



PART II

Topic: Communication Skills

9A) Answer:

Communication is the process in which a sender encodes a message, transfers it through a medium and receiver not only receives it but also decodes and understand it.

As we have focused on the cultural context of the communication in the subject of international context, so I will discuss the things from this perspective as well.



of communications

i) Verbal

ii) Non verbal



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Verbal communication is the process of communication in which meaningful words are involved. Verbal communication takes place in form of writing, reading, speaking and listening.

Non verbal communication is the type of communication in which we convey some messages through certain actions, behaviors and expressions. Non verbal communication doesn't involve words.

Kinesics and chronemics are two examples of non-verbal communication. Kinesics include the communication through facial expressions, gestures and other things like it. While chronemics relates to the distance management while being in an interaction, for example in Japan and China they maintain a four feet distance but Arabs do it according to the nature of relations with the person.

Intercultural communication skills:

There are some sort of skills by which you can make your way towards successful intercultural communication.

If we call the ownership of these skills as intercultural communication competence then according to Chen & Starosta (year I forget) we can achieve it through three factors or skills.



Intercultural Sensitivity

+

Intercultural effectiveness

+

Intercultural awareness

→ Intercultural communication competence

Intercultural sensitivity:

It is the ability to adjust your behavior according to the changing context. You cannot apply same kind of communication strategy in all the cultural contexts. You need to know the appropriate behavior you should adopt in a given context.

Intercultural effectiveness:

Intercultural effectiveness is the ability to get the desired objectives for which the interaction was actually developed. It includes the following factors

→ Message skills: This is your ability to successfully communicating a message through verbal or non-verbal communication process.

→ Identity management: It helps you to understand



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The position of all the people involved in the communication process, thus you can better understand their point of view to move ahead.

→ Relationship cultivation: It means to develop a minimum required relationship to continue a successful interaction for communication purpose.

→ Conversation timing tactics: These enable a person to initiate, terminate and take a turn during the conversation, while equally taking care of the concerns of the other person.

Cultural awareness:

Cultural awareness means to have the required knowledge about the culture and general perceptions of the party whom you are going to talk to.

9B) How skills differ depending on what, how and whom?

What information:-

Information can be about any kind decision, negotiation, news, performance and any other situation.

So it is obvious that you have to adopt different styles while you are in negotiation and different while communication of a decision.



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How to communicate:

Communication can be done in verbal or non verbal way and you should have appropriate skills accordingly.

If you are going to communicate through ~~language~~ written message, you should have enough language, vocabulary and writing skills.

Whom to communicate:

Communication skills are required to ^{be} different when you are talking to people from:

- Same culture
- Different culture
- High context
- Low context

If you are talking to a person from low context culture, you must be direct, explicit and disclose all the information.

If you are talking to a person from different culture you have to take care of different values, beliefs and cognitive patterns.

9c) Answer:

Our project was not focusing on the factor of noise while being interpreted differently depending on distance but I will try to answer this question accordingly.



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Noise is any kind of disturbance which makes the communication process unclear or ununderstandable -

This noise can be generated from the side of the sender or receiver, it can also be some distortions involved in the medium used for the communication.

Maintenance of distance changes across the cultures. People from Japan and China maintain a distance of four feet while Arabs maintains the distance according to the nature of relationship.

When you are having a close distance the sounds in the environment cannot disturb you at the level which is possible when you are having more distance. It's because when you are at a longer distance your voice also gets mixed with noisy voices present in the environment.



PART I,-

Question No. 8,-

A)

Motivation:

Motivation is the internal wish of achieving the required goals, this can be created through leadership and there are some self motivated people as well.

Compensation:

Compensations are the rewards, promotions, increase in authority and some other things like appreciation. The requirement for different kind of compensation largely depends on the culture of the person.

Some people will prefer monetary rewards, some will value promotion and some will like to have more authority in their jobs.

Relationship between Motivation and Compensation:

Compensation is an important tool to get the work-force motivated.

If you are applying the right kind of compensation plans to the right people, you can make them better performers.



