

Application of General Cultural Competences in Supply Chain Management of the Business Success

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Abstract – This paper presents an integrated view of the literature published on all aspects and facets of competence in supply chain management (SCM) revealing that the framework brings together aspects at the individual and organizational level of competence from SCM literature. The purpose of this paper is to explore and develop the general proposition that organizational cultural compatibility between strategic supply chain partners results in improved performance outcomes for each participant in the chain. A theoretical framework is proposed of the relationship of differing organizational cultural elements (practices, values, behaviors and norms) to supply chain performance.

Key words – general cultural competences, supply chain management, business success

1. Introduction

Supply chain management means that management of chains of supplies and the purpose of SCM is value addition. Almost all the firms try to make supply chains as a core competence to get competitive edge. SCM exist in different forms in organization which depends on its level of integration. The firm is influenced by SCM policies on firm's performance; the participants in the SMC of an organization have altogether different experience on different performance levels.

Many scientists argue that in the first decade of the 21st century, Russia lives "in a fundamentally new format-mode, gradually leaving the habitual cultural and linguistic field in which it lived for at least the last two centuries"[1]. Authors write that Russia "ceases to be a literaturocentric country. Nowadays, along with the classical norm of the Russian language, the second norm is being born." "Such changing of format must inevitably lead to a certain "reloading" (both formal and informative) of the process of studying and teaching the Russian language, giving priority to the language of business communication over the language of artistic creativity that forms an aesthetic style of thinking" [2]. According to V.G. Kostomarov, "business

communication" is now increasingly acquiring the features of mass communication, which becomes the core of the language existence of modern society" [3]. Scientists teaching the Russian language in Russian and foreign universities note that during the last 10-15 years many universities have opened an additional specializations focused on business communication in their Philological Faculties, increasing the demand of Specialists-Philologists in the labour market.

Study of the variant of the communicative function of the Russian language – the language of business communication - has received a great development in the modern cultural and linguistic space. The language of business communication is implemented with the help of a special version of the Russian language called "Russian business language", "Russian business communication language", "business Russian". Researchers of the Russian language fairly argue that there is still no a clear idea of what the language of business represents. S.A. Khvatov writes that "the phrase "business language" is not a term yet, that it is a linguistic metaphor of journalistic origin, analogous to the constructions of the language of dance, the language of love, the language of nature, which do not presuppose the existence of special linguistic means" [4]. But at the same time, the researcher argues that behind "the term "business language," "business communication language," there is a tangible reality, manifested in a functional set of linguistic (and non-verbal) and communicative attitudes that enable us to realize communicative goals in connection with entrepreneurial activity" [Ibid.]. The author describes the features of the business language, consisting, in his opinion, from different sublanguages allowing to realize the communicative purpose within the business, economic and legal foundations, forming the market reality.

2. Methodology

The main purpose is to study the relationship of supply chain management and entrepreneurial competences regarding small and Medium

enterprises (SMEs).

Among the core competencies of the firm's supply chain management is one of them organization has to focus on SCM to get the advantage of its competencies. The reason for focus on SCM is that we have to cut through the waste activities and it is only possible through focus on SCM by integrating our activities as value adding. Supply chain management available in the organization in different types but it should be in such a way that it is helpful for the performance of individuals as well as of value adding activities. By research angel it is proven that organization adopting SCM have big market share but it is less work in prospective of research that what is relationship performance and competencies of SCM in the small and medium enterprises. It is a problem for SME's that they can't involve themselves in SCM and performance due to lack of work in this sector. There are three theories of SCM behavior which focus on large organizations but no theory is available for SME's engage in manufacturing sector. Its main cause is that before this era large manufacturing firms have dominant in the economies of developed countries. Now this trend has been changed because SME's has vital role in the economies of the countries. SME's has captured the major portion of labor in its operations as well as offer more jobs to the people. SME's are not subset part of large manufacturing sectors. SME's has not large amount of capital and other resources which large firms have. So technology and massive resources are the advantage of large firms over small and medium enterprises. SME's have some deficiencies in terms of imperfection of management, less brand identity, small volume of funds and other resources. These are hurdles for SME's and they have to perform better instead of all these difficulties as compare to large organizations. SME's have to focus on its competitive edge to compete with large firms having problem of shortage of finance and labor quantity. The purpose of this work is to contribute between SCM and entrepreneurship.

