



**The Study of Cultural Differences on International Business Negotiations  
between China and Western Countries**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR  
THE MASTER'S DEGREE OF BUSINESS ADMINISTRATION  
GRADUATE SCHOOL OF BUSINESS  
SIAM UNIVERSITY  
2020**



**The Study of Cultural Differences on International Business Negotiations  
between China and Western Countries**

**Thematic Certificate  
To  
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This Independent Study has been Approved as a Partial Fulfillment of the  
Requirement of International Master of Business Administration in International  
Business Management

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## ABSTRACT

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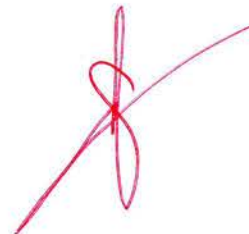
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6 / 2 / 2021

Business negotiations under different cultural conditions are cross-cultural negotiations. Today, as the world economy becomes more and more globalized, it is particularly important to understand the cultural differences between countries as the international business activities are frequent and close. Otherwise, it may cause unnecessary misunderstandings and may even directly affect the actual business activities effect. This means that it is very important to resolve the impact of different cultural backgrounds on international business negotiations.

Based on the reality of international business negotiations, this paper analyzed the main aspects of cultural differences between China and the West and its impact on the negotiations, and proposed countermeasures for cultural differences in international business negotiations, for the negotiation of international business negotiations for foreign trade and economic activities how to effectively reduce the adverse effects of cultural differences provides an important reference. The research results of this paper have good theoretical significance and practical application value.

**Keywords:** International business, Negotiation, Culture, Cultural differences, Influences and countermeasures

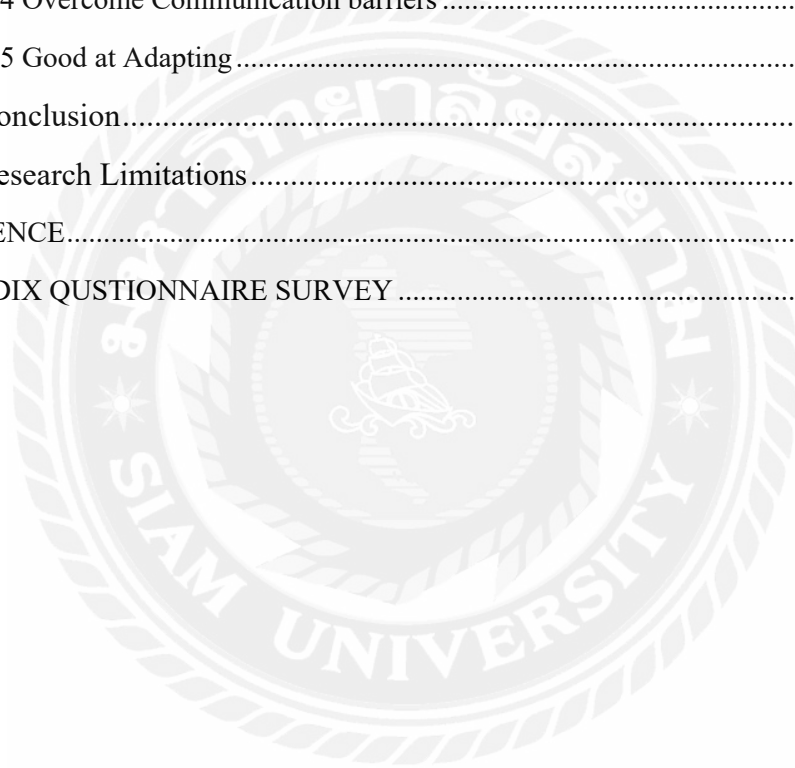


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# 1 INTRODUCTION

## 1.1 Research Background

As the exchanges between countries become more and more close, China continues to strengthen its ties with the world and continuously participate in international competition. In the context of the global economic integration pattern, international business activities are more and more frequent, so understand the multiculturalism of other countries and the ability to communicate with each other is very important. It can be said that cross-cultural awareness and cross-cultural communication capabilities mean direct monetary benefits. With the promotion of the market economy and the further expansion of the foreign economy, some Chinese enterprises and organizations have more and more international business exchanges. At the same time, business exchanges between China and other western countries have become more frequent. In this process, international business negotiations play an extremely influential role in international business activities. It is regarded as a prelude to commercial warfare. Social development has brought people closer together, and the current global situation provides a broad field for international business negotiations. Therefore, how to conduct efficient cross-cultural business negotiations is increasingly imperative. The results of cross-cultural business negotiations will directly affect the outcome of business activities. But whether the outcome of a negotiation is successful or not depends on many factors, such as political and economic factors, corporate strength, market supply and competition. Since cultural differences are very important and complex in international business negotiations, very small mistakes can lead to failure in the outcome of the negotiations. Negotiators of different cultural backgrounds have different negotiating thinking, negotiation methods and negotiation strategies because of discrete values, religious beliefs, customs, behavior patterns, etc., and they have different criteria for judging things. Now, with the increasingly close economic activities, in the unrelated business negotiations, each enterprise must balance the cultural background, negotiation skills and negotiation strategies between the company itself and the negotiating parties in order to achieve cultural compromise and win-win goals. Learn to cultivate strength, overcome weaknesses, and form a reasonable negotiation strategy, avoid conflicts, and ultimately achieve the success of the

negotiations.

