UNIVERSITY OF WOLVERHAMPTON BUSINESS SCHOOL

A Study of Negotiation styles

Between business managers from UK and Indian cultural backgrounds.

Dissertation in fulfilment of

Bachelor of Arts (Hons) in international Business Management

Submitted by Sasha Gray
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Contents Page

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ABSTRACT

The world is definitely becoming smaller due to advances in transport and communications. Technology combined with the development of a world economy have resulted in people from different nations, cultures, languages and backgrounds now communicating, meeting and doing business with one another more than ever. Very few businesses can escape the need to at some point in time deal with foreign colleagues, clients or customers. Business is international and if an organisation wants to develop and grow it needs to harness the potential an international stage offers.

Negotiations are a frequent part of international business. Parties involved in a negotiation face different problems in reaching a successful outcome. When the parties have different cultural bacgrounds the faced problems becomes more complex. The West (UK) and the East (India) have attracted many experts to make a comparison because distinguished differences do exist in the two kinds of cultures and are the deep-seated reasons as to why negotiation styles differ between the UK and Indian business people.

Figure 1: Dissertation outline

Introduction → Literature Review → Methodology → Data Analysis → Conclusion
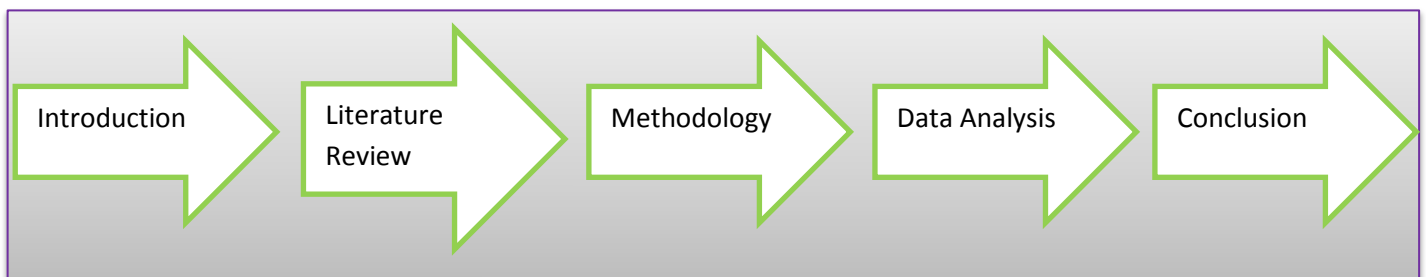
CHAPTER 1- INTRODUCTION

Culture is a major element of cross cultural business negotiations. It is thus important to be aware of cultural influences on negotiation styles. The purpose of this study is related to understanding cultural management.

1.1 Background

Today's globalization has had great impact on the world economy and has increased the importance of cross-cultural business negotiations. Many companies tend to look abroad to expand their businesses as the world becomes more and more interconnected (Zhang et al, 2009, p.103). When going international not only does it require in-depth technical competence, but also competence to interact with people from different backgrounds and cultures. According to the different culture, the styles of the negotiation are greatly different (Usunier, 2003, p.30) . International negotiation is a negotiation among different countries and regions. Because of the difference system in politics and economy of the world, they have different history and culural tradition. Sebenius (2002) points out that cultural difference can influence business negotiations in significant and unexpected ways. Negotiation is an important part of developing business in any market. (Xiaohua et al, 2003). Furthermore the causes of many of the conflicts going on all over the world can be attributed to intolerance brought about by cross-cultural ignorance. People are so used to think and do things in a certain way, it is difficult for people to understand each other and this is a problem for companies doing business abroad (Hofstede et al, 2005, p.4). An ignorance of the culture you are visiting or interacting with can lead to development of stereotypes and occasionally, causing offence. Hollensen (2001) suggests that in the business world lacking awareness of cultural difference can have a negative impact on the success of businesses. Everyone operates differently due to cultural values and beliefs, therefore it is vital to be aware and understand different cultural approaches. This will help to communicate with others effectively, avoiding any form of conflict. According to Johansson (2000) the global economy has formed business environment that require companies to look past the traditional thinking of the home market, and start instead looking at business from an international global perspective. We are aware of the fact that every business, at one point or another, will

be involved in negotiating, whether it will be a simple business deal, a supplier's contract or collective bargaining (Imai, 2010).

Zhang et al (2008) explains that Cultural factors are one of the most important parts responsible for the success or failure of the negotiations in which people with different cultures meet together.

Today some of the worlds largest economies include Japan, China and India. As a result there as been a sudden shift from the western way of doing things to "lets try and understand your way". McNamara (2003) emphasises that Western organisations are beginning to feel the impact of how lack of cultural awareness can and does have upon international business performance. Many organizations are now investing heavily in providing staff with language lessons which will enable them to crack foreign markets as well as providing cultural awareness training to address issues such as communication styles and negotation approaches (Tan, 2004).

Failure in cross cultural business negotiations have been studied a great deal and it is not a new phenomenon. Fraser et al (2002) points out that the importance and the need to empirically study culture in the context of negotiation have been repeatedly stressed.

1.1 Importance of the study

The world is becoming more global as people are travelling more than before and the number of people working or settling down in foreign countries, in search of better jobs or better living conditions is increasing all the time. With companies growing globally and the outsourcing of jobs, the work force finds itself having to interact with people from different countries every day.

Cross cultural negotiations are a field of considerable interest in this age of the global economy (Ghauri, 2003). A new focus and a new thinking are required to keep up with the global competition and the changing environment. Wheeler, (2006) says that one part of the new thinking is to understand, make agreements and do business with people in other countries and from new cultures. That is a challenge that has to be handled through international business negotiations. It is a complicated process and the risk of misunderstanding increases when doing business with someone from another culture.

Personal experience of living abroad for one year in Finland and one year in the USA suggests that country has its own cultural standards of being, thinking and acting. What you may consider as perfectly acceptable and natural in your own country, can be perceived entirely different in another country.

Therefore Learning about cultural diversity can help us to live and work together in diverse communities, both in your own country and the wider world. Saner (2000, p.17) suggests that negotiation is a process to manage relationships. It is a basic human activity that exists between husband and wife, children and parents, employers and employees, buyers and sellers and between business associates. As the researcher is an International Business student this literature will focus on cross cultural business negotiations styles.

1.2 Research Aim

The study aims to develop understanding of Business Negotiating styles on two cultures, UK and India. In this study the UK and Indian differences in negotiating styles will be identified and presented using applicable culture theories.

1.3 Research question and objectives

Research question: what are the cultural differences in business negotiating styles between UK and Indian business managers? The research intends to answer the above question and meet the following objectives during this study:

- Understand relevant cultural theories to identify the different negotiating styles employed by business people from a British and Indian cultural background
- Offer guidance to Business people from UK and Indian cultural backgrounds on effectiveness in cross-cultural negotiations

The next chapter presents a literature review on culture and business negotiating with various theories identifying the cultural difference of India (East) and the UK (West).

CHAPTER 2- LITERATURE REVIEW

2.1 Introduction

Luo et al (2002) argues that economic globalization brings increasing communication of economy and trading among countries, and the negotiation has been the important part of international business activity in this process. According to Schifferes (2007) there are a number of different definitions of globalisation, one definition of globalisation is to integrate business activities across geographical boundaries. In economic terms, globalisation refers to the growing economic integration of the world, as trade, investment and money progressively cross international borders (which may or may not have political or cultural implications).

Levitt (1983) first brought to light the concept of globalization. In his research, levitt defines globalization as one increasing technology that drives people to travel more. As travelling increases people tend to encounter different cultures. This definition of globalization is more suited for this research.

 The international business negotiation is not only the commuication and cooperation in the economic domain, but the communication of culture among various countries (Ayoko, 2007). In the process of negotiation, negotiants idea and behaviour are influenced by their own national cultures and there are large differences in thinking pattern, value view, group consciousness, negotiation style, benefit consciousness and law consciousness between Western and Eastern cultures, and these differences largely influence the process and result of negotiation and they are important factors we should consider in the negotiation (Mayrhofer, 2004). Hollensen (2001) suggests that successful negotiations require understanding of each party's culture and may also require adapatation of the negotiating strategy so it is consistent with the other party's culture.

