

Every manager who is at least slightly active in the area of cross-border business should have a sufficient amount of information from

- various fields of social and economic activities,
- must know the foreign market well,
- must react sensitively and promptly to new situations,
- have substantial information about the transport, insurance, customs and exchange regulations,
- know the laws of cross-border payment and settlement
- as well as the rules of social etiquette.

Etiquette is a system of rules and conventions that regulate social and professional behavior. In any social unit there are accepted rules of behavior upheld and enforced by legal codes; there are also norms of behavior mandated by custom and enforced by group pressure.

The history of etiquette

The royal court was the natural home of etiquette, because it centered upon a monarch around whom niceties of behavior spread in expanding circles. The Middle Ages was a golden period for Western etiquette, since the feudal system was strictly stratified.

In Britain standards of conduct were greatly affected by the publication in the 16th century of certain Italian works known as courtesy books. Probably the most influential of these was Baldassare Castiglione's *The Book of Courtesy*, 1561.

The late 18th and early 19th centuries showed another great flowering of etiquette in Britain.

By mid-20th century, however, concern about polite conduct was no longer confined to a social elite.

Eleanor Roosevelt published her own typically practical *Book of Common Sense Etiquette* (1962).

World wars and increasing social equality resulted in a simpler code, appropriate to the faster tempo and less pampered conditions of life in society.

Rules and conventions differ according to cultural, social, economic, religious, climatic, or other conditions. Therefore a universal etiquette cannot be found, established or created. When trying to implement these general rules and conventions we have to take into consideration

- social preferences
- outer look and behavior in public
- how to make a good impression
- how to attract attention even with the right address
- how to use a business card properly
- how to invite guests politely
- social opportunities for business negotiations
- rules for personal contact
- rules for business contact

The opinions on what essential characteristics a cross-border manager should have are various but what most researchers agree on is that a manager should

- fulfill certain requirements
- know perfectly and implement the rules of social etiquette
- know the rules of diplomatic protocol

According to M. Tuma a manager must be well educated, intelligent and practical and experienced at the same time. They must fulfill various requirements e.g.:

- know how to manage
- be honest, conscientious, hardworking, reliable, and have strong character,
- have positive work performance
- fair behavior
- be good listeners
- hold to their principles, be assiduous and critical
- try to establish good relations

If a manager lacks information and knowledge of correct rules of social etiquette when dealing with foreign partners or if a manager neglects these rules it can result in

a serious deterioration of mutual relations and maybe even in the loss of the partner. Therefore when dealing with foreign partners we must know and implement the rules of social etiquette, know the rules applicable in dealing in person, and know the rules of business negotiations.

Diplomacy

Our century is largely influenced by economic interdependence, globalization, internationalization, integration and many other processes. Mutual economic dependence of countries after the Second World War resulted in state interventions, establishment of international and supranational organizations.

Diplomacy is the established method of international discourse or art of managing international relations, chiefly by negotiation.

Diplomacy is often confused with foreign policy, but it is instead the chief instrument through which the goals, strategies, and broad tactics — often politically determined — of foreign policy are implemented. Foreign policy is usually publicly stated; diplomacy, on the other hand, is generally conducted in secret, though its results are often made public.

The history of diplomacy

World War I accelerated many changes. The Russian Revolution of 1917 produced a great power regime that rejected the views of the Western world. The Bolsheviks abolished diplomatic ranks and published the secret treaties they found in the archives. Later upon resuming diplomatic relations with other states, the Soviet Union launched an innovation by naming the first female head of mission in 1923.

That world was changing. The chief innovation was creation of the League of Nations as the first permanent major international organization. The League of Nations sponsored conferences—especially on economic questions and disarmament—and supervised specialized agencies.

In Europe foreign offices, diplomats, and quiet negotiation were unseen as prime ministers and their staffs executed policy in public. Governments, led by Britain and Germany, manipulated this publicity to influence opinion toward their policies.

