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Bakalářská práce

Negotiation skills in business: A survey of Czech companies to find out its importance in international business

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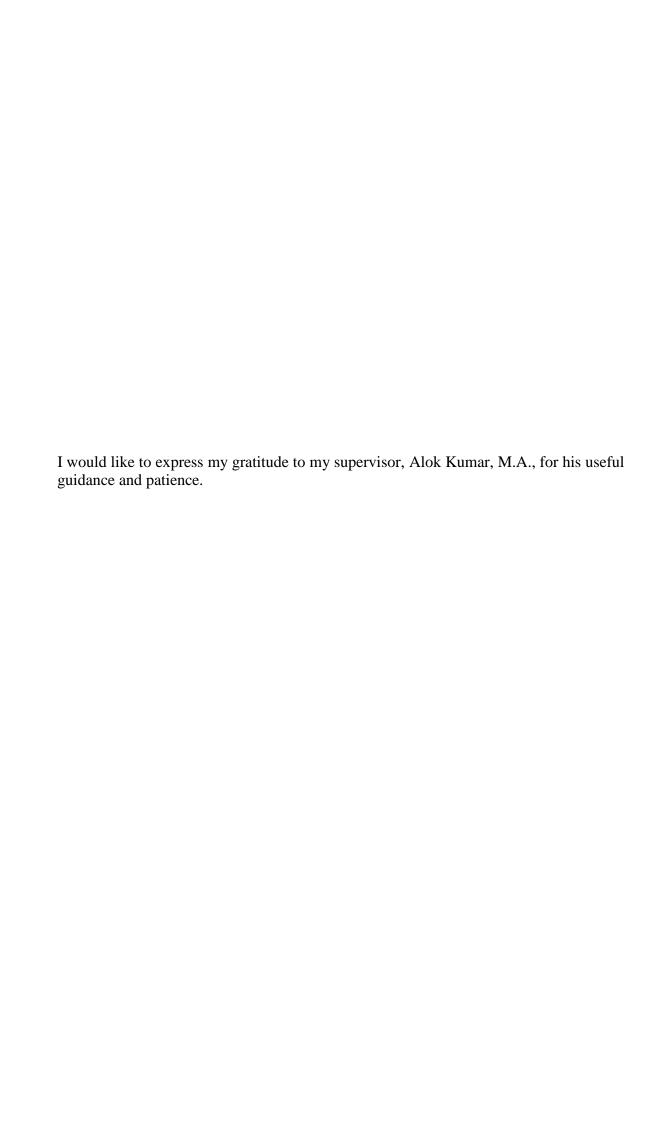
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Prohlašuji, že jsem práci zpracovala samostatně a použila jen uvedených pramenů a literatury.

Plzeň, duben 2016 ………………………

CONTENT

INTRODUCTION

The topic of the following bachelor thesis aims to look at the importance of negotiating skills while conducting in international business.

This topic of the thesis was chosen due to the fact that as an intern in an organization *"Czech Centres"* I had a chance to see how this organization conducts its cultural activities in 22 countries on three continents with the aim of *"promoting Czech culture on international stage"*. [1] It meant that in order to organize film festivals, exhibitions of modern art and other events, the Czech management of this organisation had to effectively negotiate over different issues with people of different cultural backgrounds. I noticed that the approach which worked in one business and cultural environment did not necessarily work in the other. So, I decided to study more about the negotiation process as it is a complex issue involving besides different cultural aspects, also an aspect of different law and political systems which should be taken into consideration while conducting business across countries.

The thesis is divided into two major parts: theoretical and practical. The theoretical part consists of three sub-chapters. While the primary focus of the thesis is on negotiation skills, first sub-chapter is devoted to other business skills, which play an important role in commerce. Second sub-chapter is fully focused on negotiation theory in order to give a better insight into it. The third part aims to look at international negotiations, especially at the Hofstede's cultural dimension theory. I worked with books written by the following authors: Dietmeyer, Craver, Goleman, Brunet-Thornton, Volkema.

The practical part of the thesis is based on case study research method, which is a kind of qualitative kind of research. Chapter 4.8 will conclude the analysis of data collected with the help of questionnaire interviewed among three Czech companies.

To conclude, the aim of this thesis is to examine to what extent Czech managers consider negotiation skills as important part of international business.

I THEORETICAL PART

1 HARD AND SOFT SKILLS

1.2 Difference between hard and soft skills

The most valuable asset of any company is its employees. Without building a strong network of highly skilled people a company is likely to cope with a lot of difficulties including leaving a market. In order to remain competitive and productive, companies intensively invest into employee training programs, realizing an importance of improving employees' skills, which can be organized into two categories: technical or academic, and business skills. Sometimes it is referred to technical skills as *"hard"* skills and to business as *"nontechnical"*, or *"people"* skills. Throughout this paper we will use terms technical and business skills.

There is a clear distinction between technical and business skills. Technical skills are competences that are acquired through a long-term training and are specific for a particular occupation. For example, a translator's technical skills include, besides excellent knowledge of a native language, a skill of working with translation software, and cultural knowledge in target and source languages. On the other hand, business skills refer to a general ability to work in a workplace.

To be an effective team member one should understand that soft skills have hard value only in the case when they complement each other. Therefore, it is important to improve a larger scale of skills, including both categories of competencies. To put it in other words, a good engineering project manager cannot rely only on its ability to work with technical drawings, but also should improve sales, communication, negotiation skills. Without a good command of above-mentioned competencies, an employee will cope with many difficulties that modern business conditions suggest.

1.3 The shift toward soft skills

Recent researches made at Stanford University show that nowadays a lot of emphases is put on soft skills. This tendency can be explained by changes taking place

in organisation management. Some of these reasons are a more horizontal organizational structure and equality in professional relationships.

Daniel Goleman, the psychologist and author, argues that *"IQ and technical skills are important, but emotional intelligence is the sine qua non of leadership"*. [2] In 1995 Goleman published a book, in which he used a term *"emotional intelligence"*. [3] In two years he wrote an article in a Harvard Business Review where he applied this term to business. Goleman gives the following definition of an above-mentioned term: *"a group of five skills that enable the best leaders to maximize their own and their followers' performance"*. [4] Those skills are:

- Self-awareness – an understanding of own emotions, strong and weak points

- Self-regulation – an ability to control one's emotions during the most stressful periods

- Motivation – an ability to find inner reserves for fulfilling stated aims which are accompanied by internal and external factors

- Empathy – an ability to take into consideration other people's feelings while making important decisions as well as to work with people from different cultural groups

- Social skills – an ability of building good relationships with colleagues in order to drive a team forward to achieve a mutually beneficial result. [5]

1.4 Important business skills

This chapter aims to look at some of the important business skills. It is known that a modern global environment of high competition requires hiring the narrowly specialized employees, however with wide range of skills and an ability to adapt to the rapidly changing situation. Employers realize that technical skills are important but it is not enough for building a successful company. Only an equal combination of technical and business skills may guarantee a successful functioning of a company. Some of the important business skills include public speaking skills, time-management skills, and leadership skills. Besides, it is necessary to master a skill of working under pressure,

ability to speak at least two foreign languages, and not least skills of negotiating, which will be described in a more detailed way in chapter 2 as it is a primary aim of the thesis.

