

*V. M. Shaklein, I. I. Mitrofanova, S. A. Deryabina, S. S. Mikova*

## THE CONCEPT OF MANAGEMENT IN INTERCULTURAL COMMUNICATION

*Peoples' Friendship University of Russia (RUDN University), Moscow, Russia*

**Abstract.** The article studies the concept “management” in different linguistic and cultural environments, presents a comparative analysis of the content of the concept “management” in intercultural communication. It describes the concept “management” in the Russian linguistic culture with its peculiarities in the semantic content and the transfer of these meanings by means of language.

The relevance of the article is connected with the object of the research: the concept “management” is international, it is reflected in different national language consciousness where acquires certain nationally specific features caused by both proper language and extralinguistic factors. This concept is relatively new for Russian linguistic culture, its intercultural comparison is of interest for the research in the field of intercultural communication, translation theory and practice, cultural linguistics, ethnopsycholinguistics. The conditions of the concept functioning – the modern linguistic and cultural situation – emphasizes the significance of the present research.

The material of the research (thematic and semantic dictionaries of the Russian language, Russian national corpus, British national corpus and national corpus of the modern American language) was studied with the help of the following methods: a continuous sampling, a partial and directed selection, a descriptive (containing methods of observation, interpretation, generalization) method, linguistic and cultural analysis, component, contextual and conceptual analysis, word-formation and etymological analysis.

The results of the research allow to reveal the features of the concept “management” in Russian linguistic culture on the background of other linguistic cultures (English, American, Chinese, Vietnamese, Italian, and Iranian).

The English word “management” in the Russian linguistic culture has received a wide compatibility due to its active use in the language, compared with Chinese, Vietnamese, Italian, and Iranian linguistic cultures, where this lexeme is mainly limited to business communication.

**Keywords:** *concept, linguoculturological concept, management, national corpus, linguistic consciousness, linguistic and cultural situation*

*V. M. Шаклеин, И. И. Митрофанова, С. А. Дерябина, С. С. Микова*

## КОНЦЕПТ «МЕНЕДЖМЕНТ» В МЕЖКУЛЬТУРНОЙ КОММУНИКАЦИИ

*Российский университет дружбы народов, г. Москва, Россия*

**Аннотация.** Статья посвящена исследованию концепта «менеджмент» в разных лингвокультурных средах, сопоставительному анализу содержания понятия «менеджмент» в межкультурной коммуникации. Описываются концепт «менеджмент» в русской лингвокультуре с его особенностями в смысловом наполнении и передача этих смыслов средствами языка.

Актуальность работы связана с объектом исследования, концепт «менеджмент» носит интернациональный характер, отражен в разных национальных языковых сознаниях, где приобретает те или иные национально-специфичные черты, обусловленные как собственно языковыми, так и экстралингвистическими факторами. Этот концепт является относительно новым для русской лингвокультуры, его межкультурное сопоставление представляет интерес для исследований в области межкультурной коммуникации, теории и практики перевода, лингвокультурологии, этнопсихолингвистики. Условие функционирования концепта – современная лингвокультурная ситуация – подчеркивает значимость настоящего исследования.

Материал исследования (тематические и семантические словари русского языка, Национальный корпус русского языка, Британский национальный корпус и Национальный корпус современного американского языка) рассматривался с использованием следующих методов: метод сплошной выборки, метод частичной и направленной выборки, описательный метод, включающий методы наблюдения, интерпретации и генерализации, лингвокультурологический анализ, компонентный, контекстуальный и концептуальный анализ, словообразовательный и этимологический анализ.

Результаты исследования позволили выявить особенности концепта «менеджмент» в русской лингвокультуре на фоне других лингвокультур (английской, американской, китайской, вьетнамской, итальянской и иранской).

Английское слово «менеджмент» в русской лингвокультуре получило широкую сочетаемость, обусловленную активностью его использования в языке, по сравнению с китайской, вьетнамской, итальянской и иранской лингвокультурами, где данная лексема преимущественно ограничивается бизнес-коммуникацией.

**Ключевые слова:** *концепт, лингвокультурологический концепт, менеджмент, национальный корпус, языковое сознание, лингвокультурная ситуация*

**Introduction.** The process of globalization has a great impact on the world economic development. Consequently, a growing business integration and an increase in the number of multinational joint-venture companies urge researchers to study the intercultural aspect of organizational culture. In such conditions, specific features of organizational cultures of certain countries are also studied. Intercultural interaction and a desire to develop a strategy to promote organizational culture in a multinational team arouse interest in the national culture and mentality of native speakers. W. von Humboldt, A. A. Potebnja and E. Sapir claimed that language and culture are interconnected. Nowadays, these ideas are developed within the framework of ethnolinguistics and cultural linguistics.

The authors of the article deal with the concept of *management* and analyze how it is related to the Russian language consciousness. They study the national specifics of the concept of *management* taking into account the linguistic and cultural situation in Russia at the end of the 20th - the first half of the 21st centuries.

**Relevance.** At the end of the last century great attention was paid to the study of associations and the ways of thinking typical of a certain linguistic culture, which led to the emergence of the term “concept” (from Latin *conceptus*). This term came to linguistics from logic and mathematics.

Concepts are studied in various modern areas of linguistics such as cognitive linguistics, the theory of intercultural communication, cultural linguistics, etc. Researchers are focused on different aspects of concept descriptions, including comparative studies of concepts. A comparative analysis of concepts is carried out by the specialists in cultural linguistics.

In cultural linguistics, the concept is treated as a cultural object. N. A. Krasavsky notes that the concept is directly related to the language and culture, as it includes communicatively significant information and correlates to the subject [6, p. 40–59].

