**郑州工业应用技术学院**

**本科生毕业论文**

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| 题 目： | TheInfluencesof Chinese and Western Cultural Differences on the International Business Negotiations | | |
|  | 中西方文化差异对国际商务谈判的影 影响 | | |
| 指导教师： | 杨佩聪 | 职称： | 副教授 |
| 学生姓名： | 张焕 | 学号： | 12019012849 |
| 专 业： | 商务英语 | | |
| 院 （系）： | 外国语学院 | | |

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**中西方文化差异对国际商务谈判的影响**

**The Influences of Chinese and Western Culture Differences on the International Business Negotiation**

# 摘要

随着经济全球化的不断发展，各国之间的经济联系不断加强。中国经济与世界的融合越来越密切，特别是中国加入世界贸易组织后，中国与西方国家的经济合作越来越频繁。国际商务谈判是商务活动的重要组成部分，各种层次、各种类型的跨文化商务谈判也越来越显示其在社会、经济生活中的重要作用。来自不同文化背景的谈判者有着不同的价值观和思维方式，因而也就决定了不同的交际方式。这就意味着在国际商务谈判中了解各国的不同文化，熟悉商业活动的文化差异是十分重要的。中西方文化之间存在着巨大的差异，中西方谈判人员在谈判过程中所采用的不同类型的谈判风格往往会导致商务谈判中的沟通障碍和误解。因此正确认识中西方的文化差异及其对商务谈判的影响是确保跨文化商务谈判成功的关键。本文基于对中西方文化差异对商务谈判影响的研究。（红色部分请和英文摘要意思对应，这部分文字组织没英文部分流畅·需要组织下语言）

关键字：商务谈判，文化差异，中西方文化，影响

# Abstract

With the constant development of the economic globalization, business contacts among nations get increasingly close. In particular, since China’s accession to WTO, the economic cooperation between China and the West becomes more and more frequent. International business negotiation is one of the vital parts of business activities. All kinds of cross-cultural business negotiation play an important role in the social life as well as the economic life. Negotiators from different cultural backgrounds have different values and thinking patterns, thus forming the various communication styles. Consequently, it is necessary to learn the cultures among all the countries and to get familiar with the cultural difference in the business activities.

This thesis focuses its research on the impacts of culture differences on Sino-Western business negotiation. Due to the striking cultural differences between China and the West, members of these two cultures take different negotiating styles, which may bring communication obstacles and unnecessary misunderstandings during the Sino-Western business negotiation process. Thus, getting a clear picture of cultural difference between China and the West and its impacts on negotiation is a guarantee for successful International business negotiation.

Key words: Business Negotiation, Cultural Difference, Sino-Western Culture, Impacts

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# Chapter one Introduction

## 1.1 General Background

The rapid development of economic globalization and integration greatly facilitates the growing of international business. The success of international business activities begins with agreements reached between corporations. Thus reaching satisfactory agreements requires effective business negotiation. And the success of international business activities is closely related with the effective business negotiation. As a consequence, with the prosperity of international business, the practice of negotiating across borders has become more frequent and also more complex.

The greater the cultural differences, the more likely barriers to communication and misunderstandings become. Hence, this thesis is intended to focus on the culture perspective.

1.2 Purpose and significance of the Study

Intercultural understanding is indispensable and people need to cooperate with members of other cultures more than ever. When it comes to business, promoting cultural sensitivity will help people work more effectively when interacting with people from other countries. With Hofstede's five dimensions model, it is easy to have a general overview and a thorough understanding of other cultures, and to know how to behave appropriately in business field when interact with individuals from other countries.

再概述，本研究的目的意义是什么？

1.3 Theory Basis and Problems to be Solved

The comparative studies of Chinese and American cultures clearly confirm that there are great differences between negotiators from these two cultures. Major differences of cultural values held by Chinese and American negotiators involve relational and transactional approach, different perceptions on negotiation, negotiating team, consensus and authoritative decision-making system, conflict management as well as different form of agreement. These differences have been illustrated through the case analysis in the fifth part. It is quite difficult to discuss all the differences between China and America because there are numerous cultural differences during the business negotiations. So the author just chooses four typical aspects to discuss in the thesis. However, it should be mentioned that not all individuals in a culture behave the same way. Therefore, values and behaviors of a particular culture may not be the values and behaviors of all the individuals within the culture. The cultural characteristics presented in this thesis are only general tendencies.

