

Managerial skills as a determinant of international negotiation

Habilidades directivas como determinante de la negociación internacional

Habilidades gerenciais como um determinante da negociação internacional

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Abstract

Introduction: The development of managerial skills during the last two decades, in managers, makes a great difference in the effectiveness of employees and the organization's overall performance. The difficulties evoked by managers involved in international business are due to socio-cultural differences, legal conditions, and lifestyles. **Objective:** To analyze managerial skills as a function of international business. **Reflection:** Under a commercial relations approach, managerial skills are acquired and learned to produce expected results with maximum certainty that allow companies to expand their markets globally. **Conclusions:** The traditional approaches referred to managerial skills in terms of the competencies to be achieved by managers in organizations are based on leadership, understood as the ability to train and develop common actions, under common objectives.

Keywords: Attitude; International; Management; Business; Globalization.

Resumen

Introducción: el desarrollo de habilidades directivas durante las dos últimas décadas, en los directivos, marcan una gran diferencia en la eficacia de los empleados y el desempeño general de la organización. Las dificultades que evocan los gerentes involucrados en los negocios internacionales obedecen a las diferencias socioculturales, condiciones jurídicas, y estilo de vida. **Objetivo:** Analizar las habilidades directivas en función de los negocios internacionales. **Reflexión:** Las habilidades directivas, bajo un enfoque de relaciones comerciales, estas, son adquiridas y aprendidas para producir resultados previstos con máxima certeza que permitan a las empresas expandir sus mercados a nivel global. **Conclusiones:** Los enfoques tradicionales referidos a las habilidades directivas en lo que se refiere a las competencias que deben alcanzar los directivos en las organizaciones se basan en el liderazgo, entendido como la capacidad de capacitar y desarrollar acciones comunes, bajo objetivos comunes.

Palabras clave: Actitud; Internacional; Gestión; Empresario; Globalización.

Abstrato

Introdução: O desenvolvimento de habilidades gerenciais durante as últimas duas décadas, nos gerentes, faz uma grande diferença na eficácia dos funcionários e no desempenho geral da organização. As dificuldades evocadas pelos gerentes envolvidos em negócios internacionais são devidas a diferenças sócio-culturais, condições legais e estilos de vida. **Objetivo:** Analisar as habilidades gerenciais como uma função dos negócios internacionais. **Reflexão:** Sob uma abordagem de relações comerciais, as habilidades gerenciais são adquiridas e aprendidas para produzir resultados esperados com o máximo de certeza que permitem às empresas expandir seus mercados globalmente. **Conclusões:** As abordagens tradicionais referem-se às habilidades gerenciais em termos de competências a serem alcançadas pelos gerentes nas organizações são baseadas na liderança, entendida como a capacidade de treinar e desenvolver ações comuns, sob objetivos comuns.

Palavras-chave: Atitude; Internacional; Administração; Negócios; Globalização.

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INTRODUCTION

During the last two decades, managers have made a big difference in the effectiveness of employees and the overall performance of the organization, in order to obtain good results in international business, this implies training in management skills (HD) González-Marín y Canós-Darós (2021) that allows to face the world economy, geopolitics and diplomacy in globalized business.

In a corporate culture based on international business, globalization generates new challenges, confronting its managers with competitive models. In this direction, an aspect that continues to be discussed by academics is to determine how much training a manager must have to face the changes in organizations. Therefore, this study set out to establish how managerial skills are a determinant in international negotiation.

One of the major difficulties faced by organizations is the role assumed by new managers in saying what should be done and not how it should be done. The gaps that occur in the work teams are due to the absence of managerial skills that allow the achievement of objectives and thus share the decisions that lead to success. It is evident that managers are not prepared to assume transformational leadership and stimulate their personnel. Evidencing deficiency in leadership, empathy, absence of authority, and definition of appropriate profiles for the assignment of roles in the organization.

This is why management skills training is born as a decisive tool that contributes to the effective growth of organizations immersed in international business.

