

The Ability to Communicate and Negotiate For Managing a Business Unit

*1.Sunita Mohapatra 2. Sambid K. Mohanty
Nalanda Institute of Technology, Bhubaneswar
Dept. of Basic Science & Humanities
E-mail ID:SunitaMohapatra@thenalanda.onmicrosoft.com*

Introduction

Awareness of cross-cultural communication, intercultural negotiation, and decision-making has become more crucial for managers at all levels as a result of the globalisation of economies, production and consumer activities, and markets. Decision-making, agreement-making, and consensus-building processes have altered, necessitating an awareness of cross-cultural communication skills. People in the professional and executive levels should receive training in cross-cultural communication competencies since firms are setting up subsidiaries, strategic alliances, and joint ventures all over the world. Because of the rising number of companies participating in international ventures, strategic alliances, and joint ventures, recent global trends and events have elevated business etiquette and cross-cultural communication to the status of key management challenges. As a result of the effects of globalisation, more and more **Cross-cultural communication**

In a more globalized world with networks all over the planet, the requirements for doing successful business increase on every level, no matter whether manager, supervisor or employee. When doing business internationally, challenges arise quickly. These may lead to miscommunication, inefficient working or the breakdowns.

Today's globalized society is characterized by a high level of interconnectedness and interrelatedness. The private as well as the working sphere require its community members to

master new chances and challenges posed by multicultural settings. Thus, intercultural competence has become a key.

Therefore effective intercultural communication skills are a must-have in order to understand people from different parts of the world properly and often open doors in the business world.

Especially candidates for expatriate assignments, managers of international companies, permanent business travellers or employees of geographical distributed teams have to acquire intercultural communication skills.

The constant process of developing competence in cross-cultural communication is highlighted by trials and errors but also by a chain of experiences during which insight is gained. Furthermore assumptions are drawn and tested.

Benefits of Cross-cultural communication

- How your own values influence your behavior.
- The factors which drive and motivate your counterparts from another culture.
- Cultural aspects of communication.
- How to use a model of feedback, communication, and listening.
- The impact of body language and voice tones on communication in different cultures.
- Tactics of how to overcome objections of international business partners appropriately.
- How to use the acquired knowledge to build successful communication strategies in your business interactions.

Cross-cultural management

With the increased volume of international business throughout the last decades, managers are facing an expanding scope of duties nowadays. In addition to the normal pressures of man management, managers are now required to deal with challenges, friction and misunderstandings emanating from cross cultural differences. In order to satisfy the rising requirements of modern management, cultural competency is required to get the best out of a multicultural team.

Culture plays a more important role in our lives than we might think, in our private lives as well as in business. It affects our thought process, the way we learn, communicate, negotiate, and resolve conflicts.

A Cross-Cultural Management training is necessary for anyone working either internationally or in a multicultural environment, as it provides the ability to recognize cultural similarities and differences and gives the possibility to adapt to certain situations properly.

Motivation across cultures

With the ongoing globalization and an increasing number of multicultural workforces, the requirements for managers to be successful are rising as well. One important aspect in order to achieve the best possible outcome is motivation. But this is not that easy in an intercultural context because every culture needs a different approach for motivating its members.

This course addresses employees in leading positions who either have a multicultural workforce in their home country or abroad. Also leaders of virtual teams have an advantage out of participating in this course because in general people leave managers and not jobs.

Leadership in international environment

Leadership is a skill that every manager, who is responsible for other employees, has to possess in order to achieve goals. It is something that fits better to some but still can and should be developed over time. Nowadays, it gets even harder because managers face a greater multicultural workforce with different needs and values, they have to address and motivate.

Different cultures have different views of the negotiation process. Sometimes these views cause conflict, and it is important to understand these different views when entering into a negotiation.

Culture Influences Negotiations

Different people negotiate different ways. An older gentleman might negotiate one way, while a single mother of three might negotiate another way. These differences are not only present here in the U.S., but also when we negotiate with individuals from other countries. Culture influences how individuals negotiate and how they view and interpret the negotiation process.

Every CEO, manager or employee who works internationally has negotiations with customers or suppliers from other cultures throughout his career. Either they travel abroad or host customers/suppliers from different cultures. Both situations need key information regarding approaches, tactics and business etiquettes because neither your partner nor you want to waste time on misleading communication.

Therefore the cross cultural negotiation training centralizes the maximization of your effectiveness in intercultural business negotiations but also highlights the importance of your counterpart in such a situation.

If we understand that negotiations are conversations aimed at reaching an agreement, and if we can also understand that different cultures reach agreements in different ways, then we have the basis of international negotiations. That is to say how one culture may look at the negotiation process totally different than another. These differences can create conflict in the process.

Cultural Differences

There are several main areas where cultural differences impact negotiating. The following are all differences that may arise during the negotiation process due to cultural differences:

- Desire for a long-term relationship or just a one-time deal
- Preference to win negotiating or preference for a win-win negotiation
- Informal or formal attitude
- Direct or indirect communication style
- Show emotion or hide emotions
- Decisions made by the group or by the leader
- points to get a better idea of how they could affect negotiations.

First, we can discuss whether the negotiating party is looking for just a one-shot type of business or a long-term relationship. While some markets might be looking for just a contract (Spain, for example), members of other countries might be looking for a long-term relationship (India, for example).

Next, we have the win-win thought process of negotiations. Some cultures look at negotiating as a win-win type of process (as the Japanese do), but countries like Spain typically do not view the negotiation that way. They prefer to win the negotiation and are not as concerned with the win-win proposition.

Personal style also plays a cultural part in negotiations. Specifically, is a person more formal (professional, detailed, structured and businesslike) or informal (more personable, wanting to connect with the other party) when it comes to negotiating? As it relates to negotiating, the Germans are more formal, where individuals from Mexico are more informal. This formality

helps guide how these two different cultures negotiate and, in turn, how you should negotiate with them.

The aspects of formal or informal culture is the aspect of whether individuals in the culture communicate directly or indirectly.

Cross-cultural negotiation and strategies

Developing global management skills is as demanding as applying crosscultural negotiation and decision-making. Managers preparing for multinational assignments should prepare for skills in strategic negotiations and cross-cultural interactions. The process of negotiation is culture-specific and involves a great deal of sensitivity.

Cross-cultural communications skills are essentials to achieving effective and productive international negotiations. Over time, negotiations involving managers from different backgrounds have not yielded much result because of the tone of conversation, facial expressions and other culture-specific nonverbal cues. Therefore, international managers should be equipped with the appropriate knowledge and competence to manage complex situations that arise from cultural differences.

In cross-cultural negotiation, both verbal and nonverbal communication is critically important and may affect reactions and flow of conversations. Similarly, mixed messages create uncomfortable feelings for international managers as they may be struggling to reconcile the inconsistencies.

International business etiquette requires the ability to adapt to different national processes, patterns, and acculturations. It should be noted that competitive positioning and long-term effective business operations in a multinational environment involve a sound knowledge of negotiating processes and decision making strategies of managers from different parts of the world.

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