



## MANAGEMENT TECHNIQUES THEY USE TO OVERCOME MULTINATIONAL BARRIERS

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### Abstract

*The potential contribution of smaller enterprises is strengthened as a result of new technology and globalisation, both of which lessen the significance of economies of scale in a variety of activities. However, in a globalised and technology-driven environment, many of the traditional problems that face small and medium-sized enterprises (SMEs), such as a lack of financing, difficulties in exploiting technology, constrained managerial capabilities, low productivity, and regulatory burdens, become more acute. This publication's goal is to supplement and expand the policy dialogue that was initiated at a seminar entitled "Administrative Simplification: Overcoming Barriers to Implementation," which took place in Cairo, Egypt, on June 18-19, 2008, and was titled "Administrative Simplification: Overcoming Barriers to Implementation." 2 This seminar was held as a part of the activities of the Working Group II on E-government and Administrative Simplification, which was chaired by Dubai and cochaired by Italy and Korea. Additionally, this seminar was held in cooperation with the Working Group IV on Public Private Partnerships, Public Service Delivery, and Regulatory Reform, which was chaired by Tunisia and cochaired by Italy, Canada, and the Netherlands. This seminar was a part of the Good Governance for Development (GfD) in Arab Countries Initiative. The Egyptian Ministry of State for Administrative Development served as the event's host, and the OECD was a partner in the planning and execution of the conference. This study is one of the results that can be attributed to the joint efforts of the MENA4 nations and the OECD, which are both active participants in the GFD Initiative.*

**Keywords:** Management, Barriers, Techniques

### INTRODUCTION

A company with its headquarters in the United States may be able to convince the government of another country, such as the one in which it conducts business, to grant permission for the establishment, expansion, or acquisition of a local branch on the condition that the company satisfies a particular performance requirement or makes some other kind of concession. In this scenario, the permission may be granted in exchange for the company's compliance with the condition. This is something that might very well be the case in some situations. It was necessary for IBM to fulfil a number of predetermined obligations before the business could extend its operations into Mexico. These prerequisites included the building of a research and development centre for semiconductors, the procurement of high-technology components from Mexican enterprises, and the manufacturing of software for Latin American countries within Mexico itself. All three of these conditions must be met.

When it comes to the manufacturing of weapons of war, a substantial fraction of the worldwide partnerships may, at their core, entail some kind of involuntary involvement on the part of the foreign partner. This is the case for the majority of the international partnerships. To a considerable extent, manufacturers of sophisticated

military systems enter into arrangements with companies based in other countries in order to acquire new governmental clients or to prevent themselves from losing existing ones. These arrangements can take the form of joint ventures, strategic alliances, or licencing agreements. Joint ventures, strategic alliances, and licencing agreements are all possible structures for these kinds of collaborations and partnerships. During the 1970s and 1980s, governments across Europe made a request to have a greater say in the design of the military aircraft that they were purchasing from the United States. This request was made in the hopes of gaining more control over the final product. This request was made as a result of the fact that the United States is the only country that can supply aircraft of this type. The individuals that were there voiced their disagreement with this demand. The contentious FSX fighter aircraft project, which was a collaboration between a Japanese manufacturer and a major American aerospace company, is evidence of one of Japan's competing goals, which was to expand its aircraft manufacturing industry. The project was a collaboration between a major Japanese aerospace company and a major American aerospace company. The fact that a major aerospace business from the United States and a Japanese manufacturer collaborated on the project is proof that this aim was successfully achieved. A partnership between the two companies was established so that they could work together to carry out the responsibilities of this project.

These demands for manufacturing (and frequently technology) sharing increased at a time when the government of the United States was eager to reduce the costs associated with the development of its military systems and wanted to foster uniformity, particularly in weapons used by NATO. This was because the United States government was eager to reduce the costs associated with developing its military systems. In addition, the government of the United States of America was concerned with the promotion of consistency in the armaments that NATO utilised. In the year 1986, the United States Congress approved legislation that encouraged international collaboration in the field of weapon development. As a result, this pattern obtained greater backing from the legislative body of the United States. The International Cooperation in Weapons Development Act and the International Cooperation in Weapons Development Act are the names of these two pieces of legislation, respectively.

