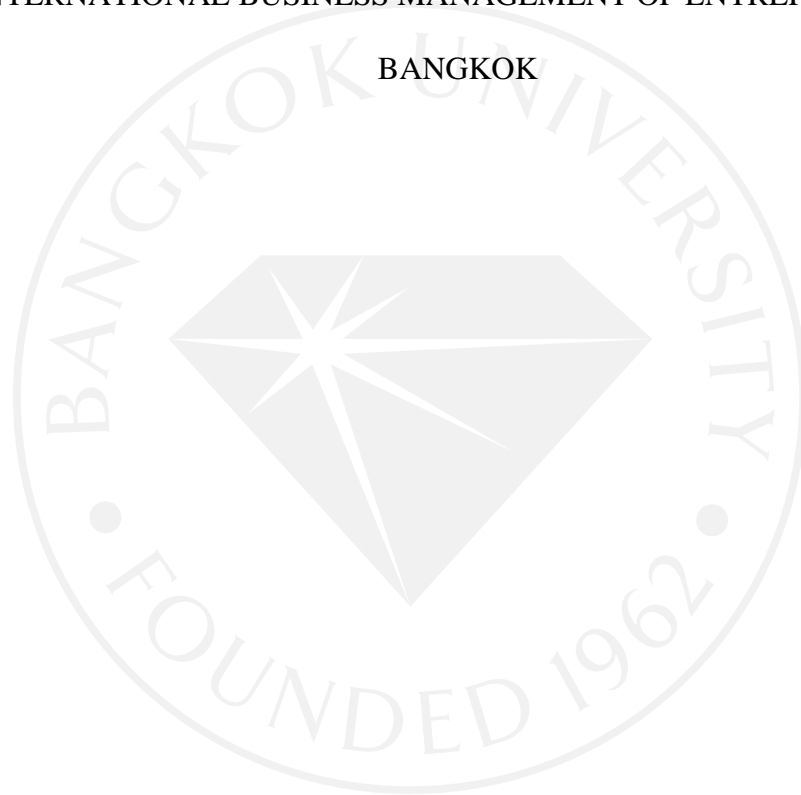


INTERNATIONAL STRATEGY, INTERCULTURAL BUSINESS
NEGOTIATIONS, NEGOTIATION TACTICS, ORGANIZATIONAL
MANAGEMENT AND BUSINESS RELATIONSHIP AFFECTING THE SUCCESS
OF INTERNATIONAL BUSINESS MANAGEMENT OF ENTREPRENEURS IN
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BANGKOK



Thanon Naruj Bampenphon

This Independent Study Manuscript Present to

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Master of Business Administration

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the Graduate School
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International Business Management of Entrepreneurs in Bangkok

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International Strategy, Intercultural Business Negotiations, Negotiation tactics, Organizational Management, and Business Relationship Affecting the Success of International Business Management of Entrepreneurs in Bangkok (65 pp.)

Advisor: Nittana Tarnittanakorn, Ph.D.

ABSTRACT

The purpose of this study was to investigate international strategy, intercultural business negotiations, negotiation tactics, organizational management, and business relationship affecting the success of international business management of entrepreneurs in Bangkok. The survey questionnaires were applied for data collection. The results found that the majority of 400 respondents were males with the age between 41-50 years old. Most of them completed a bachelor's degree and earned a monthly income above 60,000 THB. Additionally, the results revealed that negotiation tactics and business relationship were the two significant factors that affected the success of international business management of entrepreneurs in Bangkok at the significant level of .05. On the other hand, international strategy, intercultural business negotiations, and organizational management did not affect the success of international business management of entrepreneurs in Bangkok.

Keywords: International Strategy, Intercultural Business Negotiations, Negotiation tactics, Organizational Management, and Business Relationship

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Thanon Naruj Bampenphon

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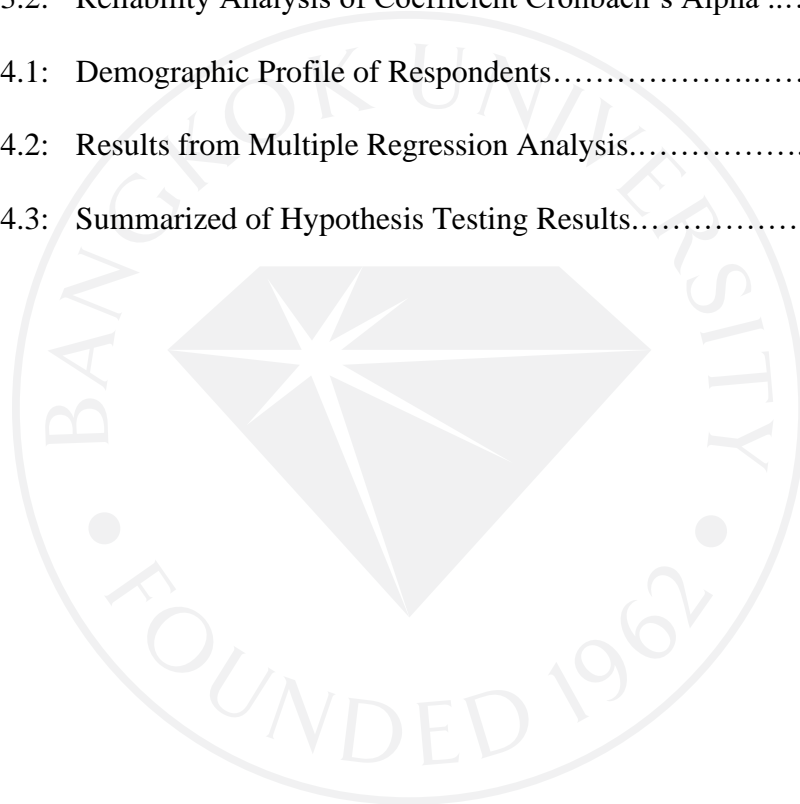


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CHAPTER 1

INTRODUCTION

1.1 Rational and problem statement

Entrepreneurs were frequently considered as national resources for developing, motivating, and compensating to the best possible outcome. Successful entrepreneurs could be able to change the standard of living in which they lived and worked. From the success of careers and advancements might improve the ways of their livings, and consequently made riches with innovative endeavors, they likewise made employments and added to a developing economy. Entrepreneurship was thus necessary for many reasons from lifting the changes of society to escalate the innovation (Seth, 2019).

Recently, it was difficult to deny that the technology became the important role of human living and changed a lot of various industries (Karehka, 2012). Also, it influenced the country's development and its trade as well. Previously, the global marketing was really difficult for smaller companies because they could not compete with larger brands (Ryan, 2017). Ziyang and Christian (2018) found that the technology was rapidly developed, it was a revolution connected the world and enabled the company to apply new invention leading to globalization by using basic digitization of communication for improving reliability and efficiencies of international trade.

Besides, changes of innovation and technology affected a lot of improvement in the business possibility. After the end of World War II, the world had been seen

significant possibilities in communicating channels, data analysis, and new technology of transportation, including the rapid development of the Internet and World Wide Web that led to promote the globalization of markets (Charles, Chow, & Krishna, 2012).

According to report of The International Trade Administration (ITA), it showed that Thai economy grew by 4.1% in 2018 which was improved from 4.0% in 2017. Private consumption and total investment increased by 4.6 and 3.8 percent respectively. Export value grew by 7.7 percent while inflation averaged 1.1 percent and the current account remained in a surplus of 37.7 percent of GDP. The Thai economy was projected to grow by 3.3% to 3.8% in 2019; a newly elected government, continuation of world economic growth, the expansion of government expenditures and the acceleration of public investment in key infrastructure projects were contributors to growth (Market Overview, 2019).

In addition, the information of Foreign Trade Statistics of Thailand from Ministry of Commerce (2019) revealed that the import and export in Thailand was continuously and gradually growing in last decade from 1992-2018 as shown in table 1.1.

Table 1.1: Trade of International Business of Thailand Year 1992 – 2018

Year	Value: Million Baht			Growth rate: Percentage		
	Trade	Export	Import	Trade	Export	Import
1992	1,857,888.03	824,643.29	1,033,244.74	10.27	13.67	7.70
1993	2,111,709.02	940,862.59	1,170,846.43	13.66	14.09	13.32
1994	2,506,862.02	1,137,601.65	1,369,260.37	18.71	20.91	16.95

(Continued)

Table 1.1 (Continued): Trade of International Business of Thailand Year 1992 - 2018

Year	Value: Million Baht			Growth rate: Percentage		
	Trade	Export	Import	Trade	Export	Import
1995	3,169,901.39	1,406,310.12	1,763,591.27	26.45	23.62	28.80
1996	3,243,864.51	1,411,039.33	1,832,825.18	2.33	0.34	3.93
1997	3,730,945.11	1,806,681.98	1,924,263.13	15.02	28.04	4.99
1998	4,022,155.80	2,248,089.44	1,774,066.37	7.81	24.43	-7.81
1999	4,121,639.32	2,214,248.69	1,907,390.62	2.47	-1.51	7.52
2000	5,262,197.86	2,768,064.76	2,494,133.10	27.67	25.01	30.76
2001	5,633,665.52	2,884,703.89	2,748,961.63	7.06	4.21	10.22
2002	5,698,833.52	2,923,941.39	2,774,892.14	1.16	1.36	0.94
2003	6,464,405.99	3,325,630.12	3,138,775.87	13.43	13.74	13.11
2004	7,674,756.11	3,873,689.56	3,801,066.55	18.72	16.48	21.10
2005	9,192,715.63	4,438,691.03	4,754,024.60	19.78	14.59	25.07
2006	9,880,294.78	4,937,372.24	4,942,922.54	7.48	11.23	3.97
2007	10,172,305.63	5,302,119.22	4,870,186.41	2.96	7.39	-1.47
2008	11,813,853.63	5,851,371.14	5,962,482.49	16.14	10.36	22.43
2009	9,796,578.53	5,194,596.73	4,601,981.80	-17.08	-11.22	-22.82
2010	11,969,926.79	6,113,335.52	5,856,591.27	22.18	17.69	27.26
2011	13,690,717.59	6,707,989.46	6,982,728.13	14.38	9.73	19.23
2012	14,863,885.19	7,077,762.15	7,786,123.04	8.57	5.51	11.51
2013	14,567,177.00	6,909,543.90	7,657,633.09	-2.00	-2.38	-1.65
2014	14,714,993.80	7,311,089.00	7,403,904.80	1.01	5.81	-3.31
2015	14,131,801.21	7,225,722.80	6,906,078.41	-3.96	-1.17	-6.72
2016	14,438,890.77	7,550,704.07	6,888,186.70	2.17	4.50	-0.26
2017	15,593,383.59	8,006,265.18	7,587,118.41	8.00	6.03	10.15
2018	16,172,338.66	8,108,299.77	8,064,038.90	3.71	1.27	6.29

Source: Ministry of Commerce. (2019). *Trade of international business of Thailand*.