2 INTRODUCTION TO NEGOTIATION THEORY

Every day people around the world negotiate in order to reach a beneficial outcome for the parties taking part in a negotiating process. Employees negotiate with senior stuff because of the problems that can arise during the work on a project or students negotiate with their professors when they want to choose a topic of a future diploma work. Negotiation is an inevitable part of people's lives. Nevertheless, companies, headquarters of which are in different countries, or the whole states which have disputes in courts may also become negotiating parties. To deal with the negotiation of such a large scale requires special skills. During centuries it was believed that negotiating skills are skills that people were born with, which basically means that in order to be a good negotiator a person has to be talented enough to place him or her in an advantageous position with the help of negotiation skills. This trend started to change in the last quarter of XX century as business managers started to realize that old business techniques of negotiating does not work effectively enough in the conditions of rapidly changing the world which was becoming more interconnected than ever due to the rise of modern technologies, which allowed people to share the information faster than ever before, which, consequently, speeded up the process of globalization. This caused a wave of research devoted to the above-described topic. The theoretical part of bachelor's thesis will focus on theoretical aspects of negotiation. Next chapters aim to look at negotiation process and phases of negotiation as well as negotiation types and styles.

2.1 What is a negotiation?

Roots of a word *"negotiation"* go back to the early 15 century. The word was created from Old French negociacion which means *"business, trade"*, and Latin word negotium which means *"a business, employment, occupation"* as well as *"difficulty, pains, trouble, labour"*, in other words six centuries ago people were aware of the fact that business negotiation is accompanied by a lot of difficulties connected with its process. [6]

For the purpose of this thesis we will use the definition created by Donald W. Hendon and Rebecca Angeles: *"A modern definition of "negotiation" is two or more*

parties with common (and conflicting) interests who enter into a process of interaction with the goal of reaching an agreement (preferably of mutual benefit)". [7]

Most of the time a term of negotiation is wrongly interpreted. Negotiating is usually perceived as a process in which parties try to use every possible mechanism, ethical and non-ethical, to get what they want. Traditionally negotiation is viewed by many, even highly-experienced sales persons as a war, rather than attempt to reach a win-win situation.

According to Brian J. Dietmeyer exists a general scheme which can be applied to any kind of negotiation. It means that no matter what the subject of negotiation is or how valuable the contract is, all negotiations have certain common features. [8]

Firstly, before entering the negotiation, both parties have its own aims to be reached. In other words, both teams of negotiators have a clear vision of aims that they wish to be able to fulfil. However, it does not mean that all the goals they stated will be reached. For better understanding of a problem, this chapter will include a graph created by Brian J. Dietmeyer. [9]

Figure 1: *Negotiation blueprint*
Source: *Dietmeyer and Kaplan* 2004, p. 15

Aims to be reached by both parties are depicted on a Dietmeyer's graph as *"Seller wish List of Trades"* and *"Buyer Wish List of Trades"*. [10] However, it does not necessarily mean that all planned goals will be reached by both teams of negotiators. Teams of negotiators will reach an agreement only over some of the points which would be mutually beneficial or acceptable for them. Dietmeyer calls this an *"Agreement Zone"*. [11] Besides, the author uses another expression which is CAN and it stands for *"Consequences of not reaching an agreement"*. [12] In case parties decided that an outcome of negotiation turned out to be not beneficial, CNA is another option for

making a deal. Both of the sides can use this option. Those on the other side have three options of reaching an agreement. They can use services of a competitor, they can deal with the problem on their own, or they can stop keeping finding a solution. Now it is important to note that the most crucial thing is to define what are the consequences of not reaching an agreement right from the start? Firstly, it will give a clear vision to a team on the other side of a table what consequences could follow if an agreement will not be reached provided that the option you offer is better than the competitor's offer.

2.2 Negotiation styles

There are known five profiles of dealing with conflict or so-called negotiation styles. Moreover, there is no strict rule indicating which negotiation style to use. Usually people use the style which suits their personality and a situation. However, experienced negotiators are familiar with all styles, and they use one or a combination of styles. It is important to choose an approach which is the most acceptable for a particular situation. There are five most common used negotiation styles: avoiding, collaborating, competing, accommodating, and compromising.

2.2.1 The avoiding style

This style is used when parties do not want to enter the negotiation process. However, trying to avoid a negotiation may lead sides to a conflict. In most cases the subject of negotiating is irrelevant to both of the sides. Usage of this style arises from high competition. As a result, no one will benefit from this manner of leading a negotiation process. It presupposes lose-lose situation for both parties. People who resort to such type of approach usually consider that an outcome of a negotiation is not worth of time spent on it.

2.2.2 The collaborating style

Using of this negotiation style will result in a win-win situation. *"Collaboration involves exploring individual and mutual interests in an effort to satisfy everyone's needs"*. [13] The collaborating style is mistakenly considered as giving off or even weakness and being. Nevertheless, this style requires sides to be not only creative, but also to be good listeners in order to create a situation which will become beneficial for both parties. In addition, sides involved in a process marked by collaborating features

have to be ready for sharing information provided that data is shared at the same level of a detail. It also involves a building of a relationship based on trust. Usually this kind of style is used in business to business negotiations.

2.2.3 The competing style

The competing style is chosen by negotiators in a situation when a long-term cooperation is not a priority and a short-term result is highly desirable. For productive negotiation to occur, participants usually use manipulative tactics to find out what are the opposite party's weak points and make use of it. Threats and other aggressive behaviour may also be involved. This frame of resolving a conflict is based on I win – You lose approach. In this situation a focus is shifted from a resolving problem to gaining a goal regardless of means used and impact on others. [14]

2.2.4 The accommodating style

The accommodating or harmonizing style is considered to be opposite to the competing style and is used when preserving relationships is more important than short-term tasks. This result in a win-lose outcome of a negotiation process as an accommodating party in order to preserve the relationship and avoid conflict gives too much, which may put this party into a disadvantageous position. The accommodating style is appropriate when competing may cause a negative outcome, especially when competing with a party with a stronger position. This negotiation approach can be also used when the accommodating party needs to restore the relationship. Nevertheless, the accommodating style should not be used when negotiating against competing styles as a generosity of the accommodating party may be viewed by the party sitting at the other side of a table as weakness. As a result, one party may accept the disadvantageous conditions only to satisfy the other party's needs. [15]

2.2.5 The compromising style

"Compromising is a partial-win, partial-lose proposition, where you get something what you want but not everything, and likewise for the other part". [16] The term *"compromising"* is often confused by many with negotiation but in fact to compromise means to reach an intermediate point between two positions. This style is often used when relationships between parties are based on mutual trust and time is a concern. It is important to point out that in compromising each party should be prepared to sacrifice

something in order to get something that is more important. In other words, parties meet in half way. This style is considered by many negotiation instructors as one that is the most demanding and requiring a long-term training.

