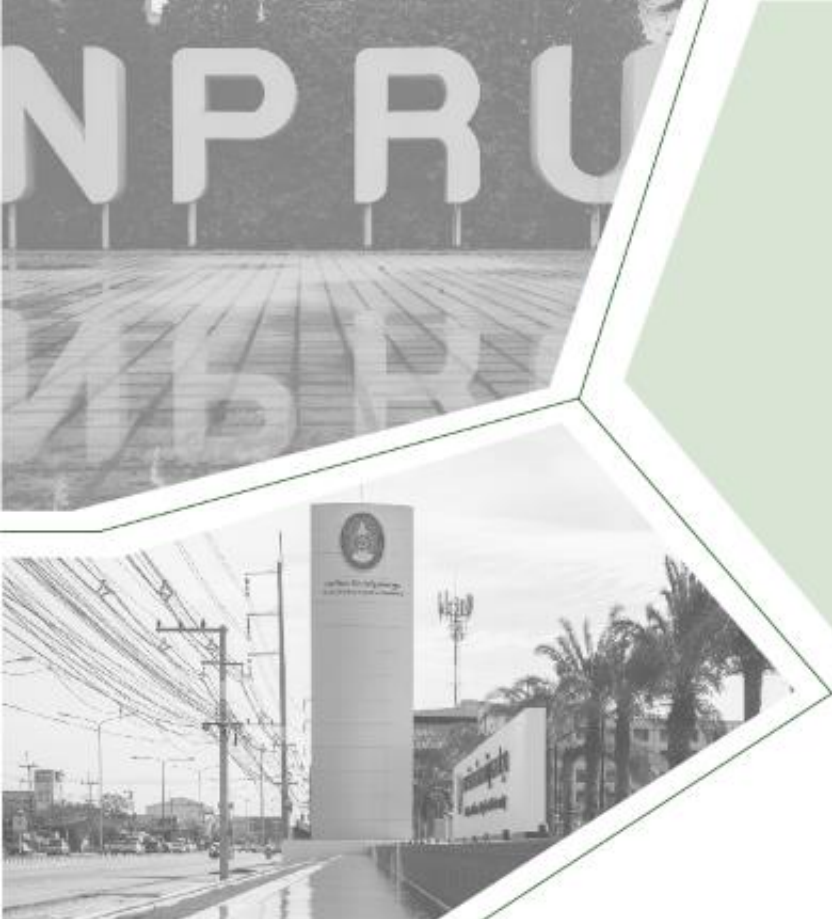


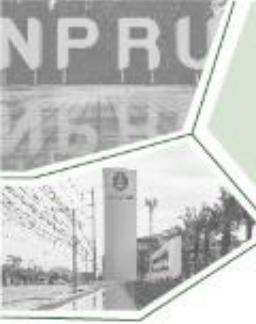


Unit 7

Managing creativity and diversity

1552611 English for business negotiation





Contents

- 01** Work in an international team
- 02** Managing creativity and diversity
- 03** Delaying decisions
- 04** Ending the meeting
- 05** Closing the deal



Learning Objectives

After studying this unit, students will be able to...



- share and describe the concept of international business into their own words.
- summarize the concept of the value of diversity for organizations systematically.
- present their mini-proposal in group discussion creatively.

Intercultural competence



Many models of intercultural competence emphasize that people who work across cultures need to think creatively and be open to new ideas. Take a look at the intercultural competence dimension called New Thinking from Worldwork's International Profiler.

Intercultural competence



Organizations and individuals all over the world are discovering that putting our differences to work is the most powerful accelerator for generating new ideas, creating innovative solutions, executing organizational strategies.

Intercultural competence

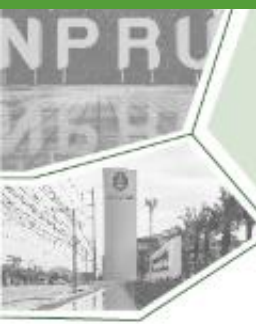


As businesses globalize and competition increases, you have to work harder and harder to continually come up with new ways to stay on top of the consumers' mind with your product or service. Effective, innovative organizations discover ways to tap into the creative talents of their own people. The most important thing to establish internally is an atmosphere where it is acceptable behavior to come up with new ideas which may be a big departure from past practice.

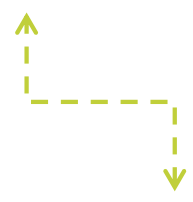
Intercultural competence



Given the increasing globalization of people and products in an era characterized by increasing flow of commercial activities and professional ties across borders, the role of international negotiation is becoming even more critical (Cohen, 1997; Foster, 1992) in defining and concluding business deals between multinational corporations and nations..