Retrieved from <http://tradereport.moc.go.th/Report/Default.aspx?Report=TradeThBalanceYearly>

Additionally, Workman (2019) compared 10 of Thailand's top exports based on asset values, sales and profitability as of December 2018 as illustrated in table 1.2 revealing that top 3 major export companies were Siam Commercial Bank, PTT PCL, and Siam Cement.

Table 1.2: Thailand's Top 10 Major Export Companies

Company Name	Industry	Assets	Sales	Profit
Siam Commercial Bank	Financial services	\$97.7 billion, up 6.1% from 2017	\$6.8 billion, up 38.8%	\$1.3 billion, up 277.9%
PTT PCL	Oil, gas	\$68.5 billion, up 8.1%	US\$58.8 billion, up 20.7% from 2017	US\$3.9 billion, up 47.2% from 2017
Siam Cement	Specialized chemicals	\$18.7 billion, up 24.1%	\$13.7 billion, up 14.2%	\$1.5 billion, down -5.7%
Charoen Pokphand Foods	Food processing	\$18.2 billion, up 11.9%	\$14.8 billion, up 12.5%	\$436 million, up 4.6%
PTT Global Chemical	Diversified chemicals	\$14.3 billion, up 30.2%	\$13.6 billion, up 37.5%	\$1.2 billion, up 65.4%
Thai Beverage	Beverages	\$12.6 billion, up 141.8%	\$5.6 billion, up 6.1%	\$874 million, up 15.5%

(Continued)

Table 1.2 (Continued): Thailand's Top 10 Major Export Companies

Company Name	Industry	Assets	Sales	Profit
CP All	Specialty stores	\$11.1 billion, up 12.8%	\$13.9 billion, up 12.8%	\$567 million, up 19.9%
Advanced Info Service	Telecommunication services	\$8.7 billion, up 13%	\$4.6 billion, up 6.7%	\$886 million, up 1.9%
Thai Oil	Oil, gas	\$7 billion, up 14.9%	\$9.9 billion, up 27.1%	\$733 million, up 21.9%
Airports of Thailand	Other transportation	\$5.5 billion, up 14.1%	\$1.7 billion, up 15.6%	\$645 million, up 13.6%

Source: Workman, D. (2019). *Thailand's top 10 major export companies*. Retrieved from <http://www.worldstopexports.com/thailands-top-10-major-export-companies/>

From the table 1.2 above illustrated the asset values, sales, and profitability of top 10 Thailand's exporters, it showed that those companies were growing up from past years measuring the success from their increased assets, sales, and profits. In a recent study, Tyler (2020) described that these were the metrics to measure success in term of the return of investment. Regarding sales indicators, sales volume provided information on business success in general. Plus, the profit; which meant the amount of money that was remaining after deducted expenses from revenue; that was necessary factor to indicate the success of business.

To progress in the field of international business, international entrepreneurs must have various set of skills more than before due to vast and dynamic of business environment. The skills must be directed for distinguishing between survival and true

success in international business (Reynolds, 2016). Conducting international business was therefore necessary to identify which factor was the essential skill that entrepreneurs needed, and it would lead to the success of international business management.

Several previous researches in the field of international business found that the success of international entrepreneur must be prepared and acquired a set of skills that helped to work across regional for propelling business forward (Clawson, 2019). Therefore, the factors of international strategy, intercultural business negotiations, negotiation tactics, organizational management, and business relationship were included in the various sources of those researches would be discovered and evaluated as variables in the study to investigate the factors affecting the success of international business management.

International strategy was a business plan or tactic created by a company that conducted the business in global markets and could be the analysis of studying resources, defining objectives, skill sets of market dynamics and development, etc. The term of international strategy was explained as a tactical and helpful tool for a company that was looking to grow in a continuous process (Standard & Poor's Ratings Services, 2014).

Besides, intercultural business negotiations were very important in the success of international business management because it was defined as a significance of cross-cultural communication in business negotiations. Equally, it could be defined as a quality of communication from different cultural backgrounds in order to maximize the result of positive outcomes. To study intercultural business negotiations, it helped people avoiding blunders when negotiating with a foreign counterpart and promoted

everyone to understand characteristics, personalities, and behaviors of people in different cultures (Navarra, 2019).

Previously, the term of negotiation tactics was explained by Lester (2016) that it was the method employed by negotiators to gain an advantage in business transaction for having the results of negotiation that which were successfully moving a deal forward and getting taken advantage of counterpart. Since negotiation tactics had mutually beneficial outcome or enhanced the relationship value, it consequently led to long-term relationship, a high lifetime value, or even the customer loyalty.

Organizational management also was attractive to international management as it was a process of managing, planning, directing, and structuring their company's resources to achieve the objectives. For conducting the global business, this principle was also important to the organization as the goal of this factor was to make a profit for the owner of organization which could be measured the success of business as well. (Doyle 2018). In addition, organization management included any activities that the managers or superiors executed in order to assure the workflow of the company, which also consisted of having a supported environment for the employees to be more efficient in performing of their duties. It was also included the appropriate use of the available resources through their planning and effective controlling of the working environment (Kukreja, 2018).

From previous research in the field international business, Spacey (2018) defined that business relationship was an interaction and communication between the company and its business partners. In addition, Gourguechon (2018) believed that the company with positive relationships with their business partners were more valuable and profitable than the company with negative relationships.

In conclusion, the aforementioned factors were important to entrepreneurs in managing successful business in the context of international arena. Therefore, this study would assess the factors that were effective in terms of enhancing their performance and increasing the profit in their business leading to the main core of this study which was to achieve the success of international business management.

1.2 Objectives of the Study

The overall purpose of this study was to explore and comprehend the international strategy, intercultural business negotiations, negotiation tactics, organizational management, and business relationship affecting the success of international business management of entrepreneurs in Bangkok.

1.3 Significance of the Study

This study contributes to the field of international business management. International entrepreneurs would have more understanding on international business and how international strategy, intercultural business negotiations, negotiation tactics, organizational management, and business relationship affecting of success of international business management. Furthermore, this study would generate advantages like tools or strategies for international business filed. The research findings would contribute to further development of international business entrepreneurs for establishing their competitive strategies to encourage the success of the business.

The study would redound to the benefit of academic purposes for students in terms of education and also for long-term development. Moreover, the schools that

applied the findings and recommendations from the results of this study would be able to train their students better. For the researcher (or researchers if it was a group study), the study would help them to improve their performance in international business field and would help to uncover in any learning matters of this specific topics in the educational process that many researchers were not able to explore.



CHAPTER 2

LITERATURE REVIEW

The related issues including the theories and previous researches were reviewed in order to describe the characteristics of the research variables and investigate the relationship among variables. Regarding these concerns, the conceptual framework, the research hypothesis and the questionnaire were generated from this review.

2.1 Related Literature, Theory and Previous Studies

2.1.1 International Strategy

International strategy was defined as the intercultural management and culturally effective functioning of diverse groups of people with the variations in nationality, ethnicity, or background. The international strategy had been used mostly in many workplaces where their employees came from different countries and worked together in cohesive teams with a goal to achieve high performance in global corporations. The purpose of international strategy was to integrate the effective and efficient practical working method to ensure that all needed aspects of its functioning were integrated in order to achieve better performance with a distinctive cultural heritage (Bernhar, Lukas, & Johannes, 2018).

Spulber (2007) defined the international strategy for four action items which were a) management strategy; when management decided in trade and investment with a purpose to maximize returns of investment and increase in market share, b)

organizational strategy; the decision that management made involved manufacturing, determining the working scope, and places on tasks, c) market strategy; including global marketing decision, and d) public strategy to decide the legal restraints on their subsidiaries or even setting the prices on commercial products sold in national markets. From all these aspects, international strategy was crucial to the world's prosperity and encouraging the business owner or entrepreneur to become success in global business management. The study of Sanyal (2001) showed that international strategy was the key competence that the firm was able to take advantage of an opportunities afforded by international business.

The findings of previous study by Holmes, Hoskisson, Kim, Wan, and Holcombe (2018) showed that international strategy had the most advantageous effect on success of international business as described that international strategy escalated the global firms for development of economies and helped entrepreneurs to operate across borders.

2.1.2 Intercultural Business Negotiations

According to the expansion of international business, where the developing number of business transactions included outside clients, vendors, providers or joint ventures, intercultural business negotiations occurred in every single day. In order to avoid misunderstandings during cross-cultures, it was necessary to have great correspondence styles, the background of norms and beliefs of the other party and information on social contrasts. Intercultural business negotiation was tied in with regarding other gatherings' social standards and building up a long-term relationship for successful business (Rush, 2014).

Experienced negotiators would not encounter the differences in cultural background as a threat, but they would use national culture as an advantage instead by attempting to build common ground. Cultures might affect the strategies that negotiators would apply in any negotiations in many aspects such as individualism – collectivism, power distance, long term – short term orientation, high – low context, monochronic – polychronic, etc. (Tan, Seng, Lim, & NK, 2004). Effective intercultural business negotiations depended on management's ability to negotiate productively. It was the fact that cultural differences led to great difficulties in the negotiation process because of cross-cultural background. The global entrepreneurs who conducted the international business not only negotiated with their business parties in various countries to make plans for strategies, but also sometimes they faced with negotiating with governmental agencies, shifting political agendas, and multiple processes of bureaucratic hurdles (Deresky, 2002). In a recent study, international business negotiation was a challenge and it took time in studying, practicing, and training to get the greatest outcome. The ranked companies in high performance around the world had taken their time to get involve with other cultures in order to seek the accurate approach to communicate, bargain, or negotiate to their market (Coburn, 2018). Coburn (2018) suggested that if the global companies needed to succeed on the international market, they should always remember that the competencies of intercultural differences were crucial in negotiations.