In particular, the managerial skills studied from the macro environment in this reflection article, include personnel management, negotiation, cooperation with suppliers, and commercial conditions (Bagheri et al., 2022). At the personal level, qualities such as self-awareness, stress management, creative solution, innovation. Although specialized skills such as leadership, team building, motivation, coaching, and personality traits can be developed through training, experience, and maturity involving organizational changes to accommodate international performance standards.

The difficulties evoked by managers involved in international business are due to socio-cultural differences, as well as differences in legal conditions, and lifestyle according to Maria et al. (2022). Consequently, the attitude of the manager plays an important role in the management of companies in the global market. Culture is multifactorial, defined by geopolitics, religious ideology, economics, educational level, language, social structure, and value systems common to members of a group or organization. In this context, managers advocate interpersonal skills in interacting with different cultures creating gaps in negotiation such as direct versus indirect communication, accents and language fluency, the role of hierarchy and authority, and conflicts in decision making (Henríquez-Fuentes et al., 2019). This is evident in understanding globalization as a process of linking financial, economic, social, political and cultural opportunities for the advancement of nations in economically developed countries by opening doors to the outside world.

The purpose of this article is to analyze managerial skills as a function of international business; it is divided into four parts. The first part deals with a theoretical approach to managerial skills. The second part analyzes the consequences of managerial skills in international business, including generalities of the managerial role, types, and characterization from management theory. The third part presents favo-



rable approaches to MS that benefit international business relationships. Finally, critical approaches to MS about international business are presented, concluding in the use of MS in negotiation.

THEORETICAL FRAMEWORK

Whetten & Cameron (2011), Managerial skill is the link by which strategy, management practice, tools, techniques, personality attributes, and style work to produce effective results within organizations, there are other classifications of managerial skills. Smith et al. (2001). Divide managerial competencies into preferred (business enterprise) and precise capabilities (industry talent, technical talent). Mamanani et al. (2016) classify control skills into communication, employer, teamwork, leadership, adaptability, and technological competencies. Robert Katz (1974) identifies 3 crucial skill units for a successful leader: technical competencies, human capabilities, and conceptual skills; Goleman et al. (2016) argue that the skills required through managers can be classified mainly based on their responsibilities. Yukl (2002) discussed nine talents as a characteristic of a successful leader: astuteness (Intelligence), conceptual skills, creativity, international relations and tact, fluency in speaking, information of group tasks, organizational competencies (administrative ability), persuasión, and social competencies. For the authors. González-Marín (2020) managerial ability is the ability and willingness to develop functions that involve decision-making efficiently, willingness to put themselves at the service of others. Based on comprehension skills (solving everyday problems), organizational skills (ordering tasks before working), research skills (observing a phenomenon), and communication skills (exposing conclusions) (Martínez, 2002).

On the other hand, when referring to management, it is likely to activate several words that are related such as leader, management, boss, direction, compliance, objectives; but you may not know exactly what it means, for the author Martínez, (2002). There have been several systematic reviews of management theory, taking into account the classical theoretical approaches to management as Taylor (1911) with the scientific theory (Fayol, 1916) with the administrative theory; Max Weber with the bureaucratic theory; Elton Mayo with the human relations theory; Ludwig Von Bertalanffy with the systems theory and Douglas McGregor with the X & Y theory cited by (Chiavenato, 2019). However, Drucker (1993) is considered as the precursor of modern management being, one of the most important thinkers of the twentieth century and the most influential figure in the history of business.

His perspective of management in business, responds to a current and unifying vision, emulatable in any organization of public or private order. This point of view is supported by Maria et al. (2022) who writes the effect of transformational leadership and creative self-efficacy (CSE) in the creativity of employees. For Drucker, quoted by Stein (2006) "Management is defining the mission of the firm and motivating and organizing human energies to accomplish it" (p.48).

