

wysokiej jakości planowania strategicznego, aby zapewnić wzrost krajowej gospodarki.

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MOTIVATION IN MANAGEMENT

Motivation is a decisive factor in the success of enterprise management. It determines the effectiveness of work, and therefore serves as the basis of the labor potential of the worker. Motivation is a process of creating a system of conditions that influence the behavior of a person and as adjust her actions as the organization needs to reach the goal. Sometimes this function is ignored, but its availability is necessary to produce a strong performance on the way to personal development. Understanding this importance, many big companies are finding new ways to motivate their workers. They try to learn about human nature and basic needs, which urge people to do something. Besides that, specialists explore people's wants to manage businesses easy and effectively, taking into account satisfaction with the activity by all the sides involved into the management process.

The analysis of scientific literature shows the presence of a large number of works devoted to motivation issues. Significant contribution to the development

of theoretical foundations and applied aspects of motivation systems is made by D. Ariely, C. M. Christensen, R. K. Sprenger etc.

CEO should overcome lots of difficulties. He should make important decisions, choose the right path, be competent, have time to do everything, and follow innovations. The chain can be extremely long. For simplifying complicated tasks he ought to establish close connections with the team. Manager has to find approach to everyone. It is very important to know what motives each employee are guided. Internal motives of any person associated with his or her personality, in particular, with needs, interests, principles, believes, expectations, perceptions and awareness of certain moral values [2, p. 210]. Depending on the nature of the given factors two kinds of stimuli are considered. They are moral and material incentives. Usually people work better when the climate in the organization permits them to feel valued. They want to know that labor is important and the ones can be thankful for the good job and high perseverance. Administration often forgets to say words of gratitude to the staff as it's always easier to treat subordinates with reproaches. However, such behavior is inherent an inexperienced manager. Ignoring people's achievements is almost as bad as denying their efforts in their eyes. The person who really wants to lead the company to success will protect and support subordinates. He will say `thank you`, `good job`, `I know you can work better`, `please` and other simple words of appreciation. For majority the system of moral stimulation is very weighty and it manifests itself at the subconscious level. Workers get high satisfaction with public praise, common voyage, collective decision-making, and joint participation in a project or a competition. Feeling a part of one big family can make a person work an hour longer without paying or 5 times more intense. Moreover humanity demands respect and justice. Don't show yourself as a big boss. If you show respect to your subordinates they will be respectful to you. Manager must have deep knowledge of psychology at least. Maybe someone of the staff is a creative person and it would be necessary to develop his or her potential in useful for organization sphere. Also manager should know how to support and appease people in order to none problem could destroy or reduce work productivity. But it isn't a good idea to build very close and friendly relationship with an employee of the low rank in your company. It can lead to injustice. Different subjective factors such as personal attitude to another person or even rumors should not influence principal's intentions or behavior. Manager should be independent and appreciate the trust of the team. Correctly planned and organized motive system enables the company to improve the efficiency of personnel, increase sales,

increase production process and customer services without significant material costs [1, p. 47].

Nowadays less attention is paid to material stimulation. Decades earlier, many theorists believed that people were working in line with their wages. But eventually anomalies began to appear. We observe that hard-working people are engaged in charity or non-profit activities. Some of them work in incredibly difficult conditions and get less money than they could get anywhere else. If they are motivated not earn money at all, then what... [3]. From our point of view, it's a sense of heroism or mission fulfillment, passion to your own case, rank, strong ties with colleagues or something else. For everyone it's a personal choice. And vice versa getting a high salary may not bring pleasure. People spend too much time at work and it's unacceptable to feel bad for a while. So, the task of management is to monitor the needs of employees and satisfy them, directing results to improve the efficiency of the enterprise. Of course, work must bring a person necessary income, but today motivation of material incentives does not have such a great importance. People will be able to succeed and get a fortune only if they don't feel like a fish taken out of water. First of all they require comfort, support, rapport, acknowledgment etc.

Consequently, the manager should provide employees with the necessary favorable working environment in which they will form their own internal motivation: require agreed results. Clearly agree with employees what you expect from them. This is much more effective than any bonuses; agree the aim with your subordinates. Discuss the thoughts and suggestions of everyone; keep an open dialogue with workers and interested in them. This will help to avoid problems and misunderstandings; treat subordinates with confidence; be objective [4].

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DOING BUSINESS IN JAPAN

An ancient culture which has evolved within the geographical boundaries of an island has produced a modern day society with unique values, traditions and customs. Doing business in Japan arguably poses the most potential for cross cultural misunderstandings.

However, Japan's professionals are well educated in doing business with the West and will try to modify their own behaviours to accommodate. Nonetheless, doing business in Japan necessitates preparing oneself by understanding areas such as business culture, business etiquette, negotiation, and meeting protocol.

There is heightened sense of formality in Japanese interaction. When doing business in Japan, your suitability in respect to conducting business will be assessed during a first meeting, so always maintain a sense of professionalism [1].

The bow is an integral part of Japanese society. It is used when meeting, getting attention, to show gratitude, to express sympathy or as an apology. Whilst doing business in Japan as a Westerner, you would not be expected to bow. You will most likely be greeted with a handshake combined with a slight nod of the head.

Introduce yourself with your full name followed by your company name. It is important to use proper titles when addressing someone, so always establish the position of the other person.

The exchanging of business cards when doing business in Japan involves a degree of ceremony. The card is seen to represent the individual, so should be treated with respect. Before travelling to Japan, ensure you have ample cards and have one side translated into Japanese. Include your position within the company on it. Invest in a carry case to store cards and keep this in the inside pocket of a suit jacket [2].