The concept of intercultural business negotiation had been explained by Apetreia, Kureshib, and Horodnic (2015) that it influenced internationally management and global business strategies which entrepreneurs needed to concentrate

for approaching a relationship between national culture and entrepreneurs' characteristic as the results of success in international business management.

2.1.3 Negotiation Tactics

The negotiation tactics were the persuasive discussion that both parties found common acceptable way in any issues. In any negotiation, each party would try to convince the other to agree with his or her mind, and all involved parties had a same goal to avoid arguing but attempted to reach the stage called compromising (Kenton, 2020). Negotiation was not about better competing, but it was about communicating well instead. There were a lot of tips to be a better negotiator such as listening more than talking, used timing to get an advantage, always searched for the right way to frame the negotiation, or even always be willing to walk on some deals that were not possible (Haden, 2019). Mayer (2006) raised one example of negotiation tactic which was trust and explained that it was an essential factor of the convincing progression. Without trust, negotiating would be only a discussion because all of conversation would be full of doubts. This example came from one of her theory called establishing rapport that was an act to understand problems and needed of other person until they stated their problems by trusting speakers.

The ability of expressing creative and persuasive offer that was called strategy or tactic was a must for negotiator and necessary for any entrepreneur wishing to build a prosperous business. It took some time and a patience to practice for approaching a winning strategy (Patel, 2018). The difference between a successful entrepreneur and a failed one could be determined by being a negotiator. Especially in management, there were many issues needs to consider and resolve. The best solution in this situation was to negotiate and to find out the outcome to leave both parties

happy and continue working in productive manner. Therefore, negotiation skills or tactics were extremely crucial for becoming a successful business (Bubble, 2017).

In conclusion, Geiger (2017) found that the negotiation tactics were associated to the success of international business management. The advanced understanding in negotiation could be the connections among all parties involved in business that affected to outcomes leading to the success in the field of global business.

2.1.4 Organizational Management

Organizational management was the activity to plan, structure, direct, and organize human resources in the organization with the objective to achieve its goals. In the business world, the goal was quite the same which was to make a highest profit for the owner of organization. This process included guidance of communication, authority, hierarchy, job description, responsibility among each part of the whole organization (Grimsley, 2018). According to Rollinson (2016), he stated that organizational management was used to set priorities on specific energy and resources to strengthen operations for ensuring that employees and other stakeholders were working toward common objectives.

The importance and benefit of organizational management were defined by Juneja (2014) as: a) organizational management could help in achieving the goal of whole organization by arranging all factors of production and organizing resources for integrating in effective way to achieve goals; b) maximum utilization of resources both in physical and human resources for productive working in order to identify any factors that could encourage the efficiency in management by selecting the best possible use in industry from out of uses; c) cost reduction to get maximum results by reducing input of appropriate planning and using minimum input to get the maximum

output. The good organizational management must have strategic plan to manage all physical, finance, and human resources to expect the results in best combination and could finally reduce the cost of operation; and d) establishing working hierarchy that the purpose of it was to avoid overlapping of efforts and to have smooth and coordinated functions within the organization.

In conducting successful international business management required effective organizational management that once the plans were implemented and the strategies were executed effectively, it led the business to become success by resolving right issues and developing solutions to push company closer to its planned goals and vision. An entrepreneur should consider this process as an importance factor in development to help company successful and place a priority to create a company that clearly pursues objective achievement (Leonard, 2018).

In previous research of Hyväri (2016) explained the relationship between organizational management and the success of international business management. It was about consideration of resources and an evaluation of resources both internal and external environment which top management would implement and execute for accomplishing the objective of the organization that was to become success in the field of global management.

2.1.5 Business Relationship

Business relationship was the connections between all parties that engage in business including stakeholders, employers, employees, business partners, service providers, stockbrokers, vendors, and so on. It was necessary for the company to have business relationship as it was considered as loyalty in long-term to help company form and maintain strongly. From the financial view, business relations could mostly

assess the success or failure of a company, because business relationship can create a competitive advantage that leads to the positive outcome including positive reputation and highest growth (Kenton, 2020).

Loansone (2019) described about the benefits of building business relationships as it could help company to gain knowledge and support from people with experiences in the industry that would give the company the ideas or advices with their experiences that was a strongly powerful asset every company should have. Besides, business relationship could create new business opportunities because once the company had a connection with the right person, it was a great chance for the company having new opportunity that drove to grow the business. Moreover, business relationships could also encourage in development of new business opportunities as many businesses needed referrals to expand their business. In marketing term, it was called word-of-mouth that was a super effective method for growing the business. Not only to build good relationships with customers, but all parties involved in the business that a company interacted would help to spread the positive reputation about the business that business relationship would generate sales and would increase business opportunity.

Zwilling (2018) stated that the breadth and depth of entrepreneurs' relationship networks was more critical to business success than entrepreneurs' ability to define and build the perfect solution. These relationships empowered you to confidently and aggressively take risks, continually innovate, and recover from losses and setbacks along the way. Business was considered as a community, not an island. Entrepreneurs could not run their business alone.

To sum up, Zaefarian, Thiesbrummel, Henneberg, and Naude (2017) extensively explained that business relationship was important to the success of international business as it was positive performance allowing entrepreneurs to stay competitive of conducting their business. The characteristics of business relationships such as trust, commitment, or cooperation could consequently help entrepreneurs to promote the success in international business management.

2.1.6 Success

Kuligowski (2019) explained the meaning of success in global business which was an accomplishment of conducting and managing the international business and had profit in return with honesty and integrity that made contributions to their organization in good quality and well-balanced lives for everyone in the business.

Haden (2018) defined that the success in business was about happiness. He explained that the successful business was not about having a lot of money, but still unhappy. The success of business should not only be determined that entrepreneurs were wealthy, yet no time for them to spend with their family, friends, hobbies, or social works.

Customer and employee satisfaction were factors that could also measure the success of business. Word of mouth was a great example to illustrate that customer satisfaction was a drive to make success in the business from making customers happy and tell other people that was a possibility for gaining more profits. The satisfaction of employee was another one factor that can be an assessment the success of business. From educating, supporting, or paying them more were the actions to make employees happy. It was a chance that making people in the organization happy

could build the success up and help entrepreneurs become more successful (Basilico, 2018).

In contrast, Wright (2012) summarized the definition of business success which was an action to provide valuable outputs to all parties by focused strategy with a clear vision. The successful business must increase turnover and manage the operation tasks with lowest cost in maximum quality and productivity. At the same time, the successful business could be defined by the results of asset management which were human resources, finances, inventories, and equipment that they were managed in efficiently and effectively.

To integrate the definition of success in managing an international business, Young (2016) explained that success of international business management was the measurement of economic growth by focusing on the factors regarding society and politic because they drove chances for global business. He described that the success of international business management affected the society as the indicators forecasting the consumption in the world and according to the growth of the consumption, it leaded to the purchasing power parity. He also concluded that success in this century could be determined by those who react to the markets increasingly and lead to the world trade.

2.2 Research Hypotheses

The hypotheses in this study were developed to assess the relationship between the independent and dependent variables. These hypotheses were derived from the related theories and previous studies. They were proposed as follows:

H1: International strategy affected the success of international business management of entrepreneurs in Bangkok.

H2: Intercultural business negotiations affected the success of international business management of entrepreneurs in Bangkok.

H3: Negotiation tactics affected the success of international business management of entrepreneurs in Bangkok.

H4: Organizational management affected the success of international business management of entrepreneurs in Bangkok.

H5: Business relationship affected the success of international business management of entrepreneurs in Bangkok.

2.3 Conceptual Framework

Based on the literature review of international strategy, intercultural business negotiations, negotiation tactics, organizational management and business relationship affecting the success of international business management of entrepreneurs in Bangkok, the conceptual framework of the study was illustrated as figure 2.1.

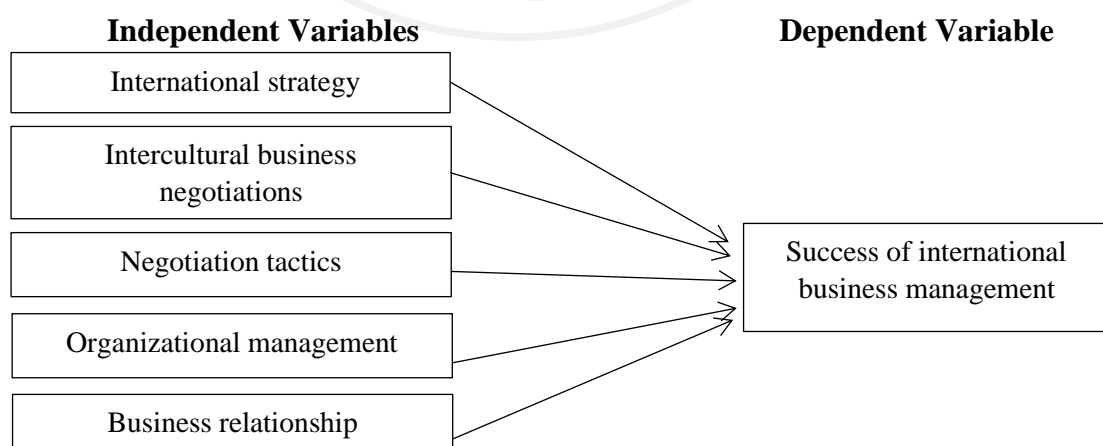


Figure 2.1: The Conceptual Framework

The conceptual framework in this study was portrayed the relationship between the independent variables: international strategy (Holmes et al., 2018), international business negotiations (Apetreia et al., 2015), negotiation tactics (Geiger, 2017), organizational management (Hyväri, 2016), business relationships (Zaefarian et al., 2017), and success to international business management (Young, 2016).



CHAPTER 3

RESEARCH METHODOLOGY

The present research had applied the technique of quantitative research to attain the purposes of the study. The questionnaire, which was used as the research instrument, was constructed by applying the related theories and was approved by the expertise. The details of the research methodology procedure were described as follows:

3.1 Research Design

This research study has adopted quantitative approach to study the international strategy, intercultural business negotiations, negotiation tactics, organizational management and business relationship affecting the success of international business management of entrepreneurs in Bangkok. The primary source of data and information in this study was gathered from survey questionnaires (Rowley, 2014) and other reliable secondary sources such as relevant journals, articles, and online database.