His holistic philosophy of business is based on decentralization. Therefore, organizations function more effectively when managers at different levels can make decisions. This means that one person can't make all the decisions in an organization of a certain level of complexity. Therefore, the management of diffusion is based on the establishment of objectives and the measurement of results based on the achievement of objectives; clarifying that the organization does not fulfill a single objective but many which must be integrated into the fulfillment of the mission.

In addition, as Vera (2013) points out, "self-government" is a form of power that is exercised in daily life and that orders and designates individuals by a law of truth about themselves that must be recognized;



now, to focus on opportunities is to establish limits of who you are and who you are not; to intentionally stop doing something to become unique in another activity and then adjust the organization; even more so when it values the human resource as the main base of the production factor regardless of its formation. The investment in human capital allows the creation of a differentiating factor in favor of competitive advantage by feeding knowledge management in the collaborators, in favor of efficiency and productivity, and of a work environment that is proper and applied in business.

According to Pereda Pérez et al. (2018), Emotional intelligence turns out to be a skill that increasingly occupies a more prominent and necessary place in people, to cope with the multiple incidences that arise in day-to-day work performance. Seen from the perspective of now. Saldarriaga Ríos (2013), companies depend on a manager with the ability to self-control and favorably improve their emotions in relationships and decision-making particularly in an approach that guides and leads to the successful growth of their followers and jointly generating competitive advantages in function to sustain over time. In this sense, (Goleman et al., 2016) quoted by Bueno Lugo (2019) defines the term Emotional Intelligence as the human ability to feel, understand, control and modify emotional states in oneself and others; for his part (Thorndike, 1920) defines Intelligence as the ability to understand and direct people and manage their relationships,

Adding to the above, today with the incorporation of the 4th industrial revolution, the customer is kept informed of changes and trends that may have a product or service. Hence organizations are open to the power of change and the achievement of managers capable of leading with responsibility because of all that has been mentioned so far, it can be assumed that management is doing things right, but leadership is doing the right things.

Consequences of lack of Management Skills

While the development of managerial skills Neupert et al. (2005) is due to the level of training and education of managers, it also depends on the management of the organization's knowledge, it is clear that human capital training bridges the gap between a general manager and a senior manager. Investment in human capital training (Henríquez-Fuentes et al., 2019). Is an instrument of transformation in international business by understanding the geopolitics and contexts in which they develop. On the other hand, applying managerial skills in favor of international business increases efficiency and productivity in organizations as well as a positive evaluation of managerial management.

In the context of understanding business operations in an international context, managers will be able to use management skills such as self-awareness, stress management, creative solutions, team building, communication motivation, conflict resolution, leadership, adaptability, and technical skills. Developing these skills involves transforming leaders who can improve teamwork by implementing tools to support teamwork (Macías et al., 2021).

Among them are assertive communication, emotional intelligence, and conflict management leaders focus on developing, monitoring, and implementing activities that lead the organization to achieve its goals through high employee performance.



It is necessary to keep in mind that management skills must be reinforced and mastered more and more because they have also suffered changes as well as people and managers since we are in a changing world that requires that people can adapt and find a solution to those problems that arise; also, because the circumstances in which the managers were previously were different; therefore, it is important to work on them and improve to be great leaders and achieve the expected success.

On the other hand, the interest in research on leadership and employee conflict management arises from the need for organizations to know how to lead their colleagues when work conflicts arise and to identify those leaders who are there to help reduce the conflict. Good leaders today must be able to find immediate solutions to any situation that inevitably arises in any organization.

Workplace conflicts arise from the nature of the organization, and the organization cannot resolve them on its own because of differences within the organization. Negative views or visualizations can exacerbate or exacerbate the conflict depending on these personal perspectives. According to Valbuena et al. (2012). Conflicts manifest themselves independently in each organization and it is necessary to determine where they arise because by understanding their origins, solutions can be found and their continuation can be limited or prevented. This affects the organization's productivity in business.