The linguistic and cultural concept has a multilayer and multidimensional structure, which includes concepts and emotive, historical and etymological components that are objectively and historically conditioned. According to G.G. Slyshkin, only the action “that becomes the object of assessment” can become a concept [16]. That is why the axiological component is a significant part of the concept.

Z. D. Popova and I. A. Sternin argue that “concept” is a basic unit of mentality, “which, within the word and the language as a whole, appears in its substantial forms as an image, as a notion, and as a symbol” [11, p. 81].

The concept connotation is realized in a discourse, in a wide context, and under these conditions, lexical units verbalizing the concept build up an additional connotative component of lexical meaning [4].

Management is of great social importance [18]. Throughout the history people have had different attitudes towards the efficient use of labor, capital, and land. All spheres of social life (public policy, business, the education system, interpersonal relationships) need to be regulated. At the end of the last century, Russian experts regularly referred to the concept of *management*. As a result, nowadays, it is commonly used in various spheres of human life: in business, commerce, economics, finance, politics, public life, science, production, administration and management, sports, private life, education, law, leisure, art and culture. Thus, this concept was introduced “into a different culture which is a mental formation, based on a multilayered cultural experience concentrated in individual and collective linguistic consciousness” [3].

The concept of *management* as a mental construct, reflecting the content of managerial activities within the framework of business communication, was borrowed from the American linguistic culture and was used in the economic sphere [7]. Since it was borrowed by other languages, the components of its lexical meaning are correlated to the language and culture it is used in.

Yu. A. Drygina notes that managerial discourse “attracts the attention of modern researchers carrying out a discourse analysis.” This concept is touched upon in such spheres as linguistics, philosophy, sociology, and economics. In philosophy the researchers deal with management discourse. Decision making is a crucial component of management activity, while the executive functions are performed in the process of organizing, supervision and control [2]. Apart from that, Yu. A. Drygina emphasizes that managerial discourse as well as management are developing in the course of time.

In Russian, initially the concept of *management* appeared in the language as a synonym for “governance”, but gradually it got its own specific meaning. It happened as soon as Russia got involved in the world economy and established business relations with English-speaking partners. In this connection, the value component of the concept of *management* has expanded in Russian business linguistic culture [5].

**Materials and Methods.** The material for the study consists of thematic and semantic dictionaries of the Russian language, the Russian national corpus, the British national corpus, and the national corpus of the modern American language.

The authors of the study used the following methods. A continuous sampling method was employed when the researchers analyzed the material from thematic and semantic dictionaries of the Russian language. Studying the material from the National Russian Corpus, the National British Corpus and the National Corpus of Contemporary American English, the authors applied partial and directed selection methods. Apart from that, the researchers used a descriptive method (methods of observation, interpretation, generalization); a method of linguistic and cultural analysis and a method of component, contextual and conceptual analysis. Finally, the authors studied semantic-stylistic characteristics and word frequency and carried out a word-formation and etymological analysis.

**Results and Discussion.** To show how often this concept has been used in Russian since the end of the last century, the authors present a diagram (see figure 1). It is based on the Russian National Corpus [10].

The concept of *management* is quite new to the Russian language picture of the world. This concept is undergoing certain changes and like any other concept it consists of the constant and variable parts.

Originally, the concept of *management* belongs to the English linguistic culture and it was borrowed from English by other linguistic cultures. However, in the course of time it was semantically differentiated from the words with a similar lexical meaning (for example, from the word “*управление*” in the Russian language).

According to the etymological dictionary of the English language [19] the word “management” appeared in the 1590-s and its meaning was “the act of control, direction or manipulation”. It is a derivative of the verb “manage”. In the 1670-s there appeared a new meaning of the word “management” - control through physical manipulation. Later the concept also referred to “managers, directors of the enterprise as a whole” (originally, of a theater) (since 1739).

Cambridge dictionary (<https://dictionary.cambridge.org/ru/>) gives two definitions for the word management: 1) control; 2) a group of people who are in control of a company.



Figure 1. The frequency of the lexeme management in the Russian National Corpus

Merriam Webster (<https://www.merriam-webster.com/dictionary/management>) defines the word “management” as:

- 1) the act or art of managing: conducting or supervising of something (such as a business);
- 2) judicious use of means to accomplish an end;
- 3) the collective body of those who manage or direct an enterprise.

The Russian language borrowed the word "management" at the end of the 1980-s. Ozhegov Explanatory Dictionary of the Russian language (1987) [15] does not define this concept. Kuznetsov explanatory dictionary (1998) [1] defines "management" as “a set of methods and techniques of production control. Management Theory”. The Dictionary of Foreign Words [13] defines "management" as an economic system of control and administration in large enterprises, industries and concerns; administrative account. The Encyclopedia of Sociology gives a broader definition of this concept: 1. Activities, including planning, organization, coordination and control, carried out by professional employees (managers). 2. A set of methods, principles, norms aimed at improving entrepreneurship. 3. Managers representing a specific social group from the point of view of division of labor and professional and social structures.

The word “management” is an international word, it was borrowed by the languages of Europe and Southeast Asia, and it is defined in dictionaries.

In Italian, the concept of *management* corresponds to the verb *maneggiare* “to manipulate”, “to be able to use” [14]. The masculine noun (like in Russian) means “the activity of the manager of a company, commercial or industrial enterprise, aimed at achieving maximum profit”. It should be noted that the word “administration” corresponds to the state-owned companies

(*amministrazione* in Italian). In Italian linguistic culture, managers perform only managerial functions, while in Russian and Chinese linguistic cultures the meaning of this word is broader, and in the sphere of marketing, advertising and tourism, it also refers to the work of employees selling certain services.

