

# Cultural Awareness Building Effective International Relations: An Inter Country Case

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## Abstract

The world is unquestionably shrinking because of developments in transportation and communications. Innovation joined with the improvement of a world market have brought about individuals from various countries, societies, dialects and experiences now interacting, meeting and working together like never before. Not many organizations can get away from the need to eventually manage partners or customers from another culture. Doing business is a global phenomenon and if a company needs to create, improve and advance then it becomes necessary for it to connect with the possibilities that the world has to offer. Negotiations are a successive element of international business. Partners included in a negotiation encounter distinctive issues in achieving an effective result. At the point when the groups have distinctive cultural backgrounds the confronted issues turns out to be rather complicated. The Western (Spanish) and the Eastern (Indian) cultures have been studied by numerous experts to express the contrast between their cultures in light of the fact that recognized contrasts does prevail between them and that is one of the explanations for the differences in negotiation between Spanish and Indian cultures.

However, culture is not the only barrier. There are other major influences too that affects the negotiation process.

**Keywords:** Culture, negotiation, style, people

## Literature Review

With the extension of worldwide economic movement, negotiation capability has transformed into a fundamental essential for each endeavor among two or more organizations. It is a universal procedure of communication where different people look to propel their personal interests through arrangement on some prospective activity (Salacuse, 2010, p. 200). As more negotiations among individuals from

various cultures are directed, an impressive group of literature has been reviewed to the investigation on the impact of culture in the negotiation process. Culture itself includes an individual's educated and collective practices, qualities and physical objectives.

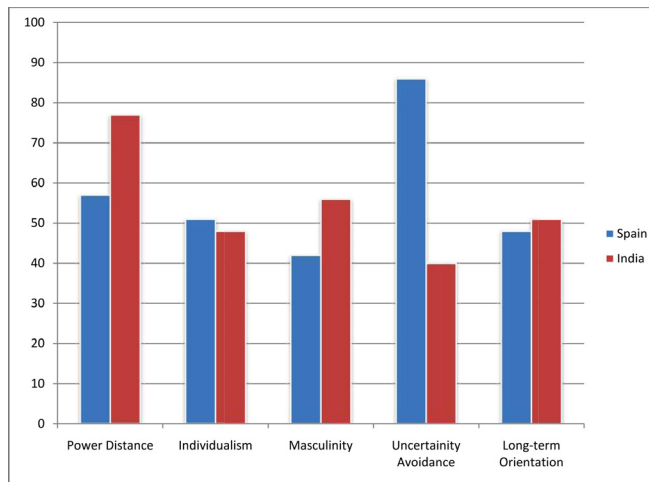
Moreover, it includes the activities of individuals that help them to express those qualities, attitudes and practices. Culture shapes social orders and countries. It does as such, by giving comparable backgrounds and indistinguishable explanations of what those encounters mean (Varner & Beamer, 2011). Hofstede (1972) additionally provides knowledge into the issue and depicts culture as "the common designing of the mind which recognizes the individuals from one class of individuals to that of the other". While culture impacts individuals' reasoning, communication and conduct, it might prompt misinterpretations and contrasts in desires. Such drawbacks might be taken care of by acquiring adequate learning and comprehension of the restricting culture. Notwithstanding, as the world cultures are various and differing, it is by all accounts unthinkable for any negotiator to comprehend every culture that might be experienced. Subsequently, this paper concentrates particularly on negotiations that occur between delegates of two particular nations, viz. India and Spain. Moreover, Spain has the world's most complex class structure and India the world's most crowded nation (Thakur, 1996, p. 591), it is quite compelling to investigate how these nations deal with their connection through negotiations and whether their cultures cause erosion amid the negotiation or cause it to be unsuccessful. Thus, the aim behind this paper is to give a culture based clarification and analysis of business negotiations between Spanish and Indian negotiators. The proposal will concentrate particularly on the cultural perspective which impacts a negotiation in an uncooperative manner and results in an adverse result. Its point is to inspect the way both cultures act over the span of negotiations and attempt to clarify the explanations behind their conduct.

