

Chinese Negotiation Styles in International Business

Purpose of the Study and Problem Statement:

Globalization, Regionalization, and technological advances have changed the nature of how people do business. Today, no organization or country is immune to some exposures from different countries, cultures, and diversity. Further, all organizations must negotiate. However, differences in cultures, socio-economic and political perspectives demand differences in the approach to how people negotiate. These differences involve cultures, cultural dimensions, cultural philosophies, cultural dynamics, global influences, consequences of cultural global influences, negotiation styles and approaches, behaviors, ethics, motivations and so on.

Researchers argue that many employees that have accepted foreign assignments have been unprepared for their specific country assignment. With globalization becoming an everyday event and part of life, people in all organizations, and doing business with a foreign country, must learn about cross-cultural negotiations in order to be effective.

China's rapid economic growth, and heightened global interest, has come with challenges and difficulties from international business negotiators, especially from Western cultures; in understanding the elements required to negotiate effectively with Chinese business people. Therefore, the purpose of this study focuses on the investigation of the elements required to negotiate effectively with Chinese business people, such as culture, and Chinese business negotiation styles; strategies, processes, tactics and approaches.

Researchers argue that research on international business negotiations has had a Western bias (Zhao, 2000; Ghauri & Fang, 1999; Zhu, McKenna & Sun, 2007). Therefore, the intent of this research and course, *Chinese Negotiation Styles in International Business Negotiations*, focuses on the importance of understanding, both, what influences Chinese negotiators and the different negotiation styles they apply during international negotiations; providing a more Eastern perspective.

Furthermore, research suggests that having a clear understanding of how to negotiate effectively with the Chinese and their different negotiation styles will help not only people in business, but anyone who goes to China on vacation, since during vacation tourists find themselves in constant negotiations; a part of human activity. Therefore, this study has relevance in not only the business world, but in the private sector as well.

To this end, the purpose of this study focuses on understanding Chinese negotiation styles by first focusing the study on the cultural and philosophical elements that affect Chinese negotiators' behaviors and motivations during international business negotiations.

Course Description:

This course focuses on the argument that Chinese negotiation styles in international business negotiations are influenced by many different elements such as culture, cultural dimensions, cultural dynamics, global flows, Chinese culture and philosophy, emotional intelligence, cultural intelligence, Chinese communications, Chinese negotiation strategies, processes, tactics and styles; demonstrating a high level of complexity. To this end, these elements will provide a framework, and construct, for understanding Chinese negotiation styles in international business negotiations.

The study will also discuss how China's political and economic systems influence Chinese negotiation styles. To this end, this framework will provide a clear understanding of Chinese culture and philosophy that influences Chinese values and behaviors with respect to their business negotiation processes, strategies, tactics and styles.

Learning Outcomes:

1. Learn the impact and difference of China's country specific culture, cultural dimensions, philosophies, dynamics, global influences and consequences as they relate to Chinese negotiations in international business negotiations.
2. Learn the impact of emotional and cultural intelligence, Chinese communication, and reciprocity, during Chinese negotiations.
3. Learn the effects of different patterns of behavior in the Chinese negotiation process.
4. Learn China's country specific negotiation styles, tactics, processes and approaches from the Chinese perspective.
5. Gain a comprehensive understanding of Chinese negotiation styles in international business negotiations.

Suggested Directly Related Reading Materials:

Torres, J.A. (2010). Understanding the Influence and Approaches to Effective Chinese Negotiations. *The Business Review, Cambridge, 14(2)*, 104-112. Retrieved from http://www.torres-international.com/files/Understanding_the_Influence_and_Approaches_to_Effective_Chinese_Negotiations.pdf

Torres, J.A. (2011). *Chinese negotiation styles in international business negotiations. ProQuest Dissertations & Theses*, 1-220. Retrieved from http://www.torres-international.com/files/Chinese_Negotiation_Styles_in_International_Business_Negotiations.pdf

It is suggested that students read the "Suggested Directly Related Reading Materials" listed above, in addition to the course lectures, in order to gain a more in-depth understanding of the course content.

Related Literature On Course Topic:

The complexity of cultural influences, the implications of cultural dynamics, and the numerous ways in which these are changing, suggest the need to adopt a broader perspective. This perspective should capture the richness and diversity of these different aspects of culture and their influence, as well as providing a view of culture that can be applied meaningfully to international marketing and negotiation situations (Craig & Douglas, 2006, p. 333). Further, effective and successful negotiations are largely dependent on understanding the other negotiating party's characteristics and approaches. And in international negotiations understanding the other party's culture is an even more challenging task, (Huang & Van De Vliert, 2004); however, necessary.

To this end, successful and effective cross-cultural negotiations requires an understanding of the other country's negotiators' culture, negotiation styles, tactics, processes, and wants; while respecting their beliefs and norms, and having a comprehensive awareness of non-verbal business behaviors and communications (Chang (2003).

Chang, L. C. (2003, March). An examination of cross-cultural negotiation: Using Hofstede framework. *Journal of America Academy of Business, Cambridge*, 2(2), 567-570. Retrieved October 28, 2009, from ProQuest.

Craig, C. S. & Douglas, S. P. (2006). Beyond national culture: Implications of cultural dynamics for consumer research. *International Marketing Review*, 23(3), 322-342. Retrieved October 28, 2009, from ProQuest.

Huang, X. & Van De Vliert, E. (2004). A multilevel approach to investigating cross-national differences in negotiation process. *International Negotiation*, 9, 471-484. Retrieved from September 22, 2009 EBSCO.

Methodology:

The literature on Chinese negotiation styles in international business negotiations and the practical knowledge of Chinese negotiation styles in international business negotiations is limited. To this end, this study, Chinese Negotiation Styles in International Business Negotiations, adds to the gap in literature and practical knowledge.

Therefore, a qualitative methodological approach to *Chinese Negotiation Styles in International Business Negotiations* provided the in-depth understanding required of the influences and approaches of Chinese negotiators with the use, analysis and interpretation of open-ended questions and content analysis.

The methodology used in capturing and storing data included qualitative techniques such as data triangulation; methodological triangulation; theory triangulation; and a self-administered open-ended questionnaire. The data triangulation technique gathered data from various sources, such as scholarly peer-reviewed journals, texts, and so on. The methodological triangulation techniques applied different methods of collecting data, such as a self-administered questionnaire. And the theory triangulation technique included different theoretical perspectives regarding culture, Chinese negotiation processes, strategies, tactics and approaches.

This course will use lecture from literature and empirical evidence to provide an in-depth understanding of Chinese negotiation styles in international business negotiations. Further, emphasis will be placed on student participation through discussion and analysis.

Course Outline:

Module Topics	
1	An Introduction
2	Culture Cultural dimensions Cultural dynamics Chinese culture and philosophy Chinese communications Emotional intelligence Cultural intelligence
3	Chinese Negotiation Styles Culture and its impact on Chinese business negotiations Chinese business negotiation processes and strategies Chinese business negotiation tactics Chinese conflict management styles Chinese cooperative and competitive tactics and game theory Social exchange theory and negotiated and reciprocal exchanges Reciprocity and Chinese business negotiations Chinese business negotiation approaches The Confucian gentleman The Maoist bureaucrat The Sun Tzu strategist Initial meeting with Chinese business negotiators Chinese and international business negotiations
4	Literature Review Summary
5	Research Findings Research Framework and Themes Culture and its impact on Chinese business negotiations Chinese negotiation styles
6	Conclusion