3.2 Population and Sample Selection

The target populations of the study were entrepreneurs who were conducting their international business in Bangkok. The sample size was calculated based on Cochran's formula (Cochran, 1963), developed the equation to yield a representative sample for proportions with 95% confidence level. The researcher chose the sample size method by using nonprobability sampling and applying accidental sampling for

determine the number of international entrepreneurs because of no exact number of the international entrepreneurs in Bangkok found in any past research. Therefore, the calculation formula of Cochran is presented as follows.

$$n = \frac{(Z^2 pq)}{e^2}$$

Where:

n = desired sample size

Z = standard normal deviate; usually set at 1.96 which corresponds to 95% confidence level

p = proportion in the target population. If there is no reasonable estimate, use 50% (i.e. 0.5)

q = 1-p (proportion in the target population)

e = precision level (degree of accuracy required usually set at 0.05 level)

Substitute numbers in formula:

$$n = \frac{[(1.96)^2 \times 0.5 \times 0.5]}{(0.05)^2}$$

$$n = 400 \text{ (Rounded)}$$

After calculated the sample size by substituting the numbers into the Cochran formula, a total sample size of 384.16 was gained for the field survey. Thus, 400 sets of questionnaires have been collected for more stable results. Then, the multi-stage sampling technique with simple random sampling by randomly selecting 5 districts of Bangkok: Klong Toei, Thawi Watthana, Sathon, Pathumwan, and Lat Phrao (Sukkho, 2016) was used. In addition, the quota sampling technique was implemented (80 respondents/ district). Finally, convenience sampling technique was utilized by collecting data from the target sample at stores, shops, restaurants, and office

buildings in the randomly selected districts. Areas of field survey and number of samples of each district were illustrated in table 3.1.

Table 3.1: Areas of Field Survey and Number of Sample of Each District

Lists of Districts	Number of Sampling
- Klong Toei	80
- Thawi Watthana	80
- Sathon	80
- Pathumwan	80
- Lat Phrao	80
Total	400

3.3 Research Instrument

A close-ended questionnaire was utilized as research instrument consisting of a series of questions for gathering information from respondents in the study. To explore all independent variables and a dependent variable, the questions to measure the constructs in the study were adapted from international strategy (Holmes et al., 2018), international business negotiations (Apetreia et al., 2015), negotiation tactics (Geiger, 2017), organizational management (Hyväri, 2016), business relationships (Zaefarian et al., 2017), and success to international business management (Young, 2016).

Finally, the questionnaire was translated from English and into Thai (as shown in Appendix A & B) to reach all target respondents. This research questionnaire consisted of three sections as follows:

Section 1: Questions on consumer information, closed-end format was used for personal information; gender, age, monthly income, and educational background.

Section 2: Questions on international strategy, intercultural business negotiations, negotiation tactics, organizational management and business relationship affecting the success of international business management of entrepreneurs in Bangkok. There were questions asking about international strategy (IS), intercultural business negotiations (IBN), negotiation tactics (NT), organizational management (OM), and business relationship (BR) affecting the success of international business management. The answers of these questions indicated the respondent's opinions relating to factors affecting the success of international business management. The interval scale measure was implemented using a five-point Likert scale: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, and 1 = strongly disagree.

Section 3: Questions on the success of international business management of entrepreneurs. There were five questions asking about the success of international business management (SIBM) of entrepreneurs. The answers of these questions indicated the respondent's opinion on the success of international business management. The interval scale measure was implemented using a five-point Likert scale: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, and 1 = strongly disagree.

3.4 Reliability and Content Validity

The questions in the questionnaire were derived from the previous studies and academic articles. Then, they were passed the verification of content validity by three experts:

- Ms. Linda Lee, General Manager of Lightech Electronic (Thailand) Co., Ltd.
- Mr. Rorey Mark Rogers, Managing Director of ACA Pacific Thailand Co., Ltd.
- Mr. Narongvit Techatanawat, Executive Producer of BEC World Public Co., Ltd.

After that, Cronbach's alpha coefficient was utilized for reliability analysis and consistency testing. The value of Cronbach's alpha was between $0 \leq \alpha \leq 1$ (Nunnally, 1978), the score that closest to 1 was the most reliable as in table 3.2.

Table 3.2: Reliability Analysis of Coefficient Cronbach's Alpha

Variables	Coefficient Cronbach's Alpha			
	Pilot Test		Field Survey	
	Items	n = 50	Items	n = 400
International Strategy (IS)	4	0.695	4	0.691
International Business Negotiations (IBN)	4	0.756	4	0.681
Negotiation Tactics (NT)	6	0.801	6	0.742
Organizational Management (OM)	6	0.899	6	0.763

(Continued)

Table 3.2 (Continued): Reliability Analysis of Coefficient Cronbach's Alpha

Variables	Coefficient Cronbach's Alpha			
	Pilot Test		Field Survey	
	Items	n = 50	Items	n = 400
Business Relationships (BR)	4	0.655	4	0.658
Success of International Business Management (SIBM)	5	0.678	5	0.703
Total	30	0.875	30	0.840

According to Cronbach's alpha coefficient value, the reliability for the question items of each variable should be rating between $0.65 < \alpha < 1$ (Nunnally, 1978). Consequently, 50 sets of the questionnaires were applied for pilot test. The results of reliability test revealed that Cronbach's alpha value of 0.655-0.899 was acceptable. In addition, the results from 400 sets of field survey were ranging between 0.658-0.763 as shown in Table 3.2. The Corrected Item Total Correlation for all questions were ranging between 0.337 – 0.511. Therefore, all questions were usable as the scores were above 0.3 (Din, Zaman, & Mutalib, 2011). Thus, the data from the questionnaires could be used for further analysis.

3.5 Statistics for Data Analysis

The data analysis was conducted applying Statistical Package for Social Sciences (SPSS) program version 23. Consequently, the statistical techniques used for data analysis and interpretation included descriptive and inferential statistics as follows:

3.5.1 Descriptive Statistics Analysis

Section 1: Respondent information such as gender, age, monthly income, and educational background by using frequency and percentage.

Section 2-3: International strategy, international business negotiations, negotiation tactics, organizational management, and business relationships in Likert scale questions were analyzed by using mean (\bar{x}) and standard deviation (S.D.).

3.5.2 Inferential Statistics Analysis

In order to test the hypotheses of the study, multiple regression analysis was conducted to analyze the relationship between the independent variables: international strategy, international business negotiations, negotiation tactics, organizational management, and business relationships and the dependent variable of the success of international business (Sucu, 2018).

CHAPTER 4

RESEARCH RESULTS

The research findings which derived from data analysis of 400 questionnaire sets were analyzed and presented in this chapter.

4.1 Summary of Demographic Data

From the study of 400 samples, all respondents' personal information in terms of gender, age, monthly income, and educational level were presented in frequencies and percentage in table 4.1 as follows:

Table 4.1: Demographic Profile of Respondents (n = 400)

Demographic Data	Frequency	Percent
Gender:		
Male	257	64.3
Female	143	35.8
Age:		
21 – 30 years old	62	15.5
31 – 40 years old	155	38.8
41 – 50 years old	156	39.0
51 – 60 years old	27	6.8

(Continued)

Table 4.1 (Continued): Demographic Profile of Respondents (n = 400)

Demographic Data	Frequency	Percent
Monthly income (Baht):		
Below 20,000	0	0.0
20,000 – 30,000	24	6.0
30,001 – 60,000	80	20.0
Above 60,000	296	74.0
Education background:		
High school/vocational	9	2.3
Bachelor's degree	241	60.3
Master's degree	135	33.8
Doctor's degree	15	3.8
Total	400	100.0

Table 4.1 was illustrated the personal profile of the respondents. The majority of the respondents were male (64.3%) out of 400 respondents while the rest of respondent were female (35.8%). The results showed that male had more awareness and interested in conducting international business than female. Additionally, most of respondents in this survey were 41-50 years old. This showed that people in this age range were interested to conduct the international business more than other groups. Furthermore, most of the respondents earned monthly income above THB 60,000 (74.0%). Most of them completed a bachelor's degree (241 people with 60.3%).

4.2 Results of Hypothesis Testing

The research findings in this part presented the international strategy, intercultural business negotiations, negotiation tactics, organizational management and business relationship affecting the success of international business management of entrepreneurs in Bangkok. The multiple regression analysis was used for the hypothesis testing. The findings were presented in table 4.2 as follows:



Table 4.2: Results from Multiple Regression Analysis

Factor	The success of international business management								
	\bar{x}	S.D.	B	S.E.	β	t	Sig.	Tolerance	VIF
Constant			2.350	.290	-	8.094	.000	-	-
International strategy	3.7919	.60384	.084	.050	.088	1.693	.091	.927	1.079
Intercultural business negotiations	3.8663	.61384	.020	.056	.021	0.353	.724	.489	2.046
Negotiation tactics	3.8358	.66982	.131	.058	.130	2.259	.002*	.389	2.572
Organizational management	3.8367	.58358	-0.023	.060	-.024	-0.386	.700	.440	2.274
Business relationship	3.8450	.53749	.208	.055	.195	3.742	.000*	.885	1.130

$R^2 = .078$, $AR^2 = .066$, $F = 6.639$, $*p < .05$

According to the Table 4.2, the findings were found that most of the respondents agreed with intercultural business ($\bar{x} = 3.8663$), followed by business relationship ($\bar{x} = 3.8450$), organizational management ($\bar{x} = 3.8367$), negotiation tactics ($\bar{x} = 3.8358$), and international strategy ($\bar{x} = 3.7919$) respectively when they had the success of international business management of entrepreneurs in Bangkok.

The results of multiple regression analysis showed that the factors affecting the success of international business management of entrepreneurs in Bangkok with significant level at .05 were negotiation tactics ($p = .002$) and business relationship ($p = .000$). In addition, the results showed that business relationship ($\beta = .195$) accounted for the strongest weights of influence on the success of international business management of entrepreneurs in Bangkok, followed by negotiation tactics ($\beta = .130$). On the other hand, international business ($p = .724$), organizational management ($p = .700$), and international strategy ($p = .091$) did not affect the success of international business management of entrepreneurs in Bangkok.