1.4 Methods and Innovation of the Study

# Chapter Two Literature Review

## 2.1. Previous Studies Concerning The Same Issues

Most companies which used to be entirely domestic are not related with issues of culture. Many work related issues that companies dealt with are confined to those within the country where the company is located. Competitive companies also come from the same culture. However, these characteristics of a national work environment have become a thing of the past. Today, the increasing numbers of multinational and international corporations set up subsidiaries and satellite offices and work units in more than a single country, and some even in every corner of the world. Multinational corporations now participate in a lot of international business arrangements such as joint. The ventures, license agreements, subcontracts, and management contracts. The influences of cultural diversity have become a prominent setting for intercultural negotiation. More and more businessmen need to deal with people of diverse and varied backgrounds. Today, a transfer from one business unit to another within the same company can mean a transfer from one country to another. Clearly, this type of internationalization of business brings about more challenges of cultural differences in the work context than in the past. Hence, it is more crucial that when referred to international business, one has to be aware of cultural differences. Here the cultural differences in different cultures vary greatly, and consequently, misunderstandings in communications usually increase geometrically. In today's life, even domestic companies must face the challenge of internationalization of business and work and the resulting intercultural issues associated with it. Indeed, we're living in a global village, in which there are few boundaries among the exchange of goods, services, and resources. To a certain extent, one's ability to cope with these issues will determine his success or failure.

**2.1 Domestic Research**

Sun Hua (2014) points out in the *Influences of Cultural Differences on Sino-US Business Negotiations* that the reasons why the author chooses Sino-US business negotiations to study are as follows: the United States of America is the largest developed country while China is the largest developing country in the world; since China's entrance into the WTO, trade between the countries is increasing rapidly; there are striking cultural differences between the two countries and even exists culture clash between the two countries. The study of Sino-US business negotiations from the perspective of culture goes with the trend of our times and is thus very practical, which is the significance of writing this thesis. This thesis is designed to analyze the cultural dimensions that are reported to play very important roles in Sino-US business negotiation. Dutch professor Geert Hofstede's theory of cultural dimensions, including power distance, individualism versus collectivism, uncertainty avoidance, masculinity versus femininity, and long-term orientation is the basic theoretical framework and research model of this dissertation. (Beamer, Linda and Varner Iris， 2003:46) *Meanwhile, the thesis reviews some relevant theories about intercultural communication and business including negotiation, theories on cult which provides are, intercultural solid theoretical foundation to the analysis of cultural differences in Sino-US business negotiation.*

Hu Min (2012) indicates in the *A Study of Influences and Countermeasures on the Cultural Differences between China and Western Countries in Intercultural Business Negotiation* that with the quick global economic integration paces, the transnational flow of the international business becomes more active. So it's very important to have the ability to understand the multi-cultural of the other countries and to communicate with them. Building the awareness of culture differences and have the communication ability between different cultures means the direct economic benefits. International business negotiation plays the big role in the international business activities, therefore how to conduct efficient cross-cultural business negotiations were put on the agenda. Due to cultural differences in the international business negotiations is very complex, there are many problems. When people communicate. Only when you deeply understand the influence on cultural differences, you will find out the root of the contradictions of the negotiating parties and the effective ways of resolving the contradictions. Then the negotiating parties could achieve the goal of win-win. So this thesis has important practical significance on studying the influences of cultural differences and finding the solutions. In this paper, the author combined normative studies with cases, systematically studying on the impact of cultural differences on business negotiations.