Nowadays business communication penetrates into all spheres of people's lives. Competence in the sphere of business communication is connected with the successful solution of problems in any business and represents the most important part of the activity of representatives of different professions, contributes to the successful establishment of partnership relations. During last years, secular communication has become an integral part of business communication, so in the practice of business communication it is necessary to include information about national traditions directly related to culture and reflected in the language.

Recognizing the reality of the rapidly developing business communication of the Russian language, it is possible to note the vulnerability of this process related to weakening of a competence of a partners, decrease of a level of knowledge in the field of culture and the Russian language as its translator.

Meanwhile, it is obvious that increasing of the cultural level of the interlocutors expands their competencies, increases the vocabulary, and allows to increase the influence to the addressee.

The goals of this article are the actualization of the necessity to improve general cultural competencies between business partners, consideration of the Russian language and Russian culture as an integral part of the cultural and spiritual heritage of the modern world community, studying of the culture-forming and semantic dominant of the Russian language, classical literature, the convergence of business and expressive functions of the Russian language that enriches the spiritual world of a business person, enhances the opportunities for successful interaction with his partners.

3. Results

The result of such research will be the expansion of competencies of business partners, strengthening of intercultural communications and international business contacts. The growth of global traded has been fast paced and rampant during the past few decades, making it challenging for MNCs to manage diversity in the cultural and operating environments of their sprawling international supply chains. Good multicultural perspectives, broad and flexible mind - sets that substantially customize the supply chain practices to suit each country, a more effective strategic approach, and balanced financial empowerments and controls will enable a MNC to effectively manage its international supply chain. This approach needs to be adopted at three levels in the MNC: the MNC's global headquarters, its regional offices, and its foreign subsidiaries, in order for a MNC to continuously improve the management of its "supply chain organizations", i.e. the suppliers to suppliers of a foreign subsidiary.

The impact on the recipient is one of the most important functions of the Russian language. Outstanding master of words L.N. Tolstoy wrote about it: "To put into words what you understand, so that the other could be able to understand you, as you yourself, is the most difficult thing; and you always feel that you have not even a little reached what should and can reach" [5]. The best assistant in the communicative process is the mastery not only of the business Russian language, but also the ability to use all the possibilities of the language. A. Bely wrote about the most important communicative functions of the language: "Human life assumes the communication of individuals; but communication is in the word, and only in the word. Any communication is a living creative process, where the souls exchange the secret images, which paint and create the secrets of life. The purpose of communication is to ignite the third world by contact of two inner worlds, inseparable for communicating and unexpectedly making deeper an individual images of soul. It requires that the word "communication" is not an abstract concept. Live

figurative speech ignites our imagination with the fire of new creativity, a new word formations; the new word formation is always the beginning of new knowledge. The whole life is held by the living power of speech"[6].

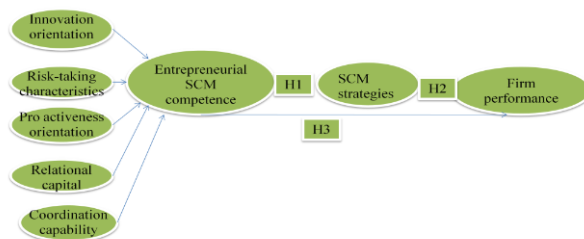


Figure 1. Conceptual framework of the general cultural competences in supply chain management

Considering language as the most important means of communication, N.V. Gogol drew attention to the "tactfulness of the language". Gogol considered V.A. Krylov as an example of "tactfulness" of the Mind and word: "Only in Krylov reflected the true tact of the Russian mind, who, knowing how to express the true essence of any matter, can express it in such a way that he will not offend anyone with an expression and will not restore even dissimilar people against himself or against his thought, by one word, that faithful tact that we lost among our secular education and which has been preserved to our peasant "[7].

This is an amazing feature of the language, emphasized by N.V. Gogol, can be attributed both to the language of fiction and to the language of business communication.

Writers and poets have always been very attentive to the processes occurring in the language, because they understood the role and significance of the Russian language as the basis of statehood, as a means of business communication and as a translator of world cultural values.

They left interesting work on the study of the features of the Russian language. N.V. Gogol wrote: "You are amazed with the jewelry of our language: every sound is a gift; everything is granular, coarse, as pearls, and for true, even names are more precious than things themselves" [8].

