

Japan. Japanese business begins with the obligatory exchange of business cards. Handshake is not accepted in Japan. The inhabitants of this country avoid a close, direct look. Instead of a handshake, bows are used – their number reflects the degree of respect. During the negotiations and business meetings, you need to be punctual.

Muslim country. Five times a day, Muslims postpone any of their activities in order to perform namaz – prayer. Shortly before the negotiations, food is served in Arab countries, if you refuse, this will also be regarded as a bad attitude towards them.

India. Don't be surprised if Indian business partners are late. The word "no" can be considered rude in India. Try to use words and phrases like "we will see" or "possibly" instead of "no." Avoid eating beef at business meetings, as cows are considered sacred in India.

In conclusion, I consider that it is very important to know the culture of the country where you are going to do business. Thanks to this knowledge, you will be able to build a business abroad successfully.

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## **NEGOTIATIONS AS A BASIS OF INTERNATIONAL BUSINESS**

### **Переговоры – основа международного бизнеса**

The purpose of this paper is to identify the importance of international negotiations and its features.

International negotiations are a process in which representatives of interested parties meet and try to reach an agreement on issues of mutual interest. Negotiations are carefully planned and the parties prepare for them thoroughly. According to the Professor Perlmutter of the Wharton School of Business, international managers spend more than 50% of their time negotiating. Moreover, styles of negotiation vary markedly across cultures. The most important peculiarities of negotiations are: strict adherence to time; the beginning of negotiations (i.e. off-topic conversation lasts 2–3 minutes in the USA, Germany; more than 30 – in Spain); exchange of business cards at the beginning of negotiations; negotiations are opened by the head of the delegation; clear concise formulations, slow pace; answers should be given unambiguously and without delay; after negotiations a letter of gratitude is to be sent.

Because of different factors, impacting international negotiations, they are rarely easy. That's why you should take into account the following points:

The difficulties of language are natural, as you speak with people from other countries. Though, many people have recourse to interpreters, you are likely to be more successful speaking another language yourself. Besides, you should remember about sex and age differences. For example, some Muslims tend not to shake hands with the opposite sex. Many western cultures treat elderly people with special respect and would be skeptical to young managers, what can affect negotiations.

The goals set by the negotiators are different. Americans are focused on the current deal and short-term profit; the Japanese – harmonious relationships and long-term benefits; in Latin America the personal prestige of the head of the delegation and long-term relationships are more important. When it comes to decision making, Americans like the process and do it quickly. The Japanese hate making decisions on their own. For the French, the process takes several days. The British are considered to be the masters of compromise. Punctuality is another important point. Westerners tend to hold time in high regard. In German arrive late and your professional credentials can take a hit. Any negativity that may be expressed to another party may be interpreted as overly-uptight, unprofessional, unkind and downright rude.

Furthermore, physical cues are vital. In the US and Europe, eye contact is a sign of strength and confidence; in South America it's a sign of trustworthiness. In Japan and the Arab world, however, prolonged eye contact can be deemed impolite. Additionally, where you physically sit in a room can also speak volumes in different (especially hierarchical) cultures. Cross over to places like Japan, China, South Korea or India and things where you sit defines who you are and your role. Misinterpretation of these signals can lead to embarrassment for both parties. Also, you should remember many other cross-cultural differences such as gestures and postures. Because different signs can mean opposite in different countries. Besides, you may be interpreted as too emotional, rough or not serious, less-than-enthusiastic or that kind of thing.

So, international negotiations are a very difficult process, requiring time and effort. To make them more effective you need a good preparation.