Wang Lina (2013) discusses in *The Analysis of Effect and Strategy of Chinese and Foreign Cultural Differences on International Business Negotiation* that corresponding strategy analyses are given by the author from two aspects of general skills and suggestions about cultural differences strategy. Generals kills, including the preparation before negotiations and conquer of the obstacles of communication. In the process of communication with other cultures, pay attention to differences in verbal and nonverbal, keep learning and enrich ourselves, before each negotiation prepare fully to make non-panic. Strategies for the cultural differences include avoiding the phenomenon of culture shock, learning and respecting the cultural differences and properly handle problems in negotiations, do cultural exchanges after negotiations.

以上两段是国内研究现状，请补充一段关于国外研究现状的描述。

2.2 Foreign Research

200-300单词即可

# Chapter Three Theoretical Framework to be Adopted

**3.1 General Description of the Theory**

In this thesis, Hofstede's cultural dimensions is used as the theoretical foundation for the following three reasons. First, Hofstede's cultural dimensions has been established through a large survey regarding national values differences across the worldwide subsidiaries of multinational corporation, involving more than 117,000 IBM matched employees samples on the same attitude survey in different countries. In the beginning, he focused the research on the 40 largest countries, and then extended it to 50 countries and 3 regions. As Hofstede himself holds that it is "at that time probably the largest matched-sample cross-national database available anywhere". Second, Hofstede's theory is a systematic framework of classification of five cultural dimensions and sheds light on culture differences. (Bai Yuan, 2002:56)*Based on the profound study, Hofstede published his major work Culture's Consequences, and worked out a systematic framework for assessing and differentiating national cultures by classifying four cultural dimensions: uncertainty avoidance, individualism, power distance, and masculinity*. These four dimensions show meaningful relationships with important demographic, geographic, economic, and political national indicators later, the following research by Hofstede’s and others led to the development of a fifth dimension, a long-term orientation. Research on this dimension is unique since Michael Bond and several Chinese colleagues develop a new survey based on questions developed by Asian researchers reflecting Confucian values. Hofstede and Bond have related this long-term orientation to the economic growth in rising Asian economies. The third reason is that in cross-cultural communications, Hofstede's cultural dimension has been taken as an internationally agreed standard and widely used as an important and influential theory for researches and practices.

**3.2 Adoption of the Theory**

Hofstede's theory of cultural dimensions is of importance in analyzing differences between cultures. Hofstede's cultural dimensions theory is a framework for cross-cultural communication, developed by Geert Hofstede. It describes the effects of a society's culture on the values of its members, and how these values relate to behavior, using a structure derived from factor analysis.

Hofstede developed his original model as a result of using factor analysis to examine the results of a world-wide survey of employee values by IBM between 1967 and 1973. It has been refined since. The original theory proposed four dimensions along which cultural values could be analyzed: individualism-collectivism; uncertainty avoidance; power distance (strength of social hierarchy) and masculinity-femininity (task orientation versus person-orientation). Independent research in Hong Kong led Hofstede to add a fifth dimension, long-term orientation, to cover aspects of values not discussed in the original paradigm. In 2010 Hofstede added a sixth dimension, indulgence versus self-restraint.

Hofstede's work established a major research tradition in cross-cultural psychology and has also been drawn upon by researchers and consultants in many fields relating to international business and communication. The theory has been widely used in several fields as a paradigm for research, particularly in cross-cultural psychology, international management, and cross-cultural communication. It continues to be a major resource in cross-cultural fields. It has inspired a number of other major cross-cultural studies of values, as well as research on other aspects of culture, such as social beliefs.

Hofstede's theory of cultural dimensions

Power distance index (PDI)

Uncertainty avoidance

Index

(UAI)

Masculinity

Vs. femininity (MAS)

Long-term orientation vs.

Short-term orientation (LTO)

Individualism

Vs.

Collectivism (IDV)

# Chapter Four Definition and Impacts of Intercultural Business Negotiation

## 4.1 Definition of International Business Negotiation

International business negotiation refers to the process in which different companies or enterprises from different countries come to discuss or bargain on various transaction terms for mutual benefits. Therefore, It means more than one culture is involved, making negotiation a much more complicated process when it occurs across borders. For instance, in China, it points to a situation in which one side is the Chinese government, or a Chinese company or businessman, while the other side is usually their foreign counterpart. With rapid development and integration of global economy, cross-cultural business negotiation is gradually becoming a more and more significant economic activity in external-oriented business transactions, and an indispensable means for solving unavoidable interest conflicts among different countries and regions in the world. (Barros, O.J., 1974:102)

**4.2 Impacts of International Business**

The impact of international business on the world economy has become more and more important. International trade has multiplied twenty fold over the last twenty years. No part of the economy can avoid the international dimensions. The business is now facing a global market, and firms of all sizes must search the world for customers and suppliers.

