"> • Allow people to develop their skills and take control of their learning. • Set clear objectives that people agree with. • Be open about conflict and disagreement, and allow people to engage in constructive conflict.

<p>Outer Direction (This is also known as having an external locus of control .)</p>	<p>People believe that nature or their environment controls them; they must work with their environment to achieve goals. At work or in relationships, they focus their actions on others, and they avoid conflict where possible. People often need reassurance that they're doing a good job.</p>	<ul style="list-style-type: none"> • Provide people with the right resources to do their jobs effectively. • Give people direction and regular feedback, so that they know how their actions are affecting their environment. • Reassure people that they're doing a good job. • Manage conflict quickly and quietly. • Do whatever you can to boost people's confidence. • Balance negative and positive feedback. • Encourage people to take responsibility for their work.
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Typical internal-direction cultures include Israel, the U.S., Australia, New Zealand, and the U.K.

Typical outer-direction cultures include China, Russia, and Saudi Arabia.

JAPANESE, AMERICAN, AND CHINESE BUSINESS

NEGOTIATION STYLES

<i>Category</i>	<i>Japanese</i>	<i>Americans</i>	<i>Chinese</i>
Language	Most Japanese executives understand English, though interpreters are often used.	Americans have less time to formulate answers and observe Japanese nonverbal responses because of	Often Chinese negotiators will understand at least some English, but will prefer an

		a lack of knowledge of Japanese.	interpreter.
Nonverbal behaviors	The Japanese interpersonal communication style includes less eye contact, fewer negative facial expressions, and more periods of silence.	American businesspeople tend to “fill” silent periods with arguments or concessions.	Similar in quantities to Americans in most respects, yet difficult to read.
Values	Indirectness and face-saving are important. Vertical buyer-seller relationships, with sellers depending on goodwill of buyers (amae), is typical.	Speaking one’s mind is important; buyer-seller relationships are horizontal.	Relationship-oriented, guanxi, and face are key, looking for a “way” to compromise, truth is secondary.
<i>Four Stages of Business Negotiations</i>			
Nontask sounding	Considerable time and expense devoted to such efforts is the practice in Japan.	Very short periods are typical.	Long, expensive, formal, intermediaries are key.
Task-related exchange of information	The most important step: High first offers long explanations and in-depth clarifications.	Information is given briefly and directly. «Fair» first offers are more typical.	Indirectness, explanation first, intermediaries.
Persuasion	Persuasion is accomplished primarily behind the scenes. Vertical status relations	The most important step: Minds are changed at the negotiation table, and aggressive persuasive	Questions, competing for offers, delays.

	dictate bargaining outcomes.	tactics are often used.	
Concessions and agreement	Concessions are made only toward the end of negotiations – a holistic approach to decision making. Progress is difficult to measure for Americans.	Concessions and commitments are made throughout – a sequential approach to decision making.	Holistic approach, revisiting closed issues, the goal is a long-term relationship. Progress is difficult to measure for Americans.

WHATEVER SPEECH YOU ARE MAKING IN ENGLISH, FOLLOW THIS STRUCTURE:

1) INTRODUCTION:

- establish the importance of your subject (think inductive or deductive approach);
- establish a reason why you are talking about the subject;
- clearly state the purpose of writing;
- grab the audiences' attention.

2) BODY

- structure your thoughts and arguments clearly and announce the structure;
- use 'I', 'we' - if you want to relate to the audience; use the third person if you need to remain formal;
- use more nouns and verbs, fewer adjectives and adverbs;
- start with 'but', 'if', or 'because' if the sentence calls for an informal tone;
- remove words that don't add to the message;
- use positive statements ('lacks' instead of 'does not have');
- avoid superfluous words ('exaggerate', not 'exacerbate').

3) CONCLUSION

- summarize your thoughts and arguments;
- reformulate your main message;

- call your audience to action;
- express appreciation and gratitude.

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ADAPTATION DIFFICULTIES IN THE USA

Стаття стосується процесу адаптації в англomовній країні як США, а також про різні проблеми та ускладнення у цьому процесі.

***Ключові слова:** труднощі адаптації, різні проблеми, іноземна мова, правила поведінки, вивчення англійської мови*

The article is about the adaptation process in the English speaking country like the USA, also about different problems and complications in this process.

***Key words:** adaptation difficulties, different problems, foreign language, rules of behavior, learning of English.*

America is the greatest country, full of endless possibilities. Many people want to live here and move for various reasons. Negative reasons, such as a war in their home country, cataclysms, or low level of income, can force a person to move to another place. There are also positive reasons for moving, such as: looking for a new job, pursuing the “American dream”, love, a better life, and a lot of others. But when moving to another country, you need to remember that you will have to