Despite the fact that the word "management" is not defined in the Persian explanatory dictionaries, it is used in spoken language and means the art of managing business and people (management is considered as a sphere of science). However, due to the fact that Persian speakers find it difficult to pronounce the word "management" (تیریدم / *modiriyat*), as it is not adapted to the phonetic norms of the Persian language, this lexeme is rarely used. In most cases, the equivalent from the Persian language is used.

In the dictionary of the Vietnamese language [12, p. 800–801], management is defined as saving and preservation at the request, administration of activities at the request, administration and organization of any activity (most often productive, commercial).

The Modern Chinese dictionary [17] defines the concept of *management* as: 1) responsibility for a successful working process; 2) being in charge of something; 3) control over someone/something.

Chinese management is an example of acculturation of cultural borrowings from Western culture. Western management style has not become a Chinese cultural norm. It refers to external Western business culture and does not affect the business system and collective labor relations. If the nation avoids integration with Western management, its traditions remain unchanged. However, the Chinese culture may lose an opportunity for further development, which might have a negative impact on the dynamics of its growth.

Analyzing the British National Corpus [9], the authors concluded that the word *management* is used more often in English than in Russian (see figure 2).

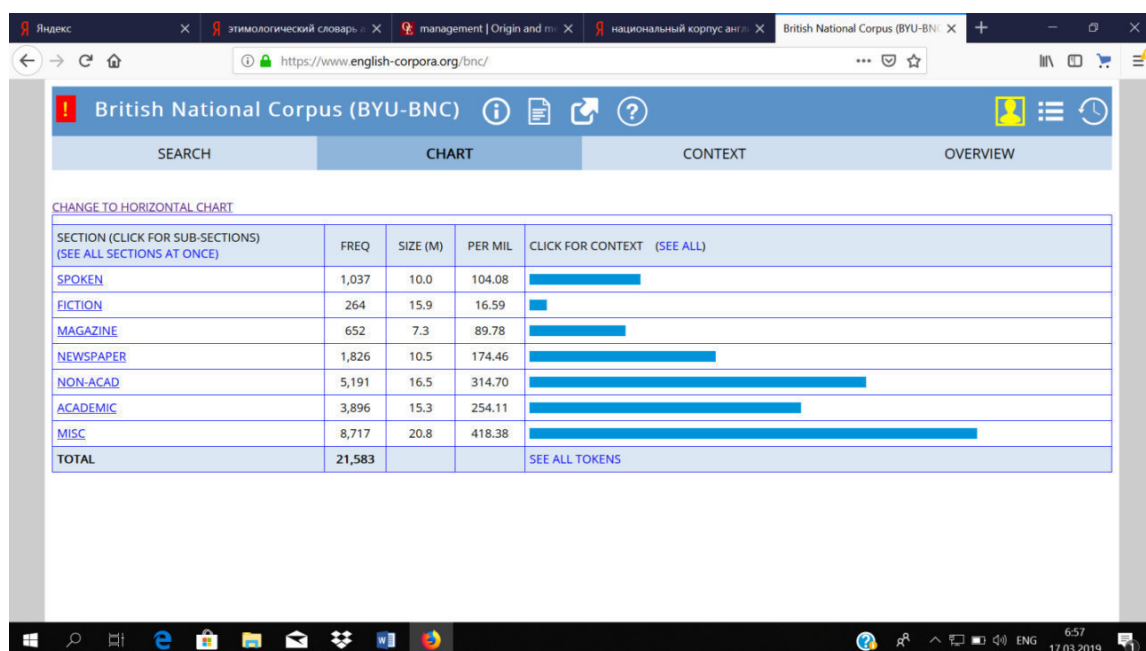


Figure 2. The frequency of the lexeme *management* in the British National Corpus

According to the contextual analysis (see figure 3), the word *management* most often collocates with *business, system, systems, studies, senior, team, financial, training, committee, quality*.

Thanks to the contextual analysis, it is possible to find the following conceptual semes of the meaning of the word *management*: 'it forms a system, it is comprehensive' (m. system, financial m.system, database m.system). 'It describes management in various fields – business, politics, education, sports, etc.' (road traffic m. system, ecosphere m. system, senior m. in health service, senior m. Who truly supports the right to continuing education, Football League m. committee, etc.). However, the management of information, finances and resources (see the frequency table) are the most common: 'the whole team is involved' (m. team meeting, system management work group, group m. procedures), 'a collective with a team hierarchy is involved' (senior m., top m., m. committee meeting), 'it is the subject of study, training and scientific research' (studied resource m. at college, Applied Economics and Resource M., financial m. and market research, an advanced training course in the following subjects: Information M., Plant Information Systems).



Figure 3. Conceptual analysis of the lexeme *management* in the British National Corpus

The most common associations found in the National Corpus of Contemporary American English [8] are presented in Figure 4.

Conceptual semes found both in the American and British national corpora are *team m.*, *System m.*, *Resource m.* (however, *human resource m.* is the most common). The most frequent semes are “emergency management” (emergency m., risk m.) and “waste management”. The concepts of *educational process management*, *land management* and *document management* are of considerable importance.

The analysis of the Russian National Corpus made it possible to find collocations with the word “*management*”. This word mainly collocates with adjectives. Some of them are related to time (*new, old, modern, innovative, modern career, present*). Other adjectives are qualitative (positive: *effective, advanced, flexible, higher, rational, good, professional, strategic, logistic, anti-crisis, motivational, civilized, highly qualified, normal, special, cultural, well-organized, best, regular, established, active, brilliant, reading*), (negative: “*humane*”, *crisis, bad, hard, “soft”, higher* (ironic), *consolidated, middle, inefficient*). Apart from that, there is a group of adjectives related to the government and public sphere (*party, political, state, administrative, municipal,*

personnel). Finally, there are adjectives related to the science (*scientific, social and economic, environmental*), to the banking sector (*financial, banking, investment, operational, managerial*), to different areas (*factory, engineering business m., advertising, technical, military, information, restaurant*), and to linguistic cultures (*Russian, foreign, local, American, Western, Granada*).