As the proportion of international trade and cooperation increases, so does the frequency of business negotiations among people from different countries and cultures. Intercultural business negotiations are fast becoming a fact of life for most globalizing firms.

At the forefront of intercultural business opportunities are the agreements between firms. Agreements are the most important international documents that must be negotiated between firms of different nationalities and having different objectives. However, an agreement is not the only thing that firms pursue in intercultural business negotiation, establishing, maintaining and fostering good relationships with the counterparts is also very important.

In intercultural business negotiations, one has to be wary of fine nuances in relationships, practices and how they are perceived by members from other nations. The two sides of business negotiators are separated from each other not only by physical features, but also by different ways to perceive the world, to define business goals, to express thinking and feelings, etc. Members with different cultural background may also focus on different aspects of an agreement. Thus, the arrival of an agreement has become increasingly time consuming, difficult and complex in intercultural business negotiations, and so the firms will spend more time and energy on negotiations.

# Chapter Five Impacts of Cultural Differences on Sino-Western Business Negotiation

# 5.1 Brief Description of Sino –Western Business Negotiation

In terms of Hofstede’s theory in the previous Chapter, the author focuses on the impacts of cultural differences on the International business negotiation. It is well-known that the rapid Chinese economic growths and its accession to the World Trade Organization has placed China among the major international business players during the recent year. Meanwhile, the growing development of economic globalization facilitates China’s frequent business relationship with other countries. Then, the opportunities for Chinese negotiator negotiate with western partners are increasing. More and more scholars have paid more attention to the research on the cultural factors in business negotiations. Therefore, the study in this thesis is of practical significance, and it is expected to be helpful to the Chinese negotiators.

Second, China is the largest developing countries with the oldest civilization and enormous market potentials in the world while the United States is the largest developed country with youngest civilization and strongest economy. Third, with the increasing marketing potential in China, more and more Americans emerged into China and established relationship with the Chinese. Meanwhile, China also has penetrating into the American market. China and America are playing a very important role in the economic world. Fourth, Chinese culture, as the representation of the Oriental cultures, contrasts greatly with the American culture, the dominant culture in the Western world.

Researches of the impacts of cultural differences on International business negotiation can contribute to promote the efficiency of business negotiation of sino-western countries.

## 5.2 Impacts of Culture Differences on Sino-Western Business Negotiation

Different cultures may view the very purpose of a business negotiation differently. For many western executives, the goal of a negotiation, first and foremost, is to arrive at assigned contract between the parties. They consider a signed contract as a definitive set frights and duties that strictly binds the two sides and determines their interaction thereafter.

While the Chinese often consider that the goal of a negotiation is not a signed contract, but the creation of a relationship between the two sides. Although the written contact describes the relationship, the essence of the deal is the relationship itself. Thus, the Chinese tend to practice a relational approach to negotiation as contrasted with the western transactional approach to negotiation.

As we have discussed earlier, Chinese culture pays more attention to the collectivism and personal relationship. Thus, Chinese culture can be regarded as relationship-oriented.

As above discussed, based on Hofstede’s theory, cultural differences between China and the west tend to relatively result in the striking impacts in the International negotiation as following.

### 5.2.1 Composition of the Negotiating Team

The size of the negotiating team and the criteria for selecting negotiators largely depend on the parties’ cultural background. The number of negotiators considered appropriate for a negotiations vary by culture. Due to the collective culture and preference for teamwork, Chinese teams tend to be large. China typically sends a large team that includes not only functional experts and administrators but also representatives of local, provincial, and national authorities. The Chinese large negotiating teams are usually very well coordinated and operated as a cohesive unit. Tasks are divided among team members who take respective responsibilities during negotiation. Besides, negotiators d coordinate well as a collective unit as Chinese counterparts do.