Before we study cross-cultural business negotiations, we will talk about what is negotiation. The history of the word "negotiation" can be described as slow. Since the existence of human society, negotiations have existed in all aspects of anthropological activities. Politics, culture, education, marriage, family and socio-economic activities, and even in everyday life, negotiations are ubiquitous. In economic activities, if developing countries want to introduce foreign funds, absorb advanced foreign technology and equipment, or negotiate with developed countries. They must decide their final opinions by exchanging ideas.

Culture is under a very broad meaning. It is a comprehensive concept of people's various activities, including thinking, knowledge, customs, ethics and many other aspects, as well as people's values and behaviors within a certain scope. Because of the differences in the region and ethnicity, people have differences in values, ways of thinking, standards of conduct, customs and so on. For those involved in the negotiations, the way they negotiate may be influential in their business negotiations, and in another culture they may run into the wall. The key is the fact that they ignore cultural differences. For example, some Chinese employees of multinational companies met with American colleagues and asked him: "Have you eaten?" American colleagues smiled and nodded, waved their hands to be said goodbye, and left. He knows that the words of Chinese colleagues are equal to "hello" in English. If he doesn't know this, he will think that this greeting seems to say: "I have not had breakfast yet. Let's go, let's go eat something." Or say: "If you don't eat, I am going to invite you to my house." Go." In short, greetings sometimes mean inviting the other party to eat.

In international business activities, the conflicts and contradictions caused by the differences in cultural background make the negotiation environment more complicated and changeable. If the two sides cannot face each other's cultural differences and include the root causes of conflicts and contradictions, it will definitely affect the communication and exchange between the two sides. In the end, it may result in the failure of business cooperation activities between the two parties. This paper analyzes the main cultural differences between China and Western countries, analyzes the impact of cultural differences on business negotiations, and analyzes examples of negotiations between China and Western countries, and proposes specific solutions. The research



results in this paper can provide first-line business negotiators with theoretical basis and practical countermeasures for cultural differences, so that they can better provide effective reference and service for cultural exchange between China and Western countries.

## **1.2 The Significance of Research**

First, China can not only adapt to the economic environment between international economic and trade negotiations, but also adapt to the cultural environment of each other in the process of participating in the international economic competition, thereby further stabilizing and promoting the health and smoothness of China and the West. Negotiation relationship. The so-called "knowing oneself and knowing oneself, not fighting one hundred battles", in fact, only after a clear understanding of the reasons for the conflict of negotiations, can we prescribe the right medicine, and then propose countermeasures and communication skills.

Second, implement the "going out" strategy for Chinese companies, strengthen cooperation with Western companies and businessmen, and provide certain theoretical guidance and lessons to be learned from. In the past, China's international negotiation experience was less and it often at foreigners' losses. Nowadays, with China's reform and opening up and the establishment of a market economic system, China's participation in global trade activities has become more frequent, and the negotiation experience has gradually increased. It has continuously learned from its experience and lessons in order to better carry out its tasks in the next negotiation. Therefore, the analysis of the conflict factors in global economic and trade negotiations is conducive to the continuous understanding of each other, Chinese and Western companies, and their continuous progress.

## **1.3 The Purpose of Research**

Through the research of this thesis, I always want to achieve two goals.

First, the purpose of this paper is to provide theoretical references to negotiators engaged in international business negotiation activities, which have caused them to attach great importance to the influence of cultural factors on international business

negotiation activities. Negotiating opponents facing different cultural backgrounds should conduct targeted negotiations.

Second, this paper analyzes the cultural differences between China and Western countries in the negotiation through case studies, and some conflicts and differences arising from cultural differences. I hope to contribute a little to the academic research and development of global economic and trade negotiations. At the same time, make contributions to the scholarly development of international business negotiation.

#### **1.4 The Innovation of Research**

First, this paper makes a detailed exposition and comparison of the cultural differences between China and Western countries, not only the traditional values, but also the cultural differences between China and Western countries in the context of globalization. Globalization has intensified the collision and conflict of cultural values among countries and has gradually merged with other cultural values. Therefore, this article also pays attention to advancing the time during the analysis.