2.3 Negotiation types

There are two main types of negotiations: distributive negotiation and integrative negotiation. The main difference lies in a kind of relationship between them. An integrative type of negotiation means that parties enter into a negotiation process in order to build a long-term relationship, from which both parties will benefit. In contrast, a distributive negotiation approach is used when parties are not interested in a permanent relationship; instead, they want to get themselves into an advantageous position at the expense of the other side. [17]

2.3.1 Distributive negotiations

A distributive negotiation approach refers to the mythical-fixed pie, which means that both parties have limited resources of the pie available and each team wants to get the biggest part of it. [18] In addition, negotiating parties often have the opposite goals. Such approach is usually featured by high rate of competition, lack of trust, and unwilling of disclosing information. Distributive negotiations are associated with a win-lose orientation: what one party will yield, another will gain.

2.3.2 Integrative negotiations

On the contrary, an integrative type of negotiation is based on the opposite approach. An integrative negotiation is compared to an act of expanding the pie, which means that a frame of negotiation is changed from win-lose to win-win scenario. Consequently, each party tries to find a mutually beneficial solution. It requires a willing of parties to start building a relationship built on trust and sharing information. Cloke and Goldsmith suggest that integrative negotiation may be seen *"as a process by which people collaborate on the basics of their disagreements, which helps them identify what is not working in their relationship, come up with solutions, create deeper understandings, and open possibilities for resolution and transformation"*. [19]

2.4 Who is a negotiator?

This chapter will focus on key qualities of a good negotiator which are sufficient for accomplishing a beneficial outcome. The negotiator is a central figure in a process of negotiating. It is believed that good negotiators are born, not made, which is half true. A lot of salespeople do not realize the importance of improving their negotiating skills. Usually the following qualities are highly appreciated:

Realizes what is the goal of a particular negotiation

Many salespeople consider that a core thing in a negotiation process is to reach an agreement over a price. Nevertheless, a good negotiator should keep in mind that price is only an element which has to be discussed. An experienced negotiator perceives a negotiation like a complex process characterized by constant change, activity, or progress. However, sales people usually work in the conditions of high pressure and very short time, during which they must conclude the contract, which means that both sides have difficulty to understand what exactly they want to reach through negotiating. [20]

Being persuasive

It is believed that persuasion is a competence which rather belongs to the division of negative skills because of the misunderstanding of this concept. Good negotiators though should realize that persuasion is more than making people act and think the way they want. Jay A. Conger argues in her HBR article that persuasion is a powerful tool rather than manipulative in case this concept *"involves careful preparation, the proper framing of arguments, the presentation of vivid supporting evidence. It is instead a process of learning from others and negotiating a shared solution"*. [21]

Self-control

Today's rhythm of life is faster than ever before. Modern managers cope with the huge pressure, a high concentration of competitors in the field, different business cultures having different approaches to a work on projects. That is why it is important to think carefully about every step that might be taken, keep the head clear and control emotions.

Being a good listener

Being a good listener helps to understand better what are the objectives of the people that sit on the other side of the table.

Being confident

Good negotiators are confident and their confidence lies in a discipline, in evaluating their progress, ability to learn from their mistakes. Excellent negotiators are confident because they know that they worked hard, got to grips with an issue and are ready to face the difficulties which might wait for them.

2.4.1 Team and individual negotiators

It is necessary for companies to decide which option is more suitable for a particular situation: to negotiate as a team, or to choose an individual negotiator representing a company in a negotiating process. Both approaches have its advantages and disadvantages.

Negotiating alone has several advantages. Firstly, an individual negotiator can make decisions easier and faster due to the fact that this person is not bound to other people's opinions. Secondly, when a person negotiates as an individual, it is hard for the other side to identify the weakest member of a team and start press on this person, or to create a disagreement among team members. Last but not least is money issue as cost for an individual negotiator is usually lower. A downside to it may become a fact that an individual negotiator may bring emotions into a negotiation process which may not only harm a currently gained position but also put a company represented at a disadvantage.

However, companies prefer team negotiations regardless costs spent on this matter. This type of conducting negotiations is chosen due to the following reasons. One person cannot be an expert in all fields that is why it is necessary to create a team, in which each individual is responsible for one particular part of a negotiating matter. Some people pay a lot of attention to details, whereas others can put different pieces of information together and can see the whole picture. On the other hand, it is crucial that a whole team was working as one mechanism. If a counterpart will notice that a team does not negotiate as a team, or a goal of individual members does not coincide with an overall goal there is a chance that he will use it to its own advantage. [22]

2.5 Phases of a negotiation process

In this chapter we will explore stages out of which negotiation process consists. Besides, we will discuss the aim of each stage and the most effective ways to accomplish the objectives underlying each.

I.   Preparation

II. Preliminary stage

III. Information exchange

IV. Distributive Stage

V.   Closing the deal

VI. Cooperative stage

Preparation stage

Preparation stage is the most important phase of a negotiation process. This stage should not be underestimated as it may a direct influence on the outcome of negotiating. Before entering the negation process it is crucial to gather all important information connected to the negotiated issue. It is known that information is a powerful tool which helps to prevent an undesirable outcome of the negotiation. When all necessary data is gathered, it is important to take into a consideration a BATNA. Roger Fisher and William Ury coined a new term under the name BATNA. BATNA stays for *"Best Alternative to a Negotiated Agreement".* [23] In other words it is important to think carefully about all possible results in case a favourable outcome of negotiation will not be reached. A good example for this can be the following situation.

Company A sent an enquiry, in which it asked to prepare a calculation for manufacturing of a valve. Company B agreed, prepared and sent all necessary documentation including a total price and technical documentation to Company A. Over a certain amount of time Company A said that they are satisfied with the materials sent, however price is too high and they received an offer from Company C which offers a manufacturing of the same valve for lower price but they, anyway, would like to order a piece of equipment from Company B because Company B guarantees a better quality.

After that Company B offered a 2 % discount and Company's B staff agreed that there is no room for further bargaining. Then Company A refused because the price was still unacceptable. When Company A informed Company B about another supplier, it was their BATNA with the help of which they could put a pressure on Company B. Nevertheless, Company's B BATNA was a moment when they agreed to give 2 % discount which was their bottom line. To conclude, it is highly important to think not only about its own walk away plan but also to put a lot of thought into a client's BATNA. It is better for a company to conclude no agreement at all, than to close a bad one.

