Ethical Behaviour in SME Negotiations: Evidences from Greater Lincolnshire

Marta Villafranca-Valls and Andrea Caputo,
Lincoln International Business School, University of Lincoln, Lincoln, United Kingdom

Paper presented at EURAM 2018
European Academy of Management Annual Conference
19-22 June, 2018-06-25 at University of Iceland, Reykjavik, Iceland
Strategic Interest 03 – Entrepreneurship (ENT)
ST03_04 Entrepreneurial decision making and behaviour
Sub-track 4: Entrepreneurship, Negotiation and Conflict Management

Abstract

Negotiations bring not only uncertainty but also ambiguity on what is morally appropriate or not to do. This paper sought to determine how appropriate SMEs managers perceive the use of ethically questionable tactics that are usually used in business negotiations and how culture may impact this perception. To achieve this, the study makes comparisons of this perception across demographic and personal characteristics like gender, age, negotiating experience, training, etc. In addition, it studies the causal relationship between cultural values and cultural intelligence with business ethics to analyse the potential of culture to explain the perception of appropriateness of using ethically questionable tactics. The results show that the traditional competitive bargain tactics are seen as the most appropriate ones by those in Greater Lincolnshire and the tactics concerning attacking the opponent’s network as the least appropriate. Culture has a significant impact on the perceived appropriateness of using ethically questionable tactics in negotiations. The relevant implications are discussed along with the limitations and future research directions.

Key words: Negotiation, SME, Ethically Questionable Tactics, Cultural Values (CV), Cultural Intelligence
References


Ethical Behaviour in SME Negotiations: Evidences from Greater Lincolnshire


European Commission (undated, b) Emprendimiento y Pymes: What is an SME?. European Commission.


Ethical Behaviour in SME Negotiations: Evidences from Greater Lincolnshire


GL (undated) Small Businesses. Lincolnshire Research Observatory: Greater Lincolnshire Local Enterprise Partnership.


Ethical Behaviour in SME Negotiations: Evidences from Greater Lincolnshire


