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FEATURES OF THE MANAGEMENT OF INTERNATIONAL PROJECTS, TAKING INTO ACCOUNT INTERCULTURAL DIFFERENCES OF THE PARTNERS

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Abstract This publication presents the research results of the features of cross-cultural interaction in international management. International economic relations may evolve through major joint projects based on the teamwork. The problem of management in this case is to ensure mutual trust and consensus between teams from different countries. As part of the research, the features of the development of organizations from Russia, India and China were studied. The internal specificity of the types of organizational development and leadership models within the company create prerequisites for the differentiation of communications between partners. Taking into account the revealed differences is recommended in joint planning, organizing of control over the projects execution, and creating of international working groups.

Keywords: Culture, cross-cultural management, international relations, cultural peculiarities, efficient cooperation, organizational development.

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JEL Classifications: Z13

Additional disciplines: psychology

1. Introduction

Russia-based company RC* launched a project on natural gas liquefaction (LNG) produced from the deposits of the Barents Sea. This is an international project, as in future the products shall be delivered to the key markets of Japan, China, and India. Therefore, it is necessary to take into account the involvement of foreign partners, namely the representatives of Chinese and Indian oil companies, namely CC and IC respectively. Those companies shall provide access to local markets and technologies by participating in the capital of a joint venture.

* For confidentiality reasons, company names used in this paper were changed

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There is a huge interest in Russian energy resources in the Asian market due to a geographical location of Russia (Shakhovskaya et al. 2018). In modern economy, every organization is seeking for different collaborations, rather than stay isolated (Muradli, Ahmadov 2019; Girdzijauskaite et al. 2019). Nowadays, the main strategy of Russian government in terms of industrial companies should focus on investment and technological policies, which will encourage the sufficient development in these areas, following by the emergence of new companies, which will become the new industrial leaders (Maslennikov, Chernitsova 2017). LNG production from Barents deposits is an ambitious international project that requires more than $20 billion investment. Minimum payback period will make about eight years following the project launch. As a rule, the plans for the development of such projects cover production, financial, organizational, and marketing issues. However, the quality of relations between partners, who are characterized by significant cultural differences, greatly affects the success of the project under consideration. The question is how these three companies can be characterized in the terms of leadership and organization types.

Aim of the article

This article is aimed at analyzing cultural specificities of the partners of the oil and gas project in the context of leadership and organization types.

Research hypothesis

Management of major projects is a complex managed system, which effectiveness depends on the quality of decisions made with the high importance of each element of the management cycle. The overall effectiveness of management depends on the structure of the management system, the mental model and the aim of management, which is laid down in the basis of decision-making and in the actual procedures by which the solution is developed and implemented. The structure of the management system and its procedures are analytical, amenable to formalization and optimization based on the principles of rationality. Mental models, which are inherent to different national partners are cognitive and they generate heuristic solutions. Without taking into account the specifics of mental models of national partners, the management of international projects may have low efficiency. For the efficient integration of mental models into project management, it is necessary and sufficient to define their key characteristics describing differences or similarities from a management perspective. The process of preventing and resolving conflicts, connected with international relations is a multidisciplinary approach, which includes psychology, sociology and many other disciplines (Kazanský, Andrassy 2019). The authors believe that the organizational type of national companies will determine the effectiveness of procedures implementation and the predominant type of leadership will ensure consistency and efficiency of teamwork. The study of national management culture and mental model of leadership will allow to additionally optimize management decisions in international projects.

Practical significance

The results of this study could be used for evaluation of the management models of various participants, united in a single project. Assessment tools allow to determine the type of organization and the leadership model of any differentiated team, regardless of the sphere of economic activity. The results of an empirical study describing the specifics of Russian, Chinese and Hindu management could be applied for management optimization in the interaction process of such groups in real business. Comparison of groups according to the degree of cultural differences and adaptability allows to adjust employee behavior patterns, set target priorities and areas of interaction (Pozdniakov, Le 2016). The methodology and results of the research are both of methodological and practical value for scholars interested in problems of cross-cultural management, and teachers who teach similar disciplines.

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2. Theoretical base of research

Cross-cultural management addresses a whole host of issues, such as meetings and negotiations, team working, motivation, ethical conflicts etc. (Table 1). However, each author presented in the table emphasizes three basic components that create a culture triangle, namely communication, leadership and organization (Mole 2003; Rugman et al. 2006). In fact, these problem domains are the key ones as they involve other areas mentioned earlier. For example, principles of business organization directly affect incentive system and teamwork, leadership influences interaction efficiency of team members and conflict management, while communication identifies the effectiveness of meetings and negotiations, and ethical attitude to judgments and conduct of other people. Consequently, it is very important to discover the essence of communication, leadership, and organization in the context of cross-cultural relations to understand the principles for the design of the efficient cooperation between the representatives of various cultures. The understanding of the aforementioned problem domains allows developing a research framework aimed at the elaboration of the principles of cross-cultural management for major international projects.