For trajectory, Huerta & Rodriguez (2006) companies have used rights and power approach to resolve labor conflicts, but many public and private companies have realized the enormous financial and human costs involved in resolving these conflicts. . Conflict management is now vital to achieving a correct performance, tremendous effects and an excellent organizational climate, this has become a task of modern leaders, because it has been proven that if we attend to the desires of our collaborators, they will be extra powerful because the corporation achieves its objectives. Among the terrible consequences, we will mention the death of adjustment, excessive turnover, and little innovation, in the way of carrying with it excessive rates and could prevent the good growth and improvement of the organization.

Finally, for managers, the development of managerial skills enhances international business by allowing them to know their suppliers, customers and seeks their development in favor of themselves and their organization (Vera, 2013).

In the same line, managers must know how to approach people and generate fruitful networking relationships, know how to treat people and interact directly with them, not all people react the same way to the same answers or attitudes; listening allows to maintain a conversation with anyone, focusing on what the other person is telling and not on what we want to comment. Aspects that add to the development of creativity, when facing complex situations to solve problems and innovate in the field of international business.

However, managerial skills also have negative approaches that force managers to rethink their management and projection at the organizational level, according to Cetina et al. (2010) in a study of 171 workers, the perception of subordinates on the managerial skills of their bosses shows that not all managers comply with these skills, even if it is not so, subordinates will behave concerning them and their orders according to their perceptions. This is a pressing situation for an organization in the construction of value and competitive advantage.

Similarly, a major problem faced by organizations is the lack of management and leadership by tac-



tical managers within the company (Fernández, 1999). Operational managers do not see any advantage in decision-making because, in the end, it is usually in the hands of their superiors, which frustrates the mission or is taken as a waste of time. This demarcation prevents innovative decisions from being made and decisions become very slow, thus limiting the radius of individual change while increasing the disadvantages and opportunities that may arise. The situation explains the position of, at least, two approaches associated with the development of managerial skills in the achievement of international business (Ramírez-Rojas, 2018).

In the first instance, the positive effects are raised, and secondly, it fixes a direct relationship between the absence of managerial skills and management in business to meet the future needs of globalization that is sometimes categorically constituted negative. This arouses interest in the contents and characteristics that should cover the managerial skills in each of its managers, such as commitment, loyalty, strategic planning and change management, skills that are weaker for current leaders, while it is required to consult the real needs of managers to enable the momentum, development, and competitiveness.

REFLECTION

Approaches to management skills

Favorable approaches to MS

There are different theories in the literature regarding management skills, under an approach that benefits business relationships, these are acquired and learned to produce expected results with maximum certainty that allow companies to expand their markets globally.

Being the Sheikh leader (2022) of an organization requires a series of knowledge and skills to motivate, guide, influence, and persuade the work team to achieve extraordinary results and achieve the business objectives set by the organization, thus fulfilling the expectations and promises of the company's services.

Management skills are the fundamental element for the success of administrative organizations because they facilitate their competitiveness and greater economic development. According to the determined scenarios that are presented, it adopts appropriate leadership styles to be able to carry out the task successfully. When speaking of maturity of an employee to lead in the situational environment we can explain this as maturity, not in age but consists of the degree of skill and experience, the desire and desire to achieve achievements, as well as the willingness to accept assigned responsibilities.

Analyzes individual situations Ortiz Amador & Vizcaya Guarín, (2021) being the main objective to evaluate the competence of each worker to motivate according to the task to delegate, seeking to improve the effectiveness of the work team as it maximizes the performance of each employee because this style of leadership allows changes to be made in the tasks assigned to each employee.

Precisely, leadership is the one that allows managers "leaders" to recognize the knowledge potential of each member of their work team to set them to specific activities and determine how they should be guided in the development of their activities within the functional scope of the tasks to be performed.



In the same line, leadership is the one that influences the entire functional, organizational and administrative process of a company, the reason why future professionals who enter the working world must be trained to face adverse situations regarding the labor and functional scope of the organizations, so they must have a strong academic foundation in leadership to provide efficient responses that provide timely and relevant solutions to all the warning sources that arise within these, This is why situational leadership is a priority in the educational process of a professional because it is the knowledge tool that covers all the points of attention that a leader must have to perform in the best way within his functions as an instructor of work teams (Oamen & Omorenuwa, 2022).