Another approach that was utilised by foreign governments was to make a demand for a more substantial part in the production process of the aircraft that they were acquiring from American corporations. This was done in an effort to have greater control over the manufacturing of the aircraft. This was achieved by giving the customer's preferences a more prominent role in the decision-making process throughout production. In response to the possibility that several European governments will work together on the production of a homegrown military fighter capable of competing with the F-16, the General Dynamics Corporation has agreed to delegate a significant portion of the production process to domestic companies located in potential purchaser nations. These companies will be responsible for a significant portion of the manufacturing process. Because the F-16 is the most advanced and widely used military fighter in the world at the moment, this choice was taken in light of that reality. A element of this task involved the development of components for aeroplanes, which were subsequently made available for purchase by the United States Air Force. These components were then made available for purchase by the United States Air Force. General Dynamics was able to fend off the fierce competition and win the contract thanks to the support of such agreements as well as the backing of key aviation firms from both Belgium and the Netherlands. Because to the combined efforts of both countries, this was finally able to be accomplished.

One further method that may be utilised to circumvent investment restrictions is to enter into agreements with local businesses that will make the goods under licencing arrangements. This is a technique that may be used.

These are some additional choices: This is an approach that might be taken into consideration when dealing with produced goods that are more traditional in their nature. When it comes to satisfying the requirements of providing customer service, providing domestic companies with possibilities to become franchisees delivers the same outcomes as in the past.

Development is a multifaceted process that involves qualitative shifts in socioeconomic and political structures, popular attitudes, and national institutions, as well as the acceleration of economic growth, reduction of inequalities, and elimination of poverty. Additionally, development also involves the elimination of poverty. The eradication of poverty is another part of the development process. It is required to get started on a number of various sorts of development projects in order to accelerate the rate at which the economy increases. These projects include the construction of roads, highways, bridges, and industries, among other things. Depending on the manner in which the administration of these initiatives is carried out, they may either aid indigenous people in bettering their lives or cause a decrease in both their means of sustenance and their cultural inheritance. It is also feasible that it would lead to a major alienation from the resources that are held as common property, such as forests, land, feed, and water bodies. This outcome would be the result of considerable alienation from these resources. It is also possible that this will result in displacement, which is the forcible relocation of individuals from their current place of residence to an undetermined location, where they will be required to live in order for a development project to be carried out. The relocation of these individuals is done in order to make room for the construction of a new building or other structure. Individuals are put in a position where they must struggle with a number of unfavourable effects as a direct result of this process.

In addition to this, it leads to an increase in the population of metropolitan areas and promotes a transition from an agrarian society to an industrial one, both of which contribute to an imbalance in the interaction that exists between humans and the natural environment in which they live. It ended up producing a myriad of problems, such as the forced migration of human populations, the destruction of traditional ways of life, and an ecological imbalance in a particular region. These problems were caused by it. Everyone is aware that the society is experiencing tremendous changes, with the wealthy getting richer and the poor getting poorer as time goes on. This is something that has come to everyone's attention. Even while companies in Assam have started implementing safer and more effective procedures for the management of hazardous waste, the industrial sector of the state is still lagging farther and further behind. In the district of Dibrugarh in the state of Assam, a thorough micro level research was carried out at a number of distinct locations near to the Brahmaputra Cracker and Polymer Limited (BCPL). This was done so that a more accurate picture of the current circumstance could be obtained.

## **OBJECTIVES**

1. to determine the factors that will be included in the research on management strategies for the industry
2. to fashionable and the management technique that is most ideally suited for the sector

## **IMPLICATIONS FOR ECONOMIES THAT ARE JUST STARTING OUT**

The shifting landscape of foreign direct investment has tremendous repercussions, both positively and negatively, for industry development and, more generally, for economic growth. Foreign direct investment (FDI) brings with it not just an influx of much-needed investment funds but also a slew of opportunities in terms of technology, expertise, connections, and markets. In addition, foreign direct investment has the potential to enhance both the quality and affordability of products while also intensifying market competition,

all of which work together to benefit consumers. The increasing complexity of operations carried out by multinational corporations (MNCs) amplifies the potential influence that these corporations can have on the technological and skill sets of the nations in which they operate. On the other side, the market strength of foreign investors may stifle competition and make whole industries of the host nations susceptible to the business methods of multinational corporations. Due to the fact that multinational corporations are searching for increasingly sophisticated and trustworthy types of assets in the nations in which they are investing, as well as the fact that the number of locations offering favourable conditions is growing, the competition for foreign direct investment (FDI) is growing, as is the risk of competitive bidding and increased divisions between nations that are either catching up or falling behind.