Table 1. Problem areas in cross-cultural management

Authors	Problem areas
Mole (2003)	• Communication • Leadership • Organization • Meetings and negotiations
Lewis (2006)	• Leadership • Organization • Team working • Motivation • Meetings and negotiations
Rugman et al. (2006)	• Communication • Leadership • Organization
Steers et al. (2010)	• Communication • Leadership • Organization • Team working • Motivation • Meetings and negotiations • Ethical conflicts
Hurn and Tomalin (2013)	• Communication • Leadership • Team working • Meetings and negotiations

Source: Mole 2003, Lewis 2006, Rugman et al. 2006, Steers et al. 2010, Hurn and Tomalin 2013

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In general, communications include verbal and nonverbal signals, which reflect certain expectations and beliefs of the representatives of various cultures. Leadership involves the issues as to who and how authority is delegated within the company, what are the specificities of decision-making process, what are the characteristics peculiar to a capable leader, depending on the cultural context. At the same time, it is important to understand, how workflow is arranged at the company, including forecasting and planning activities, information gathering and dissemination, and progress measurement (Figure 1). The detailed discussion of each mentioned problem domain of cross-cultural management is provided below. As the research is underpinned by the international project, involving the representatives of China, India, and Russia, leadership, communication and organization issues can be studied in the context of the respective cultures.

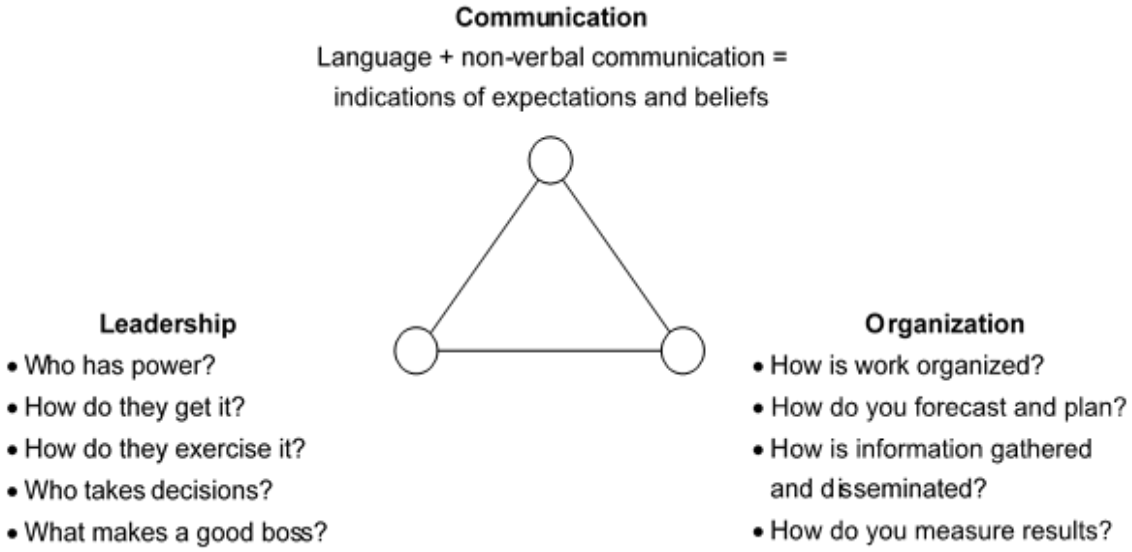


Fig.1. Management dimensions of culture
Source: Rugman et al., 2006, p.142

Leadership and principles of business organization can be classified in the same way as in the case of cultural context. The problem is that national differences partially effect the system created, and it is important to consider a corporate culture as such. For example, according to the research performed by Dofman et al. (2004), Chinese, Indian, and Russian cultures are characterized by similar leadership profiles. Specific differences are observed in the context of humane oriented and, to a lesser degree, in the context of autonomous leadership (Figure 2). According to Barrett (2011), Russian, Indian, and Chinese cultures are largely prone to high context communications. Therefore, while the certain cultures have intrinsic differences, the areas of common interest, which create trust, are also in place.