Therefore, it is of utmost importance that within the academic training of these leaders an educational model is implemented where classes are taught to provide them with the necessary skills to face the changing environment of companies and work teams, since a leader must have the ability to generate changes and implement strategies to improve the managerial behavior of the company in terms of support, strengthening, persuasion, participation, and delegation in functions related to work performance within organizations.

Contrary to what it seems when a manager makes a decision Wang & Wu (2022), he/she must be aware of all the possible consequences that may arise from choosing a specific action, the consequences of being constrained by the decision-maker, and external factors beyond the decision maker's control. It is believed that, if many decisions are transferred to the highest level of the organization, tactical managers will be overburdened, while operational managers will rarely have the opportunity to take the initiative. The decision questions are based on determining the level of decision making that a senior manager will be hired to make all kinds of decisions with a high degree of strategy since the success of the strategy and the good development of the organization depends on it.

In addition to the above, conflict management by its managers helps to establish links with other members of the organization increase productivity efficiently, and benefit the agreements between both parties, all this gives the ability to see the problems as opportunities for improvement creating tolerable organizations and focused on achieving objectives benefiting negotiations with other organizations based on the win-win strategy, in which several markets can participate and achieve the objectives set.

Indeed, conflict management in business relationships allows to approach them from three perspectives to be resolved: win/lose, lose/lose and win/win, the latter will always be the most favorable approach because it produces satisfaction to the parties and motivation to do things right, increasing corporate sales, leaving aside fears and opening the mind without biasing the opinion of others, listening to create business confidence in search of better results, in which we can conceive a very conscious strategic vision that is oriented.

Hence the importance of self-knowledge of oneself as unique beings different from others Solarte (2006), to the identification of the person with characteristics and qualities, whether positive or negative as they are; their attitudes, skills, strengths, and weaknesses, which will constantly improve and allow to enhance the talents of each person; also, it leads each one to their personal development and strengthening of emotional intelligence.

The essential postulate of this type of approach allows us to affirm that managerial skills contribute to closing the gap between what organizations need from their workers, on the one hand, and the skills and

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aptitudes offered by workers, on the other, based on the maintenance of relationships; benefits that the organization will see the result of the interaction between the actors of the organization and the objectives set by top management.

Critical approaches to MS

At the end of the criticism, they argue from the point of view of organizational climate, alluding that managerial skills are a very important and broad field to be in an adequate and correct organizational climate because they touch base elements such as the human part in skills and attitudes that employees can develop day by day (Nyagadza et al., 2022). Therefore, if these are missing or lacking, it could cause an unsatisfactory and unproductive organizational climate at a general level, affecting the internal environment that is reflected in negative behaviors externally and even more so when it comes to international business.

The starting point of this type of approach is based on the fact that if a manager does not work on his managerial skills Madrigal Torres (2009) and does not carry them out in an efficient way in favor of the organization, the collaborators may incur in uncomfortable situations affecting the productivity of the organization, closing doors to customers and generating a bad working environment; In addition to the above, the dissatisfaction of employees with their managers, not taking into account their ideas, or not being treated with respect, the low motivation they receive, or the lack of projection and growth in the company, factors that directly impact the profitability of the organization.

Now there is more emphasis on the existence of an interdisciplinary position with elements of economics and psychology. It does not shy away from variables that complicate theoretical models that attempt to explain human behavior, but rather hypothesizes and studies them. It allows the construction of more forward-looking theories, or neoclassical positivism, that generate results, resulting in models that bring decision-making closer to optimal outcomes. On the contrary, it is not about denying the neoclassical view, but continuing the interdisciplinary construction with the best contribution of the two ideas (Thaler, 2018).

