

	<p>feel their sidekick.</p> <p>Heading to Ireland on a business trip, you should know that the Irish, unlike the Germans and the British, are optional. They can be late for a business meeting, but you do not have to express on this occasion their displeasure. By the way, decided to appoint business meetings in bars. If you catch a taxi, sit in the front seat. Sit in the back seat – it is an insult to the driver. In Ireland, all taxis owned by private owners.</p>
Finland	<p>If your business partner is a Finn, you need to know that many business matters are solved in the restaurant or in the sauna. Finns inherent reliability, honesty, punctuality and pedantry. The Finns just love the holidays, especially Christmas and New Year.</p>

In sum can be further noted that the manner of communication and etiquette in different countries have distinctive features, which need to be considered. Making a conclusion from all of this, there are several key points:

First, when you visit an unfamiliar country it is strongly encouraged to study the features of dialogue taken there. This is especially important if you come here on business matters. As in many countries, business etiquette is highly appreciated. Furthermore you will be more comfortable to communicate even just casual conversation.

Second, no matter how well you know the etiquette, always be polite and friendly. These qualities are welcome everywhere.

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### **ОСОБЕННОСТИ МЕЖКУЛЬТУРНОЙ КОММУНИКАЦИИ: ПРОФЕССИОНАЛЬНОЕ ОБЩЕНИЕ, ЭТИКЕТ, ВНЕШНИЙ ВИД В РАЗНЫХ СТРАНАХ**

Цель данного исследования заключается в том, чтобы изучить особенности этикета различных стран мира и получить определенное представление о народах, их населяющих. Для достижения этой цели были использованы общетеоретические методы. Результатом данного исследования является более углубленное понимание особенностей общения с представителями других стран.

*Ключевые слова:* культура, этикет, деловой этикет, народ, межкультурное общение, профессиональный диалог, глобализация.

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### **RUSSIAN BUSINESS ETHICS IN THE CONTEXT OF NATIONAL FEATURES**

In this article, we have reviewed the basic elements of a business ethics that suggest that the basis of ethic is fundamental cultural differences, and therefore they cannot be universal. The article also identified elements that indicate the differences in business ethics in Russia, the United States and European countries. In these work conclusions about the cultural background, we want to make it possible to see the reason why the Russian businessmen and the USA react differently to similar ethical dilemma.

*Keywords:* Ethics, Organizational Behavior, National Business Ethics, Russia, national culture, national values and ethical behavior.

Business ethics can be called as one of the most controversial elements of modern management of the organization. So, for international organizations such as the United States, the existence is not possible without ethical regulation. While many countries with unstable economies business ethics is an optional element in management decisions. For example, for Russia to consider ethics and business as mutually exclusive is still the norm for most. At the same time, because of the peculiarities of the Russian mentality, the experience of foreign countries is not always regarded as a role model. Russian organizations, inherited many of the traditions of the command economy period, such as «cover» the guilty. What is perceived as an ethical and right thing to do. It is obvious that, by hiding mistakes employees, companies miss the opportunity to eliminate them and can lose guarantee the absence of such errors in the future.

Most foreign companies within the organizational culture managers have created an atmosphere endorsing peaching to their colleagues at any level. So an employee of the United States, who has noticed that his colleague has made a mistake, first of all should inform the management. It should be noted that to «whistle-blower» is not a catch careless employees «in flagrante delicto» or tracing his punishment and fixing mistakes made by a colleague as yet unknown reason. Manual records report of wrongdoing and then they review it. A supervisor checks whether he has made a mistake in good faith, and if not, then the punishment will follow. If it is proved they will decide to send him a refresher course. This system ensures that such an error will not be repeated by anyone of his colleague's guilty employee, since its causes have been found and eliminated before the error became systemic. As can be seen from the above national (cultural) particularly affect the assessment of the ethical or unethical behavior.

Thus, the objectives of this article are: firstly, the selection of elements that allow indicate the characteristics of the national business ethics; secondly, highlight cultural differences that affect business ethics. The article will be analyzed from the point of view of ethics organizations in the USA, Russia and European countries.