Second, the conflicts of cultural differences in mining negotiations are also the innovations of this article. Chinese scholars generally take cultural collisions as a research object in general, without specific stratification. The author takes cultural differences as the research object and is more targeted, and further explores the cultural differences hidden in international economic and trade negotiations.

Third, the paper specifically combines the case and puts forward its own countermeasures and suggestions for several aspects of collision. China has studied a lot of conflicts in international negotiations, but many of them focus on skills and less on the countermeasures of value conflicts hidden behind them. The case of this paper is chosen from the "International Business Negotiation Theory, Practice, and Cases" edited by Liu Yuan, but the case is not analyzed in detail. The author has studied from the perspective of value conflicts and set up for its shortcomings. I hope that some of the suggestions in this article may be helpful to Chinese negotiators in conducting global economic and trade negotiations.

### **1.5 Research Content and Route**

This paper adopts the combination of normative research and case study, firstly expounds the relevant theories of cultural differences on business negotiation, and then analyzes the influence of cultural differences on business negotiation from four aspects: negotiation organization, method, process and strategy. Specific cases of business negotiation were analyzed, and countermeasures against cultural differences in international business negotiations were proposed.



## **2 LITERATURE**

### **2.1 Overview of business negotiation**

#### **2.1.1 Definition of International business negotiation**

Negotiation is a basic human activity, as people have to deal with various relationships every day, such as the relationship between husband and wife, children and parents, employers and employees, and buyers and sellers. Negotiation is located in social life. In order to fulfil their own needs and coordinate their relations, people strive to achieve a certain intentional behavior process through mutual consultation. Business negotiations mainly arise in the economic field. The conditions of the transaction are proposed according to the purpose, and the process of facilitating the transaction through negotiation. International business negotiation is an act of negotiating the various elements of a transaction in an international business activity in which parties in different countries and regions negotiate information on each other in order to reach a specified transaction. The goal of negotiations is to win commercial interests. Therefore, international business negotiations have the characteristics of ordinary business negotiations and the distinctive features of international economic behavior. It is politically strong, difficult and must refer to international law and so on. The participants in the negotiation activities are people. Then there will be subjective thinking in the negotiation process. This subjective thinking stems from people's own cultural background and cultivation. Negotiation is mainly between people and talking about things. Culturally based language and text communication. Therefore, in-depth and thorough analysis of the cultural factors in business negotiations can enable us to grasp the opportunities in international business negotiations and win negotiations. Global business negotiations are an important link between economic activities between countries. Therefore, how to properly handle the contradictions and conflicts in the negotiations and clarify the purpose of the transaction is tantamount to shoulder the burden of the negotiators.

Some of the benefits involved in the negotiations are not high and people may not have to plan ahead for this. The interests involved in some international business negotiations cannot be ignored. And people must be carefully prepared before the

negotiations. The two sides think that it is possible to deal with commercial affairs in a way such as negotiation, rather than simply accepting or opposing the conditions proposed by the other party. Business negotiations are voluntary, and both parties can suspend negotiations at any time. The negotiating parties made themselves and the other party's goals closer by correcting their own conditions and requirements.

Negotiations involve two distinct processes: creating value and asking for value. Creating value takes the form of cooperation, when both parties seek to realize all the benefits available. Asking for value is essentially a process of competition. The key to creating value is to seek reciprocal or complementary interests, and then mediate and expand this interest to create a win-win situation. The two sides of the negotiating table are interdependent, and their goal is supposed to be linked. The seller can't live alone from the buyer. The purpose of the negotiations is to jointly develop an agreement that is acceptable to both parties.

### **2.1.2 Review on the Development of Western Negotiation**

In the western developed countries such as the United Kingdom and the United States, only business negotiators make up more than 5% of the total population, and many people directly and indirectly entered the negotiating field. Negotiation is gained people's attention in modern enterprise management. In the developed and such as the United States, Britain, Germany, France and many developing countries, many enterprises, universities and scientific research institutions have already regarded negotiating as a way of cultivating their own politics and economy. The importance of talents in diplomacy and business. In the fierce social competition and frequent foreign affairs activities, the principles and methods of negotiation theory have become perfect and systematic, and gradually show its practical guiding role in negotiations.

