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PAPER

# ADVANCED INTERNATIONAL EXPERIENCES IN MANAGING BUSINESS ENTITIES

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## Abstract

This article examines the management styles of entrepreneurial entities on an international scale, focusing on developed countries. The analysis explores various factors within the management system, including culture, economic conditions, and the differences between small and large business management. Additionally, a model has been developed based on research findings, and studies conducted within the scope of the topic have been analyzed, leading to relevant conclusions.

**Key words**: business, management, manager, small business, large business, planning, enterprise, resource, analysis.

## Introduction

Business management is a broad concept that encompasses planning, organization, and the supervision of various organizations and industries to ensure they operate towards achieving set goals. A business manager not only coordinates the organizational structure but also oversees employees, resources, and the overall processes aimed at achieving business success. Today, the rapid growth of entrepreneurship and competition has made business management one of the most crucial fields. Therefore, effective management practices play a key role in enabling enterprises to adapt to dynamic market conditions, technological advancements, and customer demands.

This article focuses on studying advanced foreign practices and various aspects of managing small and large businesses. It examines strategic planning, leadership styles, employee motivation and engagement, decision-making processes, and the organizational cultures and structures in different countries.

In general, there are significant differences between the management of small and large businesses, which affect various aspects of operations. Therefore, identifying and analyzing these differences is of great importance. The key distinctions between small and large business management are as follows:

- Size: Small businesses are usually focused on a specific region or local market, whereas large businesses have a broader product range and operate in multiple markets and service sectors.

- Decision-Making: In small businesses, decisions are primarily centralized and made by the owner or a small management team. In large businesses, however, decision-making follows a decentralized system involving multiple management levels.

- Resources: Small businesses have limited financial capital, human resources, and technology, while large businesses have the capability to invest in advanced technologies, research and development, and a large-scale workforce.

- Flexibility: Small enterprises can quickly adapt to market changes, whereas large corporations, due to their complex structures and large scale, may face certain challenges in implementing changes.

- Risk: Small businesses are more vulnerable to risks due to limited resources and market volatility, while large businesses may have a stable revenue stream but are exposed to risks associated with a large workforce, product diversification, and international operations. - Culture: Small businesses tend to have a more informal and collaborative work environment, whereas large corporations operate with a formalized organizational culture and strict hierarchy.

- Competition: Small businesses primarily compete with similar-sized enterprises in local markets, whereas large businesses engage in national and international competition with other major corporations.

- Financial Management: In small businesses, owners are directly involved in financial management, while in large businesses, dedicated financial departments and a Chief Financial Officer (CFO) handle financial planning, budgeting, and reporting.

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- Growth Potential: Due to resource constraints, small businesses may have limited opportunities for expansion, whereas large corporations have the capacity to enter new markets, acquire other companies, and operate on a larger scale.

- Customer Relations: Small businesses maintain close relationships with customers, focusing on personalized approaches and tailored services, whereas large businesses rely on branding and marketing strategies to serve a broader customer base.

- Literature Review: Numerous scientific studies and research have examined the management methods of small and large businesses, as well as the differences between them. Some of these studies have been analyzed.

F.B. Timothy (2012), in his book "Small Business Management: Key Components for Success", focuses on the essential elements of small business management, thoroughly discussing planning, marketing, finance, and operational management. Additionally, he emphasizes that entrepreneurs and small business owners must acquire the necessary knowledge and skills to overcome challenges and maximize opportunities in today's competitive business environment.

Regardless of the organization's size, corporate culture plays a crucial role in achieving success. According to Hunger and Wheelen (1995), the most effective corporate culture is the one that supports the organization's mission and strategy. General analyses indicate that employees from different regions—Americans, Europeans, Asians, and others—have distinct business cultures. For example, Chinese workers tend to prioritize teamwork more than Americans, demonstrating a greater inclination toward group collaboration (Earley, 1993).

Various studies suggest that individuals from diverse backgrounds achieve better results in problem-solving compared to homogenous groups (Shaw, 1983). However, Watson (1993) contradicts this claim, arguing that problem-solving efforts involving people from different backgrounds are less effective and often lead to longer decision-making processes.

A study conducted by John Merchant (2011) across 25 countries analyzed different national approaches to business management. It categorized management cultures into four main groups and identified countries that followed each approach.

For example, in South Korea, Hong Kong, Singapore, Thailand, Malaysia, Indonesia, China, and Taiwan, management processes are primarily based on the decisions of a single leader, meaning that the leader's directives and conclusions play a central role in business operations.

In Germany, business management is carried out by strictly adhering to well-defined policies and organizational regulations. Leaders and employees prefer to operate within a rigid internal framework, following precise rules and guidelines.

A task-oriented management model is observed in France, Australia, and Norway. This approach emphasizes achieving organizational goals quickly and efficiently as the primary objective of business leaders.

A leader-centered management approach, where business operations align with the personal decisions and objectives of a single executive, can be seen in the United States, the United Kingdom, and Japan. In this management system, the entire team's activities are structured according to the leader's vision and decisions (Merchant and Merchant, 2011).