Not only in documentary sources writers looked for and found "gold placers" of the Russian speech. Writer and translator A.K. Yugov in the work "Thoughts about the Russian word" noted: "The word is the great architect of all culture, of the entire civilization of mankind - labor and speech" [10]. The founder of the Russian literary language A.S. Pushkin summoned: "Listen into the grass-roots language, young writers - you can learn a lot from there, that you will not find in our magazines... Study of ancient songs, fairy tales, etc., is necessary for a perfect knowledge of the properties of the Russian language. Our critics neglect it in vain..." [11]

The powerful force of the Russian language was noted by L.N. Tolstoy, who wrote a lot about the necessity for careful treatment of the language: "If we understood and remembered more clearly that the main and most powerful force we possess is thought and its expression - the word, we would be more careful where it is necessary, and more brave where it is also necessary, in the use of this force and a lot of evil would be destroyed, and there would be more good in the world" [12].

One of the important issues facing scientists linguists is an increasing of attention to the propagation and promotion of the best samples of the style purity of not only literary but also business speech, "fastidious rejection of vulgarity in the language" (I.A. Bunin). Outstanding adept of the Russian language, I.A. Bunin believed that "the disintegration, destruction of the word, its secret meaning, sound and weight are fatal". This leads to the destruction of spiritual and cultural values, violates the process of communication. A. Bely claimed that "alive, figurative speech ignites our imagination with the fire of a new creativity. New word-formation is always the beginning of new knowledge".

It seems necessary to give thoughts of the talented domestic writer and linguist V.D. Ivanov: "To become a word, each new sound combination was obliged to immediately enter into use, i.e. has already been understood and to enter into the formation of similar ones. From the moment of birth, the word had to become its own for people, otherwise it was rejected as alien. The word could become its own, only being consonant with the internal mood of the historical culture of the nation, created by national evolution. Then the new word introduced in people's thoughts, lived, changed. Even that each word was somewhere and somehow thought out, shouted out. But it was created by nation-wide, national creativity.

The inevitable and necessary interethnic exchange sometimes provides surprising examples. A usual path of the borrowed word is tortuous. The ancient Greek "element" came as a scientific term, and as long as it remained so, it was understood by translation as the basis, the original one. Entering into the vocabulary of wider circles, the term, turning into a Russian word, imperceptibly loses its original meaning. In the XIX century, the phrase "ride the whirlwind" is understood not only as a flood, but also movement in society. During the same century, the belief in the necessity in changing of the foundations of public life had been spreaded, isn't that the reason why other turnovers of Russian speech began to oppose the elements against the order calculated by reason? Changes in the meaning of words can reflect shifts in the life of society.

New word-formation is connected, among other things, with the issue of the logic of the widespread use of foreign words, which not only has not lost its relevance, but has sharply deteriorated at the present time. Analyzing the processes taking place in the

Russian language today, it is impossible not to appeal to the opinion of recognized authorities. That is what I.S. Turgenev wrote in the XIX century. "Take an example from our language. Peter the Great flooded it with thousands of foreign words: Dutch, French, German; these words expressed concepts with which it was necessary to acquaint the Russian people, without philosophizing and without ceremony. Peter poured these words in whole, by buckets, barrels right into our womb. At first something really monstrous happened, and then that digestion about which I told you began. The terms took root and were adopted as their own. Or people found something to replace them." At the same time I.S. Turgenev stood categorically against the littering of the language with abusive words, jargon. Addressing to young writers, he wrote: "Take care of our language, our beautiful Russian language, this treasure, this property conveyed to us by our predecessors, among which is A.S. Pushkin".

In modern reality, the number of foreign words used has rapidly increased. If researchers of the language of business communication argue that this is a positive process that accelerates understanding between business partners, the literary critics complain that the abundance of foreign words, along with the increased number of jargon, dialect, swear words, reduces the expressive function of the Russian language.

We share the point of view of researchers who claim that the richness of the language vocabulary, including using of foreign words that extend linguistic concepts, is evidence of the richness of the culture of the people. If people took foreign words and phrases, they are organically included in the business and literary language, without disturbing its harmony. Proof for this is the speech of outstanding artists of the word: A.S. Pushkin, M.Yu. Lermontov, F.M. Dostoevsky, I.S. Turgenev, L.N. Tolstoy. These and many other authors widely used foreign words in their works, and at the same time the style of their works of art was clearly Russian and unique.

Outstanding master of words, Dagestan poet Rasul Gamzatov in his creativity relied on Russian culture, considering the culture of the Dagestani people inextricably linked with Russian culture. He wrote about this in his reviews of Russian and Dagestani writers works. The same idea, clothed in an artistic form, is reflected in his poems and prose. Of great interest are Chingiz Aitmatov's studies devoted to the Russian language. Here are some of them: "Childhood is not only a glorious time, childhood is the core of the future human personality. Exactly in childhood a true knowledge of native speech is laid, exactly at this time appear a feeling of persons belonging to surrounding people, to the surrounding nature, to a certain culture... I have to say, at least from my own experience, that in childhood a person can organically learn two languages that came to him in parallel, and, perhaps, more, if these languages were equally effective from the first years. For me, the Russian is no less native

than the Kirghiz, native from childhood, native for my whole life".