Gerard Nierenberg's "negotiation needs theory" is a descriptive theory. In his book "How to consult with a person like a book" and "Art of negotiation", he elaborated his theory of negotiation. Nurnberg said that "negotiation is the exchange of opinions in order to change mutual relations in order to achieve consensus. And an act of mutual commerce." John Winkler was the first scholar to engage in negotiation skills. He is the author of "Bargaining for results". This is his principal work. He analyzes and summarizes the habits of corporate giants around the world and points out that he wishes

to establish and strengthen his own negotiations. Strength, understanding of the other side, through the appropriate language and communication, establishes an impression of creating one's own side in front of the opponent, and use the negotiation skills flexibly and proactively. Roger Fisher & William Ury of Harvard University put forward a cooperative negotiation method based on win-win and focus on interests. It knows as "the master of Western negotiation theory". The principle of "principled negotiation" mainly includes four principles: first On the substantive issue, people and issues are dealt with separately; second, the focus of the negotiations is on interests rather than positions, avoiding conflicts in positions as much as possible, and understanding the interests of both sides; third, finding solutions to the interests of both parties, negotiating The best result is a win-win situation; fourth, find objective criteria. Choosing one or more moral solutions depends on the determination of objective criteria for solving problems that are recognized by both parties. Quantitative standards are authoritative, which will make the communication process between the two parties more smooth and efficient. Both parties should seek to introduce scientific and objective criteria. Chester L. Karrass studied the use of negotiation strategies in The negotiating game. US negotiator Wien Barrow believes that "negotiation is a kind of exchange of skills that both sides are committed to persuading each other to accept their demands. The ultimate goal is to reach an agreement that is beneficial to both parties." Western negotiating not only pays attention to the law of negotiation itself, but also studies the influence of different social and cultural backgrounds on negotiation, and proposes a number of negotiation strategies.

### **2.1.3 Review on the development of China's negotiation theory**

There has not meant a concept of negotiation in the cultural history of China for thousands of years. We can't find the term "negotiation" in "Ci Hai", so we can say that the word negotiation is a strange word for us. Nevertheless, in the long history of China's development, there is no "negotiation" behavior, and the Confucian culture of China has a major influence and guiding significance. The influence of Confucian culture on the Chinese people's thoughts, words and deeds and the way they live is beyond any culture. The Chinese have long regarded Confucianism as the foundation of self-cultivation. For Confucian merchants, some people think that they refer to high-level intellectuals who engage in commercial activities because their cultural quality and professional knowledge are higher than traditional businessmen. They have efficient mind and speculative ability. They are well-managed and law-

abiding. Businessman. Some people consider that Confucian merchants' connotations include trustworthiness and righteousness, benevolence and competition, self-cultivation and serving the country.

In this case, Confucian merchants should have two important characteristics: first, from a set of business concepts influenced by Confucianism; second, form an effective way of doing business under the guidance of Confucianism, in business negotiations They all infiltrated Confucian culture. The influence of traditional Confucian culture on negotiations is taken into account in its guidance to the negotiators' ideological concepts. Experts who are good at negotiating will draw the essence from Chinese traditional culture, from correct negotiation ideas and scientific negotiation methods, and develop rigorous logical thinking and derivation skills. Therefore, excellent traditional culture has a profound impact on the negotiation activities in ancient China. There are countless examples of negotiations in Chinese history, but there are few theoretical ideas about negotiation, and there is basically no systematic theory. It was after the beginning of China's reform and opening up that the Western negotiating theory was introduced in the 1980s and 1990s. Chinese scholars began to study negotiating theory and gradually formed negotiating studies with Chinese characteristics. Since scholars of domestic research negotiations rarely explore China's exceptional negotiation culture and negotiation ideas, it is difficult to form a negotiating theory with Chinese characteristics.

## **2.2 Overview of cultural differences**

### **2.2.1 Definition of culture**

Culture has been defined in many ways by a wide range of people from diverse backgrounds. As early as 1952, 164 definitions of culture are found in the anthropology literature. And, of course, numerous new definitions have appeared since. Definitions of culture range from those that are all-encompassing to those that are narrow. More than a century ago, E.B. Tylor (1871) defined culture as “that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits gained by man as a member of society”. More recently, Hoebel (1972) defined culture as “the integrated system of learned behavior patterns which are characteristics of the members of a society and which are not the result of biological inheritance<sup>12</sup>.” Hofstede (1980) treats culture as “the collective programming of the mind which distinguishes the members of one human group from another.”

To clarify the concept of culture, we use Schneider's (1997) the model of culture as an iceberg. Typically, about one-ninth of an iceberg is seen; the rest is submerged. As Figure 1 indicates, the top (visible) part of the cultural iceberg is the behaviors, artifacts, and institutions that characterize a culture. This includes things such as traditions, customs, habits, and so forth. These obvious behaviors and artifacts are an expression of deeper-held values, beliefs, and norms. Driving these values and norms is fundamental assumptions about the world and humanity of the cultural iceberg's "base". Artifacts and customs that characterize a culture are not arbitrary; rather, they are manifestations of fundamental values and beliefs held about the world. Thus, to change such expressions and customs would be to challenge centuries old beliefs and values.

