

Value orientation style analysis

[Business](#), [Management](#)



VALUE ORIENTATION STYLE ANALYSIS Introduction Business success is dependent on existing socio-economic and [political ideology of the given community. In this case, Russia exhibit culture that pose significant threat to H-IT growth as a subsidiary in Moscow. In regard to the experience of Pierre Frankel in Moscow, a lot can be learnt of Russian society characteristics and how it should be dealt with in the context of business practices and success of a foreign firm. According to Kluckhohn and Strodtbeck Value Orientation Model, cultures can possibly be distinguished from the five ways each respond to the five common human concerns. According to the two anthropologists, understanding the differences in value orientation is critical in corporate management in different locations. In this regard, it would be important to analyze the culture of Russians in the context of Pierre Frankel experience and within the five human concerns.

Discussion

The Russian society believes that human being is evil and as such emphasizes use of code of conduct, punishment and sanctions as behavior control approach. Considering the case study, since the fall of Soviet in 1992, the people of Russia attribute their failures to opening up to the west. In this respect, there has been significant suspicion coupled with bitterness for foreign companies hence difficulty in free interaction with foreign corporate leaders. The cold reception Frankel received from Lebedev and the idea of giving him an office away from Managing director's office manifests this extent of unease with foreigners. This means that it would be difficult for H-IT to make significant impact with its globally standardized management practices.

In the context of activity orientation, Russian society is containing and controlling. It can be noted that despite efforts by Frankel to initiate changes with top leadership and employees in H-IT subsidiary in Russia, there was significant go-slow in response. This is a society where people value control and orderlies with life-society balance. Despite Frankel trying to convince the Russian managers on how to effect productive changes, the employees remained reluctant and pursued local approach hence the observed poor performance of the company. For instance, While Frankel attempts to hire a more competent personnel, Lebedev seeks his own with intention to contain any outside influence from the new employee.

The Russian community offer significant opposition to contemporary business demand due to its emphasis on past time orientation. This society clings on the Soviet era culture and fails to recognize the emerging trend in business activities particularly the market dynamism and competitive strategies. In this respect, Frankel faces opposition in his attempt to implement the recently passed Sarbanes-Oxley requirement in H-IT subsidiary in Russia. The reluctance of the locals to fast-track corporate policies on productivity, organization structure and human resource practices by Russian society manifests their belief in how their forefathers did things. Resistance by the local employees to adhere to new measures by H-IT explains this society's belief that they are subjugated by nature. Strategic planning seems to cause no ripple effect on the Russian as they rely on predetermined future. In this respect, foreign firms need to conform to the needs of the local people lest they fail to impact on their profit margins and public image. Several consultative meeting between Frankel and Lebedev

failed to bear fruits due to institution obstacles characterized by employee non-compliance.

Russian society exercise social relations that Hierarchical in nature. In this case study, there is emphasis on natural order to relations, as evidenced by Soviet political leaders. Even the corporate world, authority of the top managers is felt from the perspective of communication and execution of policies. This can be seen in the significant non-recognition of Frankel by Lebedev and lengthy relations built up with Nadia Abramova. Besides, despite Frankel efforts to streamline employees' attitude and commitment towards service delivery, they seemed to listen to Lebedev more hence the observed resistance to change.

It can be concluded that Kluckhohn and Strodtbeck Value Orientation Model forms basis for corporate governance in the contemporary business society. The culture of Russia is one among others that unless understood can significantly hamper progress of foreign firms.