



INTERNATIONAL BUSINESS COMMUNICATIONS

Assessment 2

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May 2022

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Introduction (Florin Alin Cretulescu 1911820)

- The study is based on the analysis of business communication from an international aspect.
- The difference in the culture of the UK and China will be discussed here to understand the impact of it on the business collaboration of the companies of the UK and China.
- A proper analysis will be done on the issues regarding cultural differences and accordingly recommendations will be provided for a proper partnership.



Introduction

- The study is based on the analysis of business communication from an international aspect.
- The difference in the culture of the UK and China will be discussed here to understand the impact of it on the business collaboration of the companies of the UK and China.
- A proper analysis will be done on the issues regarding cultural differences and accordingly recommendations will be provided for a proper partnership.

The case study that has been given here shows that two companies of the UK and China respectively will collaborate. As a result, a detailed analysis of the issues that can be faced by the company of the UK in China will be evaluated with the use of theories. The analysis will be also based on intercultural communication theories and solutions will be provided for smooth business communication. The recommendations will be provided following the discussions that will be done on the whole subject with a short conclusion.

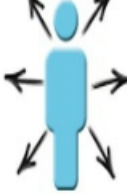
Identify and discuss the different aspects of cultural challenges

- In the world map, the UK and China are existing in two different areas, the UK is a western country and China is a country of eastern region.
- It can be seen that the people of the UK are more likely to be independent in their jobs and China believed in understanding emotions of others.
- However, when the British company tried to make joint venture with a company in China, the former company is facing difficulty in terms of “individualism and collectivism” as China is following collectivist culture (hofstede-insights, 2022)

Individualism



Collectivism



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The society of China can be regarded as a highly collectivist society therefore the British company is facing differences in terms of that factor. It can be said that the people of the UK tend to work on an individual basis therefore the British company is facing difficulties in order to adapt to the work culture of China which is characterized by collectivism. The employees of China are cooperative with their in-group members but they are unsympathetic towards people from other cultures. Therefore, the British company got noncooperative behavior from Chinese employees in the joint venture in China.

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Weak Strong

← UNCERTAINTY AVOIDANCE →

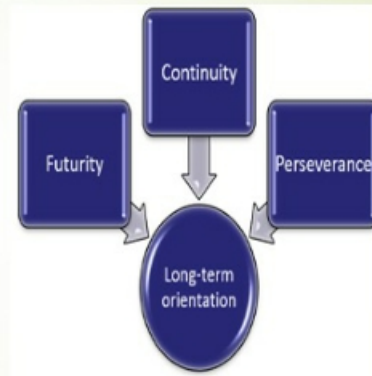
- As per the Hofstede's uncertainty avoidance factor, the people of UK are very particular and specific about their job and they do not like uncertainty in their jobs as well as in their lives (Beugelsdijk and Welzel, 2018)
- It can be seen that the Chinese language is full of ambiguity; therefore, the British company is feeling it difficult to understand the Chinese language
- This factor created a language barriers among the companies of UK and China which are trying to make a knot as joint venture

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The people and employees rooted in China are capable of doing jobs in uncertain situations. On the other hand, the Chinese language is very complex and it is full of ambiguity in terms of meaning. People and businessmen residing in China are adaptable to the vagueness and ambiguity but it was difficult for the British company to cope with the ambiguity in terms of understanding the Chinese language.

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- Another challenge in this regard that has been faced by the British company in proceeding with joint venture with Chinese company is in terms of long-term orientation
- The country China has a score of 87 which indicates that China has a high potential ability to adapt to the changed conditions easily (Hofstede-insights, 2022).
- On the other hand, British people associated with the world of business are likely to be rigid in nature as per their personality.



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Due to the reason that has been mentioned above, the British company which is trying to expand its business in China faced issues in terms of adaptation with the quick changes in the marke. In addition to that, the people residing in China can adjust to the new situation easily whereas the people residing in the UK are not ready to accept changes so easily. Therefore, the British company is facing difficulties in coping up with the changes in the business market that had been raised abruptly.



- The people and society of China believe in holistic thinking and the people of the UK are driven by “individual thinking” as per the long-term orientation factor.
- The people of China and the people of the UK are different on the basis of their pattern of thinking (Sent and Kroese, 2022).
- The Chinese people prefer to maintain a good and cooperative relationship with their in-group members.

On the other hand, the people of the UK are concentrating on individual growth and development by showcasing their own generated ideas and decentralized thinking. Due to this reason, the British company could not be able to maintain cooperation with other people who are engaged in the business. This cultural difference made it difficult for the people of the UK to generate and produce various new and unique ideas of business on their own and implement them in their business activities.

