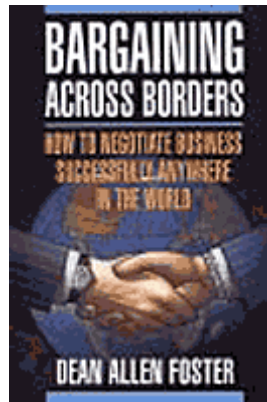


As the world is rapidly turning into a global marketplace, many Americans are finding that conducting business in international markets and negotiating in foreign countries are becoming normal parts of their work lives. Smart businesspeople discover along the way that a working understanding of relevant cultural differences is essential to mastering the negotiation process and achieving success abroad.

*Bargaining Across Borders* targets the many businesspeople affected by this trend as a practical "how-to" guide to negotiating successfully. As indicated by the subtitle, "How to Negotiate Business Successfully Anywhere in The World", author Dean Allen Foster, a former director with Berlitz International, strives to provide a compendium that adds value for all business negotiators, no matter where they go and whom they negotiate with.



Add value it does. Foster gives descriptions of cultural practices and norms that are both informative and applicable. Numerous examples and short stories help illustrate the key concepts presented, and specific discussions of cultural differences and their impact on business negotiations allow great insights. The author excels when analyzing the role of time in different cultures or explaining why relation-

ships matter more in international than in domestic negotiations by contrasting friendliness with friendships.

*Bargaining Across Borders* has its flaws, though. Apart from a style business readers may occasionally find too academic to follow with ease, Foster relies too much on the work of intercultural researcher Geert Hofstede, mostly ignoring the many cultural differences identified by others in the field. He fails to discuss the phases all negotiations go through which would have helped when discussing aspects such as how to time concessions, and mostly ignores the non-cooperative negotiation styles that prevail in countries such as Russia or Ukraine.

Its most important shortcoming is one that *Bargaining Across Borders* shares with other publications in its field: explaining a wealth of cultural concepts which may or may not apply in a specific culture, it gives few clues as to where these concepts apply. That makes it hard for the reader to prepare for interactions in any given country. At times, this leaves as the only option to resort to cultural stereotypes such as generic "East versus West" contrasts, which may hurt more than they help.

Nevertheless, this book includes some insightful analysis and alerts its audience of the need for increased cultural sensitivity in the world of business.



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A seasoned former executive of a Fortune 500 company, he regularly interacted with employees, customers, outsourcing partners, and third parties in more than 25 countries around the world. These included many parts of Asia, e.g., China, India, and Japan. Originally from Germany, he has lived and worked both in the United States and in Europe.