Secondly, at the beginning of a negotiating process a good negotiator thinks more about identifying which he or she wants to achieve, rather than focusing on BATNA. To put it in a different way, if a negotiator right from the start focuses on walk away plan, another side will feel it and will start to press to achieve its own aim.

The last thing to do is to establish an offer and decide when to start a closer interaction, which is a kind of question which depends on a business culture because different nations perceive this stage of a process in a different way. Some cultures need more time, while another are ready to enter a negotiation as soon as possible.

Once all above mentioned is done, the next phase of negotiating process can start.

Preliminary stage

This stage sets the tone for the rest of a negotiating process. That is a reason why it is better to establish business relationship applying a positive approach. When there is a room left for tensions right from the very beginning, it will complicate the whole process. People, who enter the negotiation process in a negative mood, tend to behave in a more competitive way and are more open to a conflict. To avoid it, a negotiator or a team of negotiators should pay attention to *"generating positive bargaining environments that should contribute to their joint success"*. [24]

Information exchange

To achieve a mutually beneficial outcome, both sides have to decide which terms they want to address. Nevertheless, even more important is to find out what terms are acceptable for the other side by making another side talking. To receive good awareness of the situation, it is necessary to plan a list of questions in advance. Those questions

should be complex, so another side could not answer a question by Yes or No answer, or by one sentence. By asking the questions one side has an excellent opportunity to find out what the other side expects to receive from a possible agreement.

Distributive Stage

The fourth stage is a phase when it is time to move from receiving information to making an offer. During this particular stage it is important to decide who will make the first step. Now parties are in a situation which requires patience and cool mind.

Closing the deal

During this stage the worse thing what can be done is hurrying. Usually people can behave very irrationally when they see that an agreement is about to be concluded. Instead, it is better to ensure another side that your services are the best option in the market.

Cooperative stage

This stage can be described as a phase when parties should make sure that all problematic issues were discussed and they are ready to shake hands. [25]

3 CROSS-CULTURAL NEGOTIATION

In order to reach a successful outcome of negotiation between people presenting more than one culture, such factor like cultural differences should be taken into consideration. Today's world can be compared to a mechanism including thousands of assembly parts which harmoniously works together and blurs borders between nations, making countries behave according to a common framework. However, modern managers cannot hide from the fact that cultural differences are inevitable parts of the life as they shape people's behaviour and preferences. Every nation can be distinguished by its own set of features, characteristic attitudes, or ways of thinking native to a member of a group of members belonging to some nation that influence how representatives of different nations conduct and manage a business or view the world. Due to a long industrial, political, legal and economic integration process that European countries went through to reach a politico-economic union, the EU is often taken by foreign businessmen born outside Europe like one state without distinct differences. A lot of countries that were important players in international business for producing or exporting of a particular number of goods or commodities tends to lose their positions. Some of these reasons lie, of course, in economic reasons and changing business environment. On the other hand, how many contracts were not concluded because of not understanding an importance of cultural differences? Next chapter will address question connected to a characteristic of differences between cultures.

3.1 Hofstede's cultural dimensions theory

Professor Geert Hofstede, a prominent Dutch author on cross-cultural communication, came up with the idea of 6 basic cultural dimensions, which I describe later in a more detailed way. He argues that national culture has an influence on employees' performance and their approach to accomplishing tasks. *"Hofstede's approach is based on the assertion that people carry mental programmes that are developed during childhood and are reinforced by their culture. These programmes contain the idea of culture and are expressed through its dominant values".* [26] While working on the theory of cultural dimensions Hofstede worked for IBM, which allowed him to make an extensive survey among one hundred thousand employees of the IBM Company. It is important to note that Hofstede has been collecting data for more than

30 years. Some may argue that political and economic conditions changed; nevertheless he was the first who used a large-scale survey research for cross-cultural comparisons. The author also warns that published data shows a model of behaviour for each country as a whole and it does not mean that every citizen in this country will behave according to that model. Using the Hofstede's theory, one should take into a consideration that each person is individual and his or her behaviour can vary from case to case.

Power distance

A question of inequality is a central issue characteristic for all societies. The degree to which a society is unequal varies from country to country. Power distance index tries to find out how countries perceive the existence of unequal opportunities and rewards. To put it in another way, to what extent people in different countries view a phenomenon of inequality as such that influences various aspects of life in a bad or good way, and to what extent this phenomenon is acceptable by society.

Professor Hofstede is persuaded that height or lowness of power distance index depends on climate, population size and wealth.

Cultures that live in more severe natural conditions tend to have lower power distance index, rather than those who live closer to the equator, due to the fact that surviving in an unfriendly climate zone requires thinking outside the box, more unconventional solutions to save lives. In such areas to survive people should invent mechanisms which allow them to act more independently without counting on a decision made by a higher-ranked member of a group.

Another factor which has a direct impact on an index of power distance is a size of a population. The bigger number of people lives in an area, the higher rate of an index will be. This is determined by the fact that people have to create more complex rules for ruling the society with a bigger number of inhabitants.

The last thing worth of mentioning is a distribution of wealth. An unequal distribution of wealth is characteristic for cultures with high rate of power distribution.

Using a Hofstede's index, an unequal distribution of power within a company can be found out. [27]

Individualism versus Collectivism

On the one hand, some cultures are more individualist; on the other hand, there are cultures that are more collectivist. Those countries, which tend to show a high rate of collectivism, are characteristic by their ability to work in the name of a common goal together without putting their own needs in the first place. Unlike collectivist cultures, individualistic are those that make their decisions according to circumstances which in certain situations are preferable and beneficial, and at the same time may put decision-makers in an advantageous position.

Cross-cultural psychologists argue that a lot of problem arises when culture with a high rate of the individualism and high rate of collectivism must act together to achieve a common goal. High-collectivist countries may view their colleagues from a high-individualistic background as people who are disorganised, flexible, not disciplined and even self-centred. In contrast, high-individualist cultures are likely to view their collectivist partners as people who are dependable and selflessness. [28]

Masculinity versus Femininity

Cultures showing a high rate of masculinity-femininity form their impressions of other according to achievements, external labels such as material goods, which refer people to a higher or lower position in a society. Conversely, cultures with a low degree of masculinity-femininity believe that essence of life lies in the willingness to devote its lives to serving other people. Gender equality is typical for such cultures which can be explained by location. An important role of woman's position in a society is given by unfriendly climate conditions. In such areas women have the same decision-making rights as men because living in the northern parts of the world requires more self-responsibility which can be achieved by a developed mechanism of ensuring of gender equality. Cultures with a higher degree of masculinity-femininity index belong to prosperous cultures. [29]

Uncertainty Avoidance

Uncertainty avoidance index shows an ability of different cultures to cope with the challenges that bring a rapidly changing world. Unfortunately, there is no clear explanation of why some cultures show a lot or little tolerance to uncertainty and unclearness of future possible decisions that could be taken in order to adapt the conditions of the ambiguous world.

