

**FOREIGN EXPERIENCE IN THE DEVELOPMENT OF THE FIELD OF
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Abstract: Currently, one of the ways to improve the management system is to analyze foreign management experience and apply it in your company. Germany has vast management and production experience; some of the leading companies, whose products are in demand all over the world, are developing and operating here. And this work examines the features of the modern German management system through a study of the 5 largest companies in Germany: Volkswagen, Daimler, BASF, BMW Group, Siemens.

Keywords: Germany, management, German company, company strategy, corporate culture of the company, management structure.

INTRODUCTION

Studying national management is the development of unique management experience, which can be partially applied in other countries and companies. Research and further application of the best practices of the German management system could give impetus to the development of many other companies. In addition, for those who would like to build a career in any German company, it is necessary to be able to combine their own style with the management features characteristic of Germany.

The problem of this study is the need to study the management features of leading economic countries in connection with their developing management culture and rich accumulated experience. The object of research is management and management systems in companies. The subject of the study is the management system in German companies. The main goal of the study is to study the characteristics of German management and identify its most effective aspects using the example of 5 leading German companies.

MATERIALS AND METHODS

Research objectives:

- 1) Determine the origins of management education in Germany.
- 2) Give a general description of management in German companies.
- 3) Find confirmation of the above management features through a study of the management system in several individual modern German companies.
- 4) Assess the effectiveness of management in the companies studied and the possibility of their application in other countries.

RESULTS AND DISCUSSION

Theoretical origins of the German management model

The concept of “national characteristics of management” first appeared at the beginning of the 17th century on the pages of foreign books on management. This concept began to denote those special and characteristic only of a certain country methods and nature of management and leadership. Management in each country is formed under the influence of its long-standing traditions, history and generally accepted values. [3]

Having studied the literature on comparative and practical management and summarized the information contained in them, we can attribute the following features to the German management style:

Focus on high quality and customer satisfaction;

German companies despise price competition. Instead, they compete on the basis of excellence in the production of goods and services. The German manager concentrates on the quality of the product, paying special attention to the wishes of the client. German management is sensitive to government standards, government policies and government regulations. Virtually all German products are subject to German industrial standards.

Employee support, developed system of education and training;

German companies have a well-developed motivation function and high-quality personnel work. In addition to recruiting personnel, managers organize their training, advanced training, and labor protection. [3]. Employees expect more from managers than just their kindness and consideration; they want managers to support their professional development and set them up for success by motivating and promoting them. [3] Managers of German companies primarily strive to create the highest production culture, and for this they align the interests of the company with the interests of the employees. [4]

Two-level control system;

The management system consists of two components: the Supervisory Board, consisting only of non-executive directors, and the Management Board, formed only of executive directors. This model clearly distinguishes the functions of managing the company's activities, which are carried out by the Management Board, and control over the work of management is carried out by the Supervisory Board.[2]

Social responsibility to employees and society;

Most German companies have made it a daily practice to discuss pressing problems and issues regarding the life and work of their employees.

The desire for compromise when discussing issues, but at the same time a direct expression of disagreement.

But it is necessary to verify the real day-to-day application of the above management features in modern German companies by examining several of them.

Daimler AG

Daimler, as an automotive pioneer, strives to remain at the forefront of innovation and technological leadership for years and decades to come. And that is why everything the company does is characterized by a culture of excellence, efficiency and sustainability.

The activities of managers clearly orient staff toward the corporate values that form the basis of their work. All employees operate in accordance with four values: passion, respect, integrity and discipline. This shared value system is the key to profitable growth and sustainable success.

"BMW Group"

We immediately recognize the cars of this company because of their unique design and high quality, BMW reflects the virtues of German engineering [2]. Since 2007, the company has been pursuing various initiatives in accordance with the four pillars of their strategy: Growth, Shaping the Future, Profitability and Access to Technology and Customers. [5]

The BMW Group stands out from other companies not only because of their innovation and technical expertise in vehicle construction, but also because of their strong corporate culture. Maintaining this culture and developing it in a sustainable way is extremely important for the company.

CONCLUSION

It is worth recognizing that it is almost impossible to completely adopt the management style characteristic of Germany (as well as any other country), because it has developed over many years and adapted to the specific culture, traditions and economic capabilities of the country. But, as already mentioned, it is quite feasible to use some elements of German management in your country and your company. And it would be great if this allowed us to achieve the same high results as those of the "world stars of Germany".

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