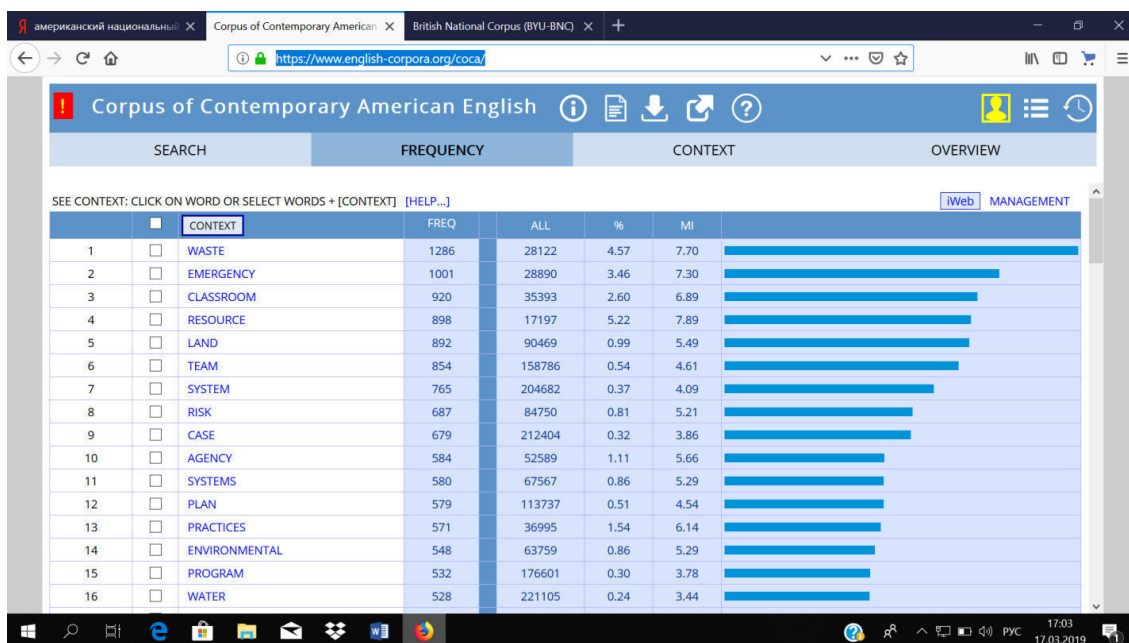


Figure 4. Associative analysis of the lexeme management in the National Corpus of Contemporary American English

The axiological component of the concept of *management* can be both positive and negative. However, it is predominantly positive.

Such adjectives as *young, flexible, soft, hard* are related to the descriptive component of the concept of *management*.

In Russian, the names of firms, organizations and enterprises often include the word *management* (for example, “*Finam-management*”, “*Forpost-management*”, “*Everest-Esset management*”, LLC “*Centaur management*”, etc.). In Russian it is also possible to speak about the management of a certain company like *LUKOIL management, Ural Great management, TNS-S management, Sberbank management*.

There are compound nouns with the word “management” such as *business management, management plan, top management, stress management, risk management, time management, and brand management*.

Most often nouns collocated with the word “management” are used in the genitive case (**менеджмент персонала** – *personnel management*, **менеджмент государства** – *state management*, **менеджмент качества** – *quality management*, **менеджмент управления** – *management control*, **менеджмент заказа** – *order management*, **менеджмент СМИ** – *media management*, **менеджмент войны** – *war management*, **менеджмент группы** – *group management*, **менеджмент артиста** – *artist management*, **менеджмент холдинга** – *holding management*, **менеджмент сети** – *network management*, **менеджмент торговой сети** – *distribution network management*, **менеджмент государственных расходов** – *public spending management*, **менеджмент кредитных рисков** – *credit risk management*, **менеджмент игровых видов спорта** – *sports games management*, **менеджмент крупнейшего российского**

**перевозчика** – *management of the largest Russian carrier*, **менеджмент торговых предприятий** – *trade management*, **менеджмент инноваций** – *innovation management*, **менеджмент горной промышленности** – *mining management*, **менеджмент потоков миграции** – *management of migration flows*). Words combinations consisting of the noun “management” and proper names refer to individual management activities (*Eric Clapton's management*, *Chubais's management*). The word “management” combines with adverbial modifiers (of place) (**менеджмент в рекламе** – *advertising management*, **менеджмент в пределах конкретного общества** – *community management*). The word *management* can also refer to a specialty or an academic subject (“*Management*”). In the sentences it can also be an attributive noun (**запрос на управление** – *management request*).