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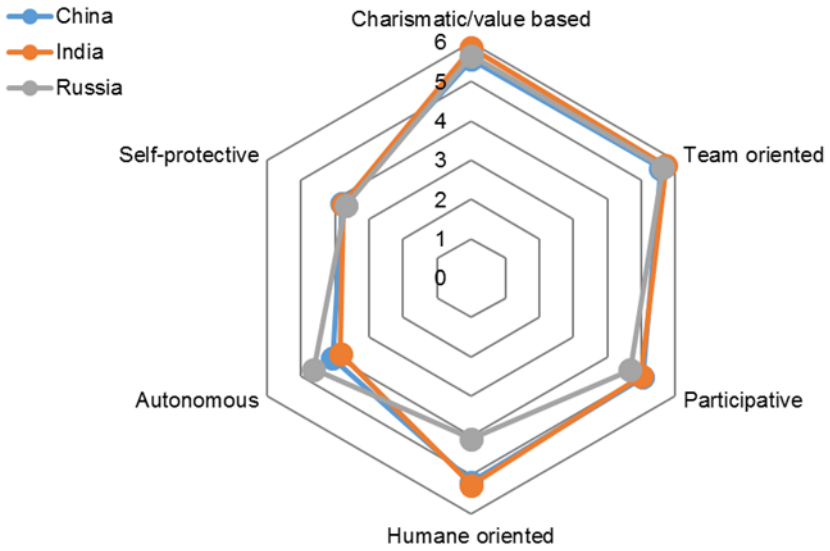


Fig.2. Leadership profiles of Chinese, Indian and Russian cultures
Source: Dofman et al., 2004, pp.713-714

Certain cultural models can be identified in terms of business organization. For example, according to Lewis (2006), Russian companies often face bureaucratic problems within the official channels that forces them to seek for informal relations to game the system and achieve targeted results. Indian companies are characterized by nepotism, which means that key managerial positions are often held by family members, while business relations evolve through the development of kin relations within specific trade groups. In turn, Chinese culture supports Confucianism and is characterized by clear hierarchic relations, cliquish interests, prevailing over personal ones, and strive for consensus (Figure 3). However, despite the existence of cultural specificity to be considered, operational principles of a certain corporation play a key role. It can be concluded that the system of business organization may vary greatly due to the impact created by cultural specificities.

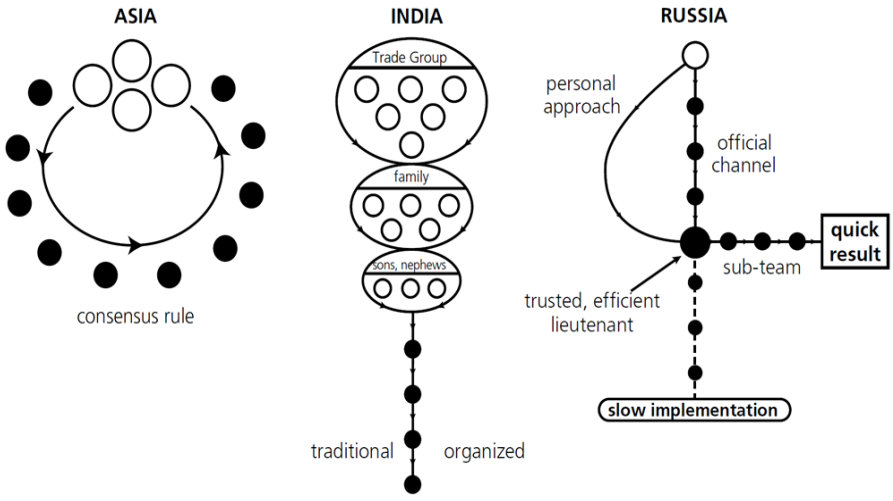


Fig.3. Leadership and organization styles in China, India and Russia

Source: Lewis, 2006, pp.108-109

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Consequently, while cultural context affects the characteristics of leadership and business organization within a certain company, it is necessary to understand the specificity of internal environment from the perspective of established corporate policies. As this may refer to a wide range of classifications, identifying various approaches to leadership and business organization, Mole's framework (2003) can be used for simplicity. The framework represents a chart that classifies culture by two types of organizations, namely systematic and organic, and by two types of leadership, namely individual and group. Eventually, such approach allows defining to what extent various countries and companies differ from each other in terms of business operations (Figure 4). The application of the proposed model allows emphasizing those differences, which are peculiar to the cultures in terms of leadership and principles of business organization. Consequently, this model is relevant to this research.