Among the second-layer elements of cultural iceberg, cultural values "direct group members' attention to what is more and less important" and cultural norms "define what appropriate and inappropriate behavior is". There are many different cultural values and norms. Not all relate to negotiation. However, many do because they provide a shared standard for interpreting situations and a basis for interpreting the behaviors of others. For the purpose of this study, cultural values indicate those are of interest to norms and strategies for negotiation.

### **2.2.2 Characteristics of Culture**

Regardless of how many definitions we could have examined, there would have been a lot of several core elements concerning the major characteristics of culture have been accepted by many people.

Culture is learned and shared Human infants come into the world with basic drives such as hunger and thirst, but they do not possess instinctive patterns of behavior to satisfy them. Likewise, they are without any cultural knowledge. However, they genetically predispose to rapidly learn language and other cultural traits. Culture is not innate, so it is possible for a person to learn a new culture. In addition, the focus of culture is what is shared by members of a particular group. Therefore, is impossible identify and study the behavioral patterns of different groups.



Culture is modified. Cultures are constantly being confronted with ideas and information from outside sources. All cultural knowledge does not perpetually accumulate. At the same time that new cultural traits are added, some old ones are lost because they are no longer useful. The regular addition and subtraction of cultural traits result in culture change. All cultures change over time--none is static.

Culture is compelling. Behavior is determined by culture, sometimes without individuals being aware of the influence of their culture. Culture is interrelated. Although various facets of culture can be examined in isolation, they should be seen in the context of the whole. A culture has to be studied as a complete entity.

Culture provides orientation. Generally, a distinct group reacts in the same way to a given stimulus. Thus, understanding a culture can assist in determining how group members might react in various situations.

### **2.2.3 Components of Culture**

Although there is not any agreement on the definition of culture, anthropologists generally agree on some components of culture. Some scholars say that culture has two major components: the material and the non-material. For the material part, it refers to tangible items such as computers, cars, air-conditioners and houses; and the non-material part refers to intangible items like language, values, norms, customs, religions and laws. Both of them play a most important role in shaping people's behaviors. For the purpose of this thesis, non-material components of culture attract more attention, which is closely linked to the business interaction and will be illustrated in detail by the following examples: language, value, religion, custom and etiquette.

Language is the principal means whereby we conduct our social lives. When it is employed in context of communication, it is bound up with culture in multiple and complex ways. "Language expresses cultural reality."<sup>15</sup> From Arnsberg and Neuhoff's observation— "nothing more clearly distinguishes one culture from another than its language" Language used in communication can be a mirror of an individual's perception. All cultures have verbal and nonverbal communication systems, and each country's vocabulary reflects its own value or point of view. Words spoken by an American may not have the meaning assigned when brought to another language. One

of the well-known examples can be “yes” or “no”. Americans answer something by “No” directly very often while Asians rarely say it because the former grows up in the culture of admiring directness whereas the latter is raised in the culture that a negative answer can cause embarrassment or even break the harmonious relationship. Therefore, a good master of one culture can’t be away from some knowledge of its language.

Values are the core of a communal culture, which forges and shapes an individual’s behavior. Formally, “a value may be defined as an enduring belief that a specific mode of conduct or end-state of existence is better or socially preferable to another. These “rules” and guideposts are normative and teach us what is useful, good, right, and wrong, what to strive for, how to live our life, and even what to die for.”<sup>17</sup> Obviously, values have an enormous influence on the way of thinking and behavior and it guides both perception and communication. Very often, values of one cultural group may be conflict with those of another. Different individual holds diverse attitudes towards nature, human relationship, space, time, law and so on. One culture values individualism, competition, like that of the United States while another culture emphasizes the primacy of selectiveness and cooperation like Japanese culture and Chinese culture. Besides, some are fond of honest communication while others would like to beat about the bush; some groups are too time-bound, driven by schedules and deadline while some spend more time in establishing and maintaining proper social relationship. For example, some western cultural groups, like the United States, people view time as a resource that is not to be wasted. While eastern cultures, like those of Japan and China, view time as unlimited and a high value is placed on the relationship. Japanese and Chinese traditionally avoid anything that might break harmonious social relationship, which is at core of their values. If doing business with people in these countries appreciating maintaining harmony, more time will certainly be spent in establishing good social relationship. Why some groups emphasize this and others highlight that? Very probably because they hold different values that shape their way of thinking and behavior. So, unhappiness and uncomfortable feeling is often produced when two people with different values meet together. Obviously, an understanding of cultural values helps us appreciate the behavior of other people and reduce unnecessary conflicts.

Religion, as Nanda observes, “Deal with the nature of life and death, the creation of the universe, the origin of society and groups within the society, the relationship of individuals and groups to one another, and the relation of

humankind to nature.”<sup>18</sup> Most experts agree that religion has provided the people of the world with advice, values and guidance since antiquity. Religion within a culture can have a much greater impact on an individual's approach to business. In America, people believe they are the candidates of God. God creates his people equally and everyone can succeed if he works hard enough by himself. Although in some countries there is no dominant religion, but some philosophic thoughts, Confucianism in China, for instance, plays the same important function in her culture. Since religion is of utmost importance in many countries, the awareness of it will be necessarily watchful. The study of religion not only provides insight into why people think so and do so but also offer some clues into one's culture.