In addition, the R-square in this study was .078 which explained that negotiation tactics and business relationship had 7.8% of the influence toward the success of international business management of entrepreneurs in Bangkok.

Finally, Variance Inflation Factor (VIF) and Tolerance was used for detecting the multicollinearity problem. Multicollinearity was the method for determining multiple correlations among independent variables and uncorrelated assumption of independent variables. It occurred when independent variables in a regression model are correlated. Tolerance value must greater than .2 (Miles & Shevlin, 2001) while VIF value must less than 5 (Zikmund, Babin, Carr, & Griffin, 2013, p.590). VIF is greater than 5 represent critical levels of multicollinearity where the coefficients are

poorly estimated, and the p-values are questionable. VIF values of this study were 1.079-2.572 which were less than 5 and the Tolerance values ranged between .389-.927. Hence, there was no multicollinearity problem in this research. The summarized results of the study were depicted in Figure 4.1.

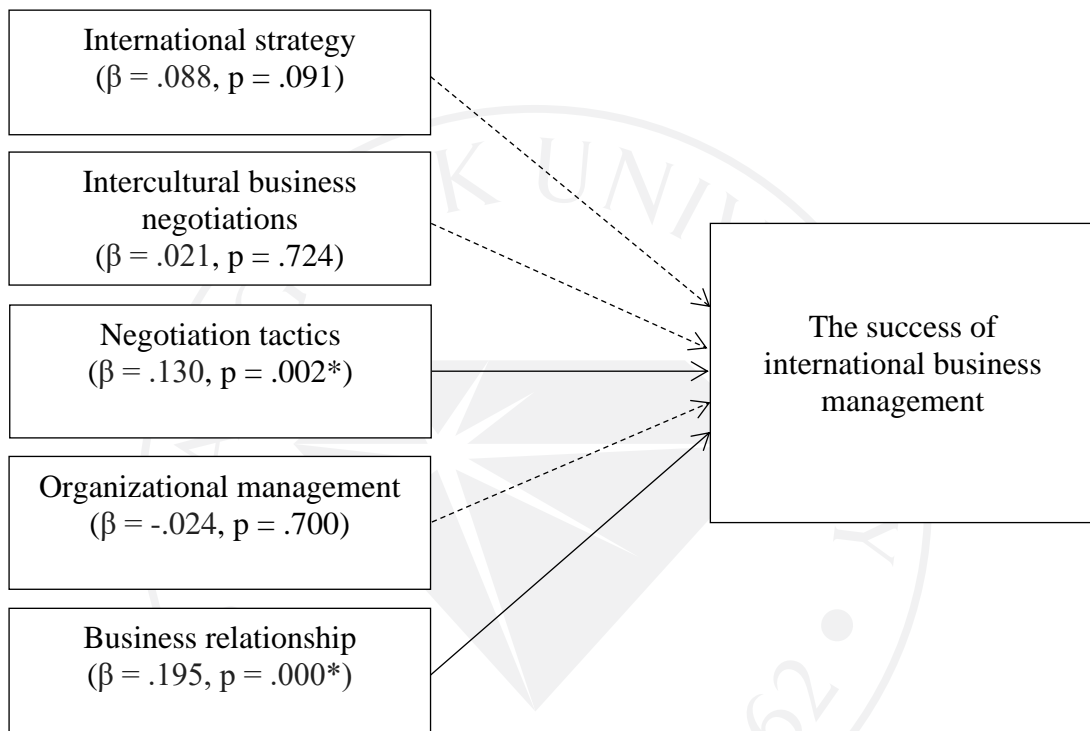


Figure 4.1: Inferential Statistics Analysis for Hypothesis Testing

Note:

-----► = No influence

————► = Has influence

* = Significant at level .05

4.3 Summary of Hypothesis Testing

Regarding to the inferential statistics analysis, hypothesis testing of international strategy, intercultural business negotiations, negotiation tactics, organizational management and business relationship affecting the success of international business management of entrepreneurs in Bangkok, the results were summarized in table 4.3.

Table 4.3: Summarized of Hypothesis Testing Results

Hypotheses	Results
H1: International strategy affected the success of international business management of entrepreneurs in Bangkok.	Not Support
H2: Intercultural business negotiations affected the success of international business management of entrepreneurs in Bangkok.	Not Support
H3: Negotiation tactics affected the success of international business management of entrepreneurs in Bangkok.	Support
H4: Organizational management affected the success of international business management of entrepreneurs in Bangkok.	Not Support
H5: Business relationship affected the success of international business management of entrepreneurs in Bangkok.	Support

CHAPTER 5

CONCLUSION AND DISCUSSION

This research was quantitative research which aimed in studying the factors: international strategy, intercultural business negotiations, negotiation tactics, organizational management and business relationship affecting the success of international business management of entrepreneurs in Bangkok. The questionnaires were used for collecting data from 400 international entrepreneurs in Bangkok. The data were analyzed by implementing SPSS Statistics Version 23. Finally, the research results were summarized, discussed, and yielded the recommendation and further research.

5.1 Research Findings and Conclusion

From the personal profile of 400 respondents, the findings found that most of the respondents were males with the age between 41-50 years old. Most of them completed a bachelor's degree and has monthly income above 60,000 THB.

The results of multiple regression analysis showed that the factors affecting the success of international business management of entrepreneurs in Bangkok with significant level at .05 were negotiation tactics and business relationship. In addition, the results showed that business relationship accounted for the strongest weights of influence on the success of international business management of entrepreneurs in Bangkok, followed by negotiation tactics. On the other hand, international strategy, intercultural business negotiations and organizational management did not affect the success of international business management of entrepreneurs in Bangkok.

5.2 Discussion

Hypothesis 1: International strategy affected the success of international business management of entrepreneurs in Bangkok. The research results showed that international strategy did not affect the success of international business management of entrepreneurs in Bangkok. This was because most of the respondents did not believe that the success of international business related to international strategy factors. The result was confirmed the previous study of Nachum (2011) which explained that the international business characters were differed all the time due to demand, supply, and the differences of company operation. Therefore, the knowledge of studying on similarities and differences across nations might not necessary and could cause the inappropriate and misleading in contemporary global business during the last decade. The study of Gaille (2015) was assured the result in which the costs increment would be counted once the organization implemented the international strategy for their employees from trainings, workshops, seminars or virtual online classes , but no guarantee of results that the business would have a greater influence on the investment because of rapid changes in business world. However, the result of this study was contrast with previous study of Manzella (2015) which showed that international strategy had the most advantageous effect and essential for achieving the success of international business management. Manzella explained that it is necessary to understand the unknown risks of every aspect before conducting international business including laws, cultures, and market opportunities because it could affect to both scenarios: the huge losses and great success.

Hypothesis 2: Intercultural business negotiations affected the success of international business management of entrepreneurs in Bangkok. The research result

showed that intercultural business negotiations did not affect the success of international business management of entrepreneurs in Bangkok. This was because most of the respondents might not be convinced that intercultural business negotiations could promote the success of international business management. The result was confirmed the previous study, that was intercultural negotiation could help to avoid blunders with foreign counterpart, but it was not significantly reflected to the result of negotiating. Each counterpart would focus on the qualities and substances of communication instead of cultural barriers (Shonk, 2019). Additionally, the research from Sebenius (2002) also confirmed the result of this study that every foreign negotiator represented different norms and cultures, yet in the negotiation process, there were more important to concentrate on right arguments and accurate information than worrying about adapt the negotiating approach in cross-border negotiations.

Hypothesis 3: Negotiation tactics affected the success of international business management of entrepreneurs in Bangkok. The research results showed that negotiation tactics affected the success of international business management of entrepreneurs in Bangkok with the significant level which relate to the previous research of Pace (2014) which defined that the negotiation skills or abilities to deal with vendors, clients, investors, and employees were important and required for leadership to win the business and create relations. As an entrepreneur, negotiation tactics were needed to cope with different and difficult situation on a client deal, or negotiating any changes in working conditions (Williams, 2017). Additionally, the study of Macbride (2015) confirmed that the negotiation tactics were important to business world that it could create success, win the deals, or even loss profits and opportunities. The key points of being a great negotiator that could promote the

success of international business were creating the perfect environment and approaching any situations in which everyone was satisfied.

Hypothesis 4: Organizational management affected the success of international business management of entrepreneurs in Bangkok. The research results showed that organizational management did not affect the success of international business management of entrepreneurs in Bangkok. Whereas the study of Suleman (2013) found that organizational management was extremely important in the success of international business management as defined that management skills were the most critical components of the companies to be considered by setting clear objectives and directions. Additionally, the result was also contrast with the study of Cornett (2019) who showed that organizational management was primary component and must be implemented to accomplish the businesses' goals. Moreover, the result was not aligned with Josephson (2015) that found organizational management was important in international business success as good management would motivate employee and deliver quality results which helped to enhance the performance and eventually lead to the success of business management.

Hypothesis 5: Business relationship affected the success of international business management of entrepreneurs in Bangkok. The research result showed that business relationship affected the success of international business management of entrepreneurs in Bangkok with the significant level. This was because business relationship could refer to the trust and played the important role in the success of international business relationship for most of the respondents. They also believed that this factor had great impact, encourage the success, and also increasing chances of accomplishment in business goals. The result of this study aligned with the study of

Tobak (2014) that summarized the business relationship as the key to business success because it was about winning and keeping customers. He also explained that relationship was like the asset of the company as it could help in repeated transaction and seek for new customers with strong connection. According to many studies indicated that making good relationship could promote the brand awareness of the company and it was essential for an international firm's success such as Dyson (2019) described that it was worth to invest effort and time gaining loyalty from clients from listening their needs and preparing the best of abilities. The success of international business might be happening from reducing marketing cost from building relationships that led to had life-long connections to win new customers through repeat purchase and recommendations.