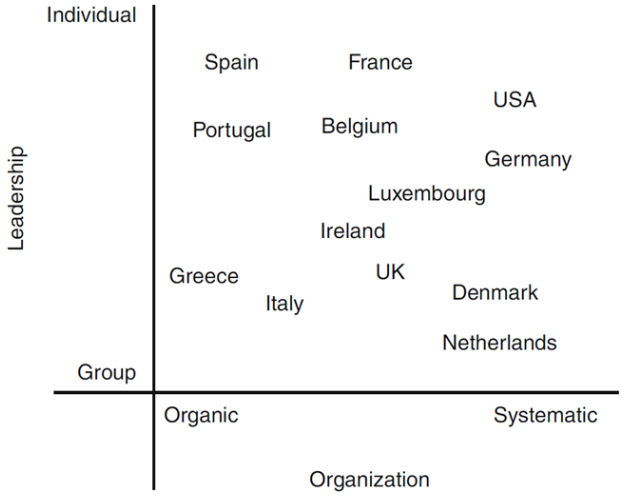


Fig.4. The 'Mole map'

Source: Hurn and Tomalin, 2013, p.55

It is difficult to use a single classification for communications, as each specific culture may require a unique approach. For example, according to Gesteland (2012), Chinese culture requires people to be ready for face-to-face meetings, to keep calm exterior, to avoid continuous visual contact or some hand gestures. To establish business relations with Indians, it is necessary to consider specificities of local English language, body language, pronunciation of names, and bargaining principles. In turn, Russian culture suggests a combination of calm and expressive negotiation styles, high tolerance to alcohol, and granting gifts to the business partners. Consequently, there are various communication systems, which can be affected by both national culture and corporate policies. Therefore, it will be more reasonable to examine the experience of various people from cooperation with other nationalities, as this may refer to unexpected consequences from culture clash (Mole 2003).
In general, it can be concluded that cross-cultural differences in business relations occur at the level of leadership, communications, and principles of business organization. Those differences prevent the foreign counterparties from efficient relations, as each project participant may have a unique idea of the principles of project implementation. However, cultures may have the common points, which may form the basis for trusted relations and consensus searching.

3. Methods of data collection

It was necessary to use several methods to collect the relevant data. For example, a desk research was conducted to identify the specificity of oil and gas project. That research was based on corporate reports, presentation materials, and financial calculations of RC. In addition, some open sources of statistical data were used. Mainly

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quantitative data was collected, providing insight into the situation under consideration in terms of relations between certain project participants.

Cultural specificities of Chinese, Indian, and Russian parties viewed in the context of leadership and organization have been identified according to Mole model (2003) that describes certain characteristics of systematic and organic organization, as well as individual and group leadership. Those characteristics had been used to develop the online-questionnaires using Qualtrics, which web-link were later sent to the participants of oil and gas project to get the objective insight into cultural specificities of three companies. The web-link was sent via e-mail. Later, a minimum number of completed forms, necessary to derive accurate conclusions, was established.

It is worth to note that the companies, participating in the project, employ tens of thousands of people. Therefore, only those, participating in joint venture, were considered as the population of the research. According to current forecasts, the project will involve 470 people, including 210 people, representing Russian company, and 140 and 120 people, representing Chinese and Indian companies respectively, with no provisions made for outsourcing. 348 participants had completed online-questionnaires as a result of survey, i.e. response rate made 74% (Table 2).

Table 2. Sample of the research

Sample	Population	Sample	Request, %
Russian company	210	151	71.9%
Chinese company	140	106	75.7%
Indian company	120	91	75.8%
Total	**470**	**348**	**74.0%**

Source: composed by the authors

Various methods of data analysis were used in the course of the research. For example, when examining the specificity of oil and gas project, charts and diagrams have been prepared to visualize the context, within which the relations between the project participants are evolving. Theoretical models that indirectly relate to cross-cultural relations and allow for a better understanding of the organization of the oil and gas project were also used. MS Excel 2016 was used to perform calculations based on survey results. Those calculations allowed to count the percentage of yes/no responses and to visualize the characteristics of oil and gas project participants using the Mole map (2003).

4. Results

The results of the analysis of cross-cultural relationships between the companies involved in a large industry project are outlined below. Based on the results of the survey, 348 respondents had completed the online-questionnaires. Subsequently, the results were analyzed, and the number of answers given for each of the thirty questions was calculated. As a result, an understanding was obtained of the characteristics of the three companies involved in international negotiations, in terms of leadership and principles of business organization. It should be noted that for clarity, respondents' answers were compared with the systematic organization and individual leadership.