Besides, the American negotiators are entitled the power to make decisions without concern for consensus or consulting superior at home.

Another aspect of the makeup of the negotiation team that can affect the process is the differing criteria various culture use to select their negotiators. Gender, competence, experience, status, age, even personal attributes can all be used as criteria in choosing individuals to send to the negotiating table. Negotiators may be selected based on their previous experience, their social status, their special knowledge on certain subject, or their personal characters. Some cultures stress while some other cultures stress on people’s social skills. In the countries that stress on people’s technical ability, the negotiator’s ability, legal training, language ability, and past experience are attached more importance to; whereas in some other countries that stress on people’s social skills, the negotiator’s status and his/her relationship with the powers are emphasized.

The chief negotiator of the Chinese side is usually one of the leaders of the company, or an official from the government. Although they may know little about the technical specifics, he owns the power to make decisions. However, Americans send the talented and experienced negotiator with the most profound expertise as their chief negotiator. Due to the fact that American typically chooses their negotiators on the basis of their substantive knowledge of the issues at the table and on their negotiating experience, the gender or age of the negotiator can be incidental, therefore, in most cases, the sales manager will be assigned the role of chief negotiator for a business negotiation in America. In this case, with their domestic negotiating experience, they often will observe and pay attention to the reaction of the technical personnel, who may have little decision-making power. This may explain why decision or agreement still cannot reach, though the Chinese technical team has shown great interest in the American side’s proposal. Very often, the technical staff will explain in detail to their team leader and analyze the advantages and disadvantages of the American’s proposal after the negotiating session, waiting for the leader to make the final decision.

### 5.2.2 Communication Style

Different groups communicate in different ways and are more comfortable with one or another form of communications. Some groups rely on verbal communications, others on nonverbal such as gestures, space, and silence. Some groups rely on one method, others mixed. *The more varied the methods of communications, the more complex is the communications context and the more care must be given to understanding this context.* (冯涛, 2013,01:73-76)

Cross-cultural communication can be both an intriguing and taxing exercise, due to its propensity to incur misunderstandings. The facility of language is no assurance of complete cultural insight. All too often, we have seen how words may be misunderstood, gestures misinterpreted, and meanings mishandled. The westerns’ communication style tends to be direct and verbal; while the Chinese tend to use extensive indirect and non-verbal means in their communications.

In verbal communications, information is transmitted through a code that makes meanings both explicit and specific. Language is highly important. When people from different cultures communicate, culture-specific factors affect how they encode and decode their message. For instance, a Chinese may sometimes say ‘Yes’ when he or she actually means ‘No’ or ‘Uncertain’ for fear of offending or embarrassing the Westerner. Then, it can be extremely difficult for the western counterpart to interpret the real meaning. The Chinese believe that it is impolite to reject another’s request, or to turn someone or something down. Due to this a ‘No’ answer is often an impolite answer, or may offend.

Therefore, the westerner may tend to interpret such Chinese behavior as insincere. In fact, it has nothing to do with insincerity, but with cultural norms and expectations. As an Australian negotiator observes:

*When engaged in business negotiations, as in other situations, a Chinese person may feel that a direct ‘no’ would be embarrassing to both parties, and try to convey his disagreement by more indirect methods, such as evading the question or remaining silent.*

*The Western businessman should therefore be sensitive to this, and learn to interpret the signals which his Chinese counterpart is giving out.*

In nonverbal communications, the nonverbal aspects become the major channel for transmitting meaning. It refers to ‘the use of subtle signs signals or cues in human interaction’. Hall highlighted this importance: I am convinced that much of our difficulty with people in other countries stems from the fact that so little is known about cross-communication. Formal training in the language, history, government and customs of another nation is only the first step in a comprehensive program. Of equal importance is an introduction to the nonverbal language which exists in every country of the world and among the various groups within each country. Most Americans are only dimly aware of this silent language even though they use it every day.