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- The people of the UK and China are different from each other in terms of power distance and maintenance of interpersonal relationships.
- The country China has a high score of 80 in the factor of Power-distance in the "Hofstede's model of cultural dimension.
- Therefore, the people of China can accept the inequality of power in their workplace (Sutherland *et al.* 2018).



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Chinese people can easily obey the rules of their workplace and the words of their superiors. The Chinese people tend to keep them within the power of their respective ranks. The subordinates have a positive outlook regarding the capability of other people as well as the initiatives of the leaders. On the contrary, British people are more likely to keep faith in their own talents, and initiatives. They basically do not prefer to work under another individual therefore the British company faced difficulties in making a joint venture with China in terms of obeying the superiors as their individuality has got hampered. One of the companies named BMW had been failed in order to be successful in China due to cultural differences.

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- It can be seen that the British people and Chinese people have difference in terms of negotiation and legal considerations
- The Chinese people follow the emotions of others while making any business deals or joint ventures, they tend to keep trust in kindness and faith in others (Sent and Kroese, 2022).
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In the time of making a business venture between the British company and a Chinese company the British people tend to keep evidence and eyewitnesses from lawyers so that any further discrepancies will not take place. On the other hand, the people of China do not prefer to keep a lawyer during a negotiation. They feel that it is insincere for the legal requirement.



Application of relevant intercultural communication theories

The most common issue is the difference in language that has been identified here as the company of the UK cannot communicate easily with the people in China.

- The issue of control is another issue that can be a big threat for the factor of joint ventures (Leonard *et al.* 2020).
- A difference in the decision-making styles between two countries is another issue that can be faced in the factor of intercultural communication especially during the pandemic (Sharma *et al.* 2020).

The issues that are identified here are common in case of intercultural communication and hence the problems are quite relevant in case of business. It becomes hard for a company to enter the market of another country if they don't know the language. The same problem has been identified here as well and it creates a lot of issues from the perspective of business. A difference in the controlling power between two countries in the international business affects the joint venture as well. The third issue that has been identified here is the aspect of decision-making between the countries which has been prevalent in the Covid-19 due to the changes in dynamics of a business. In accordance with it, the effect of the issues on the country of UK and China will be evaluated.

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- The plan of the company of the UK to enter the Chinese market will have a huge problem in case of communication as most of the people in China communicate through their local language.
- The aspect of control will be more in China as the UK is entering the market and hence it may affect the joint venture to demolish.
- The one such example is in the joint venture where BMW took control over Brilliance Automotive in China leading to demolition in 2018 (BBC, 2018).
- The companies of the UK and China in case of joint ventures will face a problem in decision-making as both the companies will want to put after their ideas leading to disagreement (Olie *et al.* 2020).

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The application of the issues as per the case study has been identified here and it can be said that the problems can occur. In case of joint ventures, the companies have to put up their ideas and decide the future but the case of control can occur as both the companies may want to take the authority. It will cause an uneven atmosphere between the countries as well leading to the breaking down of the joint venture. The last issue of decision-making is also prevalent as sometimes the difference in decisions leads to miscommunication.

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- The theory of “*communication accommodation theory*” will be applicable here as the theory believes in the application of proper communication in the perspective of interactions and also to improve it (Zhang and Giles, 2018).
- The main purpose of the theory is to control the emotions of people through effective communication which will rectify the problem of control as both the parties will put up their ideas and accordingly work for it.
- The issue of BMW and Brilliance Automotive could have been solved by the implication of the theory through the use of discussion and also through effective communication (BBC, 2018).

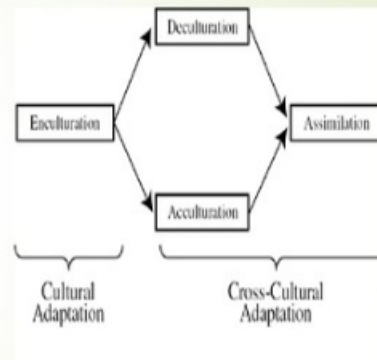


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The use of the “*communication accommodation theory*” can be applicable for the given case study that has been taken here for the analysis. The main advantage and purpose of the theory has been evaluated here for making the study more informative here. The impact of effective communication is essential for clearing out the issue and also to identify the challenges in the communication factor in business. The help of an example has also been taken for better understanding of the theory and its implication on international business.