5.3 Recommendations for Managerial Implications

Regarding the research findings, the recommendations for managerial implication were contributed as follows:

According to the results of study, business relationship was the factor that had strongest weight of relative contribution on the success of international business management of entrepreneurs in Bangkok. Business relationship had a direct impact in the success of international business management then the marketers and entrepreneurs who conducted business associating with the field of international arena or related businesses should place an emphasis on the relevant target markets especially startup companies or people who interest or plan to expand their business in global should pay more attention to improve in business relationship and they should consider in term of business opportunity or networking. Being connected in

business partners could help entrepreneurs to seek new chances faster than competitors that might be beneficial to their business. Success in the international business is mostly attributed to the sources of information or ideas that entrepreneurs gained over the past including the trade of ideas with the business partners. Therefore, it is important to sustain long-term relationship and mutual trust so it could help to make entrepreneurs noticeable and will encourage visibility for associations or career path.

While the second significant factor affecting the success of international business management of entrepreneurs in Bangkok was negotiation tactics. This was another driver that entrepreneurs should not forget. Nowadays, business could not survive as an individual, it needed other counterparts involved. Negotiation tactics therefore matter in bargaining that would be determined win or lose profits which the result will finally lead to the success of the international business management. In conclusion, negotiation tactics are useful skills required for entrepreneurs that could be used internally to promote more positive working environment and also externally for bargaining the deals with vendors, partners, customers in order to get something out of the engagements.

5.4 Recommendations for Future Research

The researcher would like to recommend the additional interesting issues for future research in order to enhance the knowledge which was important to the academic concerns as follows:

This research study was conducted with limited financial and time resources which the results of this study were collected from the respondents who were the

international entrepreneurs and were working in Bangkok area only. Therefore, there was more opportunity for further research, the wider area in different regions, countries or in Asia should be conducted in order to gain more reliable results.

Regarding some independent factors which were international strategy, intercultural business negotiations, and organizational management did not influence the success of international business management. The researchers or academicians who were interested in this topic should seek the reasons why they did not have any impact. They should also study deeper in the factor that affected in this study as business relationship to compare which kind of them would have the strongest weight of impact on the success in conducting the international business in Bangkok (for example, employee relations, customer relationships, relationship between partner and end-user, investor relations, and public relations). Moreover, the researcher might add other relevant independent factors like digital transformation, the changes of new business models, technology integrations, or any relevant factors that could influence the success of international business management for further study. The new findings could be useful for international entrepreneurs in Bangkok to develop the strategies for maintaining and organizing their firms in the future.

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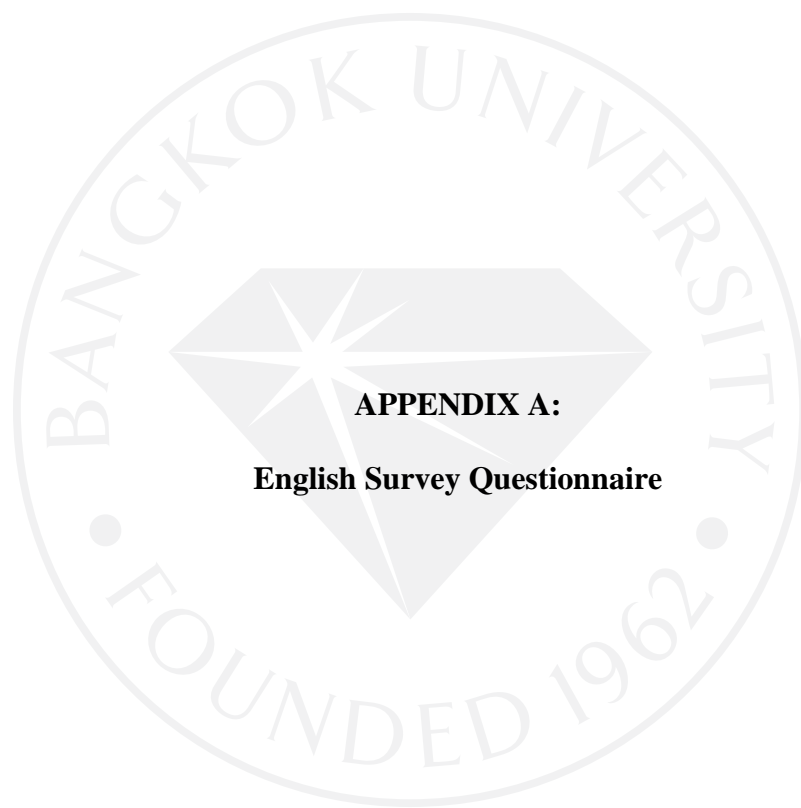
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QUESTIONNAIRE

International Strategy, Intercultural Business Negotiations, Negotiation Tactics, Organizational Management, and Business Relationship Affecting the Success of International Business Management of Entrepreneurs in Bangkok

This questionnaire is conducted as a part of the independent study of master's degree in business administration, international program, Bangkok University. It is designed to gather information about your intercultural knowledges and attitudes concerning conducting in international business. The results of this study will be helpful to business owners and anyone who is interested in this field to improve and develop more effective strategies of international business management.

I would greatly appreciate if you can take some time to share your personal facts by completing the questionnaire which it would really help-to extend the range of study for academic purposes.

Your kind cooperation is highly appreciated.

MBA student, Bangkok University

Have you conducted an international business?

Yes

No (End of question, thank you for your time)

Part 1: Personal Details

Explanation: Please mark ✓ into that matches your information the most.

1. Gender:

1) Male

2) Female

2. Age:

1) Under 21 years old

2) 21 – 30 years old

3) 31 – 40 years old

4) 41 – 50 years old

5) 51 – 60 years old

3. Monthly income:

1) Below 20,000 Baht

2) 20,000 – 30,000 Baht

3) 30,001 – 60,000 Baht

4) Above 60,000 Baht

4. Educational background:

1) High school / vocational

2) Bachelor's degree

3) Master's degree

 4) Doctor's degree

Part 2: Factors Affecting International Business Management of Entrepreneurs in Bangkok

Explanation: Please mark ✓ the choices that correspond to your opinions. Indication of your opinion: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, and 1 = strongly disagree

Factors affecting international business management of entrepreneurs in Bangkok	Level of Opinions				
	Strongly Agree	←	→	Strongly Disagree	
1. International strategy: IS					
1.1 I think communication is the huge problem for conducting international business.	(5)	(4)	(3)	(2)	(1)
1.2 Cultural differences are very important for me to improve the international strategy.	(5)	(4)	(3)	(2)	(1)
1.3 I rather hire cultural brokers to help me organizing the international business.	(5)	(4)	(3)	(2)	(1)
1.4 I believe that doing business in overseas is easy and I can set up the international strategy by my own.	(5)	(4)	(3)	(2)	(1)
2. Intercultural business negotiations: IBN					
2.1 While communicating with someone in the same language, I think his/her cultural background is important.	(5)	(4)	(3)	(2)	(1)
2.2 When different cultural backgrounds are involved, I feel like there are communication barriers between me and the people I am communicating with.	(5)	(4)	(3)	(2)	(1)
2.3 I think the main reason of communication barriers in international business management is language related such as not speaking the same language, not speaking a mutual language fluently, foreign accent, using wrong words, expressions, etc.	(5)	(4)	(3)	(2)	(1)
2.4 I think the main reason of communication barriers in international business management is culture related such as being from very different cultural background, having different expressions, gestures, etc.	(5)	(4)	(3)	(2)	(1)
3. Negotiation tactics: NT					
3.1 I believe that setting clear objectives is the most important for a negotiation.	(5)	(4)	(3)	(2)	(1)

Factors affecting international business management of entrepreneurs in Bangkok	Level of Opinions				
	Strongly Agree	←————→			Strongly Disagree
3.2 I usually raise important issues at the early in the negotiation.	(5)	(4)	(3)	(2)	(1)
3.3 I prefer to listen more than talk in a negotiation.	(5)	(4)	(3)	(2)	(1)
3.4 I ask questions to clarify the matter when I don't understand something in a negotiation.	(5)	(4)	(3)	(2)	(1)
3.5 Anyone, irrespective of nations or languages, I feel comfortable to negotiate or communicate with.	(5)	(4)	(3)	(2)	(1)
3.6 I frequently invent options or new ideas in negotiations.	(5)	(4)	(3)	(2)	(1)
4. Organizational management: OM					
4.1 I had informal discussions or exchanged information in the team.	(5)	(4)	(3)	(2)	(1)
4.2 I formally instructed or advised people on how to do something.	(5)	(4)	(3)	(2)	(1)
4.3 I directed or ordered people to take an action.	(5)	(4)	(3)	(2)	(1)
4.4 I led or supervised foreign team members both in individuals or groups.	(5)	(4)	(3)	(2)	(1)
4.5 I tried to persuade individuals or groups to do something or take a different point of view.	(5)	(4)	(3)	(2)	(1)
4.6 I developed operational plans that impacted or considered by foreign attendees in the meeting.	(5)	(4)	(3)	(2)	(1)
5. Business relationship: BR					
5.1 I think honesty helps companies form strong and lasting relationships with business partners.	(5)	(4)	(3)	(2)	(1)
5.2 I believe that strong business networks can create a competitive advantage.	(5)	(4)	(3)	(2)	(1)
5.3 I think business relations with business partners can simply be maintained through frequent contact such as phone, email, line, etc.	(5)	(4)	(3)	(2)	(1)
5.4 I think business relations are important that can theoretically make or break a business with business partners.	(5)	(4)	(3)	(2)	(1)
5.5 I believe that maintaining connections in business relations is one of the most important factor affecting the business success.	(5)	(4)	(3)	(2)	(1)

Part 3: Success of International Business Management of Entrepreneurs in Bangkok

Explanation: Please mark ✓ the choices that correspond to your opinions. Indication of your opinion: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, and 1 = strongly disagree

Success of international business management: SIBM	Level of Opinions				
	Strongly Agree				Strongly Disagree
1. I think the success of international business management requires knowledge and skills above and beyond normal business expertise.	(5)	(4)	(3)	(2)	(1)
2. I believe that understanding global economics is the major factor to succeed in conducting the international business management.	(5)	(4)	(3)	(2)	(1)
3. In conducting the successful international business management, the entrepreneur needs to apply business practices on a global scale with the global trade of goods/services or investment.	(5)	(4)	(3)	(2)	(1)
4. The success of international business management depends upon the maintenance and development of an organization's production or market interests across national borders with either local or expatriate staff.	(5)	(4)	(3)	(2)	(1)
5. Successful international business management deals with the process of focusing on the resources of the globe and objectives of the organizations on global business opportunities and threats.	(5)	(4)	(3)	(2)	(1)