First of all, we should pay attention to the principles of business organization of individual companies.We should keep in mind, that managers of Russian companies have been working in the period of economic sanctions, which made them quite accustomed to the changing economic conditions and able to adapt their business processes to the external environment (Schmeleva, Nizhegorodtsev 2018). Also, we should mention the current condition of

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social partnership in Russian compaies, which is relatively undeveloped nowadays (Denisov, Khachaturyan, Umnova 2018). Moreover, the problem of high staff turnover remains relevant for many Russian oil companies, according to annual reports (Plenkina, Osinovskaya 2018). So, in case of RC, detailed planning, monitoring of the implementation of plans, regulation of activities and work functions, regular evaluation of results, observance of the agenda of meetings, the lack of flexible improvised solutions play a big role, as well as a clear differentiation of the personal life and work of employees. Not less than 2/3 of the interviewed specialists have chosen such characteristics for the company. At the same time, there is not always a clear implementation of procedures, in some cases informal decisions could be made, and organization and punctuality are not a critically important requirement. Personal relationships also play a big role in the performance of tasks, and in case of carrier promotion, they directly affect the final result. In addition, an analytical approach to decision-making is not always appreciated like the accumulated experience. Thus, although in general, RC is inclined towards systematic organization (61% of the answers); certain features of the organic organization play a significant role. In fact, in the presence of sufficiently clear rules and regulations, it is possible that their impeccable performance is optional, since personal interrelations and an informal approach to work influence the work (Table 3).

Table 3. Characteristics of RC in the context of systematic organization

Questions	Answers	RC
When decisions are made, do they include detailed action plans?	*Yes*	78.8%
Do people have to be chased to carry them out?	*No*	20.5%
Do you have procedure manuals?	*Yes*	82.8%
Do people rigorously follow procedures?	*Yes*	57.6%
Do you have an accurate written job description?	*Yes*	68.2%
Do you have specific goals and targets?	*Yes*	64.9%
Do you have regular appraisals?	*Yes*	69.5%
Is analysis more respected than experience in decision making?	*Yes*	48.3%
Are contacts more important than achievement in getting promoted?	*No*	20.5%
At a meeting, do people stick closely to the agenda?	*Yes*	72.2%
Are flexibility and last-minute improvisation common?	*No*	72.8%
Are important decisions made informally, even outside the office?	*No*	60.3%
Is it very important to be organized and punctual?	*Yes*	61.6%
Are home life and office life rigorously separated?	*Yes*	70.9%
Are personal relationships vital in getting things done?	*No*	58.9%
Total		**60.5%**

Source: composed by the authors

Several other features are characteristics of CC. In particular, the company clearly articulates the setting of goals, the adoption of informal solutions is rare, the role of organization and punctuality of employees is high, the results of analytical work are put higher than the accumulated experience, and there is a clear differentiation of professional activity and personal life. At the same time, the role of planning in CC is not so pronounced compared to the Russian company. In addition, the organization does not strictly monitor the current activities of employees, the results achieved are not often evaluated, in most areas there are no clear rules of procedure and job descriptions, meetings are not always held on an approved agenda, and improvised solutions are more frequent. At the same time, the role of personal relations within the Chinese company proves to be significant both in the promotion to work and in the fulfillment of the tasks set. Despite all of the above, in general, about 61% of the answers collected indicate that CC refers to a systematic organization. In general, the company does not have such clear rules and regulations as compared to RC, but it sets specific goals of the work to be consistently performed by employees with the high role of building personal trust relationships with colleagues and superiors. Moreover, decision making in CC does not tolerate an informal approach and is based more on a rational assessment of a certain situation than on the experience gained (Table 4).

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Table 4. Characteristics of CC in the context of systematic organization

Questions	Answers	CC
When decisions are made, do they include detailed action plans?	*Yes*	61.3%
Do people have to be chased to carry them out?	*No*	68.9%
Do you have procedure manuals?	*Yes*	43.4%
Do people rigorously follow procedures?	*Yes*	55.7%
Do you have an accurate written job description?	*Yes*	38.7%
Do you have specific goals and targets?	*Yes*	87.7%
Do you have regular appraisals?	*Yes*	58.5%
Is analysis more respected than experience in decision making?	*Yes*	67.0%
Are contacts more important than achievement in getting promoted?	*No*	36.8%
At a meeting, do people stick closely to the agenda?	*Yes*	54.7%
Are flexibility and last-minute improvisation common?	*No*	61.3%
Are important decisions made informally, even outside the office?	*No*	81.1%
Is it very important to be organized and punctual?	*Yes*	84.0%
Are home life and office life rigorously separated?	*Yes*	88.7%
Are personal relationships vital in getting things done?	*No*	29.2%
Total		**61.1%**