Apart from that, the authors concluded that the word “*management*” frequently collocates with the verbs that describe the actions of the organization’s managers (**менеджмент сказал** – *management said*, **менеджмент распоряжается** – *management controls*, **менеджмент заявил** – *management claimed*, **менеджмент ждет** – *management is waiting*, **менеджмент принял решение** – *management made a decision*, **менеджмент мог приобрести** – *management could purchase*, **менеджмент может выкупить акции** – *management can buy shares*, **менеджмент удачно закупит** – *management will gain*, **менеджмент лучше представляет свои цели и правила игры** – *management has a better idea of its goals and rules of the game*, **выкупил менеджмент** – *management bought*, **менеджмент знаком (с этой сферой деятельности)** – *management is familiar (with this sphere of activity)*, **менеджмент согласится** – *management will agree*, **менеджмент занят управлением** – *management is monitoring*, **менеджмент предложил увеличить дивидендные выплаты** – *management proposed increasing dividend payments*, **менеджмент инициирует процедуру увольнения** – *management initiates the dismissal procedure*). To refer to “effective management methods and techniques”, the concept of *management* is used in such collocations as **менеджмент (хорошо) работает** – *management is effective*, **менеджмент начинает действовать** – *management takes action*, **менеджмент находится (в зачаточном состоянии)** – *management is (in its infancy)*, **приоритетом будет пользоваться менеджмент** – *management will be given priority*, **менеджмент имеет дело с действительностью** – *management deals with reality*, **менеджмент позволяет проводить** – *management agrees to organize*, **менеджмент использует** – *management uses*). “*Management*” is also used with the infinitive (**усилить менеджмент** – *to strengthen management*, **оказывать давление на менеджмент** – *to exert pressure on management*, **оказывать влияние на менеджмент** – *to have an influence on management*, **объединить менеджмент** – *to unify management*, **контролировать менеджмент** – *to control management*, **сменить менеджмент** – *to shift management*, **критиковать за менеджмент** – *to criticize for management*).

The results of the analysis how the lexeme “*management*” is used in the Russian National Corpus are presented in Table 1.

Table 1

**Lexical compatibility of the word *management***  
(according to the results of the analysis of the Russian National Corpus)

Adjective + noun "management"	Noun "Management" + predicate	Noun + noun
Культурный <i>Cultural</i>	Сменить менеджмент <i>Shift management</i>	Бизнес-менеджмент <i>Business management</i>
Средний <i>Middle</i>	Менеджмент находится (в зачаточном состоянии) <i>Management is in its infancy</i>	Менеджмент персонала <i>HR Management</i>

<b>Местный</b> <i>Local</i>	<b>Менеджмент сказал</b> <i>Management said</i>	Management + company name (LUKOIL management, Ural Great management, TNS-S management, Sberbank management, etc.)
<b>Лучший</b> <i>Best</i>	<b>Менеджмент знаком (с этой сферой деятельности)</b> <i>Management is familiar (with this sphere of activity)</i>	
<b>Грамотный</b> <i>Well-organized</i>	<b>Менеджмент распоряжается</b> <i>Management controls</i>	
<b>Регулярный</b> <i>Regular</i>	<b>Менеджмент заявил</b> <i>Management claimed</i>	
<b>Нынешний</b> <i>Modern</i>	<b>Менеджмент претерпевает изменения</b> <i>Management is undergoing changes</i>	<b>Менеджмент артиста</b> <i>Artist Management</i>
<b>Неэффективный</b> <i>Inefficient</i>	<b>Менеджмент (хорошо) работает</b> <i>Management is effective</i>	<b>Слух-менеджмент</b> <i>Hearing management</i>
<b>Технический</b> <i>Technical</i>	<b>Менеджмент начинает действовать</b> <i>Management takes action</i>	<b>Риск-менеджмент</b> <i>Risk management</i>
<b>Активный</b> <i>Active</i>	<b>Усилить менеджмент</b> <i>Strengthen management</i>	<b>Менеджмент сети; менеджмент торговой сети</b> <i>Network management; distribution network management</i>
<b>Хороший</b> <i>Good</i>	<b>Менеджмент ждет</b> <i>Management is waiting</i>	<b>Запрос на менеджмент</b> <i>Management request</i>
<b>Нормальный</b> <i>Normal</i>	<b>Приоритетом будет пользоваться менеджмент</b> <i>Management will be given priority</i>	<b>Топ-менеджмент; топ-менеджмент компании</b> <i>Top management; top management of the company</i>
<b>Военный</b> <i>Military</i>	<b>Менеджмент принял решение</b> <i>Management made a decision</i>	<b>Менеджмент государственных расходов</b> <i>Public Expenditure Management</i>
<b>Блестящий</b> <i>Brilliant</i>	<b>Менеджмент мог приобрести</b> <i>Management could purchase</i>	<b>Менеджмент кредитных рисков</b> <i>Credit risk management</i>
<b>Читающий</b> <i>Reading</i>	<b>Менеджмент может выкупить акции</b> <i>Management can buy shares</i>	<b>Менеджмент холдинга</b> <i>Holding Management</i>
<b>Информационный</b> <i>Informational</i>	<b>Оказывать давление на менеджмент</b> <i>Exert pressure on management</i>	<b>Менеджмент игровых видов спорта</b> <i>Sports Games Management</i>
<b>Западный</b> <i>West</i>	<b>Оказывать влияние на менеджмент</b> <i>Have an influence on management</i>	<b>Менеджмент крупнейшего российского перевозчика</b> <i>Management of the largest Russian carrier</i>
<b>Финансовый</b> <i>Financial</i>	<b>Менеджмент удачно закупит</b> <i>Management will gain</i>	<b>Менеджмент Эрика Клэптона; менеджмент Чубайса</b> <i>Eric Clapton's Management; Chubais's management</i>
<b>Американский</b> <i>American</i>	<b>Менеджмент имеет дело с действительностью</b> <i>Management deals with reality</i>	<b>Специальность «Менеджмент»</b> <i>"Management" Specialty</i>
<b>Поставленный</b> <i>Established</i>	<b>Менеджмент лучше представляет свои цели и правила игры</b> <i>Management has a better idea of its goals and rules of the game</i>	<b>Предмет «Менеджмент»</b> <i>Academic Subject "Management"</i>
<b>Гранадский</b> <i>Granada</i>	<b>Выкупил менеджмент</b> <i>Management bought</i>	<b>Менеджмент в пределах конкретного общества</b> <i>Community management</i>
<b>Ресторанный</b> <i>Restaurant</i>	<b>Объединить менеджмент</b> <i>Unify management</i>	<b>Тайм-менеджмент</b> <i>Time management</i>
<b>Эффективный</b> <i>Effective</i>	<b>Менеджмент согласится</b> <i>Management will agree</i>	<b>Топ-менеджмент</b> <i>Top management</i>
<b>Продвинутый</b> <i>Advanced</i>	<b>Менеджмент занят управлением</b> <i>Management is monitoring</i>	<b>Бренд-менеджмент</b> <i>Brand management</i>
<b>Новый</b> <i>New</i>	<b>Контролировать менеджмент</b> <i>Control management</i>	<b>Менеджмент войны</b> <i>War management</i>

