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Ravi Arya
Birla Institute of Management
Technology, Greater Noida,
Uttar Pradesh, India

Understanding the cultural and values variations in international business

Ravi Arya

Abstract
In last decades internationalization has constrained an ever increasing number of organizations to extend their business activities crosswise over national limits. Culture contains diverse components. Every component vary starting with one culture then onto the next, making intercultural contrasts. With regards to global business, intercultural contrast uncovered with time, has faith in predetermination, significance set forward to discernment, accentuation given in participative basic leadership over tyrant one, inclinations for an individual over an association, the estimation of an individual versus gathering, remain towards decency, thought given on legitimacy versus nepotism or attribution in enlistment, organizing religion in day by day life and sex treatment.

This paper is neither going to concentrate on a specific national culture nor proposes how to illuminate the previously mentioned intercultural contrasts. Or maybe, it plans to investigate and suggest available resources, which might be helpful in fruitful diverse business experiences with abroad partners. In worldwide business, it might be extremely troublesome for a businessman to become familiar with every single partner's way of life and manage them as per their desire. Be that as it may, the accompanying suggestions might be instrumental in limiting social contrasts in universal business experiences.

Keywords: Cultural and values variations, business activities

Introduction
Promptly accessible data, quick headway in innovation, work cost factor, exchange assertions, institutionalization, modern appropriation techniques and channels alongside other administrative and operational developments have offered route to a flood of globalization in the previous decade. Numerous substantial and medium measured associations have gone worldwide through natural and inorganic extension.

The significance of social comprehension in fruitful global organizations is reflected from their promoting techniques which are grounded in the way of life of the objective ventures. Then again, an organization with powerless comprehension of the objective organization's nearby culture can submit awful mix-ups in building up the showcasing procedure through structuring commercials which affront individuals on account of socially unsatisfactory substance.

Impact of culture on international business
"Culture is the aggregate programming of the mind which recognizes the individuals of one group/ category of people from another.". A business cannot simply rely on its current method of conducting business when it decides to take its business at international level. Every country has a set of different variables which can be new for an offshore company e.g. rules and regulation, taxation, different currency, different holiday periods etc. Most important consideration in this regards is the difference in culture.

In a study on international negotiations between organisations, Korobkin, R. (2000) maintains that successful negotiations not only require technical proficiency i.e. communication technique, but also needs to understand the context in which those negotiations are being done in order to secure profitable contracts.

Business expansion into international territories can be either through internal growth or by mergers and acquisitions. There can be a cultural mismatch In the case of internal growth and the decision to set up a base in a new country from scratch because it takes time learn the culture and adopt its traits.

Correspondence
Ravi Arya
Birla Institute of Management
Technology, Greater Noida,
Uttar Pradesh, India

Cultural awareness. If there is a chance, it would be always helpful acquiring upcoming counterparts'- or the trading partners' cultural information. As cultural information inventory increases, cultural awareness in multicultural- or cross-cultural encounters also increases. This may help businesspeople to understand cultural differences quickly and thereby act appropriately. In addition, cultural knowledge helps to do international business with confidence and provide customer service more efficiently. Furthermore, in the 21st century globalized world where multicultural group and international business are two crucial pillars for survival of an economy. Knowing other cultures gives a person a competitive advantage in doing business across national boundaries. Accept that cultural differences are as common as individual differences. Usually, people from different cultures act differently. Those differences may be sometime difficult to accept or recognize. However, in international business context, mutual understanding of each other's culture is a must for business success. In addition, if you are a seller, it is more likely that you have to be more active in accepting, recognizing and bridging the gap Culture Ar) facts Norms Values Rituals Ceremonies Heroes Stories between those differences. Strong curiosity and effort to know and study a culture may develop an ability to cope easily with cultural differences in international business. Develop a sense of cultural heterogeneity. Cultural heterogeneity means belief in cultural pluralism. The basic building block of cultural heterogeneity is that we are not all the same; groups within society differ (Adler, 2002, 117). A national culture may differ based on regional disposition, ethnic groupings, religious membership and linguistic affiliation. Globally, national cultures have been grouped by Hofstede in power distance; individualism versus collectivism; masculinity versus femininity and uncertainty avoidance dimensions. Organizational culture typologies according to Basi are paternalistic, bureaucratic and synergistic. A sense of cultural heterogeneity may be instrumental to maximizing pros and minimizing cons in cross cultural business encounters. Be flexible but retain your own identity. It does not always work like, "when in Rome do as the Romans do". Preserving self-identity is an important issue in the globalized world. "See everything; overlook a lot; correct a little (Pope John XXIII quoted in Hoyle & Newman, 2008, 59);" be flexible and do not lose your self-identity. Flexibility is one of the most crucial qualities in international encounters.