To give a clear example, this chapter will provide an uncertainty avoidance index for such countries like the Czech republic, the Federal Republic of Germany and the Russian federation due to the fact that, according to the Czech Statistical Office, latter two states are examples of countries with which the Czech Republic has established the deepest export and import activities.

Country	Uncertainty Avoidance INDEX
Czech Republic	74
Federal Republic of Germany	65
Russian Federation	95

Table 1: *Uncertainty avoidance index*
Source: *Brunet-Thornton* 2010, p. 15-16

An above-placed table provides evidence that Germany has the lowest uncertainty avoidance index while Russia has the highest. [30] Nevertheless, Czech Republic is in the middle position but still its index is rather high. Basically it means that these countries maximise *"the number of rules and rituals that govern social conduct and behaviour, in accepting and encouraging dissent among members and in taking risks and trying new things".* [31]

Monumentalism versus Flexhumility

Another name under which index of monumentalism and flexhumility can be found is a long-term orientation and short term normative orientation. Both these terms are used to refer to the fact of people's attitude toward an issue of preserving traditions in a changing world or keeping pace with a progress and trying to cope with the challenges that awaiting for them. Unlike the cultures with a low index degree, cultures with a high rate of the long orientation index are less suspicious to possible future problems, and use an education as a tool for preparing for the future. [32]

Indulgence versus Restraint

Last cultural dimension shows to which extent cultures can control their wishes and desires, and what is their attitude to leisure time. It is believed that an ability to take a control over ones impulses is based on the way members of a society were raised. [33]

II PRACTICAL PART

4.1. Research methods of study

This section of the thesis presents the research design. The main objective of this thesis is to find out the position of Czech companies in international business. The method used to research the objectives consisted both of literature research concentrating on Dietmayers view on the negotiation process and an action research using questionnaires and personal observation. This chapter aims to familiarize the reader with the data collected during the interview process.

4.2. Data collection

This thesis will use the qualitative method of research in order to get a deeper insight into a problem. This method of a research allows directly interact with individuals which are extremely important for this particular research. Despite the fact that such kind of research is time-consuming, data collected during a research process is highly valuable.

A questionnaire used for the purpose of this thesis will be three-structured with a primary focus on engineering companies due to the fact that this structure allows asking additional questions which were not included but would fit into the general frame of the research. The research also includes an interview of an employee working for a company operating in the field of providing the goods and services in the field of medical equipment.

In order to collect information it was necessary to visit interviewed people personally.

4.3 Structure of questionnaire

The first part (question 1) of the questionnaire was designed to collect data on the importance of soft and technical skills in order to find out the opinion of respondents on this matter.

The second part (questions 2 to 11) of the questionnaire aimed to collect data on styles and types of negotiation. There is also a question focused on personal style preferred by negotiators. Besides, question 10 is designed to find out what are top areas that are of the highest priority in the negotiation process.

The third part (question 12 to 14) of the questionnaire is designed to look at cross-cultural negotiations.

The question 15 was included to receive a clear answer on the importance of negotiation process. To put it in other words, the aim of this question was to find out whether respondents consider the negotiation process as an integral part of a business, or not.

The survey was realized during April of 2016.

4.4 Target group

To get a better understanding of what is negotiating process this thesis includes a survey carried out among managers, representing men above 40 years and woman below 30 years, with a long-term experience, who work in medium and large sized companies situated in the west of the Czech Republic. Companies which were chosen for the survey are engineering-focused companies operating in the area of vacuum chambers and manufacturing *"of rail vehicles for urban and railway modes of transport"*. [34] Besides, another company which was chosen for the survey is a *"leading company in development, production, import, export and service of medical equipment"* in the European market. [35]

Additionally, sub-chapter 4.3.1 of the practical part includes the profiles of negotiators. This sub-chapter is designed to acquaint a reader with respondents chosen for the purpose of this research.

4.5 Negotiators' profile

Negotiator 1

Company 1: The machinery division of STREICHER, spol. s r.o. Plzeň

Position: CEO of STREICHER, spol. s r.o. Plzeň, the machinery division

Gender: Male

Age: 46

Work experience: 22 years

Education: Doctoral degree

Management level: Top manager

Concern with protocol: Formal

Form of agreement: Contractual

Role in negotiation process:

- Leads the senior management team

- Strategic decision-maker

Conducted business with the following number of countries:

16 countries, 2 continents

Negotiator 2

Company 2: ŠKODA TRANSPORTATION a.s.

Position: Purchasing manager

Gender: Female

Age: 29

Work experience: 5, 5 years

Education: Engineering degree

Management level: Middle-level management

Concern with protocol: Formal

Form of agreement: Contractual

Role in negotiation process:

- Seeking reliable suppliers who would accept suggested conditions

- Negotiating prices and contracts

- Selects negotiating strategy

- Closing deals with optimal terms

Conducted business with the following number of countries: 11 countries, 1 continent

Negotiator 3

Company 3: CHEIRÓN a.s.

Position: Export manager

Gender: Male

Age: 44

Work experience: 15

Education: Bachelor's degree

Management level: Middle-level management

Concern with protocol: Formal and informal

Form of agreement: Contractual

Role in negotiation process:

- Plays a role of intermediary between foreign buyers and domestic company

- Selects negotiating strategy

- Prepares all necessary documents for approval

Conducted business with the following number of countries: 53 countries, 4 continents

4.6 Introduction of interviewed companies

The machinery division of STREICHER, spol. s r.o. Plzeň

The machinery division of STREICHER, spol. s r.o. Plzeň specializes in manufacturing of *"complete plant and components for research, development and production for the chemical and pharmaceutical industry, food technology and vacuum coating"*. The company currently employs 130 members of staff. *STREICHER, spol. s r.o. Plzeň* is *"fully owned subsidiary of MAX STREICHER GmbH & Co. KG aA."*. The company was established in 1992. [36] *"The scope of work includes the design and manufacturing of the plants as well as the assembly on site"*. [37]

ŠKODA TRANSPORTATION a.s.

ŠKODA TRANSPORTATION a.s. is a Pilsen company with more than 150 years history known all over the world for manufacturing of vehicles for public transport and rail transport. The company currently employs more than 5000 thousand employees not only in Pilsen, but also in Ostrava, Prague and Sumperk. Some of the largest contracts of the company include *"the production of 250 fully low-floor ForCity Alfa trams for the capital of the Czech Republic, Prague"*. [38] Vehicles for public transport, for example trolleybuses and low-floor trams can be found in almost all capitals of European cities. Besides, *ŠKODA TRANSPORTATION a.s.* participated in development and manufacturing of new concept of the metro vehicle for St. Petersburg underground. [39]

CHEIRÓN a.s.