2.2 Defining culture

Hogan (2005) explains that Culture (from the Latin cultura stemming from colere, meaning "to cultivate") is a term that has different meanings. Culture refers to the norms and values that a group of individuals share for example this can include the way people think, act, interact with each other, and make decisions. It also defines what individuals eat, what they wear, what they think is right or wrong, and much more (Bannon et al 3003, p.15).

Culture is passed down from one generation to another. The norms and values learned from their parents (primary socialisation) and their surroundings such as education and the work environment (secondary socialisation) are then passed down to future generations.

Culture is a broad concept describing the basic things in human mentality and behaviour such as language, tradition, ideology, approaches and style. Negotiation, in turn, is a part of the human activity connected with problem solving which is oriented towards peaceful means of dispute resolution (Hofstede et al, 2005). Negotiation in this context may be regarded as manifestation of culture because it embodies a certain code of conduct that is oriented towards civilized ways of solving disputes. In addition, Northouse (2007) defines culture as learned beliefs, values, rules, norms, symbols and traditions that are common to a group of people. In addition, Salacuse (1999, p 218) adds; culture is the socially transmitted behaviour patterns, norms, beliefs and values of a given community.

According to Hofstede (1991) culture as an onion that can be peeled, layer-by layer to reveal the content. Hofstede, is an influential Dutch social psychologist and anthropologist. He is a well-known pioneer in his research of cross-cultural groups and organizations. He has played a major role in developing a systematic framework for assessing and differentiating national cultures and organizational cultures.

The meaning of culture is compared with the layers of an onion. Where the outer layer is what people principally associate with culture e.g. clothing, language and foods etc. The middle layer refers to the norms and values which a community holds. The core of the onion is the key to successfully working with other cultures.
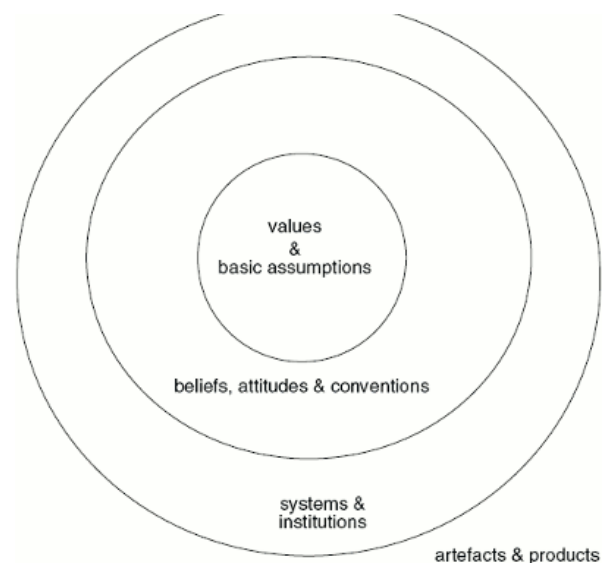
Hofstede et al (1991) argues that culture is "the collective programming of the mind which distinguishes the members of one group or category of people from another."

Trompenaars et al (2007) on the other hand defined culture as the manner in which these dilemmas are reconciled, since every nation seeks a different and winding path to its own ideals of integrity. Trompenaars et al (2007) believes that not only will conflict be reduced by this reconciliation but businesses will succeed to the extent that this reconciliation occurs.

Hoebel (1972, p.7) a noted anthropologist, further defines culture as "the integrated system of learned behaviour patterns which are characteristic of the members of a society and which are not the result of biological inheritance."

Kanungo (2005) highlights that negotiation is further complicated when the parties find themselves negotiating across dissimilar cultures. Culture is a powerful factor in shaping how people think, communicate and behave. It therefore affects how they negotiate. Because people are used to think and do things in a certain way, it is difficult for people to understand each other and this is a problem for companies doing business abroad. For the purposes of this dissertation, culture is defined as the socially transmitted behaviour patterns, norms, beliefs and values of a given community (Salacuse 1991, p.218).

2.3 Culture and the impact on business negotiation styles

Brett (2001) suggests that culture is a key factor affecting negotiation processes and outcomes and according to Salacuse (2004), negotiation practices differ from culture to culture.

First and foremost a clear understanding of the word negotiation needs to be established. The term "negotiation" has originated from the Latin word *negotiari* which means to carry on business. (Brett, 2007, p.1)

Negotiators in international negotiations, by definition, have different national cultural backgrounds. The word "cultural" is used in a sense of "collective programming of the mind which distinguishes the members of one category of people from another" (Hofstede et al 2003, p.137)

According to Reynolds et al (2003) Global companies increasingly rely on the effectiveness of business negotiations for their survival and growth. Schneider et al (2003) argues that a big trap in negotiation is often due to misunderstanding the culture of other countries, especially in the rules that they use to negotiate.

Martin et al (2006, p.6) suggests that some countries may emphasize politeness and integrity, whereas another might use deception and coercive methods as a norm of negotiation, whilst being polite and friendly outside of the negotiation arena. Czinkota (2003) further explains that it is easy also to offend people from other cultures without realizing what you are doing. Body Language, and particularly gestures, can have very different meaning, and what may seem an innocent movement to one person can be extremely rude to another.

Gersten et al (2010) highlights that in pursuing opportunities in the global marketplace, managers increasingly engage themselves in international business negotiations. International negotiations are one of the most challenging tasks in businesses and managers may spend more than 50 per cent of their time negotiating. (Fraser et al, 2002)

Culture is a key factor affecting negotiation processes and outcomes, furthermore cultural values can influence international business negotiations in significant and unexpected ways from the first to the last stage of a negotiation. (Leung et al, 2005, p.367)

Salacuse (2005) uses Enron has an example of how terribly wrong cross cultural negotiations can go when cultural differences are not taken into consideration.

"*When Enron was still and only a pipeline company, it lost a major contract in India because local authorities felt that it was pushing negotiations too fast. In fact, the loss of the contract underlines the important role that cultural differences play in international negotiation. For one country's negotiators, time is money; for another's, the slower the negotiations, the better and more trust in the other side.*"

(Salacuse, 2005, p.1)

Mclean, (2010, p.30) suggests that gaining a deeper understanding of different cultures can enables us to, identify similarities and differences between cultures, cope with and adjust to differences in cultures, so that offence is not given, identify and understand why people do what they do and behave the way they do and work proactively with cultural differences, to produce mutually satisfying and unifying outcome.

In addition to this, Huang et al (2004, p.481) explains how understanding the influence of culture in negotiation reduces confusion and misinterpretations in the process. McGinnis (2005, p.10) suggests that negotiators need to be aware of such cultural differences and become well prepared for them.

Sebenius, (2002, p.6) argues that providing training in cultural diplomacy, many of the significant challenges revealed could be prevented. Without such training, international negotiators are likely to rely on their own subjective cultural assumptions. They will minimize rather than take account of cultural differences, attribute motivations typical in their common culture rather than empathizing with other cultures, ignore rather than explore values and assumptions, and essentially negotiate with themselves.

Usunier, (2003, p.30) suggests that cultural factors may hinder relations in general, and even complicate, prolong, and even frustrate particular negations where there otherwise exists an identifiable basis for cooperation. However, the skill and experience of diplomats will often prevent incipient misunderstandings from getting out of hand. To use cross-cultural approaches effectively requires training, education and experience to discover how to get beyond one's own cultural stereotypes and misconceptions. (Trompenaars et al, 2007)

Salacuse, (2005, p.1) argues that the great diversity of the world's culture makes it impossible for any negotiator, no matter how much skilled and experienced, to understand fully all the culture that he or she may encounter. More importantly Salacuse, (1999, p.221) states that the one approach is to identify important areas where cultural differences may arise during the negotiation process. Knowledge of those factors may help an international business negotiator to understand a counterpart and to anticipate possible misunderstandings. (Zhang et al 2009, p.106) points out that in any international business dealing, it is important for a negotiator to learn something about the other side's culture.

There are arguments that propose that culture is inconsequential to cross cultural negotiation. To begin with, a YouTube video by Falcao (2008) stresses that when entering into negotiations, cultural factors should be considered such as the educational or religious background of the person sitting across the table, but many people both underestimate and overestimate the cross-cultural aspects.

Lewis, (2005, p.27) further explains that people tend to only look at national culture when they go into international negotiations but there are other factors that need to be taken into account such as educational culture, race culture, gender culture, a religious culture. Karakowsky et al (2006) agrees and goes on to say that all of these also impact the way people behave and they are all 'cross cultural'. Therefore, to be a better negotiator all areas of culture need to be taken into consideration.