In order to develop a flexible personality, one has to view things from multiple directions rather than developing a tunnel vision. Interest-, understanding-, outlook-, mindset- and expectation collision is a common issue in multicultural business perspective – one has to go along with these flexibly. Believe in win-win game. "Good business should contain something for both parties (John Harvey-Jones, British business leader quoted in Ibid 70)." Win-loss game ends up with retaliation by the loser/s.

Therefore, businesspeople should stick to a win-win game in international business negotiation. Bargaining takes place in a negotiation process, a mind-set containing a sense of give and take leads to a win-win game. Be empathic and try to understand your counterpart's expectation as well. It is essential to consider other cultural aspects in negotiation, for example, identifying the decision maker, understanding the concept of time, knowing when the deals are done and whether there is the need for after deal reminder before its, implementation or not just to name a few.

Task-and purpose related focus. Once cultural diversity has been acknowledged, businesspeople should superordinate task and purpose of the business and subordinate their cultural differences. Avoidance of ethnocentrism may be instrumental for subordinating cultural differences. Ethnocentric attitude put itself at the center of judging others around it. Apart from ethnocentrism, prejudice may also harm task- and purpose orientation in international operation because prejudice reflects a negative or neglecting attitude against other groups. In the absence of ethnocentrism and prejudice result in a level playing field, where everyone may work equally for the task- and purpose of the business. Create cultural synergy: Eastern cultures differ from Western cultures. Despite their differences, they do business successfully.

The concept of cultural synergy is a unique organizational approach that considers cultural diversity as a resource. Each culture has some uniqueness and in a multicultural perspective those uniqueness may yield new solutions to existing problems. Therefore, steps may be undertaken to use the best parts of other cultures for solving business problems. The globe is not anymore divided into two separate blocks; socialist led by the former USSR and capitalist led by the USA. Human mobility has never been as intense as it is now.

The World Wide Web and the social media of different types have brought human beings closer to each other than ever before. The nations have virtually lost their national boundaries in the economic front – countries and companies do business almost unhindered. Cultural expertise would determine someone's business success in such a world order. BIBLIOGRAPHY Adler, N. 2002. International Dimensions of Organizational Behavior. Ohio: South Western. Administrative decision-making: a contextual analysis, Management Decision, 36 (4), 232-240. Hoyle, M. and Newman, P. 2008. Simply a Great Manager. UK: Marshall Cavendish. Cultures and Organizations: Software of the mind. New York: McGraw-Hill. Kazi, S. 2009. Managerial Decision-Making Behaviour and Impact of Culture. Tampere: Tampere University Press.

Conclusion

This essay considers the impact of culture on international business through various angles. 21st century is dubbed as the century of globalization where trade and other barriers have been put down either willingly to support business or unwillingly notwithstanding the wave of technological advancement. Flow of information is more than ever, markets are approachable and the company with the right product will always want to cater as many consumers as possible. This is where the problem starts.

The importance of cultural understanding with regards to marketing strategy was analysed and it was found that culturally incompatible marketing can backfire and damage an organisation's reputation in many ways.

As an organisation moves into a region with different culture it faces many hurdles such as different language, norms and beliefs, tastes and preferences etc., if the organisation does not align itself with the prevailing culture then it cannot fully reap benefits of expansion. It was observed that effective cross cultural communication can only happen it the context of communication is understood.

In the case of expansion method, it was observed that although it is beneficial for companies to acquire subsidiaries in order to understand the culture from on-going operations rather than setting up entirely new units.

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