So, the first element that characterizes the national peculiarities of business ethics is the person who is responsible for ethical behavior. For the USA, it is each individual organization. In other words, according to the individualist culture that prevails in the United States, every employee in the organization is solely responsible for his behavior. The proper functioning of developing ethical codes, which allow employees to make the right to ethical decisions, as well as trainings, which allow to identify a situation requiring an ethical choice. In European countries it is believed that a person can not be responsible for the ethical behavior of the organization as it works within the framework set by society as a whole and individual state in particular, and therefore the responsibility for ethical behavior lies on the society [1].

Russian business is characterized by a specific approach to determining responsibility for ethical behavior. As the Russian companies are extremely important hierarchy and paternalism manager demonstrates against subordinates, they are able to conduct a limited choice of alternatives. Most often reflect ethical conduct of management beliefs, even if it is contrary to the ethical standards of the slave. Thus, in the Russian organizations for ethical behavior in the organization meets the head.

The second element, reflecting national peculiarities of business ethics are the standards of ethical behavior. For the USA, such a norm is an ethical code developed for each organization. It should be noted that the rules of ethical conduct in the United States is not dictated by the state and the business community. The fact is that the unethical behavior of employees might have for US companies is very unfortunate consequences: treatment of victims in court and a fine – a very common practice. In Europe, the basic standards for ethical behavior are the norm of law. However, the main issues relating to the business – it is a relationship between the company and employees. Russian business the main source of ethical norms is the discretion of the manager. In other words, the objective needs of business and government regulation are secondary to the opinion of the head [2].

The third element is a key issue affecting business ethics of a particular country. We begin with the organizations in the United States. For this particular business culture of the importance of ethics is where offense committed. And important not offense committed by the organization in general, and violation of a particular employee. Virtually all studies of business ethics in the United States to rectify moral character employee, giving him key information about the proper, ethical behavior that is expected of him.

For European companies the main problem, regulated business ethics are the social aspects within the business. For Russia, the main ethical issue is the management of the organization. Typically, this includes both direct behavior of managers, practitioner's abuse of power, and the social responsibility of companies, which is in Russia at a very early stage of development.

The fourth difference is the basis for the participants of business processes. In the USA, a corporation is a major participant in any business process, including the ethical regulation. Government intervention in the process is minimal. It is noteworthy that ethical behavior in an organization is rarely regulated by law, ethics serves as a gesture of goodwill, when an employee is recommended to behave one way or another, which is beneficial for the business community as a whole.

For Europe, in contrast, is characterized by active state intervention in business processes. It is this, along with the organizational associations and unions, is a party to a business process governing ethics in the organization. For European companies have traditionally characterized by social problems that can not be solved without government intervention, and sometimes without the pressure exerted by the trade unions.

For business processes in Russia are typical of the following members: the state and the corporation (organization). It is important to note that both the participant as a priority put their own interests, which, in turn, is reflected in the results achieved by the organization [3].

For convenience, we reduce the data describing the national peculiarities of business ethics in the table.

So, considering the elements of a business ethics that demonstrate cultural differences in using it, we can say that business ethics in the organization – not a universal concept. For the USA business ethics, first of all, it includes the analysis and adjustment of individual behavior. Every employee has the autonomy to make decisions. For European companies characterized by focus on social issues and issues of business ethics govern the shortcomings of the state in social policy and corporate social responsibility.

*Table 1. The elements that characterize the national peculiarities of business ethics*

<b>Element / Region</b>	<b>United States</b>	<b>Europe</b>	<b>Russia</b>
The person responsible for ethical behavior	Individual	Social	Director
Standards of Ethical Conduct	Code of Ethics	Form of the statute	The view manager
The key issue of business ethics	Misconduct of the staff member	Social aspects within the business	Abnormalities in the management of the organization
Participants of business processes	Corporation	The government, trade unions	State Corporation

Russian business and domestic business ethics are a unique phenomenon in comparison with the experience of American and European organizations [4, 5]. This suggests that between an ethical response to the events in business Russian and foreign businessmen there is a «chasm» [5]. For example, the creation of inefficient code of ethics for the Russian organization, as often they are created for the employees, but not for top management. At the same time managers violate the rules created, considering their behavior above regulation. Employees have seen this attitude, themselves begin to ignore the rules set forth in the Code.

The representatives of foreign business are convinced that the business practice in Russia is fraught with many difficulties and even dangers [5]. To clarify the reasons for the Russian business seems unusual in terms of business ethics for foreign partners, foreign researchers recommend based on Hofstede's cultural model [5].