"The language of any folk is a unique phenomenon created by genius of this folk, and its loss leads only to losses. Languages can disappear, many of them have disappeared, but unlikely they are able to appear. We must protect those that are still exist. It is a common human treasure. The world lives in the space of language. Language ecology, which historically has arisen once, is as complex and fragile as natural ecology is. Just like in nature, we cannot be guided here only by pragmatic considerations that are useful in automation, but not in culture... The connection with native land, people, common issues of national life nurtures a culture with a living, fruitful juices, helps it to reach a wide universal space, because there are a lot of similarities in the life and world perception of different folks".

Interest in the work of Russian classics, contact with Russian culture stimulated writers and scientists of national republics to develop their culture and learn Russian language, its features, typological similarities with other languages, including their native. In the volume of the article, we will touch only the creativity of individual writers, enlighteners, scientists who created scientific communities on the basis of interest in native folklore and languages, Russian language and Russian culture. There are many such materials, and they are waiting for their researcher.

The writing language of most of folks of the Russian Federation, including the inhabitants of the North Caucasus, is based on Russian graphics. This important factor initially ties our cultures together. Literatures of the peoples of the Russian Federation were formed, like Russian literature, on the basis of folklore. Respect for the "ancient legends", reliance on the roots of their folklore, the study of folklore of close folks and the Russian people – the characteristic qualities of the literature of the folks of the Russian Federation, bringing them together.

One more factor played a huge role in the connection of cultures and the scientific and typological study of languages - many outstanding writers, public figures, scientists were educated in Russia, immediately came into contact with Russian culture and the Russian language. That where the desire to comprehend all depth, a secret of charm of phenomenal culture, language was appeared.

Russian-national literary and language ties reached a significant peak in the 20th century.

The Chechen language belongs to the Nakh group of Caucasian languages. Written language was created on the basis of the Russian alphabet. The origin of literature in Russian refers to the 70-ies of XIX century, although the spiritual culture of the Chechens was formed long before that, until 1861 - the accession of Chechnya to Russia. It originates in folklore and ancient pagan beliefs. Representatives of the first secular wave of artistic intelligentsia in the late XIX - beginning of XX century were

educated in Russia. In the early XX century Russian and Caucasian journals began to publish the Chechen enlighteners and public figures publications (for example, Tashtamir Eldarkhanov 1870-1934). He was born in a high-altitude village, he graduated from an aul school at a mosque, a 2-grade school in Grozny, a real college in Vladikavkaz, a Tiflis teacher's seminary. Tashtamir Eldarkhanov was the first in 1890 who published Chechen legends, legends and parables in a collection of materials for describing the localities and tribes of the Caucasus, acquainting the Russian reader with Chechen folklore. In 1911, in Tiflis, he published a Chechen abecedy on the basis of Russian graphics.

Brothers Akhmedkhan Mutushev and Ismail Mutushev who have translated Russian classics into the Chechen language, calling for the education of the Chechen folk, its communication with Russian culture have played a huge role in the convergence of the Chechen and Russian cultures. A great role in the educational activity was played by the brothers Nazarbek Sheripov and Aslambek Sheripov. A. Sheripov studied the folklore of his native people, its history, ethnography, philology, wrote works on linguistics. In the 20-ies he created a system of the Chechen education, compiled the first Russian-Chechen dictionary.

A founder of research thought in Chechnya was Khalid Dudayevich Oshayev (1898-1977) - an enlightened, ethnographer, folklorist, critic, prose writer, playwright, linguist. He graduated from the Petrograd Forest Institute, was a very educated person. Khalid Dudayevich Oshayev began his creative path with journalistic articles and compilation of folklore collections, published sharp satirical articles, satirical plays, relevant even today, for example, "Escape of Bureaucracy", "The Tick". He wrote novels about wars in Russian. Khalid Oshayev was a scientist, a linguist, led the scientific research institutes of language and history in Pyatigorsk, and later in the Chechen-Ingush Republic, he has made interesting observations on the language and culture of the North Caucasus' peoples.