<b>Гибкий</b> <i>Flexible</i>	<b>Менеджмент предложил увеличить дивидендные выплаты</b> <i>Management proposed increasing dividend payments</i>	<b>Менеджмент государства</b> <i>State management</i>
<b>Партийный</b> <i>Party</i>	<b>Менеджмент позволяет проводить</b> <i>Management agrees to organize</i>	<b>Менеджмент качества</b> <i>Quality management</i>
<b>Высший</b> <i>Top</i>	<b>Менеджмент использует</b> <i>Management uses</i>	<b>Менеджмент торговых предприятий</b> <i>Trade management</i>
<b>Высший (ирон.)</b> <i>Supreme (ironic.)</i>	<b>Менеджмент инициирует процедуру увольнения</b> <i>Management initiates the dismissal procedure</i>	<b>Взаимоотношения труд-менеджмент</b> <i>Labor /management relations</i>
<b>Российский</b> <i>Russian</i>	<b>Поменять менеджмент</b> <i>Shift management</i>	<b>Менеджмент управления</b> <i>Management control</i>
<b>Рациональный</b> <i>Rational</i>	<b>Критиковать за менеджмент</b> <i>Criticize for management</i>	<b>Менеджмент заказа</b> <i>Order management</i>
<b>Хороший</b> <i>Good</i>		<b>Менеджмент инноваций, инновационных проектов</b> <i>Innovation Management</i>
<b>Профессиональный</b> <i>Professional</i>		<b>Менеджмент потоков миграции</b> <i>Migration Flow Management</i>
<b>Прежний</b> <i>Former</i>		<b>Менеджмент СМИ</b> <i>Media management</i>
<b>Кадровый</b> <i>HR</i>		<b>Менеджмент горной промышленности</b> <i>Mining management</i>
<b>Научный</b> <i>Scientific</i>		<b>Стресс-менеджмент</b> <i>Stress management</i>
<b>«Мягкий»</b> <i>“Soft”</i>		<b>Менеджмент группы</b> <i>Group management</i>
<b>Банковский</b> <i>Bank</i>		<b>Менеджмент-план парка</b> <i>Management Plan of the Park</i>
<b>Инвестиционный</b> <i>Investment</i>		<b>Менеджмент в рекламе</b> <i>Advertising Management</i>
<b>Социально-экономический</b> <i>Social and economic</i>		
<b>Политический</b> <i>Political</i>		
<b>Государственный</b> <i>State</i>		
<b>Заводской</b> <i>Factory</i>		
<b>Операционный</b> <i>Operating</i>		
<b>Стратегический</b> <i>Strategic</i>		
<b>Логистический</b> <i>Logistic</i>		
<b>Экологический</b> <i>Environmental</i>		
<b>«Гуманный»</b> <i>“Humane”</i>		
<b>Антикризисный</b> <i>Anti-crisis</i>		
<b>Мотивационный</b> <i>Motivational</i>		
<b>Современный карьерный</b> <i>Modern career</i>		

<b>Инженерный бизнес-менеджмент</b> <i>Engineering business-management</i>		
<b>Управленческий</b> <i>Managerial</i>		
<b>Административный</b> <i>Administrative</i>		
<b>Рекламный</b> <i>Advertising</i>		
<b>Иностранный</b> <i>Foreign</i>		
<b>Инновационный</b> <i>Innovative</i>		
<b>Кризисный</b> <i>Crisis</i>		
<b>Цивилизованный</b> <i>Civilized</i>		
<b>Высококвалифицированный</b> <i>Highly qualified</i>		
<b>Муниципальный</b> <i>Municipal</i>		
<b>Консолидированный</b> <i>Consolidated</i>		
<b>Особый</b> <i>Special</i>		
<b>Плохой</b> <i>Bad</i>		
<b>Жесткий</b> <i>Hard</i>		

Analyzing how this lexeme is used in Russian and in English, E. O. Klemenko concluded that the concept of *management* is comprehensive and versatile. It is related to business management processes and includes “a whole system of subconcepts united by the conceptual sphere of “management”, since they refer not only to enterprises and organizations, but also to the state, society, technical systems and technological processes.”

O. V. Klemenko defines “*management*” as an integrated process aimed at carrying out the targeted economic activities of the organization and at the effective use of production factors (labor, capital and land) and finances. This process depends on the external environment and is based on the system of principles, functions, methods and management structure [5, p. 6].

According to O. V. Klemenko, the concept of *management* includes three components:

- 1) a descriptive component (a production and business situation: the manager and subordinates discuss production problems and make decisions);
- 2) a conceptual component (a comprehensive process of carrying out effective targeted economic activities of an organization);
- 3) a value component (norms and rules of effective management) [5, p. 4].

The analysis of the Russian National Corpus showed that there is a significant expansion of the semantic component and lexical compatibility of the Russian word “менеджмент” (“management”). In our opinion, it is due to the fact that in many respects, the concept of *management* characterizes the modern national consciousness.

Naturally, this concept represents a “leader vs subordinate” relationship. Nevertheless, the concept of *management* is dynamic and it is constantly changing under specific linguistic and cultural conditions.

