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**EXAMINING ‘NEGOTIATION OF MEANING’  
IN A UNIVERSITY INTERNATIONAL PROJECT**

**‘ОБСУЖДЕНИЕ ЗНАЧЕНИЯ’ В УНИВЕРСИТЕТСКОМ  
МЕЖДУНАРОДНОМ ПРОЕКТЕ**

This study presents issues of communication among Japanese people and non-Japanese people. It focuses on the situation when they use English or Japanese as a common language. In this study, issues of communication are viewed not only from the students’ use of the common language but also based on the cultural differences.

The data of this research were collected during Meisei University international project called Ito Destination Marketing Project. In this project, the participants are Japanese students as well as students from Italy, Romania and Thailand discussed fusion cuisine or application software development with the collaboration of the Information Science students from Meisei University.

The conceptual framework used is ‘negotiation of meaning’. In past studies of Japanese business, ‘negotiation of meaning’ is relevant especially in conversations with people who have different backgrounds and use English as a lingua franca. The analysis showed that conversations among Japanese people and non-Japanese people inherently include ‘negotiation of meaning’ especially when they are faced with issues from misunderstanding or confusion due to cultural differences such as lexical items or traditional patterns of behavior.

This study documents types of ‘negotiation of meaning’ and issues of repair negotiation among Japanese and non-Japanese university students.

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**FEMALE LEADERSHIP IN THE REPUBLIC OF BELARUS**

**ЖЕНСКОЕ ЛИДЕРСТВО В РЕСПУБЛИКЕ БЕЛАРУСЬ**

Today the problem of gender equality in different fields of societal life is huge. It is especially visible in terms of politics and business. Thus, the object of this

research is the problem of gender equality in the Republic of Belarus. The subject of the research is women's place in the hospitality industry in Belarus. The main aim of the following research is to assess the position of women in the Belarusian business sphere. To achieve the aim of the research, the following tasks are set: to analyze statistics relevant to the research and suggest possible solutions to the gender equality problem in Belarus based on international experience.

Various publicly available indexes portray Belarus as a country with high gender equality. Belarus carried the 4<sup>th</sup> highest UNDP's Gender Development Index value and ranked 31<sup>st</sup> in the 2017 Gender Inequality Index. The gender gap in the country was overcome by 74.4%, in questions of equal pay – by 82.7% [1]. Back in the 1980s in the USSR, about 88% of women were employed in the labour market. In independent Belarus, the level of employment of women in the age group from 20 to 44 years is also 88%, in general – 65% [1].

Nevertheless, the fact of the glass ceiling is evident. Why does it happen here then? If a woman has a child, then for three years of maternity leave there is a very large de-qualification: career growth slows down. The "feminization" of reproductive labour is the basis for discrimination against women in the labour market, because such work is not taken into account and is not paid for, is considered the "natural destiny" of a woman, and not as real hard work.

Every third female engaged in economic activity has a diploma of higher education as of early 2017. At the same time, social and political life in Belarus lacks influential women. While promoting equal employment of women, the state predominantly practises selective appointment of women to high posts in politics and state owned enterprises, based on their loyalty. In addition, patriarchal thinking dominates the social system in which the male remains the primary authority figure central to social organization and the central role of political leadership.

The situation with women in Belarusian business is rather mixed. Women's presence on the board of large companies does not surprise anyone. However, the majority of female entrepreneurship in Belarus mainly develops in the form of small companies in the retail and wholesale trade, catering, and educational services.

The hospitality industry has many opportunities for Belarusian women to improve female leadership. For instance, in 2017, Hilton Worldwide increased the amount of women at the senior leadership levels by 57 % and 2/3 of the highest ranking promotions went to women. Hilton moved up an impressive 20 points from No. 30 (in 2017) into the Diversity Inc Top 10 for the first time in 2018. One of the reasons was its focus on developing, preparing and moving women into its executive pipeline. Six of nine people promoted into one level below the CEO and direct reports in 2017 were women.

Marriott International also created the Emerging Leader Program in 2013 to increase the number of women in senior management and leadership roles. Since the

beginning of the program, women have comprised more than 50% of those nominated, and also more than 50% of all promotions and job changes. These programs also work in Belarus at both international hotel chains, giving wide opportunities for women to show their skills in middle and high management.

In conclusion, Belarus in general and the hospitality industry in particular, provide women with excellent career opportunities. However, there are still many obstacles, such as the patriarchal mentality, nepotism and slow promotion, as well as inequality in pay, which prevent women from achieving leadership positions.

### **Reference**

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## **THE TYPES OF MANAGERS AND THEIR COMMUNICATIVE PRODUCTIVITY**

### **ВИДЫ МЕНЕДЖЕРОВ И ИХ КОММУНИКАТИВНАЯ ПРОДУКТИВНОСТЬ**

Often you come across with organizations that stress the importance of good management communication. Once this is achieved, the organization is one step closer to achieving its overall business objectives. The effective management communication is considered to be a lifeline for many projects that an organization undertakes. Thus, the subject of our research is communication. The objective of our scientific research is to define the most appropriate and effective ways of communication in companies in the modern market. In compliance with the purpose of our studies we establish the following tasks: to identify the types of managers and their ways of management, to shortlist advantages and disadvantages of management styles, to outline the common mistakes emerged in the process of communication and offer their solutions.

Management is the first and foremost the control of employees at a company to achieve a positive improvement and continuous development of the company. Management operates through five basic functions: planning, organizing, coordinating, commanding, controlling. In compliance with the functions mentioned