

KROS-KULTURNO PREGOVARANJE I DONOŠENJE ODLUKA

Menadžment međunarodnog poslovanja,
24.03.2020.

Pitanje:

Šta karakteriše uspješne
pregovarače?



Pregovaranje

- Globalni kontekst

- Multikulturalizam

- Raznorodni stejkhlderi*



Pregovaranje je proces diskutovanja
dvije ili više strana sa ciljem
postizanja obostrano prihvatljivog
dogovora.



Kulturološke razlike pri pregovaranju

- Nivo prethodne pripreme
- Fokus na zadatak vs. Fokus na odnose
- Broj uključenih osoba i njihov uticaj
- Generalni principi ili pojedinosti



Proces pregovaranja

1. Priprema
2. Razvijanje odnosa
3. Razmjena informacija u vezi sa temom
4. Ubeđivanje
5. Postizanje dogovora

NEGOTIATION



Priprema

- Upoznavanje suprotne strane
- Taktička priprema
- Koncept pregovora
- Tip pitanja
- Argumenti
- Donošenje odluka
- Rizik, vrijeme...



Proces pregovanja

- Proces kreiranja međusobnog povjerenja
- Kulturološke razlike
- “Nontask sounding”
- **Faza 3: Razmjena informacija***



Ubjeđivanje

- Najteža faza pregovanja
- Prethodne informacije
- Tumačenje neverbalnih poruka
- Pripremljene taktike



EXHIBIT 5-4 Differences among Japanese, American, and Brazilian Verbal Negotiating Behavior

Bargaining Behaviors and Definition	Frequency per Half-Hour Bargaining Session		
	Japanese	American	Brazilian
<i>Promise.</i> A statement in which the source indicated his or her intention to provide the target with a reinforcing consequence that source anticipates target will evaluate as pleasant, positive, or rewarding.	7	8	3
<i>Threat.</i> Same as promise, except that the reinforcing consequences are thought to be noxious, unpleasant, or punishing.	4	4	2
<i>Recommendation.</i> A statement in which the source predicts that a pleasant environmental consequence will occur to the target; its occurrence is not under the source's control.	7	4	5
<i>Warning.</i> Same as recommendation, except that the consequences are thought to be unpleasant.	2	1	1
<i>Reward.</i> A statement by the source that is thought to create pleasant consequences for the target.	1	2	2
<i>Punishment.</i> Same as reward, except that the consequences are thought to be unpleasant.	1	3	3
<i>Positive normative appeal.</i> A statement in which the source indicates that the target's past, present, or future behavior was or will be in conformity with social norms.	1	1	0
<i>Negative normative appeal.</i> Same as positive normative appeal, except that the target's behavior is in violation of social norms.	3	1	1
<i>Commitment.</i> A statement by the source to the effect that its future bids will not go below or above a certain level.	15	13	8
<i>Self-disclosure.</i> A statement in which the source reveals information about itself.	34	36	39
<i>Question.</i> A statement in which the source asks the target to reveal information about itself.	20	20	22
<i>Command.</i> A statement in which the source suggests that the target perform a certain behavior.	8	6	14

SOURCE: From John L. Graham, "The Influence of Culture on the Process of Business Negotiations in an Exploratory Study," *Journal of International Business Studies* (Spring 1985): 88.

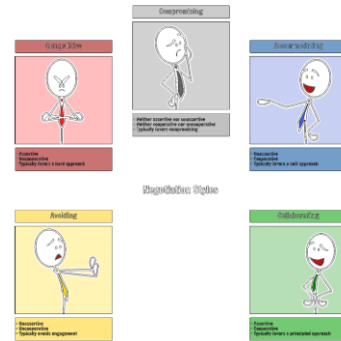
Dogovor na osnovu pregovanja

- Početna pozicija i ustupci
- **Ekstremna pozicija**
- Kulturološko tumačenje dogovora
- Stilovi pregovanja*



Tipovi pregovarača

- Američki pregovarač
- Indijski pregovarač
- Arapski pregovarač
- Švedski pregovarač
- Italijanski pregovarač



Upravljanje multikulturalnim pregovorima

- Poznavanje razlika
- Fleksibilnost u pristupu
- Inovativnost
- **Upravljanje konfliktima**



Donošenje odluka u Japanu

Donošenje odluka i kultura

- Percepcija rizika
- Interni/eksterni lokus kontrole
- Kratkoročna vs. Dugoročna orijentacija