**** Thank you for your kind cooperation ****



แบบสอบถาม

กลยุทธ์ระหว่างประเทศ การเจรจาต่อรองเกี่ยวกับธุรกิจใหม่มุมมองวัฒนธรรมข้ามชาติ
กลยุทธ์การเจรจาต่อรอง การบริหารจัดการองค์กร และความสัมพันธ์ทางด้านธุรกิจที่
ส่งผลต่อความสำเร็จในการบริหารจัดการธุรกิจระหว่างประเทศของผู้ประกอบการธุรกิจ
ระหว่างประเทศในกรุงเทพมหานคร

แบบสอบถามนี้ ได้จัดทำขึ้นโดยเป็นส่วนหนึ่งของการทำวิชาการศึกษาค้นคว้าอิสระของ
หลักสูตรนานาชาติ มหาวิทยาลัยกรุงเทพ ซึ่งได้ออกแบบมาเพื่อรวบรวมข้อมูลเกี่ยวกับปัจจัยที่
ส่งผลต่อความสำเร็จในการบริหารจัดการธุรกิจระหว่างประเทศของผู้ประกอบการธุรกิจระหว่าง
ประเทศในกรุงเทพมหานคร ผลลัพธ์ที่ได้จากแบบสอบถามนี้จะเป็นประโยชน์สำหรับผู้
ประกอบการและผู้สนใจในขอบเขตองค์ความรู้ดังกล่าว ในการพัฒนา และปรับปรุงกลยุทธ์ให้
มีประสิทธิภาพสำหรับการบริหารจัดการการดำเนินธุรกิจระหว่างประเทศ

ผู้จัดทำขอขอบพระคุณเวลาของผู้เข้าร่วมทำแบบสอบถามในการแบ่งปันข้อเท็จจริง
ส่วนตัว โดยการตอบแบบสอบถามนี้ ที่เป็นประโยชน์โดยมีจุดประสงค์ทางการต่อยอดทาง
การศึกษา

ขอขอบพระคุณในความร่วมมือของผู้ตอบแบบสอบถามทุกท่าน
นักเรียนปริญญาโทด้านบริหารธุรกิจ มหาวิทยาลัยกรุงเทพ

คำถามคัดกรอง:

ท่านเคยหรือกำลังดำเนินงานทางด้านธุรกิจระหว่างประเทศใช่ไหม?

ใช่

ไม่ใช่ (สิ้นสุดการตอบแบบสอบถาม และขอขอบคุณสำหรับการสละเวลา)

ส่วนที่ 1: ข้อมูลส่วนบุคคล

คำอธิบาย: โปรดทำเครื่องหมาย ลงในช่อง ที่ตรงกับข้อมูลของท่านมากที่สุด

1. เพศ:

1) ชาย

2) หญิง

2. อายุ:

1) ต่ำกว่า 21 ปี

2) 21 – 30 ปี

3) 31 – 40 ปี

4) 41 – 50 ปี

5) 51 – 60 ปี

3. เงินเดือน:

- 1) ต่ำกว่า 20,000 บาท 2) 20,000 – 30,000 บาท
 3) 30,001 – 60,000 บาท 4) มากกว่า 60,000 บาท

4. การศึกษา:

- 1) มัธยมศึกษาตอนปลาย/อาชีวศึกษา 2)ปริญญาตรี
 3)ปริญญาโท 4)ปริญญาเอก

ส่วนที่ 2: ปัจจัยที่ส่งผลต่อความสำเร็จในการบริหารจัดการธุรกิจระหว่างประเทศของ
 ผู้ประกอบการในกรุงเทพมหานคร

คำอธิบาย: โปรดทำเครื่องหมาย ✓ บนตัวเลือกที่ตรงกับความคิดของท่าน โดยระบุระดับ
 ดังต่อไปนี้:

5 = เห็นด้วยอย่างมาก 4 = เห็นด้วย 3 = เฉยๆ 2 = ไม่เห็นด้วย และ 1 = ไม่เห็นด้วยอย่าง
 มาก

ปัจจัยที่ส่งผลต่อความสำเร็จในการบริหารจัดการธุรกิจระหว่าง ประเทศของผู้ประกอบการธุรกิจระหว่างประเทศใน กรุงเทพมหานคร	ระดับความคิดเห็น				
	เห็นด้วย อย่างมาก	←	→	ไม่เห็นด้วย อย่างมาก	
1. กลยุทธ์ระหว่างประเทศ: IS					
1.1 ท่านคิดว่า การติดต่อสื่อสารเป็นปัญหาหลักสำหรับการทำธุรกิจ ระหว่างประเทศ	(5)	(4)	(3)	(2)	(1)
1.2 ท่านคิดว่า ความแตกต่างทางด้านวัฒนธรรมเป็นปัจจัยที่สำคัญอย่าง ยิ่งในการพัฒนากลยุทธ์เพื่อการดำเนินงานระหว่างประเทศ	(5)	(4)	(3)	(2)	(1)
1.3 ท่านเลือกที่จะทำการว่าจ้างตัวแทนที่มีความเชี่ยวชาญด้านวัฒนธรรม ระหว่างประเทศ เพื่อเป็นตัวช่วยให้ท่านจัดการเกี่ยวกับการ ดำเนินงานธุรกิจระหว่างประเทศ	(5)	(4)	(3)	(2)	(1)
1.4 ท่านเชื่อว่า การทำธุรกิจในต่างประเทศเป็นเรื่องง่าย และท่าน สามารถคิดกลยุทธ์การบริหารจัดการด้วยตัวของท่านเอง	(5)	(4)	(3)	(2)	(1)
2. การเจรจาต่อรองเกี่ยวกับธุรกิจในอนาคต: IBN					
2.1 ในระหว่างการสนทนากับบุคคลใดก็ตามที่พูดด้วยภาษาเดียวกันกับ ท่าน ท่านคิดว่า ภูมิหลังทางวัฒนธรรมของเขาเป็นเรื่องสำคัญ	(5)	(4)	(3)	(2)	(1)
2.2 เมื่อท่านต้องติดต่อธุรกิจระหว่างประเทศและมีภูมิหลังทางวัฒนธรรม ที่ต่างกัน ท่านจะรู้สึกว่ามีอุปสรรคทางการสื่อสารเกิดขึ้นระหว่าง ท่านและบุคคลที่ท่านพูดคุยด้วย	(5)	(4)	(3)	(2)	(1)

ปัจจัยที่ส่งผลต่อความสำเร็จในการบริหารจัดการธุรกิจระหว่างประเทศของผู้ประกอบการธุรกิจระหว่างประเทศในประเทศไทย กรุงเทพมหานคร	ระดับความคิดเห็น				
	เห็นด้วย อย่างมาก		↔	ไม่เห็นด้วย อย่างมาก	
2.3 ท่านคิดว่าเหตุผลหลักของอุปสรรคทางการสื่อสารในการบริหารธุรกิจต่างชาติ คือ ภาษา เช่น การที่ไม่ได้พูดในภาษาเดียวกัน พูดในภาษาต่างชาติได้ไม่คล่องแคล่ว สำเนียงของคนต่างชาติ การใช้คำผิดการแสดงออกต่างๆ เป็นต้น	(5)	(4)	(3)	(2)	(1)
2.4 ท่านคิดว่า เหตุผลหลักอันเป็นอุปสรรคทางการสื่อสารในการดำเนินงานธุรกิจต่างชาติ คือ วัฒนธรรม เช่น การมีภูมิหลังทางด้านวัฒนธรรมที่แตกต่างกัน, มีการแสดงออกต่างกัน, รวมไปถึงท่าทางการพูดคุยที่ต่างกัน เป็นต้น	(5)	(4)	(3)	(2)	(1)
3. กลยุทธ์การเจรจาต่อรอง: NT					
3.1 ท่านเชื่อว่า การตั้งจุดประสงค์และเป้าหมายในการเจรจาอย่างชัดเจนเป็นสิ่งสำคัญในการเจรจาต่อรอง	(5)	(4)	(3)	(2)	(1)
3.2 โดยปกติ ท่านจะนำเสนอปัญหาที่สำคัญ ในช่วงแรกของการเจรจาต่อรอง	(5)	(4)	(3)	(2)	(1)
3.3 ท่านเลือกที่จะรับฟังมากกว่าเป็นผู้พูดในการเจรจาต่อรอง	(5)	(4)	(3)	(2)	(1)
3.4 ท่านมักจะตั้งคำถาม เพื่อระบุถึงปัญหาอย่างชัดเจน เมื่อท่านไม่เข้าใจบางสิ่งบางอย่างในระหว่างการเจรจาต่อรอง	(5)	(4)	(3)	(2)	(1)
3.5 ไม่ว่าจะเป็นคนใดก็ตาม ไม่เกี่ยวกับเชื้อชาติหรือภาษา ท่านมักจะรู้สึกว่า การเจรจาต่อรองเป็นเรื่องง่ายและไม่ได้เป็นสิ่งที่อึดอัดใจสำหรับท่าน	(5)	(4)	(3)	(2)	(1)
3.6 บ่อยครั้งที่ท่านจะนำเสนอข้อคิดเห็นหรือความคิดใหม่ๆ ในการเจรจาต่อรอง	(5)	(4)	(3)	(2)	(1)
4. การบริหารจัดการองค์กร: OM					
4.1 ท่านพูดคุยหรือและเปลี่ยนข้อมูลอย่างไม่เป็นทางการในที่ทำงานของท่าน	(5)	(4)	(3)	(2)	(1)
4.2 ท่านให้คำแนะนำหรือสั่งการผู้คน ในการทำบางสิ่งบางอย่าง อย่างเป็นทางการ	(5)	(4)	(3)	(2)	(1)
4.3 ท่านเป็นผู้สั่งการหรือชี้แนะแนวทางให้แก่ผู้คนเพื่อให้ทำในสิ่งที่ท่านต้องการ	(5)	(4)	(3)	(2)	(1)
4.4 ท่านเป็นผู้นำหรือให้คำชี้แนะสมาชิกในที่ทำงานต่างประเทศ ทั้งตัวต่อ	(5)	(4)	(3)	(2)	(1)