Vocabulary and phrases

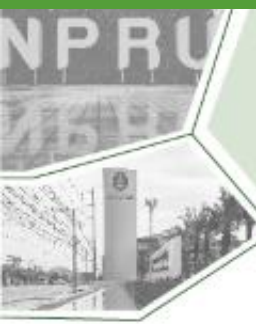


- accelerator
- intercultural competence
- breakthrough
- innovative
- stakeholders
- acceptable



- to come up
- to amplify
- to compensate





Direct and indirect stakeholders

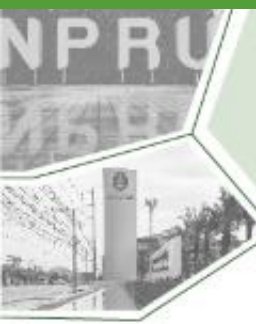
Direct stakeholders

- the seller and buyer
- the partners negotiating strategic alliances

Indirect stakeholders

- the community
- related organizations
- other industry actors

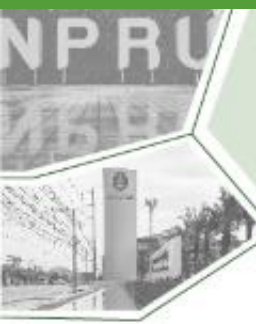




A stereotype

A stereotype is based on the incorrect assumption that every person from a particular culture will behave in a particular way. In fact, although we are of course influenced by our cultures, there is wide variety within each culture. Also, we each belong to many cultures, related to, for example, the type of organization we work for, our jobs within that organization, our age, our gender, our family situation, etc.



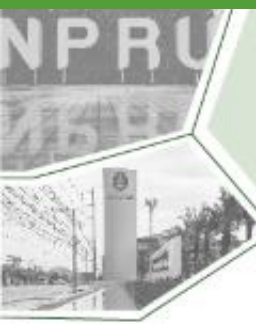


Closing the deal

Due diligence

It is a process where a party conducts detailed research before signing a contract. The best known example of due diligence occurs when one company is buying another. In such cases, lawyers can spend many hours checking all the documentation to make sure there are no unpleasant surprises once the deal has gone through.



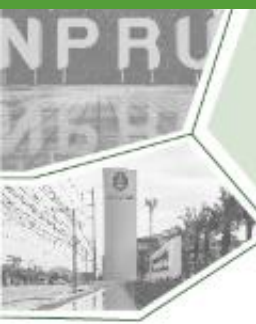


Closing the deal

Which speakers talk about...

- checking everything carefully?
- being flexible?
- quick decision-making?
- slow decision-making?
- negotiating tactics?
- making changes to the agreement?
- contracts?
- the speed of the follow-up?
- involving other people in the negotiation?
- the long-term relationship between the parties?
- bringing emotions into the negotiation?

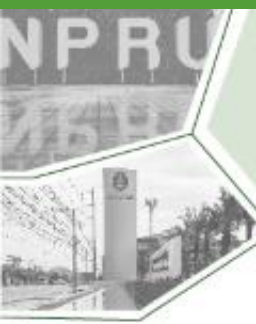




Closing the deal

- Checking everything carefully: American (a lot of legal stuff to work through ... To protect ourselves), German (a lot of research will be done), Russian (verify all that's been decided), Brazilian (do your due diligence), French (everything must be crystal clear)
- Being flexible: Chinese (you have to be flexible), British (flexible business partner)
- Quick decision-making: American (tend to push for quick decisions), German (You might think ... decision-making would be fast in Germany.)

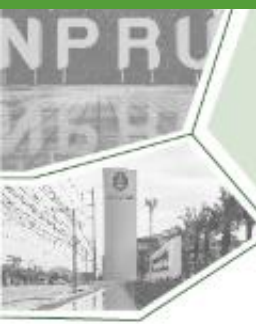




Closing the deal

- Slow decision-making: Chinese (Decision-making can be slow), German (it can be quite slow), Russian (we will sit it out forever), British (reluctant to make any snap decisions), Brazilian (Getting a decision takes time in Brazil.)
- Negotiating tactics: Russian (Our stalling tactics are legendary.), French (When everything is on the table, then we'll see if we agree.)

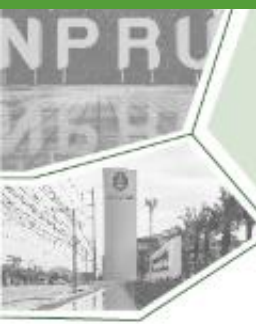




Closing the deal

- Making changes to the agreement after it has been agreed: Chinese (It's a statement of intention, not an obligation.), Brazilian (there'll be a lot of loose ends to tie up), French (we won't want to be tied to a contract)
- Contracts: American (Have you ever read an American contract?), Chinese (a contract in China is more like a marriage than a legal document), German (before we sign the contract), French (we won't want to be tied to a contract)
- The speed of the follow-up: American (we're much slower to implement), German (Once we sign, however, we spring into action.)