### ***Culture and its impact on Negotiation***

People from all over the world share a common change up to a particular point and in such manner two negotiating gatherings can see and relate to each other's feelings, desires and skepticisms. They limit the same love for their children; feel insult at injustice; fear controls that hope to crush them; should be recognized and acknowledge help and consideration. A typical person may occasionally go out of order from this situation. In any case, as one enters the scope of insightful national culture, matters begin to rise (Lewis, 1996, p. 119). According to Salacuse, culture extensively influences the way in which people believe, express, continue and impacts the kinds of trades made by them and the way they organize them. (Salacuse, 2005, p.1)

The culture of the nation forms the identity of the arbitrator and his or her desires and perspectives of the negotiation process. Furthermore, Brett argues that cultural ideals indicate thoughtfulness regarding what is imperative and cultural standards characterize what suitable and wrong conduct is. They give a base for understanding circumstances and the attitude of others while conducting a negotiation. He additionally highlights that the qualities that produce cultural contrasts in inclinations might likewise go about as "cultural blinders". These blinders directs the individuals from one society anticipating that likings should be perfect, and not being able to comprehend the sensibility of the others, whose perspectives on the same issue are inconsistent as theirs (Brett, 2000, p.101). Besides, the regulations and opinions of a culture can be found in a negotiator's certain concept that offers him some assistance with distinguishing and organize his goals (Adair and Brett, 2000, p.121).

## Graphical Representation



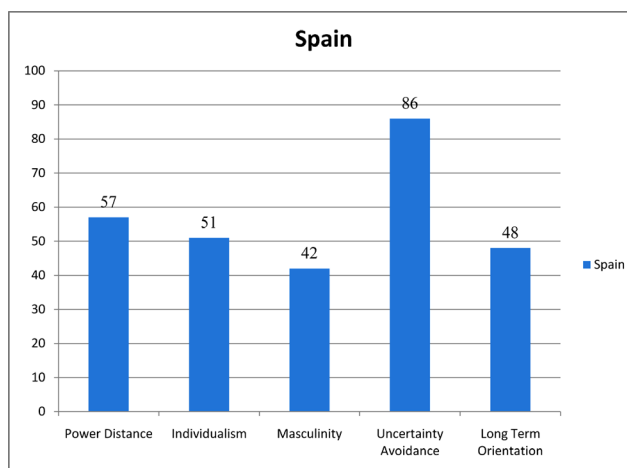
**Fig. 1:** A Comparative Study of Geert Hofstede's Dimension of Cultural Scales between India and Spain

*Source:* <http://geert-hofstede.com/spainandindia.html>

## Spain

Once we investigate the Spanish culture through the perspective of the following model, we can get a decent outline of the profound drivers of Spanish culture with respect to other world cultures. The accompanying graph gives the Hofstede's ranks of Spain.