Source: composed by the authors

Work in IC is completely different. A detailed action plan and strict control over the current work of employees are not of great importance. Work regulations, strict observance of instructions, regular appraisals, organization and punctuality play an insignificant role. The adoption of managerial decisions can be based on both the existing experience and analysis, while they can be taken completely informally, outside the office. At the same time, the Indian company is characterized by a clear statement of the goals of work, high flexibility in decision-making, intertwining of personal and professional life, as well as a significant impact of relationships on the final result, both in promotion issues and in performing tasks set. Thus, in general, IC is a relatively informal and flexible structure where the personal relationships of employees and set working goals play a greater role than specific plans and regulations. Accordingly, it is about organic organization, as evidenced by almost 62% of responses received. At the same time, it should be noted that the flexibility of Indian culture manifests itself even within a large oil and gas corporation characterized by a certain level of regulation and control of operating activities (Table 5).

Thus, it can be concluded that the tendency for regulation of activities and the establishment of clear rules is more characteristic for RC, although in practice they are not always fulfilled. In turn, CC and IC focus more on the implementation of specific objectives, less control over the current activities of employees and welcome a more flexible approach to work. In particular, this concerns a company representing Indian culture. In case of a Chinese company, you can identify a certain propensity for formalism expressed in the organization, punctuality, a clear division of personal and professional life, and rare making important decisions in an informal setting. However, similar features can be found between three participants of the project in the Barents Sea. In particular, employees of three companies are not characterized by strict adherence to procedures. Moreover, building trust relationships, especially in the matter of career growth, plays an important role in each of the organizations studied.

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Table 5. Characteristics of IC in the context of systematic organization

Questions	Answers	IC
When decisions are made, do they include detailed action plans?	*Yes*	37.4%
Do people have to be chased to carry them out?	*No*	74.7%
Do you have procedure manuals?	*Yes*	45.1%
Do people rigorously follow procedures?	*Yes*	42.9%
Do you have an accurate written job description?	*Yes*	35.2%
Do you have specific goals and targets?	*Yes*	85.7%
Do you have regular appraisals?	*Yes*	35.2%
Is analysis more respected than experience in decision making?	*Yes*	47.3%
Are contacts more important than achievement in getting promoted?	*No*	18.7%
At a meeting, do people stick closely to the agenda?	*Yes*	8.8%
Are flexibility and last-minute improvisation common?	*No*	9.9%
Are important decisions made informally, even outside the office?	*No*	49.5%
Is it very important to be organized and punctual?	*Yes*	38.5%
Are home life and office life rigorously separated?	*Yes*	31.9%
Are personal relationships vital in getting things done?	*No*	16.5%
Total		**38.5%**

Source: composed by the authors

Now proceed to the specifics of the leadership of the analyzed companies. The answers of the respondents representing RC allow us to conclude that in the Russian company important decisions are made by specific managers, the development of a strategic plan is entrusted to top management, most decisions are made without prior consultations with personnel. Moreover, the management of the company does not try to be participative, the work goals are set by immediate supervisors without agreement with the employee, and competition between individual specialists can interfere with team interaction. Accordingly, RC employees are accustomed to contact managers for solving work problems, and meetings and negotiations in the company are supervised by the chairman. Thus, in general, RC is characterized by individual leadership, as evidenced by 67% of responses received. Nevertheless, there are certain features of group leadership, such as the staff awareness of the company's strategy or the consideration of meetings as effective means of problem solving (Table 6).

In case of the Chinese company, many features of individual leadership are more pronounced. For example, CC employees who participated in the questionnaire more clearly understand the sole role of management in making important decisions, developing a strategic plan, determining personal goals for subordinates, and lack of managers' desire to know the opinion of staff. Moreover, many respondents noted that CC managers are not good listeners, and can also keep their distance from subordinates. In addition to this, meetings are held in the company to set clear instructions, not for joint problem solving, and therefore are not organized in the form of a round-Table discussion. At the same time, problems are more often solved at personal meetings. Such facts are characteristic of individual leadership, but the Chinese company also exhibits some bright features of group leadership. In particular, most of the interviewed experts believe that group merits, rather than individual merits, are more taken into account when awarding. Accordingly, the competition between individual employees does not interfere with teamwork, since their activities are focused on the interests of the whole team. A CC employee can address a work problem to a colleague, not a manager. In addition, he has a definite idea of the company's development strategy, and also considers the meeting as an effective enough solution to certain issues. As a result, according to 70% of responses, individual leadership is more characteristic for the Chinese company, although the desire for collectivism also exists (Table 7).