CHEIRÓN a.s. is a leading company in import, export, service and development of medical equipment. The company was founded in 1994. At the moment CHEIRÓN a.s. employs 51 employees. The company exports the products to 53 states. *"To ensure maximum availability of products and services CHEIRÓN a.s. has established a number of local offices all across the Czech Republic and it is creating a powerful network of international distributors worldwide"*. [40]

4.7 Presenting of questions

Q1: In your opinion what are the most important skills that every negotiator should have:

Technical skills	**Business skills**	**Mix of technical and business skills**
Data security	Public speaking skills	
Data analysis	Time-management skills	
Project management	A skill of working under pressure	
Database management	Language skills	
	Negotiation skills	

Company 1: Of course, a mix of technical and soft skills. If one wants to manage people, and he or she wants to manage it right, so that person should have, besides technical skills, a good division of soft skills.

Company 2: To my mind, it is definitely a mix of technical and soft skills.

Company 3: Both technical and soft skills are important. Nevertheless, I would say that soft skills are more important, because one can always ask a person from Technical or Construction Department for a piece of advice. I think it is more important to know how to maintain and develop new client relationships which require an excellent command of interpersonal skills.

Analysis of replies to Q. 1

Negotiators 1 and 2 from Companies 1 and 2 are persuaded that a mix of technical and soft skills is a key to a successful negotiating. However, as Negotiator 3 said is of an opinion that nowadays business skills are more important.

Q2: What percentage of your time is spent in international negotiations?

Company 1: From 30 % to 50 %.

Company 2: About 50 % of my time is spent on personal international negotiating.

Company 3: 80 % of my time is spent on negotiating.

Analysis of replies to Q. 2

According to answers received from all three Negotiators, it can be seen that a big part of their time is spent on negotiation. The highest percentage of time, which is 80 %, spent has a Negotiator 3 from Company 3. A Negotiator 2 from Company 2 spends half of her time negotiating. Negotiator 1 from Company 1 spends the least percentage (from 30 % to 50 %) of time on negotiating.

Q3: Do you consider a preparation phase of negotiation process as important?

Company 1: Sure, it is a matter of high importance. If you enter a conference room without preparing in advance, a negotiator sitting at the other side of a table will push you into a corner and you will not have arguments good enough to resist.

Company 2: I think a preparation phase is extremely important, especially in the cases when negotiating with our foreign business partners, because they are prepared very well.

Company 3: It is very important**.** It is pointless to negotiate without being carefully prepared.

Analysis of replies to Q. 3

All respondents emphasised that a preparation phase is a highly important phase of the negotiating process.

Q4: Do you clearly identify your objectives?

Company 1: Yes, I do.

Company 2: Before negotiation I spent some time identifying a list of things that are of the highest priority. Besides, I think about terms that another party might propose but which would be unacceptable for me. That is why I think a lot about how to react on such suggestions, because it is better to close no deal at all than a deal which may be disadvantageous.

Company 3: Of course, I do.

Analysis of replies to Q. 4

The answers of all three respondents clearly show that before entering a negotiation process, they identify their objectives.

Q5: How much time do you usually spend on preparing for a negotiation?

- 0 hours
- ½ - 1 hour
- 2-3 hours
- More than 4 hours

Company 1: 1 hour

Company 2: Usually about 1 hour

Company 3: Usually I spent from 2 to 3 hours on preparation.

Analysis of replies to Q. 5

Apart from Negotiator 1 from Company 1 and Negotiator 2 from Company 2 who spend about 1 hour to prepare for a negotiation, a Negotiator 3 from Company 3 devotes from 2 to 3 hours of time to the same activity.

Q6: Do you see yourself as Type A Negotiator or Type B Negotiator?

Type A Negotiator	**Type B Negotiator**
Chooses an aggressive strategy	Tends to build long-term

relationships

| Short-term goals are more important | Avoids conflict |

| Argue for own position | Finds mutually-beneficial solution |

Company 1: I see myself as a Type B Negotiator, because the first one will gain nothing.

Company 2: Definitely Type B

Company 3: Type B

Analysis of replies to Q. 6

All three respondents see themselves as negotiators whose highest priority is to create a cooperation based on agreement.

Q7: Your preferred negotiation style is:

- Collaborative
- Competitive
- Compromising
- Accommodating
- Avoiding
- No preferences
- Other

Company 1: Collaborative.

Company 2: Collaborative.

Company 3: Collaborative.

Analysis of replies to Q. 7

Three respondents indicated that they are inclined to collaborative, win-win, interest based negotiation style.

Q8: What type of negotiation prevails in your company?

Distributive:	**Integrative:**
Opposite goals	Collaborating on the basics of disagreements
High rate of competition	
	Creating a deeper understanding
Lack of trust	
	Open possibilities for resolution and transformation
Unwilling of disclosing information	
Being aggressive	

Company 1: The last one.

Company 2: Most of the time me and my team try to build relationships with our suppliers based on trust. Nevertheless, there are situations when we are forced to act in the opposite way.

Company 3: It is definitely the second one.

Analysis of replies to Q. 8

Answers of three respondents provide information that integrative type of negotiation prevails in their companies.

Q9: Which type of negotiation is more common for your company: individual or team negotiation?

Company 1: It is a pity, but in a current situation, individual type of negotiation prevails.

Company 2: Individual, and after that we have to inform upper management about the results.

Company 3: An individual type is the most common type of negotiating in the CHEIRÓN a.s.

Analysis of replies to Q. 9

All three respondents indicated that an individual type of negotiation prevails in their companies.

Q10: Name three things of the highest priority to you in the negotiation process.

Company 1: Agreement, trust, company reputation.

Company 2: Price is the most important. Then goes no limitation liability clause, and the last one is warranty.

Company 3: Trust, then I have to be sure that a person I negotiate with is skilled enough to present our company, and the last one is a long-term relationship.

Analysis of replies to Q. 10

Both, Negotiator 1 from Company 1 and Negotiator 2 from Company 2 named trust as an important area. However, other two areas are different. Negotiator 1 from Company 1 indicated that besides trust, agreement and company reputation are important areas, whereas 1 and Negotiator 2 from Company 2 said that professional skills and long-term relationships are of the highest priority for him. Negotiator 2 from Company 2 named price, no limitation liability clause, and warranty as the areas which she considers as the most important.

Q11: When negotiating, is your company more orientated on a long-term or a short-term cooperation?

Company 1: Long-term.

Company 2: We try to establish a form of strategic cooperation.