The peak of Chechen scientific thought was Yunus Desheriev (year of birth -1918). He was born in the Achkhoy-Martan village in a common Chechen family. At the age of 16 Yunus Desheriev entered the Workers' Faculty of Rostov State University, from which he graduated with honors. In 1939 he entered the Moscow State Pedagogical Institute named after V.I. Lenin, and graduated its Philological Faculty in 1941. In 1946, Yunus Desheriev defended his Candidate's dissertation on Batsi language, became the first Chechen Candidate of Philology, and in 1955 became the first Doctor of Philology in Chechnya specializing in Caucasian and Iranian languages, a well-known Caucasian scholar, one of the founders of sociolinguistics. Yunus Desheriev was an employee of the Institute of Linguistics of the Russian Academy of Sciences, a full member of the Academy of Sciences of Harvard

and Oxford Universities, the author of a vast number of fundamental studies on the comparative grammar of the Caucasian languages.

4. Discussion

As supply chains have moved from a cost focus to a customer focus and now currently to a strategic focus, the need to think strategically about the supply chain has never been more important. The success of a strategy is only as good as the company's ability to fully and properly execute it. A great supply chain strategy, linked with operational excellence, can provide success for not only the company in question but also its partners and customers. Within these goals the following issues are solved:

To show the role and significance of the Russian language as the most important means of communication, as the means of business communication and as the translator of world cultural values;

To show the versatility of the language, originally born as a translator of cultural values and as a business language during analyzing the arguments of Russian classics about a wealth, accuracy, expressiveness, clarity, purity of the Russian language;

To emphasize the necessity of convergence of different functions of language in order to increase communicative opportunities and increase the cultural level of participants of communication process.

To show how the interconnection and communication of cultures of different folks led to close cooperation and rapid development of languages and cultures and contributed to the active development of cooperation.

Pedagogical thought rapidly developed in Chechnya. As an example we can take the life and work of our contemporary, Abdulla Magomedovich Arsanukaev, director of the Institute for the Development of Education of the Ministry of Education of the Chechen Republic. Abdulla Magomedovich deals with pedagogy, scientific and methodological support of the education system of the Chechen Republic. He is the author of textbooks, teaching aids, monographs on the development of the science of the Chechen Republic. He is a literary critic, scholar-philologist, co-author of a book about the outstanding pioneer of the Chechen Soviet literature folklorist Said Suleymanovich Baduev (together with Kh. Turkaev, 1980). Ingush culture developed in cooperation with the Russian. The Ingush language belongs to the Nakh-Dagestan group of the North Caucasian peoples. Written language has been created on the basis of the Russian graphics. It was originated in the middle of the XIX century, folklore made a large impact to the written literature. Hence the abundance of proverbs, sayings, aphoristic of artistic language. In the middle of XIX century in the collection "Information about the Caucasian

mountaineers” his historical-ethnographic essays put Chakh Elmurzievich Akhriev (1850-1914).

The language and culture of Ossetia was developed side by side with the Chechen and Ingush literature and in close collaboration with Russian literature. Ossetian language belongs to the group of Iranian languages. Two dialects are Irons and Digors. After voluntary accession to Russia in 1774, Ossetian writing language was created on the basis of Russian graphics.

5. Conclusion

The preservation of the accumulated experience in the field of the science of language and culture is a strategic task. It requires a return to the traditions of in-depth study of Russian culture, “living imaginative Russian speech”, contributing to the expansion of communicative competence in the framework of business communication, increases the cultural level of specialists of different professions.

In this regard, the curriculum of the non-philological faculties of many universities of the country (MSU, MSUTM named after K.G. Razumovskiy and others) includes pro-deeded courses on Russian culture and the Russian language, which increase the communicative competence of future specialists.

SMEs have specific entrepreneurial resources such as competition and orientation for effective implementation of SMC. SCM and entrepreneurial practices alignment is a crucial task for getting positive response. Entrepreneurship means process which leads to expansions in business new ways that create value on every step mean newness. It is not bound that only large firms can adopt this it can be implanted in SMEs. Firms which are involving in manufacturing newness, risky tasks and advance steps for the innovative have comparative advantage. Corporate ventures refer to infrastructure that new risks business requirements attached with existing activities of the firm. Entrepreneurship transformation means that organizational culture and system are in entrepreneurial manner. Entrepreneurial encourages focusing on infrastructural changes to bring the market in focus Resources leads to better results especially in case of dynamic and risky environment. Some are very important, vital and small in numbers. There are some other elements which are helpful to have and compete in its core competencies according to RBV. It is difficult to observe for outsiders as it is a part of this system and it is less chance that it can be moved perfectly and effectively.

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