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Table 6. Characteristics of RC in the context of individual leadership

Questions	Answers	RC
Who makes important decisions?	*Individual managers*	70.2%
Who develops the strategic plan?	*Top management*	88.1%
Who knows what the strategy is?	*Top management*	35.8%
Do decisions need everyone's agreement before they are implemented?	*No*	80.1%
Are decisions made after full consultation with everyone they affect?	*No*	75.5%
Do managers keep their distance from subordinates?	*Yes*	58.9%
Do managers make an effort to be participative and good listeners?	*No*	78.8%
Who sets your goals and targets?	*My manager*	82.8%
When achievement is publicly recognized, who are singled out?	*Individuals*	62.9%
Does competition between individuals get in the way of teamwork?	*Yes*	69.5%
If you have a work-related problem, who do you go to first?	*My manager*	70.9%
What are most of the meetings you go to for?	*Briefing and instruction*	62.9%
Are most of your meetings firmly managed by the chair or round-table discussions?	*Controlled by chair*	86.8%
If you want something done do you see people individually or call a meeting?	*See people individually*	46.4%
Are meetings an efficient way to get things done?	*No*	35.8%
Total		**67.0%**

Source: composed by the authors

Leadership style is in many respects similar to CC in the Indian company. In particular, the managers make unified decisions both at the strategic level and in the context of the objectives of individual employees, without paying attention to the opinion of subordinates and even building a certain distance in the relationship. Accordingly, the meetings in most cases are organized under the control of chair and is necessary for providing specific instructions.

Despite the high role of power, the characteristics of collectivism are also characteristic for the Indian company. This reflects itself in the recognition of group work results, the maintenance of teamwork in a competitive environment between employees, addressing colleagues in solving work problems, and often holding meetings that are considered to be an effective tool. Nevertheless, the centralization of power generally plays a higher role in IC than the focus on the interests of the team. For this reason, 65% of the answers received reveal that the individual leadership is relevant for the Indian company (Table 8).

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Table 7. Characteristics of CC in the context of individual leadership

Questions	Answers	CC
Who makes important decisions?	*Individual managers*	87.7%
Who develops the strategic plan?	*Top management*	95.3%
Who knows what the strategy is?	*Top management*	50.9%
Do decisions need everyone's agreement before they are implemented?	*No*	92.5%
Are decisions made after full consultation with everyone they affect?	*No*	89.6%
Do managers keep their distance from subordinates?	*Yes*	70.8%
Do managers make an effort to be participative and good listeners?	*No*	94.3%
Who sets your goals and targets?	*My manager*	95.3%
When achievement is publicly recognized, who are singled out?	*Individuals*	19.8%
Does competition between individuals get in the way of teamwork?	*Yes*	29.2%
If you have a work-related problem, who do you go to first?	*My manager*	50.9%
What are most of the meetings you go to for?	*Briefing and instruction*	87.7%
Are most of your meetings firmly managed by the chair or round-table discussions?	*Controlled by chair*	81.1%
If you want something done do you see people individually or call a meeting?	*See people individually*	69.8%
Are meetings an efficient way to get things done?	*No*	40.6%
Total		**70.4%**

Source: composed by the authors

Table 8. Characteristics of IC in the context of individual leadership

Questions	Answers	IC
Who makes important decisions?	*Individual managers*	90.1%
Who develops the strategic plan?	*Top management*	82.4%
Who knows what the strategy is?	*Top management*	52.7%
Do decisions need everyone's agreement before they are implemented?	*No*	93.4%
Are decisions made after full consultation with everyone they affect?	*No*	95.6%
Do managers keep their distance from subordinates?	*Yes*	84.6%
Do managers make an effort to be participative and good listeners?	*No*	89.0%
Who sets your goals and targets?	*My manager*	91.2%
When achievement is publicly recognized, who are singled out?	*Individuals*	35.2%
Does competition between individuals get in the way of teamwork?	*Yes*	27.5%
If you have a work-related problem, who do you go to first?	*My manager*	14.3%
What are most of the meetings you go to for?	*Briefing and instruction*	74.7%
Are most of your meetings firmly managed by the chair or round-table discussions?	*Controlled by chair*	82.4%
If you want something done do you see people individually or call a meeting?	*See people individually*	38.5%
Are meetings an efficient way to get things done?	*No*	25.3%
Total		**65.1%**

Source: composed by the authors

Based on the comparison of results, it can be concluded that the leadership style of three companies participating in the international project is similar to each other. So, each of the organizations is characterized by the centralization of power, making individual decisions at the strategic and operational level, lack of attention to the opinion and problems of subordinates. However, these characteristics are more pronounced in the Chinese and

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Indian companies. Moreover, one can observe the manifestation of collectivism, which is less evident in RC. We also should take into account that the relations between managers and subordinates in each organization are built in their own way. Thus, in the Russian company, the distance between management and personnel is less noticeable, while people often apply to the superior to solve current problems.
Based on the results of the survey, Mole map (2003) was built, which compares the leadership style and principles of business organization (Figure 5).

