



SNS COLLEGE OF TECHNOLOGY



Coimbatore - 35

19BAE717 – Cross Cultural Management

**UNIT-IV COMMUNICATION AND
NEGOTIATION & DECISION MAKING**

**CROSS CULTURAL COMMUNICATION
AND NEGOTIATION**

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**Design
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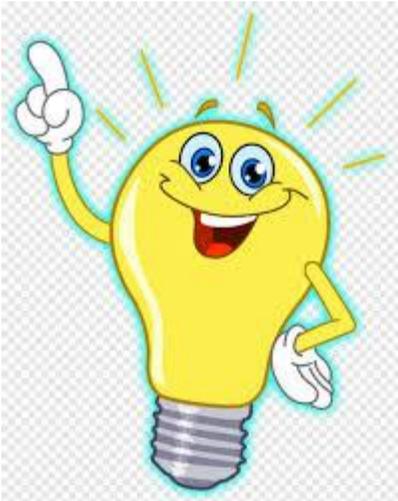
Redesigning Common Mind and
Business Towards Excellence



TODAY'S TOPIC:



CROSS CULTURAL COMMUNICATION AND NEGOTIATION





Cross Culture Communication and Negotiation:

Cross-Culture Communication:

- Cross-cultural communication can be defined as **a dialogue or any kind of interaction (both verbal and non-verbal) between people of different nationalities**. Applied to a business-oriented context, cross-cultural communication refers to how well people from different cultures interact in a business environment.

Cross Culture Negotiation:

- Cross-cultural negotiation **empowers you to craft better agreements with customers, suppliers, and coworkers**. It also fosters better teamwork within your organization, especially when collaborating with colleagues from cultures you might be unfamiliar with.



Cross-Culture Communication:

Cross-cultural communication is the process of recognizing both differences and similarities among cultural groups in order to effectively engage within a given context. In other words, cross-cultural communication refers to the ways in which people from different cultural backgrounds adjust to improve communication with one another.

In today's rapidly changing professional world, it's critical to gain an understanding of how cultural elements influence communication between individuals and groups in the workplace. Developing strong cross-cultural communication skills is the first step in creating a successful work environment that brings out the best in all of an organization's team members.



Elements of Cross-Culture Communication:

Cross-cultural communication refers to an exchange of information and meaning between individuals or groups from different backgrounds.

Effective cross-cultural communication is necessary to bridge potential divides in the workplace, including differences in the following:

- Language:** Completely different languages, dialects of the same language—even heavy regional accents
- Cultural norms:** For example, shaking hands vs. bowing when you meet someone
- Geographic location:** Different countries, but also different cities (or even neighborhoods!)



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- **Time zone:** Especially critical for businesses that rely heavily on remote communication, but plays a role in any business that operates beyond the local level
- **Age:** Including the particular values and points-of-view of different generations
- **Education:** For example, business leaders with PhDs communicating with interns who are working toward their bachelor's degrees
- **Work culture:** The different cultures of individual businesses, which can affect interactions with various partners and vendors
- **Communication Style:** For example, an executive who prioritizes the bottom line communicating with a colleague who uses a more personal, big-picture approach



Cross-Culture Negotiation:



- In cross-cultural negotiations, above and beyond the issues of personal negotiation styles and techniques, one must consider the impact of cultural difference. This impact will often be tied to communication issues, increasing the possibilities of misunderstanding. Things that are said, left unsaid, or unclearly said can all create an extra layer of difficulty on top of the substantive issues to be discussed.
- In a cross-cultural negotiation, the aim is to **reduce communication barriers**. We are not talking about a language barrier, but simply misunderstandings generated from all forms of miscommunication. In a cross-cultural environment, something as simple as an interruption can have a lasting impact.



Cross-Culture Negotiation:



UNDERSTAND YOUR BLIND SPOTS

We all arrive at the negotiation table with our own cultural biases and expectations. And when these don't match the actual experience of the negotiation, it can lead to tension that builds frustration, erodes respect, and jeopardizes the entire discussion. This is why it's important to preempt your natural responses to cross-cultural situations, so you can keep unfavorable behavior in check. For instance, you might find that you often talk faster when you feel that you're not being understood correctly. Being aware of this beforehand, you can adjust your approach and avoid potential problems before you even begin negotiating.



Benefits Of Cross-Culture Negotiation:



IDENTIFY THE CULTURAL GAPS:

Once you've considered the scope and nature of your intuitive cross-cultural reactions, it's time to think about the specific challenges you're likely to encounter when face to face with the other negotiating party. Their deeply held cultural values will drive their negotiation behavior, so conduct some research and think carefully about how this may influence their approach. It's especially important to identify gaps between your values and the other party's values, so you won't be caught off-guard and can avoid unnecessary misunderstandings.

ADJUST AND REFINE YOUR NEGOTIATION STRATEGY

Once you've identified likely disconnects between you and the other party, you'll want to adjust and refine your negotiation strategy to close those gaps. This will involve thinking about underlying needs driven by cultural values, such as the need to maintain face and look good to one's superiors, as well as the best ways to craft the best possible agreement.



Example of cross-cultural negotiations:



An Nestle acquisitions expert and his team flew to Shanghai to potentially collaborate with a company that specializes in the manufacture of Chinese delicacies. At first, the meeting with the Shanghai negotiators overwhelmed him. He and his team from Nestle were friendly and offered details that they felt the Chinese wanted but the negotiations were at a standstill. Something had to be done and quickly. The acquisition team leader contacted a Chinese business consultant who said he would assist the Nestle team to better understand things so they could adjust their negotiations approach.

The Chinese executive explained that negotiations would not progress if 'guanxi' was not developed. Guanxi refers to a relationship that benefits both parties. He told the Americans to go have fun and try to forget about the deal. When they returned to the negotiations table the next day, they felt that the dynamic had changed, and the Chinese delegation was more welcoming and receptive. After that, negotiations continued smoothly and Nestle was able to establish a real partnership with the Chinese company to better achieve their goals.



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