Custom defines social convention in which people are expected to behavior and etiquette is the code and practices prescribed by social convention that govern correct behavior. If the violation one cultural custom and etiquette occurs, it will evoke uncomfortable feeling, and seriously may cause the breakdown of business. For example, kisses on the cheeks are not the proper greetings in the eyes of Japanese and presenting a clock as a gift to Chinese business partner will certainly cause damages to the deal-makings for the pronunciation of the word “clock” in Chinese is related with death. If not known, some customs and etiquette will place international businessmen at a disadvantage. So, understanding the general etiquette in both formal and informal settings is an essential skill that can enhance the confidence of handling business internationally.

#### **2.2.4 Definition of cultural difference**

The meaning of culture is very broad. It includes many aspects such as thinking, knowledge, customs, morality and people's values and behaviors. It is a combination of social material and refined culture. An important reason for cultural differences is the differentiation of thinking patterns. It is a long-term cultural accumulation that slowly and unconsciously affects people's ways of life and activities. Culture is a combination of factors, which are values and worldviews formed by the combination of social history, customs, and religious beliefs. Cultural differences mean that because people live in a specific living area for a long time, people in different places have different cultural characteristics and ways of thinking than other areas and ways to observe the world. The characteristics of cultural differences are reflected in the following three points in

international business negotiations:

### (1) Regional

Each region will have a completely different regional culture in the context of different systems, humanities, and economics. The kinship and compliance psychology are its two manifestations. From the perspective of kinship, the Chinese are the most well-performed. The global view of Chinese people is the most kinship. This is universally acknowledged. The Chinese are heavy in their hometowns and homesick. A village may be a family ancestor. A place of reproduction; a courtyard may be the birth, growth, marriage, and end of life of a person. Li Bai once "head down his hometown," Du Fu once "become a good friend to return home." Lu Xun said: "China Almost all people love their hometown and fall to the big heroes elsewhere. Overseas Chinese associations organize fellowships, often unite to hold large-scale cultural events and various public welfare activities. Compliance is a psychology that follows geography. For example, the Orientals pay more attention to collective ideas and interpersonal relationships, while Westerners pay more attention to individualism. And equality.

### (2) Nationality

The characteristics of cultural nationality are determined by its regional characteristics. It includes national consciousness, national feelings and national customs. Different cultures have different cultural characteristics. This cultural characteristic is gradually accumulated in the development of social history. For example, the language, the characters, the customs of the nation, the way of thinking of the nation, the religious beliefs of the nation, and the values of the nation constitute a unique symbol of the national culture. These characteristics have or are implicit to the members of the nation. The prescriptive nature of the Ming. If the Americans are cheerful, I am cautious, the British are conservative, etc. The differences in the behavior of people in various countries are caused by this national character.

### (3) Influence

The influence of culture on people in all aspects of life is subtle and very direct and far-reaching. In international business negotiations, the negotiating parties need to understand each other's differences in culture and religion, and clearly understand the influence of culture, so that they can communicate and communicate smoothly.

## **2.3 Cultural dimension**

### **2.3.1 Hofstede's cultural dimensions**

Cultural values are acquired by people and they enjoy their own unique understanding and opinions on different things. Unlike countries in the world have different environments and different natural values. Every nation has its systematic or applicable values. Gert Hofstede has made great contributions to business activities by investigating and analyzing tens of thousands of people in dozens of countries and studying the embodiment of differences in cultural values. In business activities, The performance of people's differences is mainly related to the following four indexes.(2002)

#### **1. Individualism/collectivism index**

Hofstede defines individualism as a tendency to care only about one self and one's family, while collectivism refers to the tendency of people to emphasize that they belong to a certain group and exchange mutual care for mutual loyalty. In the ancient mainstream culture of individualism, people first pay attention to their own interests, and selfish behaviors are taken for granted. However, in the collectivist dominant culture, people are more concerned about the collective rather than the individual and attach more importance to the sense of belonging.