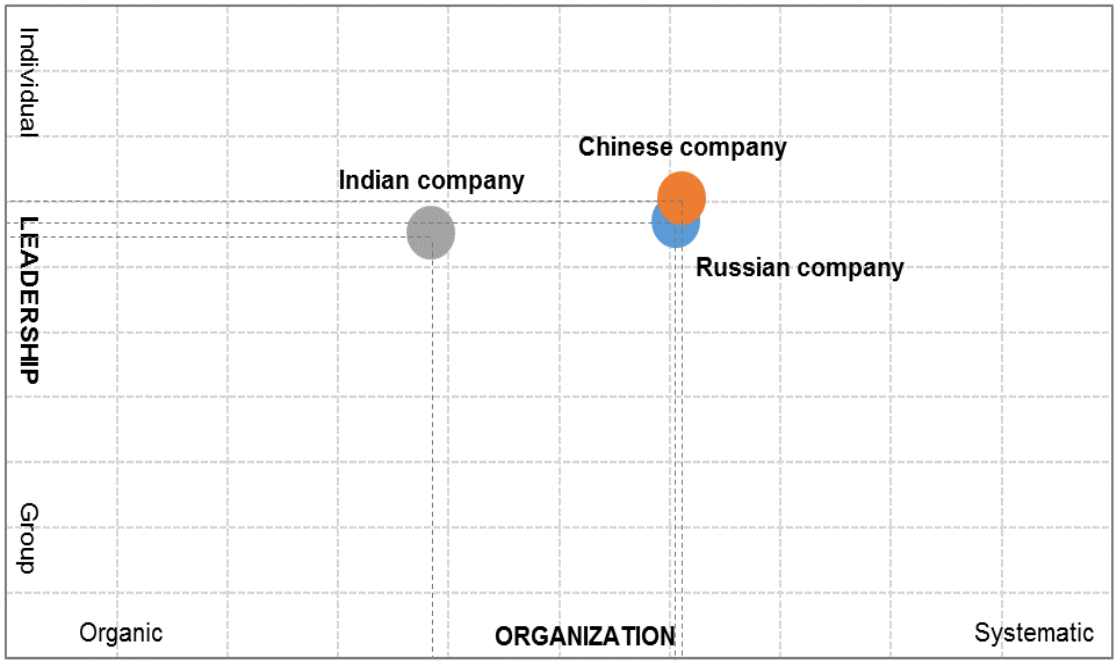


Fig.5. Mole map for RC, CC and IC
Source: composed by the authors

Based on the chart, we can conclude that the centralization of power is manifested in each of three companies, so in general they tend to individual leadership. Nevertheless, there is a noticeable gap in organization, as the Indian company is more organic and flexible than its partners. At the same time, based on the results of the analysis, in reality, each of three companies has a certain specificity. That is, in general, we can conclude that the difference between partners exists both at the cultural and organizational level.

Conclusion

On the one hand, it is determined that the Russian and Chinese companies tend to have a systematic organization, while the Indian party more supports the organic organization. At the same time, there is a wide range of differences between three participants of the oil and gas project, related to the issues of planning and regulating activities, focusing on goals, monitoring current activities, building relationships and other issues. On the other hand, each company adheres to individual leadership. This is due to the centralization of power, the adoption of individual decisions, and insufficient attention to the problems of subordinates. However, it should be taken into account that such characteristics are more pronounced for the Chinese and Indian parties of the negotiations, as well as the manifestation of the features of collectivism. In general, while according to the classification proposed by Mole (2003) the international partners may adhere the similar models of leadership and business organization, more detailed analysis may reveal the significant differences between those models. This may be about different approaches to planning, activity control, goals design, and the role of relationships for career and work, separation

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of private and professional life from the perspective of the organization. In turn, from leadership perspective, the differences may relate to the involvement of the personnel into tactical and strategic decision-making process, result assessment, personal competition, approaches to meeting with managers and subordinates.

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