## Graphical Representation 2.2



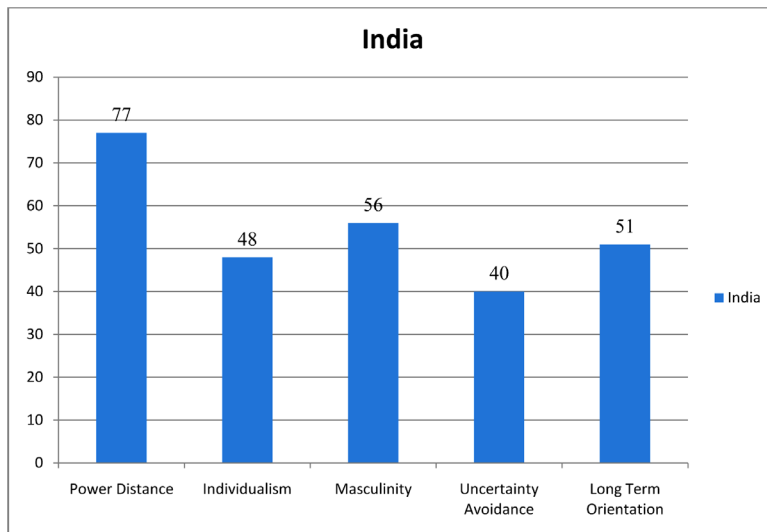
**Fig. 2:** Hofstede's Scale of Spain

*Source:* <http://geert-hofstede.com/spain.html>

## India

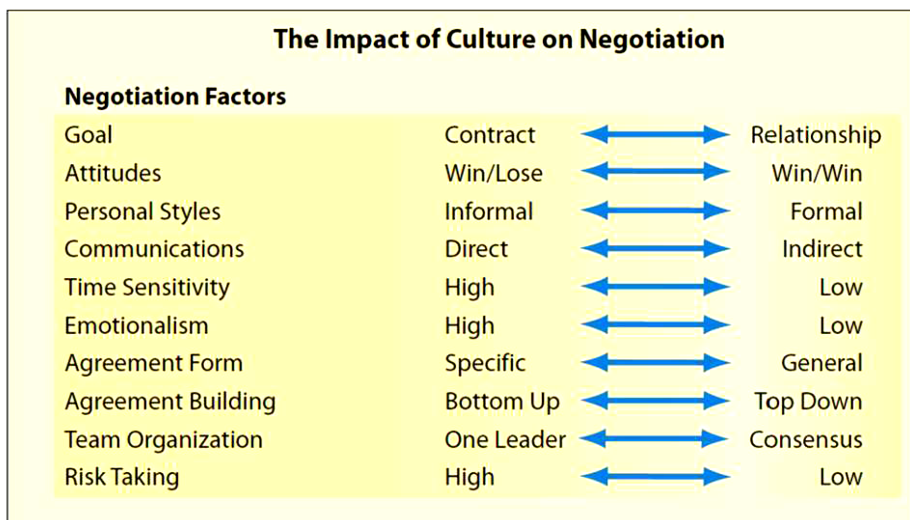
With the help of Geert Hofstede's five cultural dimensions we make take a closer scrutiny on the Indian perspective- a country rich in diversity.

### Graphical Representation 2.3



**Fig. 3:** Hofstede's Scale of India

*Source:* <http://geert-hofstede.com/india.html>



**Fig. 4**

*Source:* <http://iveybusinessjournal.com/wp-content/uploads/2005/03/salacuse-3.png>

## ***Research Aim***

The objective of the research is to create a comprehensive study of business negotiation styles between Spanish and Indian cultures. The contrasts in negotiation styles between the two countries will be recognized and represented utilizing relevant cultural theories.

## ***Problem Statement***

- ♦ Which characteristics of culture might impact negotiations between Spanish and Indian negotiators?
- ♦ How can the possible failures between Spanish-Indian negotiations be avoided?

The first question has been interpreted with the help of the data analysis and presentations and the second question has been answered towards the end in the form of a table indicating the guidelines for negotiation between Spanish and Indian cultures.

The subsequent section displays a literature review based on culture and negotiation with the help of different theories distinguishing the cultural distinction between Indian (Eastern) and the Spanish (Western) cultures.

## **Research Design**

This study is based on qualitative research as the focus of the study is on understanding the problem. Hence, the empirical data that I have used is in-depth interviews, group discussion and questionnaires. The secondary data will be accumulated with the aid of international business research, and the data collection through cross-cultural findings.

## ***Respondent details***

**Table 1: Indian Respondents**

<b>Respondent 1</b> : Manoj Sharma <b>Job Title:</b> Managing Director <b>Gender:</b> Male <b>Age category:</b> 36-40	<b>Respondent 6</b> : Neha Shrivastav <b>Job Title:</b> Company Secretary <b>Gender:</b> Female <b>Age category:</b> 30-35
<b>Respondent 2</b> : Sana Khan <b>Job Title:</b> International Business Development Manager <b>Gender:</b> Male <b>Age category:</b> 30-35	<b>Respondent 7</b> : Alka Mittal <b>Job Title:</b> Spanish Interpreter and Translator <b>Gender:</b> Female <b>Age category:</b> 45-50