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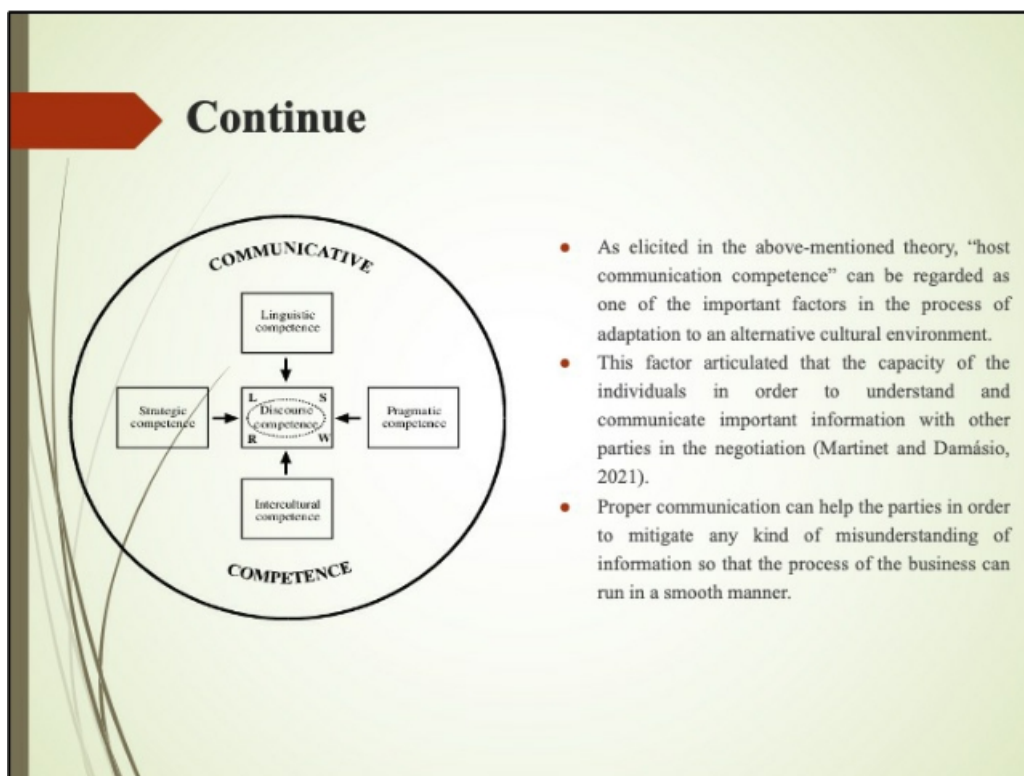
- In order to understand the cultural issues among a British company and a Chinese company in making a joint venture “*the integrative communication theory of cross-cultural adaptation*” can be considered
- Cultural adaptation can help one individual or business organisation in order to cope with new and alternative cultural changes and different cultural environments (Platania *et al.* 2021).
- In this theory, a behavioral model has been discussed in terms of adaptation to new or changing cultural environments.



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The enculturation process includes the pattern of behaviour of the individual which had been acquired in childhood by them. On the other hand, the willingness of an individual with a changed situation can be mentioned as acculturation. It can be said that the British company needs to have a willingness to evolve according to the cultural environment of China so that they can get success in the proposed joint venture.



- As elicited in the above-mentioned theory, “host communication competence” can be regarded as one of the important factors in the process of adaptation to an alternative cultural environment.
- This factor articulated that the capacity of the individuals in order to understand and communicate important information with other parties in the negotiation (Martinet and Damásio, 2021).
- Proper communication can help the parties in order to mitigate any kind of misunderstanding of information so that the process of the business can run in a smooth manner.

In this present scenario, the British company has difficulties understanding the ambiguity of the Chinese language because of the nature and complexity of the mentioned language. Therefore, the British company faced problems in order to decode the information conveyed by the Chinese company with whom they are trying to make a joint venture in the market. On the other hand, British people tend to have a low understanding of the emotions of other people therefore they are sometimes unable to motivate other people to comply with their opinions.

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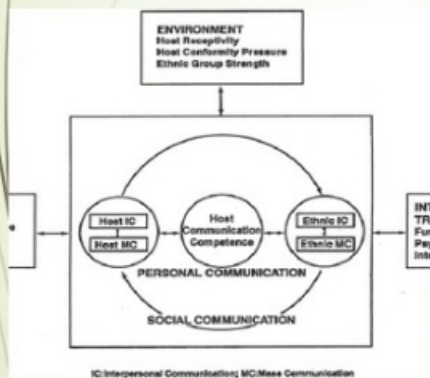
- It can be said that cultural adaptability needs the willingness of an individual to evolve with a changed situation
- Apart from that, the attitude toward change is also playing an important role in order to ensure the adaptability of the people of one culture with a different culture (Dambi *et al.* 2018).



