

CHINESE NEGOTIATION STRATEGIES

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Over the past three decades China's economic performance has exceeded all other countries' economic growth performance by averaging 9.7% (Zhang, Li & Shi, 2009). And even during the global financial crisis, while their economic growth decreased from the three decade average of 9.7%, they were able to sustain an economic growth beyond that of the majority of countries throughout the world. To this end, China has been able to accomplish in three decades what it has taken developing countries approximately five decades (Guthrie, 2006). Further, China's growing economic marketplace and integration into global economic institutions, such as the WTO, has increased Westerners interest in their desire to do business in China.

Moreover, research suggests that culture is not stationary, but highly dynamic, and therefore, constantly changing. And the Chinese, a very traditional cultural people are continuously being influenced as a result of their open market economy. China's recent ascend as the second largest economy in the world, with 1.3 billion people, and who can potentially become one of the largest consumer markets in the world, has dramatically increased the interest of foreign countries on how to do business effectively with the Chinese. However, Westerners and the Chinese have different cultures and philosophies that influence their different approaches, models and styles during international business negotiations (Banthin & Stelzer, 1998). And their individual perspectives are influenced by their lack of understanding about their opponent's cultural influences, beliefs, behaviors and motivations, with regards to the negotiation process.

Tessmann-Keys and Wellins (2007) suggested that ever since Marco Polo, a Venetian merchant, led his envoy to Cathay, now China, to engage in discussions with the grandson of Ghenhis Khan, Kublai Khan, global business has become a major factor of globalization. Since then globalization and technological advances has changed the nature of how people do business. Today, no organization or

country is immune to some exposures from different countries, cultures and diversity. Furthermore, all individuals and organizations must negotiate.

To this end, differences in cultures, socio-economic and political perspectives demand differences in the approach to how people negotiate. These differences, which also provides the framework for this study, involves cultures, cultural dimensions, cultural dynamics, country-specific culture and philosophies, global influences, consequences of cultural global influences, emotional intelligence, cultural intelligences, differences in communication principles, and negotiation styles in international business; which also includes differences in negotiation tactics, conflict management styles, negotiation processes and strategies, reciprocity, and so on. Therefore, this study will focus on two primary topics, culture and Chinese negotiation styles that influence Chinese negotiation styles in international business negotiations.