Furthermore Weiss (1994) explains how most cross-cultural negotiations involve more than two cultures; most individuals belong to more than one group; negotiations often occur between teams that have their own team cultures in addition to the member's ethnic, national, and organizational backgrounds; and multi-party, multicultural negotiations occur as well. According to Holden (2002) national culture is one of many factors that influence behavior at the negotiation table, albeit an important one.

Johansson (2002) stresses that gender, organizational culture, international experience, industry or regional background can all be important influences as well. Bannon et al (2003) states, that stereotypes of all kinds are dangerous, and international negotiators must get to know the people they are working with, not just their culture, country, or company.

It is evident that failed negotiations can lead to business losses, even business closure like what happened with Enron, therefore preparation is crucial when entering a business negotiation. Zhang et al, (2009, p.103) stresses that an important part of negotiation preparation is research, including finding out all you can about the party or parties who will be across the table from you. Understanding how to achieve international business negotiation outcomes and the factors relevant to the process will allow negotiators to be more successful. (Peng, 2008)

2.4 Cultural theories related to culture and negotiation

2.4.1Trompenaars seven dimensions of culture

Trompenaars who is a Dutch author in the field of cross-cultural communication developed the "Seven Dimensions of Culture Model" for the analysis of cultural differences. The seven dimensions were defined as:

1. Universalism vs Particularism (what is important – rules or relationships?)

2. Collectivism vs individualism (Do we function in a group or as individuals?)

3. Neutral vs emotional (Do we display our emotions, or do we hide them?)

4. Specific vs diffuse (Do We handle our relationships in specific and predetermined ways, or do we see our relationships as changing and related to contextual settings?)

5. Achievement vs Ascription (Do we have to prove ourselves to receive status, or is status given to us?)

6. Sequential vs synchronic (Do we do things one at a time or several things at once?)

7. Internal versus external control (Do we believe that we can control our environment, or do we believe that the environment controls us?)

According to (Trompenaars 1996, p.51) culture is the manner in which these dilemmas are reconciled, since every nation seeks a different and winding path to its own ideals of integrity. Trompenaar believes that not only will conflict be reduced by this reconciliation but businesses will succeed to the extent that this reconciliation occurs.

Gudykust et al, (2003, pg.85-87) points out that the three out of six dimensions, universalism-particularism, diffueseness-specifiicity, and ascription-achievement were originally labelled as pattern variables by parson.

Trompenaars seven dimensions of culture can assist in identifying cultural differences between India and the UK. Gupta (2008) points out that India is a fairly particulartistic orientated culture. This is apparent in India culture by their focus on relationships. According to Gannon et al, (2010, p.31) the UK is more a universalistic culture, most people will persume that rules and values are more important than their own needs or those of their friends and family.

Individualistic cultures like UK are more self-centred and emphasize mostly on their individual goals, whereas India are more of a collectivist society where individuals set aside personal goals for the good of the whole. (Rugman, 2000).

Kumar et al (2005) emphasises that India is considered an affectionate culture. Indians are neutral in affection but are allowed to show assertiveness and are taught to be non-violent. The UK is also regarded as high neutral culture as they try not to show their feelings; they act socially and maintain their composure (Cherunilam, 2007 p.83). When doing business in India, it is important to build a good relationship with the Indians. UK is seen as more of a specific culture, where they are more focused on getting to the point of things (sealing a deal) and less interested in friendship making. (Katz, 2008)

Most Indians value ascription because of their reliance on the caste system. Professional titles, age, degrees and caste level are indicators of status. Friendships and kinships are more important than expertise. The UK is a highly achievement culture where social status is largely derived from a person's achievements. (Macduff, 2006)

Graham et al, (1983, p.164) suggests that the sequential culture such as the UK, people tend to do one thing at a time. On the contrary, people from a synchronic culture usually do several things at a time. India is a synchronic orientated culture. (Gesteland et al 2010, p.22)

Grinnis (2005) explains how an understanding of the seven dimensions created Trompenaars provides a useful framework for approaching negotiations, especially when the other party or parties is likely to have a different cultural values.

Grinnis also stresses how it is essential to recognize that others may have different cultural orientation from your own, even when negotiating with others from your own country.
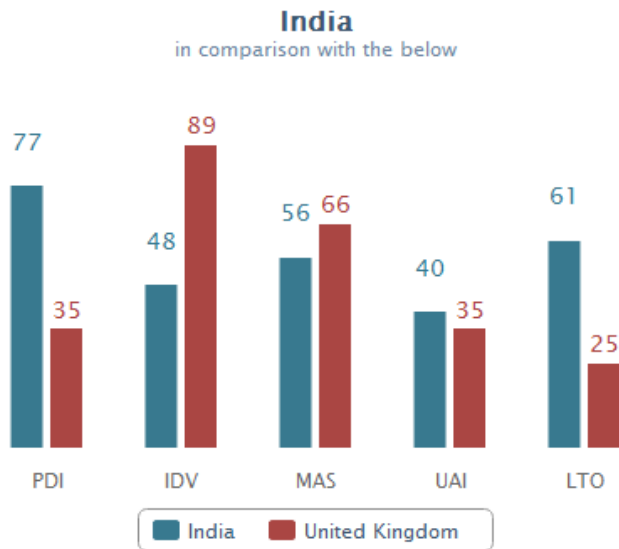
2.4.2 Hofstede's five cultural dimensions

To analyse the cultural diversity, Hofstede (1996) proposed five cultural dimensions to assess the values which characterize specific patterns. The five dimensions in hofstede's study are power distance, collectivisim versus individualism, masculinity and femininity, uncertainity avoidance and long term orientation. (Chang, 2003, p.568)

Power distance refers to a society where individuals are granted different levels of importance and status. Power distance also measure how subordinates respond to power and authourity from higher executives within an organization. Collectivism versus individualism refers to the priority given to the group versus individualism right and freedoms. In collectivist cultures, individuals are bound through strong personal and protective ties, based on loyalty to the group and family ties. In individualistic cultures, people are expected to look out for themselves, and all should contribute to a common goal and with little mutual pressure. Masculinity and femininity refer to and define the roles of men and women in a society and their behaviour, Hofstede (1996) suggests that men's goals are significantly different from womens goals, and these goals can therefore be expressed our of a masculine and feminine perspective. Uncertainity avoidance refers to the fact that when uncertainty avoidance is strong, a culture tends to perceive unknown situations as threatening. In a culture where uncertainity avoidance is weak, people feel less threatened by unknown situations.

Hofsetede's research gives insights into cultures such as India and the UK and can help business people become more aware of the national differences when interacting with people within these countries (Chang, 2006).

By using Hofstedes five cultural dimension, cultural diffferences among India and the UK can be easily identified and as been illustrated in the charts below.

Hofseteds five cultural assessment: A comparison between India and the UK

India
in comparison with the below

77	48	56 66	40	61
35	89		35	25
PDI	IDV	MAS	UAI	LTO

■ India ■ United Kingdom

Hofseteds five cultural assessment: INDIA

India

77	48	56	40	61
PDI	IDV	MAS	UAI	LTO
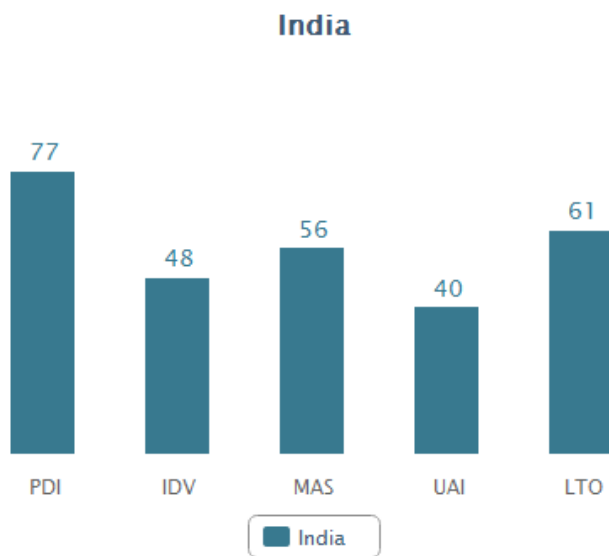
■ India

Power distant: Looking at the figure shows that India scored rather high with a score of 77. Indian people tend to be very sensitive to the position of people. All seniors and elders are expected to be treated respectfully. In the workplace, a system of hierarchy exists where senior colleagues are obeyed and respected.