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Therefore, it is very much obvious that the people of UK need to come out of rigidity and make themselves ready for accepting the changes that are existing under a different culture. Apart from that their pattern of behaviour acquired in childhood also has a great impact on the adaptability of British people to Chinese culture.

Recommendations and business communication solutions



- The issue in the perspective of culture includes the factor of uncertainty, individualism and legal matters.
- The theory of “*integrative communication theory of cross-cultural adaptation*” will be applied here which mainly focuses on adaptation of a culture, communication and transformation (Wang *et al.* 2018).
- It can be said that before having a joint venture with the company of China it is the duty of the UK company to communicate with the company and also the problem of uncertainty will be eradicated.

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The theory has been recommended in accordance with the problems that have been identified in the factor of culture. The benefit of the theory is that the importance of communication and culture is stressed one and hence its application is more prevalent here. It has also been discussed how the theory will be helpful for both the companies of the UK and China and to solve the problems in culture. Hence, the steps that are required to rectify the problems that have occurred between the UK and China can be solved. The use of the analysis will be helpful for the researcher as well so that the research becomes more detailed and useful.

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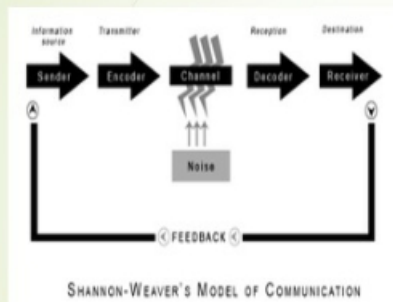
- The solution for enabling the partnership between the two companies of the UK and China includes the application of the use of *task management*.
- The business communication tool that has been identified above is helpful as it notes down the tasks of each of the staff present in a company (Tarjáni *et al.* 2021).
- The theory of *Shannon and Weaver model* can be applied here as it has an impact on human communication by decoding the emotions of the humans (Kubota, 2019).



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- The theory of *Shannon and Weaver model* can be applied here as it has an impact on human communication by decoding the emotions of the humans (Kubota, 2019).
- It can be said that the theory can help the task management to become more effective due to the understanding of the emotions of the tasks and work accordingly and also the partnership can be maintained.

The above analysis is based on the business communication solution for a better partnership and the first one is task management. It can be said that the tool can be used for adjusting the tasks of the employees and also through it the effectiveness will be maintained. On the other hand, the business will become more proficient leading to no problem in communication as well. A theory has been applied here to evaluate the emotion of a person and how the tool can help in changing the emotions in a more informative way. Hence, the partnership can also be maintained without any problems in the future for the companies of the UK and China.

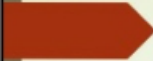
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- The business communication solution that has been identified here is video conferencing between the higher management and the staff.
- The video conferencing can help in identifying the problems and effective ideas for the success of a new venture (Borissova *et al.* 2020).
- The *Shannon and Weaver model* can understand the emotions of the people through the help of the internet and identifying the emotions of each person.

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- The *Shannon and Weaver model* can understand the emotions of the people through the help of the internet and identifying the emotions of each person.
- The tool that has been identified here can be helpful for the joint venture of the UK and China as the perspectives of each person can be understood to it thus maintaining the partnership.

The tool of video conferencing can be helpful for the partnership as important meetings can be done. The other benefit that has been identified includes the factor of making the communication stronger and also the actions and emotions can be known. Hence, the application of the theory has been provided to make it applicable for both the companies in the UK and China. This is one of the best methods tools and solutions for effective business communication between companies on an international level. This will help in the future process as well.



Conclusion

- It can be concluded from the above discussion that a British company had faced difficulties in making joint venture with a Chinese company as they are differing according to their cultural backgrounds
- The cultural issues include power distance, long-term orientation, uncertainty avoidance, and language barriers.
- It can be seen that British people are following individualism and Chinese people are following collectivism



Conclusion

- It can be concluded from the above discussion that a British company had faced difficulties in making a joint venture with a Chinese company as they are differing according to their cultural backgrounds
- The cultural issues include power distance, long-term orientation, uncertainty avoidance, and language barriers.
- It can be seen that British people are following individualism and Chinese people are following collectivism

Therefore, the Chinese people are giving value to kindness and trust while making negotiations and joint ventures in business. On the other hand, the British company is following the principle of individualism which leads them to the specific with their business sectors. Apart from that "communication accommodation theory" and "the integrative communication theory of cross-cultural adaptation" had been discussed for understanding the cultural differences between UK and China. Finally, a structural model had been used in order to make solutions for the cultural issues between them.



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