The United Nations replaced the League of Nations in 1946 and began with 51 members. The new states were often undeveloped, technologically weak nations with small educated elites and thus a limited number people for government and diplomacy and could not conduct much diplomacy at first.

In 1981, there were about 7,000 missions, and the number was growing. Further, most were embassies. There were numerous new international organizations, often highly specialized.

As the number of state and quasi-diplomatic entities grew, so did the functions of diplomacy.

The Cold War meant more espionage, missions focused more on trade, negotiations over tariffs and debts assumed new importance about economic and military aid, commodity price stabilization, food sales, aviation agreements, and trade policies.

Organization of diplomacy

Every state establishes its own representative bodies according to the Vienna Convention. A representative body for international relations has a strictly defined structure and position. Representative bodies for international relations are divided into:

- diplomatic
- non diplomatic

According to the duration of the competence there are

- permanent diplomatic bodies – they are competent to act in the name of their state in compliance with the diplomatic task. Permanent diplomatic bodies include embassies, diplomatic missions, permanent missions at international organizations (UNESCO, UNO)
- temporary diplomatic bodies - have only certain time limited competencies. They are special missions and delegations at international conferences.

Diplomatic mission

Vienna Convention from the year 1961 on diplomatic relations and Vienna convention from the year 1963 on consular relations define a wide range of right and duties, advantages and rules in diplomatic relations.

Diplomatic mission is a permanent representative body of a state for international relations. Diplomatic missions are established on the level of

- embassy
- envoys

The Vienna Convention on Diplomatic Relations in 1961 specifies **three classes of heads of mission:**

- (1) ambassadors or nuncios accredited to heads of state and other heads of missions of equivalent rank,
- (2) envoys, ministers, and internuncios accredited to heads of state, and
- (3) chargés d'affaires accredited to ministers of foreign affairs. A chargé d'affaires ad interim is a deputy temporarily acting for an absent head of mission. A chargé d'affaires en pied is a permanent chairman of a diplomatic mission.

Members of the staff of the diplomatic missions are divided into three groups

1. the "members of the diplomatic staff" are the members of the staff of the mission having diplomatic rank;
2. the "members of the administrative and technical staff" are the members of the staff of the mission employed in the administrative and technical service of the mission;
3. the "members of the service staff" are the members of the staff of the mission in the domestic service of the mission;

Members of the diplomatic staff of the mission should in principle be of the nationality of the sending State.

The functions of a diplomatic mission consist in:

1. representing the sending State in the receiving State;
2. protecting in the receiving State the interests of the sending State and of its nationals, within the limits permitted by international law;
3. negotiating with the Government of the receiving State;
4. ascertaining by all lawful means conditions and developments in the receiving State, and reporting thereon to the Government of the sending State;

5. promoting friendly relations between the sending State and the receiving State, and developing their economic, cultural and scientific relations.

Consular offices and their mission

The establishment of consular relations between States takes place by **mutual consent**. A basis for a consular relation is the **Vienna Convention** on consular relations from the year 1963. According to this convention consular offices fulfill various tasks in the field of the protection of the interests of the sending state such as

- supporting the development of trade, economic, cultural and science relations between the two states,
- issuing of passports, visas, and other documents to the citizens of the own state.

Consular offices are according to their importance and the range of activities divided into:

- consulate-general
- consulate
- vice-consulate

Heads of consular posts are divided into four classes, namely:

- consuls-general;
- consuls;
- vice-consuls;
- consular agents

Slovakia and the EU - Negotiation Process

What is the *acquis communautaire* ?

Membership of the European Union requires each country entering the EU to fully assume the existing rights and obligations of the Union, and to be ready to accept future rights and obligations arising from the legislation of the Union and from the entire system of its functioning.

During an almost fifty-year existence of the European Union, an extensive body of principles, laws, policies, obligations and objectives had been adopted, laid down primarily in basic treaties of the European Union (Treaty of Paris, Treaties of Rome, Single European Act, Amsterdam Treaty), secondary legislation (directives, decisions of the European Union), and the decisions of the European Court of Justice. These achieved results of the European Union are commonly referred to as **acquis communautaire**.