**Conclusion.** According to the analysis of the managerial discourse, the concept of “*Russian management*” («*российский менеджмент*») is a cognitive and mental construct and in the minds of Americans and the English people it is replaced by the concept of “*Russian specificity*” or “*Russian character*” (it is noted by foreign management theoreticians).

The semantic components of the concept of *management* were analyzed on the basis of the Russian National Corpus and the British National Corpus. The results of the analysis show that the concept of *management* is rooted in the Russian language consciousness, and moreover, it has been semantically broadened. Like any other cultural concept, it has a lot of cognitive components (not all of them are mentioned in the article). This concept is still under study.

Thus, the concept of *management* implies that a person who is in charge is involved in coordination and interaction with the employees to obtain a specific result (using financial, informational, human resources and land). In British linguistic culture, the complex and systematic concept of *management* is under study. In American linguistic culture it refers to the ability to make decisions in critical situations and to the ability to organize and coordinate educational activities.

In Italian linguistic culture the managers perform only managerial functions. The word “management” is used in spoken Persian language and means the art of managing business and people (management is considered as a sphere of science). In Vietnamese dictionaries management is defined as the process of saving something. The Modern Chinese dictionary defines the concept of *management* as responsibility for a successful working process, being in charge of something, control over someone/something.

#### ЛИТЕРАТУРА

1. Большой толковый словарь русского языка / С. А. Кузнецов. – СПб. : Норинт, 1998. – 1534 с.
2. Дрыгина Ю. А. Особенности и перспективы лингвистического исследования управленческого дискурса [Электронный ресурс] // Современные проблемы науки и образования. Сетевое издание. – 2013. – № 5. – URL : <https://science-education.ru/ru/article/view?id=10571> (дата обращения : 30.04.2022).
3. Карасик В. И. Язык социального статуса. – М. : Гнозис, 2002. – 332 с.
4. Карелова М. А. Культурно-тематическое поле «Явления природы» в лингвокультурной ситуации 1941–1945 гг. : дисс. ... канд. филол. наук : 10.02.01. – М., 2015. – 187 с.
5. Клеменко О. В. Концепт «менеджмент» в американской и русской лингвокультурах : автореф. дисс. ... канд. филол. наук : 10.02.20. – М., 2004. – 26 с.
6. Красавский Н. А. Эмоциональные концепты в немецкой и русской лингвокультурах. – Волгоград : Перемена, 2001. – 493 с.
7. Крюков И. А. Концепт «бизнес» в концептосфере русского языка последних лет (на материале Национального корпуса русского языка) // Вестник Нижегородского университета имени Н. И. Лобачевского. – 2009. – № 6(2). – С. 266–269.
8. Национальный корпус американского английского языка [Электронный ресурс] // Corpus of Contemporary American English. – URL : <https://www.english-corpora.org/coca/> (дата обращения : 02.05.2022).
9. Национальный корпус британского языка [Электронный ресурс] // British National Corpus (BNC). – URL : <https://www.english-corpora.org/bnc/> (дата обращения : 02.05.2022).
10. Национальный корпус русского языка [Электронный ресурс]. – URL : <http://www.ruscorpora.ru> (дата обращения : 30.04.2022).
11. Попова З. Д., Стернин И. А. Очерки по когнитивной лингвистике. – Изд-е третье, стереотип. – Воронеж : Истоки, 2003. – 191 с.
12. Словарь вьетнамского языка / Хоанг Фе и др. – Ханой-Дананг : Ин-т языкознания, 2003. – 1223 с.
13. Словарь иностранных слов / Н. Г. Комлев. – М. : ЭКСМО, 2006. – 669 с.
14. Словарь итальянского языка [Электронный ресурс] // Treccani. – URL : <http://www.treccani.it> (дата обращения : 02.05.2022).
15. Словарь русского языка / С. И. Ожегов. – М. : Рус. яз., 1987. – 796 с.
16. Слышкин Г. Г. От текста к символу : Лингвокультурные концепты прецедентных текстов в сознании и дискурсе. – М. : ИЦ «Академия», 2000. – 128 с.
17. Современный китайский словарь / Редакция Института языкознания китайской академии общественных наук. – Пекин : The commercial Press, 2012. – 1790 с.
18. Энциклопедия социологии / А. Антиази [Электронный ресурс] // Интернет-портал «Словари и энциклопедии на Академике». – 2009. – URL : <http://dic.academic.ru/dic.nsf/socio/1516> (дата обращения : 01.05.2022).

19. Этимологический словарь английского языка [Электронный ресурс] // Online Etymology Dictionary. – URL : <https://www.etymonline.com/> (дата обращения : 02.05.2022).