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Motivation and Compensation for two different countries:

America

People get motivated for the individual achievements and progress

Japan

People working in Japan value the benefits being offered for the teamwork.

America

Peer competition, more pay for more performance, motivated the workforce to work hard and to get on top.

Saudi Arab (on whole middle east)

More pay for more performance strategy failed in Saudi Arabia because the average performer even came at worst level after watching individual high performance by some people.

America

Americans look for appreciation like employee of the year and stuff like that

India

An employee from middle class looks only for more pay -

B)

Whenever a company sends out expatriates it should be very careful because if company will not compensate them well and will not repatriate them successfully, no one will be ready to serve as an expatriate after watch such situation.



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Specifically talking about India company should take care of following things

→ He should not feel being worse off, while serving in India.

→ He should be paid enough to take well care of his spouse or children

→ She should be given allowances for travel, so that she can visit her friends and family back in the country after reasonable intervals.

→ She should be provided with a package not according to the standards of India but according to the standards of USA, because she will not consider it is a penalty for serving abroad.

C) Ethical issues regarding compensation in Indian subsidiary can be like following:

→ According to De George's seven principles for competing with integrity and dignity, HP should not pay the Indian employees below the standard even if it is a norm in India to give low compensations -

→ There should not be exploitation on the base of origin, you from India me from USA, so HP has to take care of these things -



Question No. 6

A) Negotiation:

Negotiation is the process in which you talk to achieve some concessions, give some concessions or make a combination of both of them.

Negotiation involves several steps which are as follows:

- Preparation
- Developing relationship
- Exchanging task related information
- Presentations
- Decision

Preparation

- Information about the counterpart's culture & behaviors

Relationship

- Minimum integration required to carry on the negotiation

Task related information

- Exchanging task related technical information, obligation not to hide something

Presentation

Decisions

- Always try to gain a win-win situation
- address others concerns as well.



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B) Negotiation with Chinese:

Americans often feel it quite strange when they sit with the Chinese for negotiation. It is because Americans sit there with the power to make a decision while Chinese are required to take green signal from the government regulatory organizations.

This situation is enough to get you annoyed like once officials from the 'Bocong' gave detailed presentations to the Chinese for 6 weeks, but when it ended Chinese said "OK, gentlemen thanks for your introduction".

So while negotiating with the 3com, HP an American company would have faced similar problems. Delayed discussions, elongated sessions because Chinese like to develop personal relationships first. They would have faced situation of waiting for the approval from government organizations.

C) According to the cultural knowledge available, Chinese are high on power distance while Americans are low at power distance. Chinese culture is of collectivism while Americans are proud of individualism.

America rates lower than China in masculinity.



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China ranks high in uncertainty avoidance but Americans like to take risk.

Both of the companies can use these facts in order to avoid confusions and misperceptions during the process of negotiation.

For example, if Americans are going to acquire 3com they should keep in mind that the workforce coming along with the 3com is of collectivist nature they will not accept the individualistic offers and attractions.

Chinese should not take the American way of getting direct to objective, because Chinese like to spend time for developing relationships first.



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Question - No-2 :

A) HP can use following approaches to select people for managerial positions:

HCNs:

They can select people from the skilled workforce available in India, Brazil or another BRIC country.

PCNs:

They can send expatriates to perform the managerial activities from the home country. They can send them from the existing staff as well.

International pool:

They can select the most appropriate person from anywhere in the world to get to the managerial responsibilities.

B) It depends upon the HP that what kind of structure it is going to maintain

- more centralized or less centralized
- more complex or less complex
- Want to address a technical problem or not



C) Advantages:

HCNs

- They are cost effective to hire
- They know the business tactics of that particular market

Disadvantages:

- Lack of required technical skills
- Lack of coordination with head quarters.

PCNs

Advantages:

- Know the organizational culture
- Know the company's business practices
- Can make better coordination with head quarters
- Provide technical skills which may not be available in host-country.

Disadvantage:

- Low integration with local staff
- Dissatisfaction with sending the company abroad

International

→ Provide greater pool of candidates eligible for the position

→ Can develop diverse management cadre capable of addressing multiple challenges.