Collectivism versus individualism With a score of 48 shows that indians are extremly family orientated people. Indian collectivism is derived from traditional indian family values. Indians tend to avoid conflict and generally opt for indirect communication.

Masculinity/Feminity: With a score of 56 reflects the gender inequality form its early history. Male children are still highly desirable and women are rarely looked upon as bread winners, they are expected to be good wives and mothers.

Uncertainity avoidance: India ranks fairly low in this dimesion as indian doesn't have frame work of rules and regulations or any instituations to avoid uncertain situations. In India people don't feel threatened by ambiguous situations.

Long-term orientation: With a failry high score of 61, in India businesses are done for long term and mostly with family and friends.

Hofseteds five cultural assessment on the UK
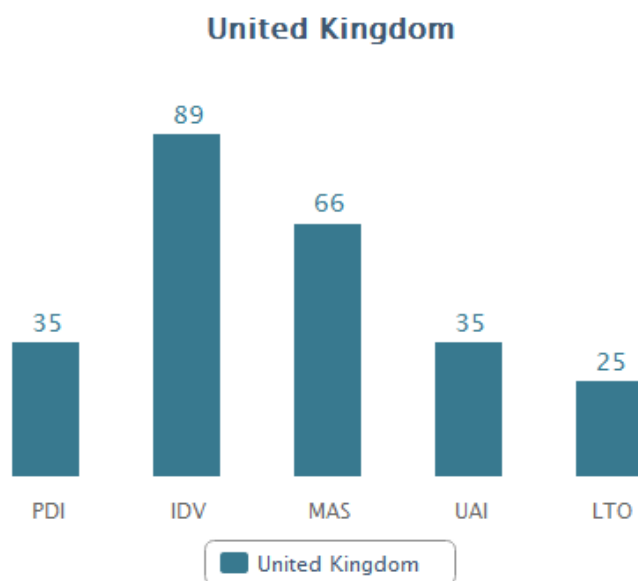
Power distant: At 35 Britain sits in the lower rankings of PDI – i.e. a society that believes that inequalities amongst people should be minimized and where you are born should not limit how far you can travel in life.

Collectivism versus individualism: At a score of 89 the UK is amongst the highest of the individualistic scores, beaten only by some of the commonwealth countries i.e. Australia and the USA. The British are a highly individualistic and private people. From an early age Brits are to think for themselves and to find out what their unique purpose in life is and how they uniquely can contribute to society. The route to happiness is through personal fulfilment.

Masculinity/Feminity: At 66 Britain is a masculine society – highly success oriented and driven.

Uncertainity avoidance: At 35 the UK has a low score on uncertainty avoidance which means The British are quite happy to wake up not knowing what the day brings and they are happy to 'make it up as they go along' changing plans as new information comes to light.

Long-term orientation: At 25 the UK scores as a short term oriented society which drives a great respect for history and tradition as well as a focus on quick results in the future.

2.4.3 Salacuse's **model of** 10 factors **affecting the negotiation style**

Salacuse, (2005, p.1-6) identified ten factors which seemed to be most problematic in cross cultural negotiations. These ten factors , each of which consisted of two poles is illustrated in the following table:

The Impact of Culture on Negotiation

Negotiation Factors

Factor	Pole A		Pole B
Goal	Contract	←→	Relationship
Attitudes	Win/Lose	←→	Win/Win
Personal Styles	Informal	←→	Formal
Communications	Direct	←→	Indirect
Time Sensitivity	High	←→	Low
Emotionalism	High	←→	Low
Agreement Form	Specific	←→	General
Agreement Building	Bottom Up	←→	Top Down
Team Organization	One Leader	←→	Consensus
Risk Taking	High	←→	Low

Source: Salacuse (1999)

In a survey of 310 persons from 12 countries and 8 occupations, Salacuse asked participants to rate their negotiating style covering ten negotiation process factors. All respondents were aksed to rate their own attitudes towards each of the traits on a five-point sclae. The tables below summarizes the results of this study. The numbers in the table denote the percentage of respondents from each country who submitted the highest or the second highest evaluations of indicated polar extremes of each trait. The differences in national negotiating styles among the analyzed countries are quite evident. (Salcuse 1999)

Negotiation Factor	Direction	ARG	BRZ	CHN	FRN	GER	IND	JPN	MXC	NGR	SPN	UK	USA
Goal	Contract	46	67	45	70	54	33	55	42	47	74	47	54
Attitudes	Win/Win	81	44	82	80	55	78	100	50	47	37	59	71
Personal Styles	Formal	35	22	46	20	27	22	27	42	53	47	35	17
Communications	Indirect	4	11	18	20	9	11	27	0	0	0	12	5
Time Sensitivity	Low	15	0	9	40	36	44	9	33	7	21	6	15
Emotionalism	High	85	89	73	60	36	56	55	83	60	79	47	74
Agreement Form	General	27	22	27	30	45	44	46	17	20	16	11	22
Agreement Building	Top Down	70	42	54	67	54	74	45	33	47	46	54	47
Team Organization	One Leader	58	100	91	40	55	44	55	91	40	58	65	63
Risk Taking	High	73	56	82	90	72	89	18	50	73	47	88	78

Source: Authors based on Salacuse (1998).

Salcuse (1999, p.232) explains that the ten factors is to identify specific negotiating traits affected by culture and to show the possible variation that each trait or factor may take. With this knowledge, an international business negotiator may be able to understand better the negotiating style of their counterparts from other cultures. Also it can be used by the negotiator to determine how their styles appear in comparison to their counterparts on the other side of the bargaining table.

Ideally trompenaars and hofstedes culture theories will also be used in this dissertation to help identify the cultural difference between the British and India.

## 2.5 General cultural differences between UK & Indians in business negotiations

Yu et al (2011) points out that globalization and economic openness have contributed to increased engagement of countries in negotiation in the 21st century.

According to Salacuse (2004), negotiation practices differ from culture to culture. Culture provides the "negotiating style", the way persons from different cultures conduct themselves in negotiating activities. Culture determines the way people perceive and approach the negotiating process. Macduff, (2006) further explains that they have specific perspectives on the negotiation process. Individualist negotiators tend to engage in coercive or competitive behaviour and arguments whereas collectivist negotiators emphasize relationships and problem solving.

Gunia et al (2011) suggests that different communities or countries in the world follow different mannerism and etiquette. Martin et al (2006) points out that learning basic cultural business etiquette can help make a business transaction or negotiation successful. Manrai (2010) then points out that meeting and greeting etiquette are two very important factors when conducting business in India, which generally requires a handshake. Indians use Namaste where one palms are brought together at chest level with a slight bow of the head (Gupta, 2008). A foreign business person using Namaste is a sign that he or she did their research in advance; this is a sign that they respect and understand the Indian culture. In the UK a brief but firm handshake is acceptable at the beginning and end of business meetings. (Katz,2008) further explains that in India it is also important to address the person you know personally using the appropriate formal title, whether that may be Professor, Doctor, Mr, Mrs. Or, if you do not know the proper title, sir or madam. The same applies for in the UK followed with the persons given family name. (Chang, 2006, p.4)

Kumar et al (2005) stresses that in India ones counterpart must believe they can trust and understand you, even on a personal level, before considering a discussion on business related matters, whereas in the UK they often like to get straight down to business.