### 5.2.3 Decision-making Systems

Decisions are made differently in different group. They may be made by individuals or by the group as a whole. Within a group, participants may defer to the person of highest status or to the most senior group member. Alternatively, some groups accept the decision of the majority of the group members. Other groups seek consensus among group members and will not make a decision until all members have agreed.

In international negotiations it is important to take into consideration the differences in the decision-making process between cultures.In some cultures where power is decentralized decisions can be made quickly and often by a single individual. However, in cultures with collectivist values, decisions are made by consensus and can take longer. (秦明, 2012,08:204-207)

Internal decision-making systems can be consensus or authoritative.

In authoritative decision making, leaders or powerful individuals make decisions without concern for consensus. Decision making is not delegated to the entire team. In consensus decision-making, negotiators do not have the authority to make decisions without consulting superiors the team leader must obtain support and listen to advice from team members. It can be seen that the Chinese decision-making system tend to be consensus while the Western one authoritative.

Now consider a decision as to whether or not to buy out a competitor, say, in the steel-making industry. In China, where decision-making is decentralized, the process would be a bottom-up one. In the United States it is centralized and top-down. The Chinese will start with trying to define the question or problem, beginning with input from the lower ranks. From the lower groups, the decision is passed upwards or laterally until it eventually reaches senior management who are already aware of the consensus built from below.

In the collectivistic Chinese culture, decisions are made by the top superiors or senior members in the group. Chinese negotiators usually have to consult the whole group.

Decisions will not be accepted until the majority of group members agree. Keeping in mind that the Chinese objective is preservation of group harmony, the question would be framed as a decision to increase market share or simply grow revenue. One key consideration would be the impact on the company’s current employees and those of the firm to be purchased.

Conversely, in the United States, senior management would begin the process, not by defining the problem, but rather by seeking a solution to the question of how to maximize profit from this acquisition. The route of the decision is purely top-down. Keeping in mind that the American objective is economic efficiency; the problem is framed as one of maximizing resources and return on capital. The decision would be objective and impersonal. If maximizing efficiency involves layoffs at both companies, so be it. The workers had no input on the decision and will question what is in it for them if they go along. Under the influence of individualism, American negotiators can have the decision-making power and make decisions by themselves on the spot, but also has to take responsibility for his decision. As mentioned earlier, due to American emphasis on equality, American people believe that they should have access to the power. So they do not consider themselves as inferior to their superiors. They think they are the representatives of their company and they are responsible for the company instead of their superiors only.

An American businessman once complained:

*We have no idea what power to make decisions the people we are negotiating with have. But even worse, they don’t either. And if they have to get a decision form above, then the problem is that the Chinese have no one man who can say yes or no. Instead they have layers of committees and our negotiators can even get missed up and go to the wrong committee. Or at least it seems as though they are getting the run-around, which means hat we just have to wait and practice patience. It’s patience, patience, patience!*

During business negotiations, the decision-making power of Chinese does not rest with individual. The Chinese negotiators come to the negotiation table with a solution that has been set by the top, which cannot be easily changed at the bargaining table. However, the decision-making power in China is diffused. The lines of responsibility and the limits of the negotiating authority are vague. In this decision-making framework, decision-making is cumbersome and time-consuming. The vagueness of the actual authority of the Chinese negotiators makes Americans very difficult to ascertain which team member is the most important or who has the final authority over the negotiation. As the above-mentioned, American business man said: “they have layers of committees and our negotiators can even get mixed up and go to the wrong committee”. As the decision-making power lies in an individual in America, American negotiators are very flexible in giving and taking and are quick to respond to change. But this characteristic sometimes is misunderstood by the Chinese people as being insincere in negotiation.

In the 1980s, Chinese Ministry of Culture negotiated a contract for an exhibition of China’s archaeological treasures that was to tour a number of U.S. cities. The treasures needed to be insured, but the companies from China and U.S. wanted to do it. For a longtime, they could not decide which company the American would insure the exhibition with.

