

## *Middle East Dialogue 2015...Glorious Past, Uncertain Future*

### **ETHNOCENTRISM AND NEGOTIATIONS IN INTERNATIONAL SETTINGS**

Bagher Fardanesh, University of Maryland, R. H. Smith School of Business

It is no longer a fad or a luxury for business and governmental organizations to become a part of the international landscape. More than ever before, organizations are involved in business and political negotiations across national boundaries. Typically, international business negotiators concern themselves with gaining a competitive edge and accessing cheaper resources. Political negotiators seek to resolve conflicts and to improve diplomatic relationships between states. A shift to globalization within the past few decades, not so surprisingly, has prompted the likelihood for misunderstandings and negotiation breakdowns in multicultural environments.

An overarching hurdle in successful negotiation is ethnocentrism. It is often assumed a given successful negotiation approach in the home country should deliver a similar outcome in other cultural settings as well. Ethnocentric approach, whether in business or political environments, is a license to negotiations failure. For instance, some negotiators who utilize efficiency in their home country may recognize such approach as a restraining force in some other cultural settings which commonly rely on effectiveness. To this end, the key factors in intercultural negotiations will be discussed in the presentation. The topics will include:

- Potentials for verbal and nonverbal misunderstandings in intercultural negotiations.
- Distributive and integrative negotiations techniques and their potential outcomes
- An overview of hardball negotiations, namely bogey and nibble approach
- Variation of common practice in negotiations
- Restraining forces in successful negotiations

In conclusion, a set of guidelines will be offered for successful negotiation in international landscape.