Accoring to Ingham, (1995) not everyone is open minded about learning about different cultures. It is evident that there are some cultural groups that know only about their own culture and are reluctant to learn about other cultural backgrounds. Bennett (1993) describes six stages of development in intercultural sensitivity. The developmental Model of Intercultural Sensitivity explains how people or groups tend to think and feel about cultural difference.
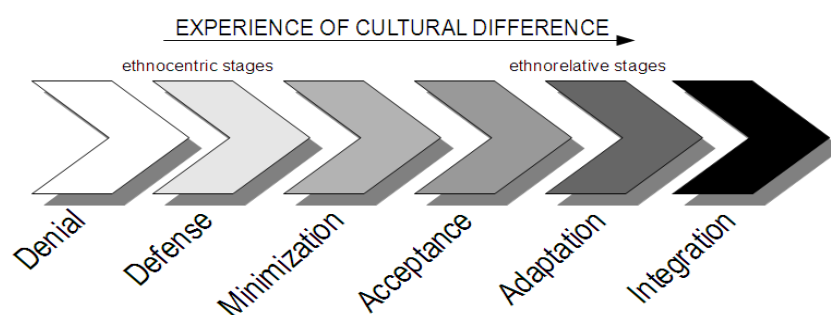
In the early ethnocentric stages of Bennett's model, individuals begin by first *denying* that cultural difference exists in the first place, either because of their own isolation or because of will full ignorance. Greater exposure to cultural difference next prompts a *defensive* posture, an "us-versus-them" mentality in which existing cognitive categories are reinforced and any comment directed toward one's own culture is perceived as an attack. The last ethnocentric stage is characterized by a *minimization* of difference. Individuals tell themselves that "people are the same everywhere," a superficially benign attitude that in fact masks uniqueness and still evaluates other cultures from a reference point within one's own culture. The final three stages are marked by an understanding that behaviours, norms, beliefs and so on are all relative. The first ethnorelative stage is *acceptance*, genuinely acknowledging cultural difference and seeing that difference within its own cultural context. Next come's *adaptation*, when individuals change their own attitudes, behaviours, and even language to match their surroundings in an attempt to communicate and empathize. Finally, *integration* occurs when individuals move freely between cultures, practicing what Bennett calls "constructive marginality," that is, seeing identity construction as an on-going process that is always marginal to any specific social group.

In summary the above discussion presented the following key theories to understand what culture is and the following models to understand what is important in negotiating.

In conclusion, in cross cultural negotiations one needs to understand communication styles, patterns, time orientations and social behaviour in distinct national issues.

The next chapter outlines the research methodology, including qualitative vs. quantitative research and the data collection tools employed in order to answer the research question.

CHAPTER 3: RESEARCH METHODOLOGY

This chapter provides an overview of the methodology and the data collection tools employed in order to answer the following research question: what are the cultural differences in business negotiating styles between UK and Indian business people?

The dissertation will use qualitative data because subjective data needs to be captured in order to find answers to the research question. According to Dawson (2009), it is important to recognize the differences between qualitative and quantitative when starting a research methodology.

Qualitative research captures subjective data. Dawson (2009) argues that qualitative research explores subjective issues such as attitudes, behaviour and experiences through employment of methods such as interviews or focus groups. It attempts to get an in-depth feeling and opinion from participants. As it is attitudes, behaviour and experiences which are important, sample sizes are usually smaller and tend to take part in this type of research, but the contact with these people tends to last a lot longer. It should also note that the term qualitative is used to describe research methods and techniques that use and generate qualitative, rather than quantitative information Veal (2005).

Quantitative research is an empirical research where the data captured can be quantified. It is where objective data are examined through relationship among variables Creswell (2009). Quantitative research generates statistics through the use of large-scale observations, survey research, using methods such as questionnaires or structured interviews.

When conducting quantitative research the sample size is larger and enables generalizations to form. This type of research tends to reach much more people, but the contact with those people is much quicker than it is in qualitative research Dawson (2009).

Thus, qualitative and quantitative are different approaches suited to capture different types of empirical data. They both depend on the skills, training and experiences of the researcher Dawson (2009). Different research methods are not inherently good or bad. Rather, they are more or less appropriate for the task in hand Veal (2005).

In order to achieve the aims and objective discussed in the first chapter, qualitative research will be used in this study. Qualitative strategy has been chosen because it as an approach concerned with subjectivity understanding (Bryman, 2004).

According to Veal (2005), there are a number of advantages of qualitative research methods compared with quantitative approaches.

These advantages arise largely from the basic assumptions and philosophies underlying qualitative research. Therefore this strategy appears to be the most appropriate way to explore and elicit in depth information on respondents views on cross-cultural and business negotiation styles.

Veal (2005) summarizes the qualitative approach as follows:

- Qualitative methods enable the researcher to understand in greater depth the personal experiences of individuals

- Qualitative research focuses on people's understanding and interpretations rather than seeking external causes or laws for behaviour.

- Qualitative methods allow the researcher to experience research issues from a participant's perspective.

- Qualitative research reports are usually presented in a narrative form rather than a statistical form, making them generally more interesting and understandable for readers.

- Qualitative methods are useful in examining personal changes over time.

- Qualitative methods tend to focus on human-interest issues that are meaningful to everyday managers.

3.1 Data collection methods

The dissertation will draw on both primary and secondary data in order to explore insights in the research question. In-depth interview is the chosen data collection method for this study. Kinnear and Taylor (1979) suggests that In-depth interviews may be defined as an unstructured personal interview which uses extensive probing to get a single respondent to talk freely and to express detailed beliefs and feelings on a topic with little directional influence from the researcher.

Salacuse (1999) identified ten factors which seemed to be the most problematical when conducting cross-cultural negotiations. Three out of the ten factors have been selected to help identify the different negotiation styles between business people from UK and Indian cultural backgrounds. The three out of the ten factors, each consist of two poles:

Goal (contract or relationship?), 2 Personal styles (informal or formal), 3 Time sensitivity (High or Low). These three factors will be translated into a questionnaire guide and administered to four experienced business people from both British and Indian ethnic background.

The questionnaire guide will be used in the in-depth interview to get below the respondents surface reactions and to discover the more fundamental reasons underlying the respondent's attitudes and behaviour. The in-depth interview will take place at the respondent's work place in this way respondents will feel relaxed and more comfortable to openly express their thoughts, feelings and experiences. Each participant will be asked a series of eight questions and probed to offer examples to support their answers. Each question will be explained and discussed in order to ensure understanding from the respondents. The In-depth interview will last approximately 30minutes.

Data that has been collected from first-hand-experience is known as primary data. Primary research is often undertaken after the researcher has gained some insight into the issue by collecting secondary data. This can be through numerous forms, including questionnaires, direct observation and telephone interviews amongst others. Secondary data is published data collected by others. Secondary data analysis saves time that would otherwise be spent collecting data and, particularly in the case of quantitative data, provides larger and higher-quality data that may be expensive for any individual researcher to collect on their own. A clear benefit of using secondary data is that much of the background work needed has been already been carried out, for example: literature reviews, case studies might have been carried out, published texts and statistic could have been already used elsewhere, media promotion and personal contacts have also been utilized. However there are disadvantages to the fact that the researcher cannot personally check the data so its reliability may be questioned.

For my secondary research I will analyse several different texts such as journals, books and video clips that are relevant to my research topic to support my findings on cultures impact on negotiation styles.

3.2 Limitations of research

Due to time constraints the researcher will focus on a small sample consisting of four people from each of British and Indian ethnic background. The respondents will be from a business background and experienced in business negotiations such as negotiating prices, signing contracts, selling and buying. Due time constraints the researcher was unable to focus on one specific business field and therefore will focus on the respondents who are willing to participate in the research. Also, only a maximum of 8 questions will be used for the in-depth interview which means all 10 factors identified by Salacuse will not be tested on respondents.

The respondents are from small to medium enterprises such as retail clothes store, local pub, corner shop, furniture store and café. A business with a headcount of fewer than 250 is classified as medium-sized; a business with a headcount of fewer than 50 is classified as small, and a business with a headcount of fewer than 10 is considered a micro business. (Stokes et al, 2010)

For the primary research; in-depth interviews require the respondents time and commitment, therefore the researcher will need to give respondents plenty notice when scheduling time and date to conduct the interview. Due to the lack of time, cancellations may interrupt the research process.

3.3 Ethic Issues

The nature of ethical problems in qualitative research studies is subtle and different compared to problems in quantitative research. For example, potential ethical conflicts exist in regard to how a researcher gains access to a community group and in the effects the researcher may have on participants. Qualitative researchers focus their research on exploring, examining, and describing people and their natural environments.

Respondents will be made aware of the purpose of the research. The researcher agrees with Bell (1999) that names, identities, personal information of respondents will not be disclosed for ethical reasons.

Respondents will be re-assured that what they say will be kept in confidence. This is important for earning their trust and thus for eliciting good data. A time frame of how long the interview is expected to take will be stressed to the respondent, and will not be exceeded unless the respondent needs more time discussing their answers.