Hofstede model allows establishing a link between national values and economic performance of a country. The key elements of the model include polar Hofstede individualism / collectivism, masculinity / femininity, as well as power distance, uncertainty avoidance. Later, in 2010, Hofstede added a fifth dimension – time horizon, implying a long-term or short-term BP Yemen benchmark [6]. Moreover, it emphasizes that Russia is different, for example, from the United States on all four main parameters, but the difference is especially noticeable on such elements as individualism / collectivism and power distance. Let us remind you the main provisions describing the differences that lie between two such dissimilar cultures as Russia and the US in terms of Hofstede.

Despite the fact that research Hofstede conducted at the end of the twentieth century, Russia is still regarded as a country focused on the collective behavior where the adoption of the human group is far more important than your own opinion or achievement. In the majority of its members, including the labor, show concern to each other. Also it is assumed that in collectivist cultures to build loyalty is the key to the success of human and caring response from the organization. Belonging to the Russian collectivist cultures it is considered to be the legacy of the communist regime, when the main importance were the collective work and results and move away from individualism and collective values condemned. In fact, in Russia collectivism – a phenomenon that has been strengthened by the communist regime, and has not introduced to them.

If we consider the factors that are directly related to organizational aspects, we can see that countries with a collectivist culture is characterized by responsible organizations for their employees, which leads to a moral «involvement» of employees [6]. This is of particular interest in our study.

In contrast to the collectivist culture, a culture oriented to individualism, suggests focus on individual interests. In countries belonging to the individualistic, such as the United States, members of the organization are responsible for their own actions and their relationship with the employer is built on sober calculation, not on the basis of moral obligation. Thus, the employee is to a large extent emotionally independent from the organization and from colleagues. Of considerable importance is the fact that individualism implies universality entry requirements to all members of the organization.

The next parameter that is used to describe the difference in cultures – power distance. It is a set of relations between people and the authorities having such people do not possess. For cultures with low power distance index characterized by flat organizational structure, a smaller concentration of power, participation in decision-making at all levels. Managers in countries with low power distance rely not just on their experience, but also on the expertise of its employees, recognizing it is equally valuable. The countries with low power distance include the United States.

For countries with high power distance have high hierarchies, a clear hierarchy of authority. Of great importance are the authority of their superiors and their decisions in most cases, is not in question. Russian business scope related to culture high power distance is absolutely clear hierarchy based on power-sharing. A characteristic feature of this culture is also a tolerance for injustice in the distribution of power and responsibility in the organization [5].

So, based on the model of Hofstede, it was identified the main differences between the cultures of the United States and Russia. However, legitimately ask how the theory of Hofstede can clarify differences in views is on business ethics in Russia and in the USA. According to a group of American researchers, cultural differences can lead to three types of conflicts [5]:

1. Characteristics of the moral values of a culture can lead to diametrically opposite views on what is right and wrong. For example, if an employee of the American company notices that his boss comes at the expense of the interests of the company, his duty as an employee will report misconduct chief. If the same situation occurs in the Russian company, its employees will not say anything, because the authority of the chief of a firm and, ultimately, would be punished to the employee who has complained of his head. This case clearly shows how differences in power distance and belonging to a collectivist or individualistic culture affect behavior when faced with a moral dilemma. In the individualistic culture of the USA employee feels responsible for their behavior and reactions to the situation, and low power distance allows him to point out a mistake even to the head. While the Russian company employee initiative suppressed high power-distance and collectivist culture. So for him the behavior of the head looks totally acceptable.

2. Representative of one culture moral dilemma may have increased value, while for others it will not look worthy of attention act. For example, in the Soviet Union and then in Russia it is not considered shameful to carry out from the work with some little thing: a pen, folder, and so on. It is not even considered, and not considered as theft. While in the United States each such offense is a signal on which there is a reaction: hearing, reprimand, and so on. In this situation is again actualized individualism-collectivism dimension as the property company in Russia is perceived as a «universal» and therefore, a trifle. In addition, Russian companies' thieves a usual thing and impunity [7]. In an individualistic culture, the emphasis is on personal responsibility, so even prevalence of negative behavior is not an excuse for the commission of the offense.

3. The decision of the same problems may be presented to decision-makers, different. For example, the accusation of sexual harassment in American companies is more likely to involve trial and the dismissal of an employee. While in the domestic employee of the organization will manage a conversation with the manager or a reprimand.