<b>Respondent 3 : Shambhu Nath</b> <b>Job Title:</b> Chartered Accountant <b>Gender:</b> Male <b>Age category:</b> 36-40	<b>Respondent 8 : Ankur Singh</b> <b>Job Title:</b> Foreign Exchange Worker <b>Gender:</b> Male <b>Age category:</b> 36-40
<b>Respondent 4 : Mamta Thakran</b> <b>Job Title:</b> Marketing Representative <b>Gender:</b> Female <b>Age category:</b> under 30 years	<b>Respondent 9 : Raj Bhandari</b> <b>Job Title:</b> Corporate Trainer <b>Gender:</b> Male <b>Age category:</b> 30-35
<b>Respondent 5 : Swaraj Desai</b> <b>Job Title:</b> International Product/Brand Manager <b>Gender:</b> Male <b>Age category:</b> 40-45	<b>Respondent 10 : Akhil Rawat</b> <b>Job Title:</b> Entrepreneur <b>Gender:</b> Male <b>Age category:</b> under 30 years

**Table 2: Spanish Respondents**

<b>Respondent 11 : Alejandro Esteban</b> <b>Job Title:</b> Chief Operating Officer <b>Gender:</b> Male <b>Age category:</b> 45-50	<b>Respondent 16 : Maite Larrea</b> <b>Job Title:</b> Human Resources Specialist <b>Gender:</b> Female <b>Age category:</b> under 30 years
<b>Respondent 12 : Guillermo Sansano</b> <b>Job Title:</b> Chief Financial Officer <b>Gender:</b> Male <b>Age category:</b> under 30 years	<b>Respondent 17 : Rosa Nicolas</b> <b>Job Title:</b> Bilingual Educator <b>Gender:</b> Female <b>Age category:</b> 30-35
<b>Respondent 13 : Carlos Izquierdo Tobias</b> <b>Job Title:</b> Indian Culture Scholar <b>Gender:</b> Male <b>Age category:</b> 40-45	<b>Respondent 18 : Edith Lopez</b> <b>Job Title:</b> Culture and Language Instructor <b>Gender:</b> Female <b>Age category:</b> 40-45
<b>Respondent 14 : Avito Fernando Sanchez</b> <b>Job Title:</b> International Travel Agent <b>Gender:</b> Male <b>Age category:</b> 45-50	<b>Respondent 19 : Anna Bernat</b> <b>Job Title:</b> International Consultant <b>Gender:</b> Female <b>Age category:</b> 35-40

<b>Respondent 15 :</b> John Claude <b>Job Title:</b> Managing Director <b>Gender:</b> Male <b>Age category:</b> 50-55	<b>Respondent 20 :</b> Yolanda Mosco <b>Job Title:</b> Technical Engineer <b>Gender:</b> Female <b>Age category:</b> 40-45
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Each in-depth interview questions have been specifically clarified with illustrations to get the main at a that would approve or disapprove Salacuse cultural hypothesis on business negotiation styles between Eastern (India) and Western (Spain) nations.

For every inquiry answered the data will then be dissected in two ways:

- ♦ The information between the respondents from the same culture will be evaluated.
- ♦ The information from the two distinct cultures will then be looked at.

This has been carried out keeping in mind the end goal to achieve a more profound and balanced knowledge to the responses of the interrogations and how they identify with Salacuse model.

## Indian Viewpoint

Mr. Manoj Sharma is of the view that he would be comfortable in knowing the person with whom he is doing business before getting serious. Shaping a relationship is critical to him while working together. When he meets people or talks to them via telephone he usually tries to have a casual discussion first if permitted by the other party. He says that he needs to feel good with the one he is working with.

Ms. Neha Shrivastav portrays that it is critical for her to build a rapport with those she is doing business negotiations with. She believes that constructing faith can support deals as this individual might propose her/her company to others, etc. On the off chance that the individual she is working with is excessively rapid, making it impossible to talk business this is a moment when she sets aside.

According to Mr. Ankur Singh, he jumps at the chance to build a bond with his associates. The more grounded the relationship, the better your business. He simply thinks it polite to ask the business partners about them and their family, their field of interest and so on to know the type of people he deals with. After all, there are assets included in such meetings. So, he is sure to be cautious while selecting. The moment he is assured about the other party's trust then he can start the business negotiation with them.