In this context, there are different organizational communication problems Abarca (2021), which generates problems in the different areas impacting the professional, social, and emotional environment, an ability that managers must develop to perform their functions well. We know that not everything is good and as mentioned above, not managing management skills well and not using them in the right way will cause the organization to come to an end, collapse, not continue in the market, nor continue to create value to society.

According to Ortiz Amador & Vizcaya Guarín (2021) within the communication problem is the position effect, which occurs when the opinion of a person who is at a higher level of the hierarchy can be interpreted as an order for someone who is at a lower level. Poorly expressed messages, i.e. when it is not clear and lack of organization of ideas generate wasted time that translates into a lack of productivity.

On the other hand Nenartovič (2017) cultural difference is a factor to consider when a manager wants to communicate because he must respect his employees and get rid of stereotypes about each of them, un-



healthy stereotypes about good and bad communication with subordinates. . In other words, knowledge of other cultures means understanding the effect of cultural differences between countries on business practices. This requires knowledge of social structure, religious and ethical systems, language, education, and work culture.

The proposal of Rojas Campos et al. (2019) the degree of mental maturity that a negotiator may have implies that there is greater self-control and a sense of self-criticism at all times, reason must overcome passion. Empathy, assertiveness, and tolerance are resources that allow for greater negotiating power and better decision-making. Psychological factors determine the styles that people manifest when dealing with conflicts. Styles are behaviors used to resolve disputes based on the assumptions and beliefs of the participants. They have been determined by our educational, work, and religious experiences.

In this sense, managers are criticized for the absence of talent management (Figure 1.), motivation, culture, and business communication creating uncontrolled environments that trigger problems for the management and permanence in the organization. In addition to the above, international businesses move in changing environments, constantly facing difficulties and new challenges, which requires managers to prepare themselves in management skills beyond their work (Berrelleza Carrillo et al., 2013).

Figure 1.
Absence of management



Source: Reina (2014)

The negative aspects of poor managerial skills are caused by the difficulties that appear in the processes to understand new tools, this affects the worker, since symptoms of sedentariness may begin to appear, causing less personal connection with other colleges; what is serious is that along the way the difficulties of communication and coordination will increase, causing a bad organizational climate, also affecting the levels of empathy from and towards other colleagues.

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CONCLUSIONS

Traditional approaches to managerial skills in terms of the competencies that managers in organizations must achieve are based on leadership, understood as the ability to train and develop common actions, under common objectives and within a framework of common values, in a continuous way that allows the manager to establish an organizational structure correctly to achieve results according to the changes and new reality of global markets.

This documentary study suggests the importance of managerial skills as a determinant of international business, where managers have the ability to size as a whole organizations and interact with international companies based on management systems where they integrate, analyze and interpret information that allow effective decision making.

On the other hand, organizations innovate in their way of doing business relating to their environment, understanding the global dynamics, therefore managers ensure under the strategic management a sustainable performance, executing strategies defined from the planning and for this purpose it is necessary the intervention of the work team that allows to carry it out. Thus, management skills such as leadership play a transcendental role in the negotiation and execution of development plans, being decisive in the closing of a business.

Leadership, negotiation, change management, are some of the managerial skills to which managers must dedicate time in training, as transversal axes in globalized organizations that know how to put their knowledge into practice in favor of a globalized economic development. Management skills as a determinant of international business are due to the trust between managers, in knowing that the negotiation will be done for mutual benefit. By taking into account factors such as population, standards, customs and business habits, socio-economic situation, legislation and financing, political situation, evolution of global demand and supply of products, and international competition, according to these factors mentioned, managers establish an organizational structure correctly to achieve results according to the changes and new reality of global markets.

Finally, the human factor in the productive process of the organization must be prioritized, allowing a reliable approach to determine, develop and Evidence the contribution of people both organizationally, professionally, and socially. As well as to contribute to a cultural change in the company (management by results or objectives), through the incorporation of the so-called Managerial Skills, key or generic in the managerial profiles.

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