The Chinese insisted that they should insure with the Chinese People’s Insurance Company, which was quite happy to provide insurance at $2 million, but it would not cover the exhibits in the event of malicious damage, which was a key consideration. Thus two sides reached an impasse in the negotiation. The Chinese negotiators said that they would be waiting for the instructions of higher authorities and suggested that the two sides put this issue aside for a time and shifted to minor items. Since there was no other way to break a deadlock, the American side agreed to delay discussing about the exhibition insurance.

When the conflict about the insurance arose, Chinese side delayed by appealing to higher authority and shifting to minor items. In a collectivistic and hierarchical culture, group discussion and asking a superior for a decision is the preferred way to resolve key issues. Generally speaking, during the negotiations involving Chinese bureaucracy, the Chinese negotiators are concerned about the approach of superiors and their fellow team members. They depend on the authorities at the crucial moments instead of making decisions themselves. In this case the higher authorities also took time to consider the alternatives: if the exhibition was insured with an American company, the Chinese insurance company would lose a good opportunity to gain a considerable amount of premium and the national treasures would be under the safeguard of the American side; if the Chinese People’s Insurance Company provided the insurance covering the exhibits in the event of malicious damage, it would suffer a loss once the malicious damage did occur.

So in view of decision making system and great concerns about national treasures, the delay on the Chinese side was inevitable.

Delaying was sometimes employed as a negotiating strategy or tactic on the part of the Chinese. Therefore, showing enough patience is a crucial factor in successful Sino-Western business negotiation. As for western negotiators, they should show enough patience to the delay and bear the time pressure. Otherwise, Chinese negotiators would take advantage of their impatience and press them to make concessions.

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# Conclusion

International business negotiators are separated from each other not only by physical features, a totally different language and business etiquette, but also by a different way to perceive the world, to define business goals, to express thinking and feeling, to show or hide motivation and interests. The way one succeeds in cross-cultural negotiations is by fully understanding others, using that understanding to one’s own advantages to realize what each party wants from the negotiations, and to turn the negotiations into a win-win situation for both sides.

Culture is one of the major components of negotiation and plays an especially crucial role in international relations. Culture forges values and beliefs. Different culture shapes different way to perceive the world, to define what is right or wrong, and to conduct business. Culture is a very important factor that has impacts on international negotiation.

Cultural differences may cause a great number of problems when negotiating across borders as we have observed in earlier discussions, especially when the Chinese and the West, the typical examples of the Chinese culture and western one, meet together at then egotiating table.

The comparative studies of Chinese and Western culture clearly confirm that there are great differences between negotiators from these two cultures. Major differences of cultural values held by Chinese and western negotiators involve relational and transactional approach, different composition of negotiating team, high-context versuslow-context communication, consensus and authoritative decision-making system,different time concepts, risk propensity, attitudes toward conflict as well as different concepts of agreement. These differences have been illustrated through case analysis in the fourth part. It is quite difficult to discuss all the differences between China and the West because culture can influence negotiating styles in numerous ways. So, I just choose eight typical aspects to discuss in my thesis. However, it should be mentioned that not all individuals in a culture behave the same way. Therefore, values and behaviors of a particular culture may not be the values and behaviors of all the individuals within the culture. The cultural characteristics presented in this thesis are only general tendencies. Negotiators can easily break down the negotiations if they have not a good understanding of cultural factors playing in negotiation process. Thus, to succeed in negotiation across borders, negotiators must take the time to sufficiently understand the culture of the other side, and the approach that they are likely use. Then, in part five, some recommendations are proposed to those who are engaged in or will be involved in Sino-Western business negotiation: cultivate cultural awareness and sensitivity, try to be well prepared before the negotiation and improve business communication skills. For negotiators, right attitudes toward and recognition of cultural differences are requisites for successful intercultural negotiation. Without enhancing cultural awareness and respecting another culture, without good communication skills and well preparation, negotiators will find it hard to resolve disputes encountered in intercultural negotiations（请补充内容，至少再增加200字左右，现有的内容只是本部分的引文。结论是作者经过分析判断，归纳综合，得出的正确的学术观点，以及现研究还存在的问题和进一步开展研究的见解和建议。结论要写的概括、准确、完整。）

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