Mrs. Alka Mittal has been working as an interpreter and translator for a long time now and she knows something about everybody that she has worked with, e.g. their complete names, their job profiles, their nationality, to what extent they have been in business for and so on. To have some information about such small issues are fundamental in her profession, as trust is of utmost importance before anything else.

## Spanish Viewpoint

Mr. Guillermo Sansano does not try to waste others time by asking them about their private issues, instead he simply jumps at the chance to get down to business right away. He is an expert in the field of

international business and has worked in India for about 8 years now. He realizes that, rest assured it is always recommendable to get to business directly as time is valuable. Mr. Carlos Izquierdo Tobias has a firm and direct nature. Hence, he prefers to cut to the chase. He never cares to get some information about his colleagues. He vaguely finds time for those things and feels that it is not his issue to worry about. For Mr. John Claude it is not that essential to become more acquainted with the individual he works with. They are mostly either recommended to him or they have a decent reputé in their field. So, he takes the straight-forward route most of the times. In the words of Ms. Maite Larrea, she sees herself as a sociable person and she usually prefers to have a small talk with the one she works with. However, it mostly relies upon the importance of the business negotiation. Most of the time, she simply tends to get serious in light of the fact that usually being too approachable can be exploited.

### ***Findings***

The resemblance of response on the part of the Indian culture is huge. All of them seem to have similar negotiating objective. Establishing a relationship before getting down to business is essential. Likewise, it is clear that they trust business achievements from the connections they establish with their business associates. On the other hand, the reactions within the Spanish cultures tend to have a higher objective on being straight-forward and getting to the point. However, establishing relations would come after that. Based on this assumption, Ms. Maite Larrea constructed her favored negotiating objective with respect to the importance of the business negotiation. This makes it clear that the primary objective of negotiation from the Indian point of view is to establish a relationship first of all with the people they work with, be it on a short term or long term basis while in the Spanish culture they prefer to make and do what needs to be done first and then take out time to build a relationship. Salacuse (2005) clarifies that Indians tend to give additional time and energy to the early period of negotiation, building relationship being their negotiating objective, whereas the Spanish culture frequently needs to race through the initial stage of negotiation. Hence, it is essential to decide how your partners view the importance of the negotiation.

**Hence, the findings agree with the theory of Salacuse**

### ***Interpreting Personal Styles***

The aim behind the second question is to recognize the Personal Styles of the Indian and Spanish cultures during a business negotiation. It relates to the manner in which the negotiators communicate with each other, greetings, the utilization of titles, dress codes, interaction with the person from another culture, etc.

## **Q2. Personal Styles: formal or casual?**

### ***Responses***

#### **Indian Perspective**

Mr. Shambhu Nath says that he is a courteous man and he prefers to address everyone by their titles particularly while working together. He generally seeks for dignity by the way he dresses up like wearing



a suit, not necessarily coat and tie but depending upon the importance of the meeting. He shakes hands with everybody he meets.

The way Mr. Raj Bhandari addresses his partners absolutely relies upon the relationship he has with the individual. In any case, he enjoys demonstrating his appreciation and addresses them with the titles like; Mr./Miss/Mrs. When meeting somebody, handshakes are a normal custom for him. Anyhow, he always likes to look elegant during a business meeting.

For Ms. Neha Shrivastav, it is mandatory to address her business counterparts with the titles. She prefers to be addressed the same way as well. She likes to shake hands with everybody she deals with, be it a business meeting or something casual. When it comes to dress codes she prefers to wear a sari or a business suit, depending on the value of the meeting.

Ms. Mamta Thakran utilizes titles to greet her partners to indicate a sense of regard however at times she does not hesitate to use their first names if that's what they ask for. She would rather say hello, good morning/afternoon/evening or shake hands to greet if the other person puts their hands out first. She tries to maintain her first impression by sticking up to the dress code.

## **Spanish Perspective**

In his general vicinity of business Alejandro Esteban usually prefers to take first names, but if he is meeting someone for the first time he addresses them either by taking their first names or their titles subject to the way they present themselves. A verbal greeting is generally accepted however in the event of doing an important business a handshake would be appreciated rather. A formal dress code with blazer and tie depends upon the importance of the business negotiation.