Local businesses and industries in developing economies face a double-edged sword when it comes to foreign direct investment (FDI). On the one hand, the entry of foreign firms into the market can cause uncomfortable and even unfair competition, not only in the product market but also in the labour market and the capital market. In addition, multinational corporations may utilise their considerable negotiating strength to get advantages and exemptions from governments that are not granted to local businesses. On the other hand, foreign direct investment (FDI) may offer large prospects for growing activities as suppliers and subcontractors to multinational corporations if local enterprises are successful in hooking up with international investors. In addition, the local businesses have the potential to gain knowledge from the partnership. For instance, they may learn about more advanced standards and organisations, which would allow them to proceed to more sophisticated activities. MNCs may exhibit innovative manufacturing technology, marketing tactics, and management approaches that may be adopted by local businesses, and former workers of MNCs may infuse vitality into local enterprises if they are employed there. This is in relation to firms that are unconnected to the MNCs. In conclusion, multinational corporations have the potential to make use of the financial and organisational strength they possess in order to advocate for the continued development of the commercial infrastructure and regulation in the host nation. This is something that may also be of benefit to local businesses.

### **WAYS AROUND INVESTMENT BARRIERS**

At other times, businesses are confronted with stringent restrictions on the ownership of local enterprises by foreign entities. It's possible that these are official investment obstacles, but they might just as well be less formal regulatory and tax benefits that are only available to local businesses. For instance, no foreign corporation is permitted to establish a new business or purchase an existing one in Indonesia (except in a very few designated areas). As a consequence of this, foreign businesses typically form joint ventures with regional businesses or, in extreme circumstances, physically transfer nominal majority control to the regional business. This is the case everywhere throughout the Asian rim. Because of these factors, joint ventures and other types of strategic alliances are the most common approaches that multinational corporations utilise in Asia and Eastern Europe when they are aiming to establish a foothold in the respective country's market.

An American company may be able to convince the government of its host country to allow the construction, expansion, or acquisition of a local branch on the condition that the company fulfils a particular performance requirement or makes another type of concession. This may be the case in certain situations. Before IBM could expand its operations in Mexico, the company had to agree to a number of conditions, including the establishment of a research and development centre for semiconductors, the purchase of high-technology components from Mexican companies, and the production of software for Latin American countries within Mexico.

When it comes to the manufacture of weapons of war, a significant number of the international partnerships may, at their core, be involuntary on the part of the foreign partner. To a considerable extent, manufacturers of sophisticated military systems enter into arrangements with companies based in other countries in order to acquire new governmental clients or to prevent themselves from losing existing ones. In the 1970s and 1980s, governments throughout Europe requested a bigger say in the design of the military aircraft that they were purchasing from the United States. This demand was met with resistance. One of Japan's competing goals was to expand its aircraft manufacturing industry, as evidenced by the contentious FSX fighter aircraft project, which was a collaboration between a Japanese manufacturer and a major American aerospace company. This project involved the formation of a joint venture between the two companies.

These demands for manufacturing (and frequently technology) sharing escalated during a time when the government of the United States was anxious to decrease the costs associated with the development of its military systems and wanted to foster uniformity, particularly in weapons used by NATO. This pattern was given additional support by the United States Congress in the year 1986 when it passed laws that promoted international collaboration in the field of weapon development.

## **OVERCOMING OTHER GOVERNMENTAL OBSTACLES**

In other regions of the world, particularly in the nations that are considered to be less developed, public sector impediments to business take on a variety of shapes. Sometimes governments put restrictions on the repatriation of revenues, and sometimes foreign enterprises are afraid of having their assets taken from them in the future. Under these conditions, the lack of clarity on the trajectory of public sector policies is a significant barrier to investment by multinational corporations. Relationships of the affiliate or correspondent variety are frequently established by multinational corporations that continue to have an interest in conducting business in certain regions of the world. This reduces the possibility for loss and responsibility, as well as the opportunity for profit. In situations when the governments of more developed countries have erected further hurdles, licencing deals can be struck with local enterprises in exchange for market entrance. The local political or industrial pressures, local distribution networks that significantly favour locally produced goods, and hefty transportation expenses are examples of these governmental hurdles. Businesses in more developed economies have the ability to respond to lucrative international markets even if they do not immediately enter those markets. Some American manufacturers of workstations have entered into licencing partnerships with Japanese companies that want to break into the worldwide workstation market. In exchange for access to the lucrative Japanese segment of the important computer market, these partnerships give the US manufacturers of workstations access to the Japanese market. Companies must contend with high company taxes and onerous regulatory burdens in many different contexts, particularly in the more industrialised nations of the world. It's possible that the obstacles you face are of a more casual character in other situations. When these kinds of obstacles to business appear in the company's native country, it may be time to expand internationally. In the most extreme instances, existing corporate activities are relocated to a different nation where the governmental climate is perceived to be more beneficial.