ปัจจัยที่ส่งผลต่อความสำเร็จในการบริหารจัดการธุรกิจระหว่างประเทศของผู้ประกอบการธุรกิจระหว่างประเทศในประเทศไทย กรุงเทพมหานคร	ระดับความคิดเห็น				
	เห็นด้วย อย่างมาก	←————→			ไม่เห็นด้วย อย่างมาก
ตัวและเป็นกลุ่ม					
4.5 ท่านพยายามที่จะโน้มน้าวบุคคลหรือกลุ่มคน เพื่อทำบางสิ่งบางอย่าง รวมถึงนำเสนอมุมมองอันแตกต่างออกไป	(5)	(4)	(3)	(2)	(1)
4.6 ท่านเป็นผู้พัฒนาแผนการดำเนินงาน ที่ส่งผลหรือได้รับการพิจารณา โดยผู้เข้าร่วมประชุมที่เป็นคนต่างชาติ	(5)	(4)	(3)	(2)	(1)
5. ความสัมพันธ์ทางด้านธุรกิจ: BR					
5.1 ท่านคิดว่า ความซื่อสัตย์ ช่วยให้บริษัทมีความเข้มแข็ง และสร้างความสัมพันธ์อันยาวนานกับคู่ค้าทางด้านธุรกิจ	(5)	(4)	(3)	(2)	(1)
5.2 ท่านเชื่อว่า การมีความสัมพันธ์ทางด้านธุรกิจที่แข็งแกร่ง ทำให้บริษัทได้เปรียบต่อคู่แข่ง	(5)	(4)	(3)	(2)	(1)
5.3 ท่านคิดว่า ความสัมพันธ์ทางด้านธุรกิจกับคู่ค้า สามารถรักษาได้อย่างง่ายดาย ผ่านช่องทางต่างๆ เช่น โทรศัพท์ อีเมล ไลน์ เป็นต้น	(5)	(4)	(3)	(2)	(1)
5.4 ท่านคิดว่า ความสัมพันธ์ทางธุรกิจเป็นเรื่องที่สำคัญ ที่สามารถสร้างหรือทำลายการดำเนินธุรกิจกับคู่ค้า	(5)	(4)	(3)	(2)	(1)
5.5 ท่านเชื่อว่า การรักษาความสัมพันธ์ในธุรกิจ เป็นหนึ่งในส่วนสำคัญที่สุดที่ส่งผลกระทบต่อความสำเร็จของธุรกิจ	(5)	(4)	(3)	(2)	(1)

ส่วนที่ 3: ความสำเร็จในการบริหารจัดการธุรกิจระหว่างประเทศของผู้ประกอบการธุรกิจระหว่างประเทศในประเทศไทย กรุงเทพมหานคร

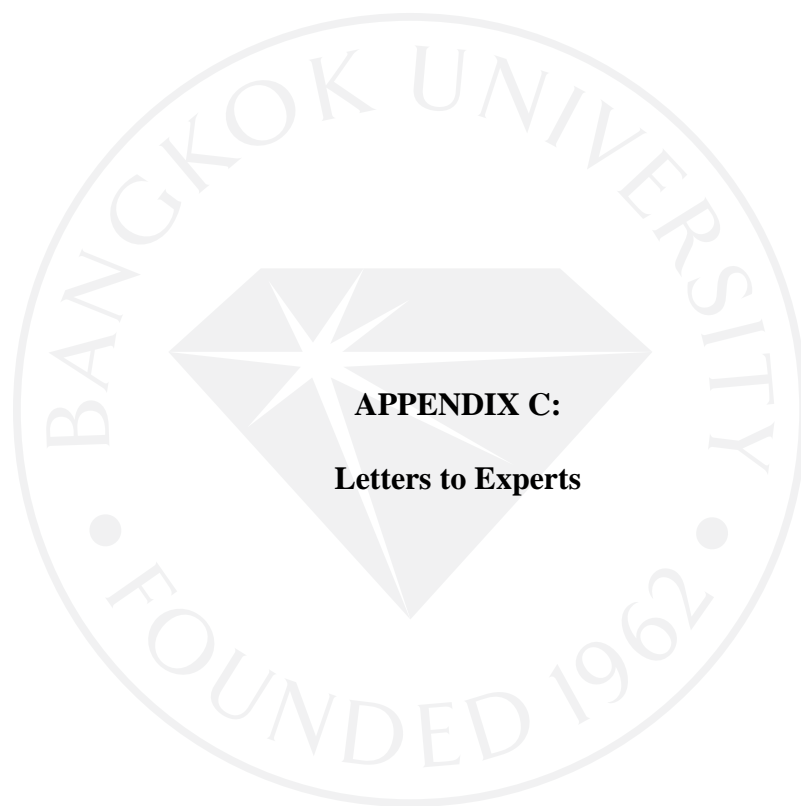
คำอธิบาย: โปรดทำเครื่องหมาย ✓ บนตัวเลือกที่ตรงกับความคิดของท่านโดยระบุระดับดังต่อไปนี้:

5 = เห็นด้วยอย่างมาก 4 = เห็นด้วย 3 = เฉยๆ 2 = ไม่เห็นด้วย และ 1 = ไม่เห็นด้วยอย่างมาก

ความสำเร็จในการบริหารจัดการธุรกิจระหว่างประเทศ: SIBM	ระดับความคิดเห็น				
	เห็นด้วย อย่างมาก	←————→			ไม่เห็นด้วย อย่างมาก
1. ท่านคิดว่า การบริหารจัดการงานทางด้านธุรกิจระหว่างประเทศ จะต้องอาศัยองค์ความรู้และทักษะที่เหนือกว่าการทำธุรกิจประเภทอื่นๆ	(5)	(4)	(3)	(2)	(1)

ความสำเร็จในการบริหารจัดการธุรกิจระหว่างประเทศ: SIBM	ระดับความคิดเห็น				
	เห็นด้วย <----->		ไม่เห็นด้วย		
	อย่างมาก				อย่างมาก
2. ท่านเชื่อว่า การเข้าใจในเศรษฐกิจในระดับโลก เป็นปัจจัยหลักในการบริหารจัดการธุรกิจระหว่างประเทศ	(5)	(4)	(3)	(2)	(1)
3. ท่านคิดว่า การดำเนินการบริหารธุรกิจระหว่างประเทศ บริษัทจำเป็นต้องใช้แนวทางการดำเนินธุรกิจในระดับโลก ทั้งการซื้อขายสินค้าและบริการ รวมไปถึงการลงทุนต่างๆ	(5)	(4)	(3)	(2)	(1)
4. ท่านคิดว่า การบริหารจัดการธุรกิจระหว่างประเทศ เป็นเรื่องเกี่ยวกับการรักษาและพัฒนาเกี่ยวกับการผลิตในองค์กร รวมไปถึงความสนใจทางด้านการตลาดข้ามชาติทั้งพนักงานในประเทศและพนักงานต่างประเทศ	(5)	(4)	(3)	(2)	(1)
5. ท่านคิดว่า การบริหารจัดการธุรกิจระหว่างประเทศ เป็นกระบวนการที่มุ่งเน้นไปที่ทรัพยากรของโลก และจุดมุ่งหมายขององค์กรคือการมองหาโอกาสและตรวจสอบอุปสรรคในการดำเนินธุรกิจระดับโลก	(5)	(4)	(3)	(2)	(1)

**** ขอขอบพระคุณสำหรับความร่วมมือในการตอบแบบสอบถาม****





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อำเภอคลองหลวง จังหวัดปทุมธานี 12120
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The Graduate School

November 26, 2020

Ms. Linda Lee
General Manager
Lightech Electronic (Thailand) Co., Ltd.

Dear Ms. Linda Lee

The Graduate School of Bangkok University would like to request your permission to allow one of our students in the Master of Business Administration Program (English Program), Mr. Thanon Naruj Bampenphon, Student Code 7600200120 to request for reviewing questionnaire (BA 715 Independent Study) entitle “International strategy, Intercultural Business Negotiations, Negotiation Tactics, Organizational Management, and Business Relationship affecting the Success of International Business Management of Entrepreneurs in Bangkok”

The information gained will be solely used for academic purposes, and we are very certain that Mr. Thanon Naruj bampenphon will benefit greatly from this practical and engaging activity. We, therefore, look forward to your positive response to our request.

Sincerely yours,



Siriwan Rujibhong
Asst. Prof. (Ph.D., Arch.D.)
Dean, Graduate School

Graduate School
Tel. 0-2407-3913-4
E-mail: graduate@bu.ac.th



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The Graduate School

November 26, 2020

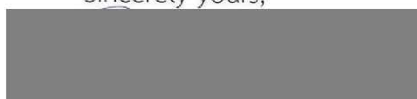
Mr. Narongvit Techatanawat
Executive Producer
BEC World Public Co., Ltd.

Dear Mr. Narongvit Techatanawat

The Graduate School of Bangkok University would like to request your permission to allow one of our students in the Master of Business Administration Program (English Program), Mr. Thanon Naruj Bampenphon, Student Code 7600200120 to request for reviewing questionnaire (BA 715 Independent Study) entitle "International strategy, Intercultural Business Negotiations, Negotiation Tactics, Organizational Management, and Business Relationship affecting the Success of International Business Management of Entrepreneurs in Bangkok"

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The Graduate School

November 26, 2020

Mr. Rorey Mark Rogers
Managing Director
ACA Pacific Thailand Co., Ltd.

Dear Mr. Rorey Mark Rogers

The Graduate School of Bangkok University would like to request your permission to allow one of our students in the Master of Business Administration Program (English Program), Mr. Thanon Naruj Bampenphon, Student Code 7600200120 to request for reviewing questionnaire (BA 715 Independent Study) entitle “International strategy, Intercultural Business Negotiations, Negotiation Tactics, Organizational Management, and Business Relationship affecting the Success of International Business Management of Entrepreneurs in Bangkok”

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2017-2019 Marketing Executive
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2016-2017 Assistant to Business Development
Manager
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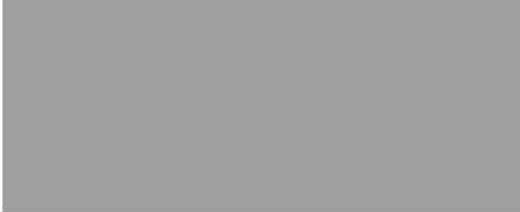
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