Yolanda Mosco uses titles depending on the age, position of the superior or their relationship. She highlights the significance of the Spanish form of respect with the use of "usted". A verbal greeting and a handshake based on the importance of the meeting. Smart easygoing constantly does the trap as she prefers not to scare the others by exaggerating.

Mr. Avito Fernando Sanchez prefers to use the first names to make them feel at comfort. He would greet with a verbal hello or a firm handshake and sometimes greet the women with kisses on the cheeks depending on their relationship. He usually prefers to dress smartly in formals with blazer and tie using darker or serious shades like black, grey or brown.

The way Edith Lopez addresses another relies upon their age. If the person is above 50 years old then she utilizes titles and below that she calls them by their first names. She usually greets by saying hello, how are you and shake hands. She likes wearing formal clothes for business negotiations.

## **Findings**

The answers given by the Indians are quite similar and they utilize titles to address the people they are working with, which is an indication of respect. Additionally, Indians like to dress in a more casual way, rarely using coat and tie during summer depending on the seriousness of the business. The tropical climate could be one of the reasons for that. They prefer shaking hands with others.

On the contrary, the Spaniards are demonstrated to greet others by their first names and the use of title depending on the age, their relation and the manner in which they present themselves. Additionally,

formal dress code with the use of blazer and tie for a business negotiation is their favored individual style which again relies upon the importance of the negotiation. A verbal greeting and a firm handshake is usually more acceptable and at times a kiss on the cheek is also accepted depending on the relationship.

The comparative analysis of the second question between Indian and Spanish cultures depicts that the favored personal style; formal or casual relies upon a few unique variables, for example, age, relation with the other individual, the importance of the business meeting, etc.

The Indian and Spanish cultures both want to follow a formal dress code for business negotiations however it would all rely on the earnestness of the meeting, with Spain placing more importance on formal dressing sense than India. Addressing someone depends highly upon their relationship, position and age in the Spanish environment whereas in India, the use of titles is preferred usually. Moreover, the Indians shake hands regardless of who they deal with, while in Spain they tend to shake hands usually depending on the seriousness of the meeting.

As indicated by Salacuse (2003) Personal style relates to the way a negotiator communicates with others, utilizes titles, the dress code, talks and cooperates with different people. The question in hand distinguishes the individual styles between Spanish and Indian cultures.

As indicated by Salacuse (1999) Indians with a formal style would use titles to address their partner, refrain from individual stories, and avoid personal questions on their private or family lives. The Spaniards are more casual in their approach and start exchanging first names, rapidly being informal and cordial with the other group.

**Hence, the theory of Salacuse has been disagreed upon in this factor.**

### ***Interpreting sensitivity to time***

The motive behind question three is to distinguish the distinction between Spanish and India nature on the sensitivity to time which signifies the importance that time holds for the Indian and Spanish respondents in starting a meeting on time and if it is critical to adhere to the planned meeting time or not.

## **Q3. Sensitivity to time: High or Low?**

### ***Responses***

#### **Indian Opinion**

Mr. Swaraj Desai stands imperative on being punctual. Typically a meeting which has been scheduled for an hour might exceed for more than an hour since time is not generally so critical. He prefers devoting a lot of time to work as for him business negotiations should be a detailed procedure.

Mr. Sana Khan prefers to be on time however it would not matter much if someone is delayed by 10 minutes or so. He couldn't care less if the meeting lasted for more hours than planned. Nevertheless, he accepts that punctuality would show that a person is more determined with the business.

Being on time for Mrs. Alka Mittal is imperative; she believes it to be extremely discourteous if someone arrives late. She considers first impression to be the last and is quite specialized in her field of

work. Being very conversational in nature she can carry on for a longer time than planned for if permitted, even if the duration of the meeting was just intended for 30 minutes. She does not prefer to surge things during an important meetings, there is no damage in taking things moderately so as to hit the nail on the head at the first instance.

Mr. Manoj Sharma is quite lenient with time, but he rather prefers to be punctual. He would rather take as much time as is needed while negotiating.