Статья поступила в редакцию 31.03.2022

#### REFERENCES

1. Bol'shoj tolkovyj slovar' russkogo yazyka / S. A. Kuznecov. – SPb. : Norint, 1998. – 1534 s.
2. Drygina Yu. A. Osobennosti i perspektivy lingvisticheskogo issledovaniya upravlencheskogo diskursa [Elektronnyj resurs] // *Sovremennye problemy nauki i obrazovaniya. Setevoe izdanie.* – 2013. – № 5. – URL : <https://science-education.ru/ru/article/view?id=10571> (дата обращения : 30.04.2022).
3. Karasik V. I. Yazyk social'nogo statusa. – M. : Gnozis, 2002. – 332 s.
4. Karel'ova M. A. Kul'turno-tematicheskoe pole «Yavleniya prirody» v lingvokul'turnoj situacii 1941–1945 gg. : diss. ... kand. filol. nauk : 10.02.01. – M., 2015. – 187 s.
5. Klemenko O. V. Koncept «menedzhment» v amerikanskoj i russkoj lingvokul'turah : avtoref. diss. ... kand. filol. nauk : 10.02.20. – M., 2004. – 26 s.
6. Krasavskij N. A. Emocional'nye koncepty v nemeckoj i russkoj lingvokul'turah. – Volgograd : Peremena, 2001. – 493 s.
7. Kryukov I. A. Koncept «biznes» v konceptosfere russkogo yazyka poslednih let (na materiale Nacional'nogo korpusa russkogo yazyka) // *Vestnik Nizhegorodskogo universiteta imeni N. I. Lobachevskogo.* – 2009. – № 6(2). – S. 266–269.
8. Nacional'nyj korpus amerikanskogo anglijskogo yazyka [Elektronnyj resurs] // *Corpus of Contemporary American English.* – URL : <https://www.english-corpora.org/coca/> (дата обращения : 02.05.2022).
9. Nacional'nyj korpus britanskogo yazyka [Elektronnyj resurs] // *British National Corpus (BNC).* – URL : <https://www.english-corpora.org/bnc/> (дата обращения : 02.05.2022).
10. Nacional'nyj korpus russkogo yazyka [Elektronnyj resurs]. – URL : <http://www.ruscorpora.ru> (дата обращения : 30.04.2022).
11. Popova Z. D., Sternin I. A. Ocherki po kognitivnoj lingvistike. – Izd-e tret'e, stereotip. – Voronezh : Istoki, 2003. – 191 s.
12. Slovar' v'etnamskogo yazyka / Hoang Fe i dr. – Hanoj-Danang : In-t yazykoznanija, 2003. – 1223 s.
13. Slovar' inostrannyh slov / N. G. Komlev. – M. : EKSMO, 2006. – 669 s.
14. Slovar' ital'yanskogo yazyka [Elektronnyj resurs] // *Treccani.* – URL : <http://www.treccani.it> (дата обращения : 02.05.2022).
15. Slovar' russkogo yazyka / S. I. Ozhegov. – M. : Rus. yaz., 1987. – 796 s.
16. Slyshkin G. G. Ot teksta k simvolu : Lingvokul'turnye koncepty precedentnyh tekstov v soznanii i diskurse. – M. : IC «Akademiya», 2000. – 128 s.
17. *Sovremennyy kitajskij slovar' / Redakciya Instituta yazykoznanija kitajskoj akademii obshchestvennyh nauk.* – Pekin : The commercial Press, 2012. – 1790 s.
18. Enciklopediya sociologii / A. Antinazi [Elektronnyj resurs] // *Internet-portal «Slovari i enciklopedii na Akademike».* – 2009. – URL : <http://dic.academic.ru/dic.nsf/socio/1516> (дата обращения : 01.05.2022).
19. Etimologicheskij slovar' anglijskogo yazyka [Elektronnyj resurs] // *Online Etymology Dictionary.* – URL : <https://www.etymonline.com/> (дата обращения : 02.05.2022).

The article was contributed on March 31, 2022

#### Сведения об авторах

*Шаклеин Виктор Михайлович* – доктор филологических наук, профессор, заведующий кафедрой русского языка и методики его преподавания Российского университета дружбы народов, г. Москва, Россия, <https://orcid.org/0000-0003-3576-3828>, [shaklein\\_vm@pfur.ru](mailto:shaklein_vm@pfur.ru)

*Дерябина Светлана Александровна* – кандидат педагогических наук, доцент кафедры русского языка и методики его преподавания Российского университета дружбы народов, г. Москва, Россия, <https://orcid.org/0000-0002-5415-5433>, [deryabina\\_sa@pfur.ru](mailto:deryabina_sa@pfur.ru)

*Митрофанова Ирина Игоревна* – кандидат социологических наук, доцент кафедры русского языка и методики его преподавания Российского университета дружбы народов, г. Москва, Россия, <https://orcid.org/0000-0003-0532-8841>, [mitrofanova\\_ii@pfur.ru](mailto:mitrofanova_ii@pfur.ru)

*Микова Светлана Станиславовна* – кандидат филологических наук, доцент кафедры русского языка и методики его преподавания Российского университета дружбы народов, г. Москва, Россия, <https://orcid.org/0000-0003-3874-7110>, [mikova\\_ss@pfur.ru](mailto:mikova_ss@pfur.ru)

### **Author Information**

*Shaklein, Viktor Mikhailovich* – Doctor of Philology, Professor, Head of the Department of the Russian Language and Methods of Teaching, Peoples' Friendship University of Russia (RUDN University), Moscow, Russia, <https://orcid.org/0000-0003-3576-3828>, [shaklein\\_vm@pfur.ru](mailto:shaklein_vm@pfur.ru)

*Deryabina, Svetlana Aleksandrovna* – Candidate of Pedagogics, Associate Professor of the Department of the Russian Language and Methods of Teaching, Peoples' Friendship University of Russia (RUDN University), Moscow, Russia, <https://orcid.org/0000-0002-5415-5433>, [deryabina\\_sa@pfur.ru](mailto:deryabina_sa@pfur.ru)

*Mitrofanova, Irina Igorevna* – Candidate of Sociology, Associate Professor of the Department of the Russian Language and Methods of Teaching, Peoples' Friendship University of Russia (RUDN University), Moscow, Russia, <https://orcid.org/0000-0003-0532-8841>, [mitrofanova\\_ii@pfur.ru](mailto:mitrofanova_ii@pfur.ru)

*Mikova, Svetlana Stanislavovna* – Candidate of Philology, Associate Professor of the Department of the Russian Language and Methods of Teaching, Peoples' Friendship University of Russia (RUDN University), Moscow, Russia, <https://orcid.org/0000-0003-3874-7110>, [mikova\\_ss@pfur.ru](mailto:mikova_ss@pfur.ru)