Company 3: As I said before, we are oriented on a long-term type of cooperation.

Analysis of replies to Q. 11

All three respondents agreed that their companies are oriented on a long-term form of cooperation.

Q12: In your opinion dealing with people from different cultural backgrounds changes somehow a manner of a negotiation process?

Company 1: Different cultural backgrounds sometimes may have an impact on a negotiation process, and sometimes even a big influence. But it is better to suppress those differences in order to conclude a contract.

Company 2: Yes, it influences. A manner, a concern with protocol, and even approach may change a lot when negotiating with people from different cultural backgrounds.

Company 3: It influences a lot a process of negotiation but usually people who work in the same field have a long experience, they travelled widely and there is a little chance that they will be governed by differences in cultural backgrounds. Of course, it is important to be aware of differences in cultures and to choose an appropriate strategy of negotiating.

Analysis of replies to Q. 12

All three respondents indicated that a cultural background may influence a negotiation process, however Negotiator 1 from Company 1 and Negotiator 2 from Company 2 also pointed out that experienced entrepreneurs take into a consideration an above-mentioned factor but they try to eliminate cultural features inherent to their cultures in order to devote a maximum of attention to business matters.

Q13: When you are on the business trip to a country in which you have never been doing you spend some time reading about traditions, culture, the political and legal situation of that country?

Company 1: I should, but I do not always do it. Sometimes there is no time for it. Usually, I travel to those countries, where there is no need for doing it. It is enough to follow the latest news.

Company 2: It is a rare occasion when I have to read about this kind of information, because 90 % of negotiations take place in the head-quarter of Skoda, so people from other companies have to come to us. Another reason for this is that when I actually travel to foreign countries, all those countries are European. But I remember when I had a business trip to Stockholm I searched for some information.

Company 3: I always learn a couple of phrases and words in the language of a country which I to travel to. I read the news and try to find some information about that country.

Analysis of replies to Q. 13

Negotiator 3 from Company 3 responded that he always follows the latest news and devotes some time to learning basic phrase. Unlike Negotiator 3, Negotiator 2 from Company 2 rarely spends time searching up for information connected with the foreign country provided that she travels to countries where she is more or less acquainted with a situation. In contrast to above-mentioned respondents, Negotiator 1 from Company 1 does not search for any information as he also like Negotiator 2 from Company 2 travels to countries where political, legislative and economic situation is stable.

Q14: Do you think it is important to take into consideration cultural background while negotiating?

Company 1: Well, I think that it is not the most important thing, but it is good to be aware of it.

Company 2: Yes, it is important to take this factor into consideration but it is better to keep in mind that every person is an individual, and his or her behaviour may vary from the rest of his or her nation. Anyway, you will understand how to act after the first negotiation.

Company 3: Yes, it is. It is important.

Analysis of replies to Q. 14

All three respondents answered that it is important to take into consideration a cultural background, however Negotiator 1 from Company 1 and Negotiator 2 from Company 2 state that negotiators should pay attention to above-mentioned matter, nevertheless it is not the most important and one should be aware of the fact that what pays for a nation in general, may not pay for each individual.

Q15: Do you consider a negotiation process as an integrative part of a business?

Company 1: Yes, it is a highly important part of business. Sometimes the whole outcome depends on negotiation**.**

Company 2: Yes, I do.

Company 3: Yes, I do. It is the basis.

Analysis of replies to Q. 15

All three respondents are persuaded that a negotiation process is an integrative part of a business.

4.8 Analysis of data

The following table aims to provide a comparison of answers of three negotiators from three Czech companies. Responses to questions are summarized on the page 33.

Questions	Company 1 *STREICHER, spol. s r.o. Plzeň*	Company 2 *ŠKODA TRANSPORTATION a.s.*	Company 3 *CHEIRÓN a.s.*
Q1: Importance of skills	A mix of technical and business skills	A mix of technical and business skills	Business skills are more important
Q2: Percentage of time spent on negotiation	From 30 % to 50 %	50 %	80 %
Q3: Importance of preparation phase	Highly important		
Q4: Identifying objectives	Identifies objectives	Identifies objectives together with BATNA	Identifies objectives
Q5: Time spent on a preparation for a negotiation	1 hour	1 hour	From 2 to 3 hours
Q6: Negotiator type	*Type B Negotiator* Going for agreement Suggest deals Argue for agreement Avoiding conflict		

Q7: Negotiation style	Collaborative		
Q8: Negotiation type	Individual		
Q9: Negotiation type	Integrative		
Q10: Areas of highest importance in negotiation	Agreement, trust, company reputation	Price, no limitation liability clause, warranty	Trust, professional skills, long-term cooperation
Q11: Type of cooperation	Long-term cooperation		
Q12: Influence of cultural background	Influences		
Q13: Preparation for coping with different cultures	No preparation	Rare preparation	Frequent preparation
Q14: Importance of taking into consideration a cultural background	Should be taken but it is not a matter of highest importance	Should be taken	Should be always taken
Q15: Negotiation as an integrative part of a business	It is an integrative part of a business		

Table 2: *Comparison of answers*

The research was conducted in three Czech companies who operate in different business fields in two management levels: top-level management (chief executive) and middle-level management (purchasing and export manager) to receive answers that would reflect opinions of representatives belonging to different management levels and operating in different business fields.

Question 1 of the questionnaire investigated the importance of soft and technical skills. Comparing the answers, it becomes clear that respondents consider a mix of technical and soft skills as such that have a hard value when they complement each other.

As it can be seen from the Table 2 more than 50 % of the time is spent on negotiation.

The research revealed that preparation phase is considered to be a highly important phase of the negotiation process. On the average, it is spent at least 1 hour on preparation. Besides, before entering the negotiation process, respondents also indicated that they clearly identify their objectives.

Question 6 was designed to find out which type of negotiator is more characteristic among Czech companies. It was revealed that a type of a negotiator which tends to go for an agreement, suggest deals, and avoid conflict prevails in Czech companies.

Questions 7, 8, 9 aimed to look at negotiation styles and types. Table 2 shows that Czech negotiators use collaborative, win-win, and interest based style which means that it is highly important for them to maintain and develop relationships. Besides, the survey showed that the most often type of negotiation is an individual one which is due to the decision of companies' top-management. Moreover, integrative negotiations prevail in Czech companies. It indicates that Czech negotiators pay a lot of attention to finding a mutually beneficial solution.

Results of Question 10 were influenced a lot by job content of respondents. A respondent who is a Purchasing Manager in SKODA TRANSPORTATION a.s. named the top areas (price, no limitation liability clause, warranty) which are tightly connected to her scope of work, and rather apply to negotiating of terms and conditions rather than negotiation as a whole. Trust was named as the top area by two respondents. Other areas that are important for negotiators were professional skills, company reputation, and long-term cooperation. To conclude, Czech companies consider trust as a milestone of the negotiation process.