3.4 Conclusion

To conclude, this chapter presented the methodology used in this dissertation to answer the research question: what are the cultural differences in business negotiating styles between UK and Indian business managers? Qualitative research strategy is argued for using in-depth interviews as key method. Primary data will be collected and analysed in the following chapter. Primary research involves interviewing respondents using a questionnaire guide covering a series of 8 questions within 30mins.

CHAPTER 4: DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents the findings of the primary research carried out for this dissertation. Salacuse model consists of ten factors affecting negotiating style. This research was employed to guide data collection. Three factors from the mondel was used: negotiation goal, persoanl styles and time sensitivity. These three factors will be used to help identify if there are any differences in negotiations style between Indian and UK business managers.

The findings have been tabultaed so visual comparisons can be made, this will help in comparing the responses between cultures (e.g. comparison in Indian responses) and then across the two cultures (e.g. comparison in Indian and UK responses).

The UK and Indian managers from SME business's need to be experienced in cross-cultural business negotiations in order for this research to proceed. Therefore, Prior to selecting participants they were asked if they had experience in business negotiations. The following respondendents were selected as they had several years of experience in business negotiations.

4.2 Respondent details:

INDIAN	UK
Respondent 1 **Job Title:** Computer store Manager **Gender:** Male **Age category:** 36-40	**Respondent 5** **Job Title:** Bar Manager **Gender:** Female **Age category**: 41-45
Respondent 2 **Job Title:** Sales Manager **Gender:** Male **Age category**: under 30yrs	**Respondent 6** **Job Title:** Property sales Manager **Gender:** Male **Age category**: 46-50
Respondent 3 **Job Title:** Shop Manager **Gender:** Female **Age category**: 46-50	**Respondent 7** **Job Title:** Furniture store Manager **Gender:** Female **Age category**: over 60 years
Respondent 4 **Job Title:** Clothing retail Manager **Gender:** Male **Age category**: 30-35	**Respondent 8** **Job Title:** Florist Manager **Gender:** Female **Age category**: 41-45

Each of the in-depth interview questions were clearly explained with examples provided (see appendix A) to help obtain key information that would agree or disagree with Salacuse cultural theory on business negotiation styles between Eastern (India) and Western (UK) countries.

For each question asked data is shown in the table. It will then be analysed in two ways:

1. The data between the respondents from the same culture will be compared

2. The data from the two different cultures will then be compared

This is done in order to arrive at a deeper and balance understanding to the responses of that question and how they relate to Salacuse theory.

4.3 Understanding negotiating goal

The purpose of question one is to identify what is most important to the respondent. For some cultures, the primary goal of negotiations is to reach a deal and sign a contract, while other cultures view it as the establishment of a long term relationship between the parties which will eventually lead to a contract. (Salacuse, 2003)

Q1. What is you negotiating goal contract or relationship?

Table 4.1: responses to question one

INDIAN BUSINESS MANAGERS
Respondent 1: I like to know who I am having business dealings with first before getting down to business. Forming a relationship is extremely important to me when doing business. When I meet the person or speak with them over the phone I always have a general conversation first if they allow this. I want to feel comfortable with the person I am doing business with.
Respondent 2: It is extremely important for me to form a relationship with those I am having business dealings with. Build trust can boost sales as this person may recommend me to others and so on. If the person I am doing business with is too speedy to talk business this is an instant put off for me.
Respondent 3: I like to form a relationship with those I do business with. The stronger the relationship the better your business. I just think its respectful also to ask the person how they are, their family, what they do, how long for just to get a better feel of what kind of person I am dealing with. Money is involved so I need to choose carefully. Once I am confident that the person on the other end is trust worthy then we can discuss business.
Respondent 4: I have been doing business for six years now and everyone that I do business with I know

a little about them e.g. their full name, what region they live in, their cultural background, how long they have been in business for etc. Knowing all this is vital to my business, as trust is important before anything else can be considered.

UK BUSINESS MANAGERS

Respondent 5: I don't bother wasting no one's time asking them their personal business, as personally I just like to get straight down to business. I am highly experienced in the business industry and I know what is best for my business which is to get straight down to business as time is precious.

Respondent 6: I am firm and direct therefore getting straight down to business is the only thing on my mind. I never care to ask others about them, I never have time for that and it is none of my business.

Respondent 7: It is not so important for me to get to know about the person I am doing business with. Usually they have been recommended to me or they have a good reputation to so getting straight down to business is usually the way for me.

Respondent 8: I consider myself a friendly person and it is in my nature to get a general chit chat going with the person I am doing business with but this often depends on the seriousness of the business negotiation. In most cases I do tend to just get down to business because sometimes being too friendly can be taken advantage of.

There is a great similarity between the responses from the Indian culture. They all share the same negotiating goal which is to form a relationship before talking business. Also, it is clear that they believe business success stems primarily from the relationships they form with their business partners. Whereas the responses between the UK cultures tend to share the same negotiating goal of getting straight down to business and forming relationships to be least important thing to do. However, Respondent 8 based their preferred negotiation goal on the seriousness of the business negotiation.

The qualitative date presented in table 4.1 shows that the Indian respondent's primary goal is to build a relationship with those they are doing business with whereas the UK respondent's primary goal is to make and seal a deal.

Salacuse (2005) explains that Indians, whose negotiating goal is often a relationship tend to give more time and effort to negotiation preliminaries, while British culture often want to rush through the first phrase of deal making.

It is therefore important to determine how your counterparts view the purpose of your negotiation. The findings illustrated in table 4.1 therefore support salacuse's theory.

4.4 Understanding personal styles

The purpose of question two seeks to identify the Personal style of the UK and Indian culture when involved in a business negotiation. Personal styles concerns the way a negotiator talks to others, uses titles, dresses, speaks and interacts with other persons.

Q2. Personal Styles: formal or informal?

Table 4.2 responses to question two

INDIAN BUSINESS MANAGERS
Respondent 1: I am a respectful man and I like to address people by their title especially when doing business. I always tend to take pride in my appearance by wearing a suit, doesn't always have to be a shirt with tie but I guess that depends on the seriousness of the business. I like to shake hands with everyone i meet with.
Respondent 2: The way I address the person totally depends on the relationship I have with the person. But in most cases I like to show my respect and refer to them using their titles whether it is Mr/Miss/Mrs It is a natural habit for me to shake hands when I meet with someone. I like to look smart when it comes down to business.
Respondent 3: For me it is a norm to address another by their title. I like for people to address me by my title too. I tend to shake hands with everyone I come into contact with whether it is business related or not. I like to dress smart when doing business, usually suit and tie.
Respondent 4: I use titles when communicating with others as it is a sign of respect but in some cases I use first names as this is what they prefer. A verbal hello and handshake is my preferred greeting style. I like to wear a suit for business suit because first impression is important.
UK BUSINESS MANAGERS
Respondent 5: In my area of business I always use first names, but if waiting someone for the first time I address them using first name or title depending on how they introduce themselves. A verbal hello is usually fine but if It's serious business then a handshake is more appropriate. Casual smart is preferred style but once again it just depends on the seriousness of the business negotiation etc.
Respondent 6: I prefer to stick to titles, its curiosity but sometimes it just all depends on their age and our relationship. Hello, how are you and a handshake depending on the seriousness. Smart casual always does the trick I don't like to intimidate people by over doing it.
Respondent 7: I like to call people by their first names, as it makes them feel more comfortable. Hello,

how you and handshake if necessary are is my usual greeting style. Casual but smart is my usual style when attending business meetings.

Respondent 8: The way I address another depends on their age. Above 50 years of age I usually use titles and under I use first names. I tend to always greet verbally and only shake hands if the other person puts their hands out first. I feel more comfortable dressing casual but smart

The responses between the Indian cultures all like to use titles to address those they are doing business with as a sign of respect. Also, the Indians prefer to dress smart, usually in shirt and tie and shake the hands of those they are doing business with. Whereas the responses between the UK cultures show that addressing another by their title depends on the persons age, their relationship and the way they introduce themselves.

Also dressing smart casual for a business meeting is their preferred personal style however this also depends on the seriousness of the business meeting. A verbal "hello" is their preferred greeting style but if the person they are dealing with is very important a hand shake is more suited.

When using the qualitative data from table 4.2 to make comparisons across the UK and Indian responses it is clear that preferred personal style; formal or informal depends on several different factors such as age, relationship with the other person, the seriousness of the situation i.e. business meeting or casual meeting.