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## **THE IMPACT OF THE LANGUAGE BARRIER**

It is not possible to assess the effects of the language barrier using straightforward metrics like the amount of money spent on interpreters or the amount of time wasted interpreting papers. Instead, the ultimate cost must be understood in terms of the way in which it warps and disrupts interpersonal connections. These in turn place demands and limits on the strategies that the corporation pursues and the structures and systems that they consequently implement as a result of those strategies. Feely and Harzing (2002) provide a more in-depth description of these processes, and they base their work on sociolinguistic theory. In conclusion, it is important to point out that there is a connection between the language barrier and a wide variety of unfavourable effects. It sows seeds of doubt and mistrust, intensifies existing group splits, erodes trust, and ultimately leads to a polarisation of viewpoints, perceptions, and cognitions. Of course, this is only the beginning of the process. Due to the pervasive nature of communication, it is difficult to conceive of any facet of management that could possibly emerge unscathed by the corrosive consequences of ambiguity, distrust, conflict, and cognitive divisions. This is especially the case because communication is so pervasive. In the following, we will present several conceptualizations of the future that illustrate some of the most likely outcomes. Relationships between Buyers and Sellers Salespeople who are working in their second language will appear less capable, less credible, less likeable, and ultimately less persuasive to customers. This is because companies that are considering globalisation will feel a greater cultural distance, and they will be aware of a greater level of uncertainty regarding markets that do not share their language. As a direct result of this, businesses will, on average, have a better chance of making sales to nations that speak the same language as they do. When working in their second language, buyers will experience a decrease in confidence and assertiveness, as well as a reduction in the amount of relational power they have. As a direct consequence of this, they will have a reduced ability to successfully secure favourable bargains. Aware of this fact, purchasers are likely to make it a greater priority to insist that all discussions be carried out in the language of the client. Companies that are unable to operate in the language of the consumer will, as a result, underperform in export markets in comparison to rivals that are more linguistically proficient. And this is not something that is only happening in the Sales Department. All of the departments that deal directly with customers will be affected in the same way.

## **USE OF DIFFERENT STRATEGIES BY MULTINATIONAL COMPANIES TO ASSURE GOOD LANGUAGE MANAGEMENT**

" language management is defined as "the extent to which the company is able to serve its language demands by sensible deployment of a variety of language management techniques including, for example, language instruction and expatriation," where "language demands" refers to the language needs of the company (Feely – Winslow 2006: 13 as quoted by Gundersen 2009: 16). In order to reach the maximum possible degree of coordination, it is not necessary for businesses that operate in international markets to apply each and every solution that is currently accessible. There are a lot of different language management tactics that may be adopted within the framework of the company's policy in order to get around the problems that arise with communicating. The challenge is to identify the ideal combination of the solutions that are already being used

within the framework of the organisation, or to come up with new alternatives by combining a few of the existing ones. Either way, the goal is to improve the situation (Grigore 2006: 58). The following is a list, not arranged in any particular order, of the most prevalent language management practises utilised by corporations in today's world:

- "using local agents to solve language problems;
- creating culturally and/or linguistically adapted websites;
- employing linguistic audits; employing professional translators/interpreters"
- translating promotional, sales, or technical material;
- offering language training and cultural briefing schemes, including online language learning;
- implementing a policy for the selection and recruiting of employees using a "polyglot" approach;
- encouraging native-speaker recruitment
- planning e-commerce underpinned by multilingual operations (for example, local currency and language)
- forging links with local universities, e.g. for taking on foreign students on placement;
- adopting 'buddying' and secondment schemes; • encouraging cross-border staff mobility;
- adopting 'buddying' and secondment schemes;
- adopting 'buddying' and secondment schemes;
- adopting 'buddying' and secondment schemes (Brandt 2011: 4).
- "Machine translation
- Expatriation
- Inpatriation
- Language Nodes
- Selective Recruitment"
- "Machine translation
- Language Nodes
- Selective Recruitment" (Harzing, 2002: 11-17)

Language Managements strategies, such as linguistic auditing, lingua franca, functional multilingualism, external human resources, corporate language, selective recruitment, expatriation, and code switching, are discussed in the paper in detail in order to prove the significance of those most important methods in bridging language barriers. The purpose of this paper is to demonstrate the significance of those most important methods in bridging language barriers. The advantages and disadvantages of each tactic are outlined below for your perusal.

## CONCLUSION

The choice to a company among exporting, acquiring other firms, licensing products and services, and entering into strategic alliances with other business firms is often strongly influenced by governmental policies and practices. These public sector influences include actions by the nation in which the parent company is located as well as by the country in which the firm is trying to develop a new presence. The governmental actions range from the supportive, such as a tax incentive to invest in a specific region, to overt barriers, notably restrictions on imports and foreign investment. The tension between business and government is not new. It is



being exacerbated by the rapid rate of social, economic, and technological change. Fortunately, there is a third force that ultimately will carry the day -the citizen as consumer.

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