## **Spanish Opinion**

If Mrs. Rosa Nicolas had to go to a business negotiation she would prefer to reach there no less than 10 minutes ahead of schedule to demonstrate that she is serious. She would not fret if the meeting crosses the time limit however she would want to maintain some distance from pointless discussions that has no significance to the negotiation.

Mrs. Anna Bernat prefers to be on time and favors business negotiations to begin in a timely manner and end with a positive result. She choose to cut to the chase without steering clear of the issue and being straight-forward.

Mr. Carlos Izquierdo Tobias cannot support it if others are delayed for the meeting. He is extremely sorted out and prompt and prefers to talk about the main issue while carrying out a business negotiations rather than moving around the topic.

Being timely is absolutely vital for Mrs. Edith Lopez during business negotiations. She would not hesitate to sit for extra hours if it is something relevant to the dealings.

## **Findings**

The Indian reactions seem to have a couple of resemblances. Even though they love to be on time yet Mr. Sana Khan would not worry to be a little delayed but with a valid explanation. The Indians would not worry if a business meeting keeps running past the schedule as additional time would be required to become acquainted with their business partners. Whereas the Spanish culture demonstrates that they respect the significance of reaching to a meeting in a timely manner or in advance. Moreover, the Spaniards prefers to adhere to the schedule with the exception of business linked purposes where they would not mind to go an extra hour or so.

From the comparative view point of the respondents it is evident that both in Spain and India the sensitivity to time is high.

Conversely, in Spain going beyond the planned time is not ideal unlike in India where they choose to be familiar with the person they are dealing with rather than rushing and getting right away to business. The Spanish culture would prefer to start the dealings right-away and extending the meeting is only acceptable if it is linked with the negotiation process.

Salacuse (1999) clarifies that in Indian the main objective is to make a relationship instead of merely making an agreement, they prefer to put a lot of time in their business dealings with respect to getting acquainted with each other well and figure out if they would like to get on a long-term relation. While in Spain "time is valuable" so they prefer to start the meeting right away and make the optimum use of time.

**Hence, Salacuse' theory has been proven correct in this context.**

### ***Identifying the significance of cultural aspects on international business negotiations***

The motive behind this section is to allow the respondents to transparently communicate their views on the importance of culture in international business negotiations.

#### **Q4. What is the significance of culture while conducting an international business negotiation?**

##### ***Responses***

##### ***Indian Outlook***

Mr. Swaraj Desai agrees firmly that culture plays a significant role in conducting an international business negotiation, since everyone is diverse because of our cultural experiences. Furthermore, once we learn the variations in cultures the rapport that we build with the other party becomes more efficient.

For Ms. Neha Shrivastav it is necessary to be conscious about the cultural contrasts in order to recognize the tastes and likings of the other group to avoid being offensive ignorantly.

Mr. Ankur Singh believes that it is important to a specific degree. Cultural aspect can certainly be considered one of the several elements in signing an international business deal.

According to Mr. Akhil Rawat it is essential to know the cultural foundation of the other party to reinforce the negotiation process.

##### ***Spanish Outlook***

During the negotiation process it is essential for Mr. Guillermo Sansano to have an awareness of cultural contrasts as individuals from another culture might do things in very distinctive ways. That is the reason why he simply prepares himself to accommodate to other cultures.

Mr. Avito Fernando Sanchez feels that culture is important for business negotiations only to a specific degree as culture is only one component that needs to be considered as imperative when negotiating with individuals from various cultures.

Mrs. Yolanda Mosco seems quite assured since the main aim of the business meeting is to understand the ones you deal with keeping in mind the end goal to be productive.

Mrs. Anna Bernat considers the fact that culture is certainly crucial to close the deal, with regard to her experience. She can't help but notice that the Indians always have an aptitude for negotiation unlike the Spanish. She also depicts that exchanging business cards in India is quite important than that in Spain. To achieve an effective business negotiation one needs to be aware of the differences in the other's culture.

##### ***Findings***

The Indian reactions show that for them culture plays an imperative role which needs to be contemplated while carrying out international business negotiations. They additionally trust that business achievements originates from cultural upbringings as understanding the clients cultural foundations empowers you to

build an enhanced relationship and offer the finest deal. Similarly, the Spanish respondents approves that culture has a great impact when it comes to international business negotiations.