Question 11 shows that managers of Czech companies are interested in long-term cooperation, rather than short-term.

The last section of questions was included to find out whether Czech managers take into consideration a cultural background of business partners. Answers to questions 12, 14 show that Czech companies understand the importance of how different cultures may shape not only an outcome but the whole negotiation process. However, the answers to question 13 shows that even understanding the importance of cultural factor, respondents spend little or almost no time finding information about traditions, political, and economical situation of a foreign country.

The last question was included to make a certain type of summarization. Question 15 was designed to find out whether Czech companies consider a negotiation as an integrative part of a business. The survey showed that the negotiation is a highly important part of a business.

5 CONCLUSION

Negotiation skills play an important role in commerce. Ability to evaluate the situation and choose the right negotiation strategy is a key to successful future of a company. Furthermore, being a good negotiator allows building, maintaining, and advancing current achievements. Deal-makers do not always understand what an effective negotiation can bring and do not consider negotiation skills as their top priority. Among medium-sized company managers a tendency to learn how to negotiate instinctively is prevalent. They adopt negotiation style from senior staff. Both these factors contribute to a creation of situation, in which this kind of soft skill is at not at required satisfactory level, especially, while conducting business across countries.

A studied subject is important for the reason that it aims to find out whether Czech managers consider negotiation skills as important while conducting in international business.

This purpose was accomplished through the empirical research and study of literature written by prominent authors on negotiation theory and cross-cultural communication.

The research was carried out within companies of different sizes, which operate in various business fields. Besides, in order to gather more accurate information there were chosen respondents on different management levels. The interviews were conducted in person as it allows to mirror better opinions of respondents as well as it provides an opportunity to ask further questions connected with the studied subject for a better understanding of the topic.

The results of the survey have shown that respondents spend more than 50 % of their time negotiating. Furthermore, they spend approximately from 1 hour to 2 hours preparing for a negotiation, which indicates that managers do not underestimate a preparation phase. Besides, answers of respondents to question 15 of the questionnaire show that they consider negotiation process as inseparable part of business. Despite understanding the importance of negotiation process, Czech managers do not pay enough attention to improving their negotiation skills. They do not consider negotiation skills as a separate skill that has to be learnt and improved during their career. This follows from the answers given to question 10, in which interviewees named that the

areas of the highest priority in negotiation process are the following: trust, price, warranty, company reputation, long-term cooperation. None of the respondents mentioned negotiation skills as important.

International business negotiation is a topic worthy of further studying and it can be examined from different angles. This study examined an importance of negotiation skills. However, a broader research may be conducted which would cover more companies from various Czech regions as this research is limited by a number of respondents being interviewed. Furthermore, it would be interesting to study this topic from an angle of the "other side", which means how foreign companies perceive negotiation skills of Czech managers.

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8 ABSTRACT

The goal of this thesis was to find out importance of negotiation skills while conducting in international business.

My thesis aimed to acquaint the reader with the up to date opinions of Czech entrepreneurs, who work in companies focused mainly on export activity, about negotiating skills.

The thesis is divided into theoretical and practical parts. Theoretical parts aims to look at terms that are central for better understanding of a negotiation, e.g. negotiation process, negotiation styles and types. Besides, a chapter devoted to cross-cultural communication is also included as it is an inevitable part of international business. Practical part includes my study – three-structured questionnaire conducted among top and line managers of three Czech large and medium-sized companies. Summary of their answers is concluded.

9 RÉSUMÉ

Cílem práce bylo zjistit důležitost vyjednávacích schopností v mezinárodním obchodě.

Moje bakalářské práce má za úkol seznámit čtenáře s aktuálními názory českých podnikatelů, kteří pracují ve společnostech zaměřených zejména na export o jejich vyjednávacích schopnostech.

Táto práce je rozdělená do dvou částí – teoretické a praktické. Praktická část se zaměřuje na pojmy, jež jsou klíčové pro lepší porozumění termínu vyjednávaní, například, proces vyjednávaní, typy a styly vyjednávaní. Kromě toho práce rovněž zahrnuje kapitolu o mezikulturní komunikaci, jež je nedílnou součástí mezinárodního obchodu.

Praktická část obsahuje mou dotazníkovou studii, jež je provedena mezi vrcholovými a středními manažery v českých velkých a středně velkých podnicích. Tyto rozhovory mi umožnily nahlédnout, jak je teorie vyjednávaní uplatněna v praxi. Shrnutí jejich odpovědí je zakomponováno do této práce.

10 APPENDICES

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Appendix 1 - Questionnaire

Negotiator's profile

Position:

Age:

Work experience:

Education:

Concern with protocol:

Form of agreement:

Role in negotiation process:

Conducted business with the following number of countries:

Questionnaire

Q1: In your opinion what are the most important skills that every negotiator should have:

Technical skills	Business skills	Mix of technical and business skills
Data security	Public speaking skills	
Data analysis	Time-management skills	

Project management	A skill of working under pressure
Database management	Language skills
	Negotiation skills

Q2: What percentage of your time is spent in international negotiations?

Q3: Do you consider a preparation phase of negotiation process as important?

Q4: Do you clearly identify your objectives?

Q5: How much time do you usually spend on preparing for a negotiation?

- 0 hours
- ½ - 1 hour
- 2-3 hours
- More than 4 hours

Q6: Do you see yourself as Type A Negotiator or Type B Negotiator?

Type A Negotiator	**Type B Negotiator**
Chooses an aggressive strategy	Tends to build long-term relationships
Short-term goals are more important	Avoids conflict
Argue for own position	Finds mutually-beneficial solution

Q7: Your preferred negotiation style is:

- Collaborative
- Competitive
- Compromising
- Accommodating
- Avoiding
- No preferences
- Other

Q8: What type of negotiation prevails in your company?

Distributive:	**Integrative:**
Opposite goals	Collaborating on the basics of disagreements
High rate of competition	
	Creating of a deeper understanding
Lack of trust	
	Open possibilities for resolution and transformation
Unwilling of disclosing information	
Being aggressive	

Q9: Which type of negotiation is more common for your company: individual or team negotiation?

Q10: Name three things of the highest priority to you in the negotiation process.

Q11: When negotiating, is your company more orientated on a long-term or a short-term cooperation?

Q12: In your opinion dealing with people from different cultural backgrounds changes somehow a manner of a negotiation process?

Q13: When you are on the business trip to a country in which you have never been do you spend some time reading about traditions, culture, political and legal situation of that country?

Q14: Do you think it is important to take into consideration cultural background while negotiating?

Q15: Do you consider a negotiation process as an integrative part of a business?

Appendix 2 - List of figures

Appendix 3 – List of tables