The Indian and UK respondents both prefer to dress smart for business meetings but it would all depend upon the seriousness of the meeting. The way they address another person mainly depends on the level of their relationship.

If it is someone they have regular dealings with they may address them using their first names instead of titles unless the circumstances were different and it is someone they are just meeting for the first time e.g. for business purposes. Furthermore, the Indians like to shake hands no matter who it is they dealing with, whereas the UK respondents only tend to shake hands if the circumstances are serious.

According to Salacuse (2003) Indians like to dress formally on all business related dealings and those from the UK prefer the informal look and tend to wear casual attire. Personal style concerns the way a negotiator talks to others, uses titles, dresses, speaks and interacts with other persons. This question is to identify the personal styles of the Indian and UK respondents.

According to Salacuse (1999) Indians who have a formal style tend to address counterparts by their titles, avoids personal anecdotes, and refrains from questions touching on the private or family life of members of the other negotiating team. The British who take more of an informal approach begin discussions on a first name basis, quickly seeking to develop a personal, friendly relationship with the other team. Overall the qualitative presented in table 4.2 disagrees with Salacuse culture theory.

4.5 Understanding sensitivity to time

The purpose of question three is to help identify the difference between the India and UK attitudes towards time. Sensitivity to time refers to how important it is to the Indians and the UK respondents in attending a meeting on time and whether it is important to stick to the scheduled meeting time or not.

Q3. Sensitivity to time: High or Low?

Table 4.3 responses to question three

INDIAN BUSINESS MANAGERS
Respondent 1: Being on time is important. Usually a meeting that is set for one hour may run on for two hours because time is not always so important. I like to give myself plenty of time to work with because for me business negotiation is a long process.
Respondent 2: I like to be punctual but it won't hurt to be slightly 5mins late! I don't care if we run minutes to hours over the meeting scheduled time as long as I arrive on time as this shows that I am serious and mean business.
Respondent 3: Being punctual for me it is important, I think it is very rude when people arrive late. I am professional in everything that I truly believe first impression counts. I am a talkative person so if a meeting is only meant to last 15mins then it may continue for hours if allowed. I don't like to rush things when it comes down to business, there is no harm in taking things slow in order to get it right first time.
Respondent 4: I am not strict on time, but I like to be punctual. I like to take my time when negotiating business.
UK BUSINESS MANAGERS
Respondent 5: If I need to attend a business meeting I like to arrive at least 15 minutes early to show that I mean business. I don't mind if the business runs a few minutes over the set time but I do like to avoid un necessary conversations that as no relevance to what we are trying to negotiate.

Respondent 6: I like to be punctual and see business meetings start on time and end on time with a successful outcome. No time for beating around the bush. I like to get straight to the point.

Respondent 7: It is bang out of order when others arrive to a business meeting late. I am a very organised and punctual person. I like to discuss only things that matter when dealing with business negotiations so general chit chat is a no!

Respondent 8: Being punctual is definitely important when meeting for business negotiations. I don't mind running a little over the set time only if it is business related.

There are few similarities between the Indian responses. The Indians like to be punctual but respondent 2 does not mind running a few minutes late, within good reason. The Indians don't mind if a meeting runs past the stated schedule time as more time is needed to get to know the person they are doing business with. The responses between the UK cultures show that they value the importance of arriving for meetings on time or slightly early. However, the UK respondents like to stick to the scheduled meeting time unless it is for business related reasons as to why they need to run overtime.

When using the qualitative data in table 4.3 to make comparisons across the Indian and UK responses it clearly shows that the India and UK respondents are highly time-sensitive when it comes to being punctual.

However running over the scheduled meeting time is not favoured by the UK respondents as it is with the Indian that consider forming a relationship is more important than hurrying to make and seal a deal. UK respondents like to get straight down to business and then be on their way and running over time is only acceptable if the conversation is business related.

Salacuse (1999) explains that Indians, whose goal is to create a relationship rather than simply signing a contract, need to invest time in the negotiating process so that parties can get to know one another well and determine whether they wish to embark on a long term relationship. Whereas the UK tend to want to get straight down to business as "time is money".

Katz (2008) argues that the time length of your negotiation in the U.K. can be hard to predict as traditional British companies may still be very slow, spending considerable time gathering information, bargaining, and making decisions. On the other hand, younger or revitalized enterprises may be interested in finishing the negotiation in a short time span, moving at sometimes-surprising speeds. In this case, Salacuse theory on the UK and Indians sensitivity to time has been proven not correct.

4.6 Understanding the importance of cultural factors on cross cultural business negotiations

The purpose of question four is to enable respondents to openly express their opinion on whether they think culture is an important factor to consider when conducting cross-cultural business negotiations.

Q4. Do you think culture is an important factor to consider when doing cross-cultural business negotiations?

Table 4.4 responses to question four

INDIAN BUSINESS MANAGERS
Respondent 1: Yes, because everybody is different due their cultural backgrounds. And when you have a basic understanding of cultural differences the relationship you have with customers etc. will run more smoothly.
Respondent 2: Being aware of cultural differences helps in understanding peoples preferences etc. and can help prevent causing any offence.
Respondent 3: I believe so to a certain extent. Culture is definitely one of many other factors to take into consideration.
Respondent 4: Knowing the basics of another person cultural background can strengthen your business.
UK BUSINESS MANAGERS
Respondent 5: When doing business negotiations it is important to have a basic idea of cultural differences as people from a different ethnic background may do things completely different from your own. So just be prepared and respect cultural differences.
Respondent 6: Yes, but only to a certain extent as culture is just one of many of factors we need to consider as important when dealing with people from different cultural backgrounds such as age, profession, gender and maybe their experiences.
Respondent 7: I think so yes because it is all about understanding those you are doing business with in order to be successful.
Respondent 8: Yes, culture is definitely important for example I noticed that Indians always order a particular colour of flowers in comparison with someone from an Afro Caribbean background. Being aware of cultural differences could help make a business negotiation successful.

The responses between the Indians indicate that they consider culture as an important factor to consider when doing cross-cultural business negotiations. They also believe that business success stems from cultural awareness as understanding the customers cultural backgrounds enables you to form a better relationship and deliver the best service to meet their needs. The responses between the UK also agree with culture being a key factor to take into consideration when doing cross-cultural business negotiations.

When using the qualitative data in table 4.4 to make comparisons across the Indian and UK responses it clear that both cultures think that culture is an important factor to consider when doing cross-cultural business negotiations. There were no significant differences in responses in relation to their age, gender or profession.

To conclude, Salacuse (2005) explains that the great diversity of the world's culture makes it impossible for any negotiator, no matter how much skilled and experienced, to understand fully all the culture that he or she may encounter. More importantly Salacuse, (1999, p.221) states that the one approach is to identify important factors that may affect negotiation styles of those from different cultural backgrounds. Knowledge of those factors may help an international business negotiator to understand a counterpart and to anticipate possible misunderstandings. What works in your country might not work well in another, and could even be interpreted as an insult!

Zhang (2009) adds; culture is a key factor affecting negotiation processes and outcomes, furthermore cultural values can influence international business negotiations in significant and unexpected ways from the first to the last stage of a negotiation.

4.7 Summary of key findings

Figure 4.5 the key concepts, values, words that appeared in the findings.

Q1. What is you negotiating goal contract or relationship?	
• Forming relationships is extremely important • Relationships help build trust • Stronger the relationship- better the business	• Time is money • Forming a relationship is least important • Getting straight down to business lets others know – you mean strictly business

Q2. Personal Styles: formal or informal?	
• It's a norm to address another by their title	• Another is addressed by their title depending on their age, seriousness of the situation, and the level of our relationship
• An handshake is the preferred greeting style	• A simple hello is the preferred greeting style • An handshake is only necessary if the person is important
• Dressing smart shows you mean serious business	• Dressing in a suit may intimidate those you are doing business with • Casual smart is preferred unless the business meeting is very important
Q3. Sensitivity to time: High or Low?	
• Being punctual is important • Time is needed to get to know the opponent • Few minutes late is acceptable within good reason	• Being punctual is important • Extra time is given only for business related reasons

In summarising, above are the three questions that were taken from Salacuse cultural model along with the key finding. It was evident that Salacuse culture theory stereotypes cultures into boxes. There were slight differences between people of the same culture and that's more related to personal characteristics. However the differences were more pronounced between cultures. That's a clear indication that culture does influence the UK and Indians business negotiation styles. Therefore Salacuse's cultural theories do guide better understanding but not at a more-deeper micro level.