In Hofstede's analysis, the United States has the highest index of individualism, ranking first. A prominent example is that they pay much attention to the cultivation of children's independent ability, and after a certain age, they should leave the family and seek for survival by themselves, while the elderly do not expect to rely on the younger generation to take care of them. Japan index, individualism ranking in place, low individualism index means that a high degree of collectivism, in this country, people tend to be in a company for a lifetime, job-hopping is not affected by not only encouraged, instead, is a no face very much, because people will think you are established in this collective, not bottom go to. Interestingly, the ways in which these two countries punish children who make mistakes reflect the very different cultures. If a child makes a mistake, the most severe punishment in Japan is to leave the house and leave the group, while in the United States, adults will say, "go to your room and never come out for a day without losing your freedom. China is also a country with a strong collectivist culture. Chinese kung fu films are world famous, and all the martial arts

masters there have their own schools. It is the highest punishment for the martial arts people to go out one by one.(1998)

## 2.Powerdistanceindex (PDI)

This index is used to measure people's tolerance of unequal distribution of rights in society. PDI is discussed from two aspects, one is the decision-making mode of superiors (democratic mode vs. autocratic mode), and the other is the fear of conflict. Unequal distribution of rights, just like unequal distribution of income, exists in societies with different cultural backgrounds. According to the above factors, PDI can be divided into high power distance index (HPDI) and low power distance index (LPDI).Take China and the United States as examples, respectively, to discuss from the social and historical background and specific performance.

### (1) High right distance index(HPDI):a case study of China.

Social and historical background: Chinese civilization originated from the clan society. Both the matriarchal society and the patriarchal society were older people who were the chiefs of the tribes. The relationship between people was based on blood relationship. Later Confucianism inherited this cultural tradition. In feudal society, hereditary inheritance was the basic way of inheritance. Chinese people respected Confucianism. Since ancient times in China, people have been influenced for thousands of years by the hierarchical concept of seniority and seniority. Therefore, even in the modern society, although it is no longer feudal, this idea of hierarchical rights still exists.

Specifically, people are indifferent to the unequal rights in society. Subordinates obey their superiors and are very willing to follow their orders. Superiors in many cases will not allow subordinates to raise objections.

### (2) Low power distance index (LPDI):a case study of the United States

Social and historical background: American culture is based on Christianity. Since the ancient Greek civilization, human beings and nature are antagonistic to each other. After the change of time, the values of individual as the main body and self-weight have gradually formed. This protestant culture of equality led people to reject absolute power and hierarchical rights. People believe in god, that the world is god's, that human beings chosen by god are equal, that people in the society pursue free demand equality, and believe that they can talk with god through their own efforts, and that self-effort is the

only way to save themselves.

Concrete embodiment: people react strongly to the unequal rights existing in the society and absolutely cannot tolerate. People think that the superior and the subordinate are equal in essence, but the social division of labor is different, and the temporary ability is different, so the assigned tasks are different. They believe that knowledge and respect are the source of rights.

### 3.Uncertainty avoidance index (UAI)

The index reflects people's tolerance of uncertainty and unknown conditions in society. Chinese people belong to the countries with high uncertainty avoidance index, while western countries belong to the countries with low uncertainty index. From the following two aspects: first of all, since ancient times, the Chinese people have been "born in trouble", pay attention to prepare for a rainy day, often predict the future, hope to be able to avoid the advantages and disadvantages, the ability to be are unknown road is very low, to the new things first doubt and unease, can be believed after full proof. However, westerners hold a positive attitude towards the unknown life, like new things, think that life should be as colorful and changeable as the stage, and think that the future is just like gambling, and it is unnecessary to predict what will happen in the future. Secondly, from the perspective of competition, Chinese people are slow to respond to competition and love to show their love for competition is often misunderstood as not recognizing themselves. There is a proverb "the first bird that shoots is the one that catches the worm", which reflects that Chinese people have a low tolerance for competition and conflict. However, westerners like competition very much. Competition and conflict are the fuse for new ideas and thoughts. Only competition can promote social progress.

### **2.3.2 Cultural differences and international business negotiation**

Studies on cultural negotiation styles are generally divided into two categories. One is to elaborate and analyze negotiation styles of specific cultures (Goh, 1996; Pye, 1995). This kind of research adopts thematic research, that is, personality culture method. The second type is the comparison between cultures, or the study of common culture. It seeks to identify certain basic elements in the negotiating style and to determine how these elements are reflected in different cultures. To this end, scholars have developed

a variety of structures and checklists for cross-cultural applications. For example, Donald W. Hendon, Rebecca Angeles Hendon and Paul Herbig's cross-cultural business negotiation and Pervez N. Ghauri and Jean-Claude Usunier's international business negotiation use the second kind of research method.