## Methodology

This section focuses on the analytical aspects of the study, selecting key factors such as communication, decision-making, and problem-solving, which are considered essential in business management. Additionally, the study aims to examine how these factors influence business activities in various developed countries.

For the research, ten developed countries known for their successful business management practices were selected: Germany, France, Japan, the Netherlands, Sweden, the United States, the United Kingdom, Australia, South Korea, and China.

Results and Discussion: The decision-making process is generally divided into two main types: synchronous and opportunistic business managers. Synchronous managers are characterized by caution, as they anticipate future risks and strive to avoid potential uncertainties. This management style has been observed to yield effective results, particularly in Japan, South Korea, and China.

Direct-communication business managers tend to provide open and immediate feedback on processes and employee actions. This management style has shown high efficiency, especially in business schools in the United States and the Netherlands.

Business leaders must possess the necessary knowledge and skills to overcome organizational challenges based on their company's structure. Some managers strictly enforce task deadlines, dismissing any potential excuses, and may adopt a rigid or even harsh approach. In South Korea and China, employees accustomed to this leadership style are expected to respond to managerial demands with patience and compliance.

Additionally, some managers adopt a passive-aggressive leadership style, only expressing their stance when agreements or tasks are not fulfilled. This management approach is commonly observed in Malaysia, Singapore, and Indonesia (Sin Patrick, 2019).

Furthermore, business ethics and cultural norms vary significantly across different countries. In Germany, each department follows a well-defined chain of command, with instructions and relevant information disseminated from senior executives to employees.

In the German management system, leaders maintain constant vigilance, ensuring the proper execution of orders and projects. Managers actively engage with their employees while completing assigned tasks, motivating them in the process. They emphasize fairness and discipline, reinforcing team cohesion through long-term commitment and adherence to organizational rules.

French managers typically follow an autocratic leadership style. They are generally more proactive than their German counterparts, often consulting with technical staff, managers, and other specialists; however, final decisions are still made by senior executives. Instructions flow from top management down to employees. The structure of French companies is based on interdependence, teamwork, trust in leadership, and inclusivity.

In Japan, business operations are structured in alignment with Confucian teachings, leading to strict adherence to hierarchical systems within companies. Senior executives typically have minimal involvement in daily operational activities. Large business owners delegate tasks and instructions to employees through middle managers. Furthermore, in Japan, new ideas and proposals are generally introduced by lower-level employees. These ideas are then reviewed and endorsed by middle managers before being presented to top management. If they receive sufficient approval, company leadership gives the final authorization to implement them.

Spanish business leaders adopt an autocratic management style similar to French managers. However, they rely more on intuition than logic when making decisions. They take pride in displaying their charisma and exerting influence over all members of their team. These leaders are well-versed in inspirational and persuasive strategies, demonstrating strong leadership skills. Once a decision is made, it is not subject to reconsideration or change.

In contrast, Swedish business leaders prefer a democratic and decentralized management style. They believe that well-educated employees have high motivation, leading to effective performance. Compared to Germany or France, Sweden has a less rigid hierarchical structure. Swedish managers value open communication and are always ready for discussion. This approach is an integral part of their culture, emphasizing that important decisions should be discussed with the entire team before being finalized. However, this method can sometimes slow down the decision-making process.

American business leaders are given full authority and responsibility for managing their divisions. They tend to be optimistic, confident, goal-oriented, determined, and sometimes aggressive. Personal success is always a top priority for them. While they promote team spirit and corporate cooperation, they also place great importance on individual autonomy. They are expected to act independently within their areas of responsibility, and they understand that if they fail, they can be quickly removed from their position.

British business managers strive to be diplomatic and fair. However, when necessary, they can also be strict and firm. They deeply respect traditional values, which sometimes makes it difficult for them to fully understand or accept cultural and ideological differences.

In Australia, business leaders focus heavily on teamwork and collaboration. They possess quick-thinking abilities, allowing them to make fast and precise decisions.

In South Korea, large corporations are often family-owned. The business structures in the country are characterized by nepotism, meaning that key leadership positions are typically held by the owner's children, brothers, sons-in-law, nephews, and other close male relatives.

Chinese business leaders strictly adhere to the directives of senior executives without question. Challenging the decisions made by top management is considered disrespectful. In Chinese culture, maintaining a friendly and polite demeanor is highly valued, so employees always strive to ensure a harmonious work environment and uphold organizational order.

In conclusion, business management practices vary across different countries due to cultural, economic, and legal differences. However, the core principles of effective business management remain consistent.

In developed countries, business management strongly emphasizes innovation, technology adoption, and strategic planning to maintain a competitive advantage. These nations widely implement transparent, accountable, and ethical business practices.

On the other hand, emerging economies may face challenges such as political instability, limited resources, and other economic difficulties. As a result, successful business management in these countries requires adaptability to local conditions, close cooperation with government representatives and local communities, and the implementation of sustainable business practices.

Additionally, in developing countries, business management focuses on resolving infrastructure issues, expanding market opportunities, and promoting economic growth. This includes developing effective strategies for collaboration with international organizations, attracting foreign investments, and ensuring economic stability.

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