CHAPTER 5: CONCLUSION

This dissertation set out to find answer to the research question: what are the cultural differences in business negotiating styles between UK and Indian business managers?

In chapter two the literature review gave different cultural theories to critically analyse the influence of culture on business negotiation styles between British and Indian business people. The theorist argued that culture helps identify how different people will approach negotiations and by understanding these differences would result in a successful business negotiation.

Trompenaars, Hofstede and Salacuse cultural theories were further used to guide the research in identifying cultural differences between people from a UK and Indian cultural background. However, Salacuses cultural theory focused primarily on cultures impact on business negotiations styles and was therefore more relevant to this study.

Chapter three outlines the research methodology, including qualitative vs. quantitative research and the data collection tools employed in order to answer the research question. Conducting an in-depth interview with the respondents was the most effective way of collecting data for the research.

This is because in-depth interviews allowed an in depth understanding about the respondent's cultural background. Also the in-depth interviews allowed probing to take place where a more detailed response was gathered.

Chapter four presents the data and analysis of the findings after conducting in-depth-interviews with SME business managers from a British and Indian ethnic background.

Three from the ten culture traits created by Salacuse were used to identify the different negotiating styles between Indian and UK business managers and to show the possible variation that each trait or factor may take. The information presented should assist in the understanding of negotiating styles and approaches of counterparts from Western (UK) and Eastern (India) countries.

From the qualitative data presented some of the answers that the respondents gave reflected only how they saw themselves (or would like others to see them) rather than their negotiating styles and behaviour in actual negotiations. Because of this a true reflection of how their culture impacts negotiation styles may not have been completely captured.

Furthermore, the data presented indicated that negotiating styles can be influenced by other factors besides culture, including personality, bureaucracy, business experience, age, gender and sex and the nature of the transaction under negotiation.

Horacio Falcão writer of cross-cultural negotiations: avoiding the pit-falls supports these findings. Falcão (2008) argues that negotiators should take into account other factors such as gender, sex, age, educational and religious background of the person sitting across the table in order for business negotiations to run smoothly. Horacio stresses the importance of not allowing cultural stereotypes to determine the relationships with the potential business partners. This is because individuals may have their own distinct culture which does not always mirror the country's perceived culture.

Furthermore, when looking at the consequences of globalisation, it seems to be the case that the deeply rooted traditions and values in different countries are changing. Also the international negotiations are more complex than the ones conducted domestically. The main reason why this is the case lies in the differences in negotiators cultures. For example India and the UK consist of different regions and several different religions which have their own languages, traditions, norms and values. All these different factors could influence business negotiation styles.

5.1 Recommendations

Here are some important tips to guide the negotiation process with British or Indian business people.

Business Negotiations with British or Indian business people	
UK	INDIA
Most people use the courtesy titles or Mr, Mrs or Miss and their surname. Wait until invited before moving to a first-name basis. People under the age of 35 may make this move more rapidly than older British.	If someone does not have a professional title, use the title "Sir" or "Madam". Titles are used with the person's name or the surname, depending upon the person's name. Wait to be invited before using someone's first name without the title.
A firm handshake is the norm in important business dealings; People shake upon meeting and leaving.	Men may shake hands with other men and women may shake hands with other women; however there are seldom handshakes between men and women because of religious beliefs. If you are uncertain, wait for them to extend their hand.
If possible, schedule meetings at least one to two weeks in advance. Punctuality is generally expected. Avoid being more than 5 to 10 minutes late, and call ahead if you will be and offer your apologies.	If possible, schedule meetings at least four weeks in advance. Agreeing on an agenda upfront is useful, even though it may not be strictly followed. While meetings may start considerably late, Indians generally expect foreign visitors to be punctual. Avoid being more than 10 to 15 minutes late. It is best to be on time, as Indians are generally impressed with punctuality.
There will be a brief amount of small talk before getting down to the business at hand. One's private life is not a subject for discussion around meetings.	In general, Indians prefer to have long-standing personal relationships prior to doing business. Meetings will start with a great deal of getting-to-know-you talk. In fact, it is quite possible that no business will be discussed at the first meeting.
The British generally prefer a monochronic work style. They are used to pursuing actions and goals systematically, and they dislike interruptions or digressions. When negotiating, they oft en work their way down a list of objectives in sequential order, bargaining for each item separately, and may be unwilling to revisit aspects that have already been agreed upon.	Indians generally employ a polychronic work style. They are used to pursuing multiple actions and goals in parallel. When negotiating, they oft en take a holistic approach and may jump back and forth between topics rather than addressing them in sequential order.
The exchange of business cards is not an essential step, but it is best to bring a sufficient supply.	After the introductions, offer your business card to everyone present.

They may sometimes be exchanged at the end rather than the beginning of the meeting. Show doctorate degrees on your card and make sure that it clearly states your professional title, especially if you have the seniority to make decisions. Offer your card to everyone present. You may not always get one in return. When presenting your card, smile and keep eye contact, then take a few moments to look at the card you received. Next, place it on the table in front of you.	It is not necessary to have it translated into an Indian language. Show advanced degrees on your card and make sure that it clearly states your professional title, especially if you have the seniority to make decisions. Present your card with your right hand, with the print facing the recipient. Similarly, accept others' cards using only the right hand. When presenting your card, ensure that it faces the recipient. Smile and keep eye contact, then take a few moments to look at the card you received. Next, place it on the table in front of you or into your card case.

Source adapted from Katz, L (2008)

To conclude, in order to be successful in the international negotiation arena, negotiators need to develop high sensitivity to cultural factors, identify and pursue a culturally responsive strategy most appropriate in a given negotiation setting but at the same time acknowledge that individuals may have adapted a different culture due to their up-bringing, experiences, age and religion.

5.2 Future research

According to Punch (2006, p.69), any study has limitations that need to be addressed by the researcher. If this research was to be conducted again few changes would be made in order to obtain more rich data. Firstly, a bigger sample would be used i.e. minimum of forty respondents instead of eight. Secondly, a wider variety of cultures would be studied for example Chinese and Africans along with the UK and Indians. Thirdly, the respondents would have much larger experience in business negotiations such as being involved in international negotiations. Finally all ten factors from Salacuse model will be translated into a questionnaire and administered to the selected respondents.

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APPENDIX A

IN-DEPTH INTERVIEW QUESTIONNAIRE

UNIVERSITY OF WOLVERHAMPTON

BUSINESS SCHOOL

DISSERTATION TOPIC:

A Study of Negotiation styles between

Managers from UK and Indian cultural backgrounds

QUESTIONNAIRE for interviewing SME business Managers from the UK and Indian ethnic background

The purpose of this questionnaire is to identify the differences in negotiation styles from business managers of a UK and Indian cultural backgrounds.

1. **Have you ever been involved in a business negotiation, if yes what kind of business negotiation have you experienced?**

   (Examples: Buying-selling, Contractual agreements, Price negotiation)

   _____

   _____

2. **What is your negotiating goal contract or relationship?**

When it comes to business negotiations do you want to get straight to business for example hurry and sign a contract, make and seal the deal? Or do you like to have a general chit chat first to form a relationship/get to know the person you are doing business with?

_____

_____

_____

_____

3. **Personal Styles: formal or informal?**

How do you address the person you are doing business with? E.g. do you use their first name or do you refer to them as Mr/Mrs/Miss

_____

_____

_____

Do you like to get close and personal? E.g. shake hands, greet with a hug, or just a simple hello?

_____

_____

_____

When meeting with another for a business negotiation is it important for you to present yourself in formal or informal wear? (E.g. suit or jeans and T-shirt)

_____

_____

_____

4. **Sensitivity to time: High or Low?**

When doing business negotiating are you strict with time, for example if a meeting is scheduled for 10am do you like to be bang on time or do you like to give yourself 5-15mins more to arrive?

_____

_____

_____

5. **Do you think traditions, beliefs, norms and values are important factors to consider when doing business negotiations?**

_____

_____

Personal Information

6. What is your current job title?

_____

_____

Gender

| Male | Female |

7. **What age bracket do you fall into?**

1	under 30 years	5	46-50 years
2	30-35 years	6	51-55 years
3	36-40 years	7	56-60 years
4	41-45 years	8	Over 60 years

8. **Ethnic Background:** _____