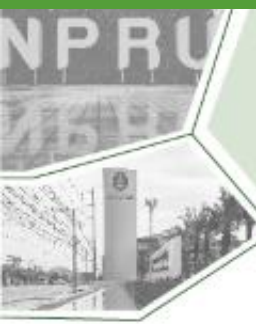




Closing the deal

- Involving other people in the negotiation: Chinese (There is often state involvement.), Brazilian (give everyone a chance to express their opinion)
- The long-term relationship between the parties: Chinese (to stay loyal to our partner 'for better or worse'), British (a fairly trustworthy and flexible business partner)
- Bringing emotions into the negotiation: Russian (Russians are big on emotional appeals.), Brazilian (People may get quite excited in the meeting)

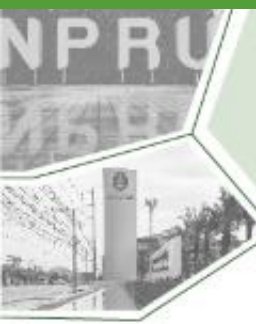




Expression

- I think we should look at the points we agree on
 - We should focus on the positive aspects ...
 - We should look at the benefits for both sides
 - It is in our joint interests to resolve the issue
 - What do you think is a fair way to resolve this problem?
 - We hope you can see our point of view ...
-
- Let us explain our position
 - Could you tell us why you feel like that?
 - I think we should look at the whole package, not so much at individual areas of difficulty.
 - Perhaps we could adjourn for a little while.
 - I think we need to consider some fresh ideas

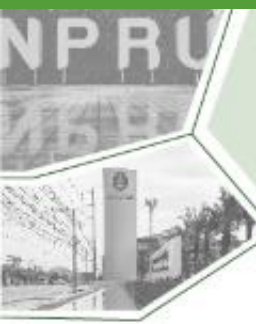




Expression

- Can we run through what we've agreed on?
- I'd like to check what we've said / confirm.
- I think this is a good time/point to repeat what we've agreed to so far.
- Summarizing I'd like to run through the main points that we've talked about.
- So, I'll summarize the important points of our offer.
- Can we summarize the proposals in a few words?





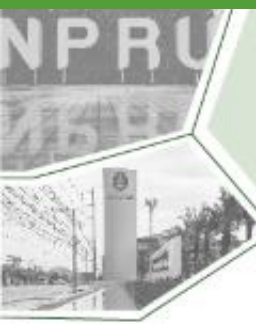
Expressions: Bargaining and making concessions

A key principle in negotiating is to give a little and get a little at the same time.

- If you give us 70%
- we'll pay in 60 days...
- and if transport is free..
- .. we can pay half the insurance.
- If you can agree n all that...

- We think 2% is enough...
- but you can have 90 days credit...
- no... if you pay for transport
- we'll look after the insurance.





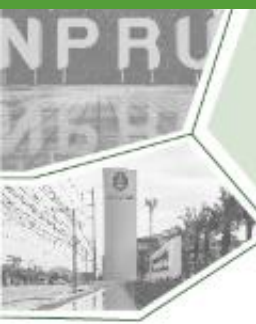
Exercises

Complete the following phrases with given words in the box.

Decide response sorry accept thought
Unable justify convinced contact decision

- a) Thank you for your proposal, but we are very.....
- b) We do not feel able at this stage to.....your offer.
- c) Obviously, we haveit very carefully.
- d) We are not entirely that the technical advantage the high cost.
- e) We hope you'll us again with future offers.
- f) I think we areto give you a formal today, but we will write to you and tell you of ourin a day or two. Then we'll what the next step should be. So thank you very much.



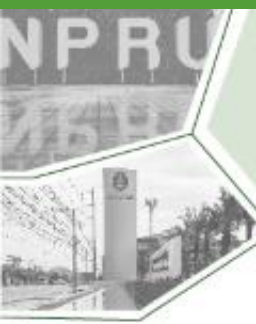


Exercises

Match a phrase on the left with a phrase on the right which could be used in a similar situation.

- | | |
|---------------------------------------|---|
| 1) Not just now. | a) I'm afraid not |
| 2) Not really. | b) Not at the moment. |
| 3) I don't think so. | c) I'm afraid we just couldn't do that. |
| 4) I'm sorry but that's not realistic | d) I doubt it. |





Thank you