This factor summarizes that both Indian and Spanish cultures deem it essential to take culture into account whilst dealing with international business negotiations. No critical contrasts could be found in their reactions irrespective of the other factors like age, occupation.

In conclusion, Salacuse (2005) clarifies that it is difficult for a negotiator to completely identify all the colossal variety of the world's culture that he or she might experience, regardless of how talented or experienced one is. All the more relevantly Salacuse, (1999, p. 221) states that the most critical elements that might influence negotiation styles should be considered of those from various cultures. Such information and experience can be helpful to the international negotiator in order to avoid and foresee the conceivable false impression. The tactic that is effective in one nation may not be successful in the other. Besides it may sometimes be understood as offensive.

Zhang (2009) includes that culture is the main variable influencing negotiation procedures and results. Moreover, cultural qualities can impact worldwide business negotiations in a critical and unforeseen manner from beginning till the end stage of a negotiation.

<b>Guidelines for Negotiation between Spanish and Indian Cultures</b>	
<b>Spain</b>	<b>India</b>
A great many people utilize the politeness titles or Mr/ Miss/ Mrs. and their last name. Hold up till they welcome you to use their first names.	Titles like “Sir” or “Madam” should be preferred if the professional title is not known. It should be applied either with the individual's first or last name which again depends on the seniority, position and age. First names are rarely used.
The standard handshake style should be firm during business meetings. It should be done before and after a meeting.	Gender roles play a vital role in India. Hence, shaking hands with the same sex is standard whereas handshakes between opposite sex are quite infrequently as a result of religious convictions. It is advisable to seek for the other person's approval to shake hands.
The meetings should be planned no less than 1-2 weeks ahead of time. Promptness is for the most part anticipated. Abstain from reaching more than 10-15 minutes late, and inform beforehand in such cases along with an apology.	If probable, plan meetings no less than three weeks ahead of time. Assenting to a plan forthright is valuable, despite the fact that it may not be entirely adhere to. While meetings might begin impressively late, Indians by and large anticipate their guests from abroad to be on time. Abstain from being delayed by more than 15 minutes. In India people usually respect the ones who are punctual so it is always advisable to reach on time.
Just a short extent of small talk will take place before commencing a meeting. One's personal life should be avoided for conversation when you are on a meeting.	Conventionally, Indians want to know the people they are dealing with in advance. Meetings will begin with a lot of talks to become acquainted. Consequently, it may happen that no business will be talked about at the initial meeting.
In Spain people usually lead a monochronic lifestyle. They are accustomed to seeking after activities and objectives deliberately, and they detest intrusions or deviations. While negotiating, they mostly go through a rundown of objectives in a successive manner. They rarely negotiate and if they do, it would be for everything independently and might be hesitant to return to the viewpoints that had been settled previously.	In India, people by and large follow a polychronic lifestyle. They are accustomed to seeking after various activities and objectives at the same time. In the case of negotiation, they usually adopt an all-inclusive attitude and might hop forward and backward between subjects as opposed to tending to them in consecutive manner.

The trading of business cards doesn't hold much importance. However, it is always recommendable to carry an adequate amount of it. They might at times be traded toward the completion instead of the start of the meeting. Doctorate degrees should be printed on the card and ensure that it obviously expresses the professional title, particularly in case of decision making positions. Cards should be presented to everybody available at the moment.	Business cards should be provided to everyone available, after meetings. It is not important to get it interpreted in the Indian dialects. Professional titles and degrees should be mentioned on the card, particularly in the event that you have the status to decide. Offer the card with the right hand. So also, acknowledge others' cards utilizing just the right hand. Smile and maintain eye connection, then examine and keep the card carefully.
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*Source* adapted from Katz, L (2008).

In conclusion, keeping in mind the end goal to be effective in the international negotiations, negotiators are required to acquire extreme understanding to cultural components, recognize and seek for a culturally receptive approach which is very suitable in a certain negotiation scenario however in the meantime recognize that people might have adjusted an alternate culture because of their backgrounds, age and experiences.

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