From the applicant countries' perspective, the transposition of *acquis communautaire* and the harmonisation of their legal systems with the law of the European Union are the necessary prerequisites for accession.

Actual accession negotiations are held under 31 negotiation chapters . Among these chapters, 29 are „real“ chapters (covering individual areas of the *acquis*), while chapter 30 deals with the internal institutional issues of the EU, and the last 31st chapter on „Others“ concerns other issues that may emerge in the course of negotiations.

The objective of negotiations is to determine the terms for accession of the candidate countries to the European Union. By the date of their accession, candidate countries will have to transpose the entire *acquis*, i.e. all the obligations of membership. In those cases where, for some reason, a candidate country is not able to adopt the legislation of the Union, it may request a derogation from the application of *acquis communautaire*, or a transitional period, i.e. ask to be exempted from the implementation of the legislation of the Union in certain fields.

The Slovak Republic requests only transitional periods, i.e. time periods during which its legislation will continue to be in force in specific areas also after its accession to the European Union. The law of the European Union will become applicable for the area covered by the transitional period after the termination of such periods.

Negotiations take place in three stages:

1. Screening

2. Negotiation process
3. The process of ratification

Embassies

Embassy can be divided into various departments. The most embassies have only consular department. Sometimes there are also the following departments:

- Tourist department
- Consular and visa department
- Commercial department
- Cultural department or institute
- Commercial mission
- Agriculture department
- Military department
- Veterinary department
- Police department

Foreign embassies in Slovakia

In Slovakia have their embassies:

- 22 countries of Europe
- 4 countries of Asia
- 2 countries of Africa
- 1 country of Middle America
- 1 country of North America

In Slovakia established their honorary consulates:

- 4 countries of Europe
- 1 country of Asia
- 1 country of Africa
- 1 country of North America

European Union

The following countries of the European Union have an embassy in Slovakia:

United Kingdom, France, Germany, Belgium, Netherlands, Spain, Italy, Greece, Austria

The following countries have in Slovakia only honorary consulate:

Sweden, Finland, Denmark

The following countries have neither embassy nor the honorary consulate in Slovakia:

Luxembourg, Portugal, Ireland

Asia

Asia maintains in Slovakia in comparison with the European Union very poor diplomatic mission. Only 4 countries have their embassies in Slovakia:

China, India, Indonesia, Turkey, Thailand (honorary consulate only)

North America

United States of America have their embassy In Slovakia. Canada established in our country only the Office of the Canadian Embassy and Technical Cooperation.

Embassy of the USA

Role of the US Embassy in Slovakia is:

- Explains and advocates the position of the United States Government on bilateral and multilateral issues;
- Reports and explains to the United States Government conditions in Slovakia and Slovak positions on issues of interest;
- Promotes United States commercial interests and encourages creation of an improved business climate;
- Provides protection to American citizens abroad and various documentary services to American and foreign nationals;
- Facilitates educational, professional, and cultural exchanges between the United States and Slovakia.

Slovak embassies abroad

Slovakia established 60 embassies in the world. 28 of them are situated in Europe, 14 in Asia, 9 in Africa, 3 in North America, 5 in South America, 1 in Australia

European Union

Slovakia established embassies in all EU-countries except for Luxembourg and Ireland. In Italy and Germany there are also honorary consulates situated.

Asian countries

Embassies of Slovak republic are situated in the following countries of Asia:

Azerbaijan, India, Indonesia, Iran, Iraq, Israel, Japan, China, Uzbekistan, United Arab Emirates, Syria, Thailand, Turkey, Vietnam

North America

Slovakia established embassies in the United States, Canada and Mexico.

Slovak embassy in the USA

In the USA there is a Slovak embassy situated in Washington, permanent mission to the United Nation in New York and 5 honorary consulates. Ambassador of Slovakia is Martin Butora

Embassy has the following departments:

- Political Section
- Section of Culture, Education and Scientific Cooperation
- Consular Section
- Administrative Section
- Office of Defense, Military and Air Attaché