Thus, the obvious link is between the cultural differences and the response to an ethical dilemma. Employees of foreign companies, particularly American, with a strong focus on individualism and low power distance will defend their independent opinion and fair treatment in the conventional sense. For the Russian people, which exists in a collectivist culture, justice is invited to accept such what it considered to be in a particular organization. This individual perception of moral values, by and large, does not matter.

It should be clarified that the conclusions based on Hofstede's model are not inconsistent with the findings concerning the national characteristics of ethics, which we have discussed earlier in the table 1. For example, the individualistic culture of the United States is reflected in the fact that this particular individual is responsible for his ethical behavior. Consequently, it is a code of ethics will be the means to regulate human behavior. Moreover, effective implementation of the code of ethics is based on a low power distance, as it implies the universality of prescribed rules.

With confidence we can say that the findings with respect to the Russian reality resonate with the findings made on the basis of the theory of culture Hofstede. Firstly, belonging to the collectivist culture does not allow individual employees to be responsible for ethical choices in the organization. Secondly, high power distance makes executives are the only source of the ethical rules that can vary from organization to organization.

So, summing up, we can draw the following conclusions:

Firstly, business ethics — is not universal. Perceptions of business dilemmas really depends on the country in which the organization.

Secondly, there are a number of elements, such as the person who is responsible for the conduct of the organization; standards of conduct; key issues of business ethics and business process participants, pointing to particular business ethics in one country or another.

Thirdly, the example of the two countries the United States and Russia have identified the main reasons that cause a variety of approaches to business ethics. In particular, it pointed out that Russia and the United States, as, according to the theory of cultures Hofstede, almost opposites in their perception of power and collectivism / individualism, will respond differently to seemingly similar ethical dilemmas.

Fourthly, while in the making, the Russian business ethics, however, we cannot learn from the experience of foreign companies, as have other key issues, and other stakeholders, as well as excellent cultural traditions underlying the behavior of participants.

In other words, to business ethics in Russia has gained the same importance and it has deserved in a foreign company, it should be implemented with a constant focus on the cultural characteristics of our country.

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## **РОССИЙСКАЯ ЭТИКА БИЗНЕСА В КОНТЕКСТЕ НАЦИОНАЛЬНЫХ ОСОБЕННОСТЕЙ**

В статье проведен анализ основных элементов бизнес этики, которые позволяют утверждать, что в основе этических воззрений лежат принципиальные культурные различия, а следовательно, они не могут носить универсальный характер. Также в статье определены элементы, которые указывают на отличия в бизнес этике России, США и европейских государств. Сделаны выводы о культурных предпосылках, дающих возможность увидеть причину, по которой бизнесмены России и США по-разному реагируют на аналогичную этическую дилемму.

***Ключевые слова:** этика, организационное поведение, национальная бизнес этика, Россия, национальная культура, национальные ценности, этическое поведение.*

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## **PROBLEMS OF SOCIAL AND COMMUNICATIVE ADAPTATION OF FOREIGN STUDENTS IN RUSSIAN HIGHER EDUCATION INSTITUTIONS**

The article deals with the challenges of social and communicative adaptation. In the process of communication between the representatives of different cultures, the barriers are inevitable because of the differences in consciousness and predominating stereotypes. There are hidden and apparent conflicts affecting adaptation of the person. The author of the article examines the main issues related to the adaptation of foreign students and suggest possible solutions.

***Keywords:** adaptation, TPU, language problem, foreign students.*

Interstate educational contacts are rapidly developing in the modern world, increasing the number of young people enrolled in higher education in their state. The number of foreign students marks the success of a University in the global services market. Today, the international environment is represented by the students from the universities of 40 different countries (Austria, Australia, Brazil, Vietnam, Germany, Ghana, the Democratic Republic of the Congo, Egypt, India, Jordan, Iran, Iraq, Cyprus, China, Mongolia, Nigeria, Pakistan, the United States, Sudan, Thailand, Czech Republic, South Korea, and France). There are more than 20000 students at TPU including more than 3000 foreigners, representing 15 % of the total number of students. The growth of the number of foreign students at the University actualizes problems relating to their successful adaptation to study, development of socio-cultural norms, and values associated with the peculiarities of living in Russia.