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Unternehmenskulturelle Anpassungsprobleme in deutschen Joint Ventures (by D. Holtbrügge) - a short comment

Ludmilla Suchodoeva[*]

The change in the form of property is a unique socio-economic situation. It is accompanied by open political conflicts, clashes of different moral and social ideals, cultural norms and traditions. All these changes take place against the background of an active penetration of the experience of other cultures. In this context the article by D. Holtbrügge is timely, topical and of great practical value for Russian entrepreneurs. The second part of the paper centers on talks between German and Russian partners. The education of people in the spirit of negation of private property is the cause of open social conflicts. Negotiating skills reflect value-based relations between people. They affect the entrepreneur's activity to a great extent by transforming the values into motives for actions. It is during the negotiations that certain cultural values are often created.

The issue of cultural values and attitudes is treated very thoroughly in the paper. A comparative study of conflicts with Russian and German managers demonstrates the difference in socio-economic relations in the two countries. Conflicts at emotional level prevail in Russia over intellectual conflicts. D. Holtbrügge justly notes here that reforms in Russia lead to the emergence of a new system of values.

An asset of this paper is the fact that the author not only investigates the causes of conflicts, but also offer a mechanism to control them. It shows that the rate of failures in business can be reduced. The mechanism is based on the system of preeminent values of primary importance to a given social organism. The mechanism is universal and can be used in different countries to help boost the success of entrepreneurial activities.

In Russia the entrepreneur is constantly confronted with the problem of choice regarding value-based attitudes. Only the highest-order values should affect the

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choice of means to achieve success in business. Thus, enterpreneurship will be regarded as a phenomenon to spiritual values.