Foreign scholars still have a lot of research on relating issues. In his book "Ten Ways that Culture Affects Negotiating Style: Some Survey Results," Salacuse of Tufts University has influenced negotiating with 310 people from different countries and professions and required them to rate 10 factors affecting negotiating. Studies show that in many cases, people from the same cultural and professional background tend to approach negotiations in similar ways, that is, culture, professional background and gender influences negotiation style. In his book "The Role of Affect in Cross-Cultural Negotiations", George et al has also put forward three determinants of the negotiator's influences: individual differences, cross-cultural differences and contextual factors. In his book "The Importance of Cultural Differences in International Negotiations", Bezi-Dominant et al believes that, when doing business in a foreign country, customers, employees and business partners all have the same local culture, which may be different with beliefs and lifestyles of counterparts, customers, employees and business partners in the host country. Adler et al (2003) found the same in their article "Business Negotiations in Canada, Mexico, and the United States" that there were significant differences in negotiation styles between French-speaking Canadians and English-speaking Mexican businessmen and between American and English-speaking Canadian businessmen. Aniko, "MISCOMMUNICATION DURING INTERNATIONAL NEGOTIATIONS: HOW MUCH DO CROSS-CULTURAL DIFFERENCES AND FOREIGN LANGUAGE KNOWLEDGE MATTER?" According to some surveys conducted in Hungary, business professionals working in multicultural backgrounds often attribute poor communication with external partners to their lack of foreign language skills rather than cross-cultural competence. Acheson and Maule proposed in Chapter 33 Culture in International Trade that whether cultural loyalty is inherited, imposed or selected affects economic activities. Many cultural levels -- ethnic backgrounds, religions, languages, ideological orientation and artistic interests -- spill over borders. Enlightening ideas travel the world on different tracks, from the silk road to modern electronic networks. Culture has historically influenced the activities of international trade. In trade agreements, countries voluntarily decide to restrict their policies in exchange for restricting other members. In the protection of national culture, there are constant



disputes in business activities, and numerous influencing factors are more subtle and complex. D Druckman article "Is There a U.S. Negotiating Style?" Is considered by negotiators and negotiation terms in the negotiations can be better understand the negotiation of a country, to share social experience to the same thing we can have a similar reaction, to distinguish the different negotiating behavior also need to do system research, including research design, comparing the difference between the different countries negotiators, and a variety of different methods adopted by the strategy. Lusaka's "When an Intercultural Business Negotiation Fails: Comparing the Emotions and Behavioral Tendencies of Individualistic and Collectivistic Negotiators "on 106 fits and 114Indians in the negotiation scenario analysis. Think the individualist and collectivist cross-cultural business negotiation failed, will experience the different Emotions (depressed vs emotion).The author of "Cultural Differences in inter-cultural Negotiations: A Sino Canadian Comparison" by Tse et al (2003)found that Chinese executives are more likely To avoid conflicts because they suggest more negative methods such as stopping or exiting Negotiations when conflicts occur.

The above literatures have discussed and concluded that cultural differences will affect international business negotiations, but there is little discussion on the correlation mechanism between the two. This paper will focus on the research on the effect mechanism of cultural differences on international business negotiations, so as to find out how to deal with the adverse impact of cultural difference son international business negotiations.

#### **2.4 Culture difference between China and Western**

Because of the influence of culture, the thinking patterns of world outlook and values of each country in the world are different. These differences will make people form different languages and will also affect the communication of communication information. As we all know, Chinese culture has a long history and is profound and profound. Chinese characters can accurately express all kinds of things. Westerners can clearly depict a colorful world using letters. Therefore, if we want to understand Chinese and Western cultures, we must analyze the differences between Chinese and Western cultures.

### **2.4.1 Differences in values**

There are many classifications of culture. The most common method is to divide culture into spiritual culture, institutional culture and behavioral culture. Among these classification cultures, spiritual culture mainly includes deep cultural phenomena such as value and way of thinking. Value concept refers to people's evaluation criteria for all objective things. It includes behavioral norms, cognitive standards, behavioral concepts, deductive models, standards for evaluating affairs, and people's ethics. The difference in value orientation directly affects people's understanding of things and problems, and will give people a strong emotional impact; the same things and problems, people from different social and cultural backgrounds may have the opposite conclusion.

#### **1. Collective and individual values**

The differences in our values with Western countries are mainly in collective values and individual values. In countries that emphasize individualism, personal interests are the basic starting point for people, and people emphasize freedom, rights, competition, and behavioral independence. However, in countries that emphasize collectivism, group relations are more important. People emphasize consistency and cooperation, and individual interests are subject to collective interests. In international business activities, this difference is particularly prominent in individualistic countries, where individual abilities and achievements determine pay and promotion, but in collectivist countries groups are seen as a whole, and individual scores cannot be divided from collective scores. Hey. Western countries, especially the United States, are very advocating individualism. When negotiating, the Chinese emphasized that from the overall situation, personal interests are subject to collective interests. Only when the collective develops, individuals may have greater development. Due to the influence of Confucianism, the Chinese have always emphasized the value of the group. Confucianism emphasizes that individuals must obey the state and the collective. Westerners prefer individualism. They believe that there are individuals and groups, and they focus on achieving self-worth. Chinese culture emphasizes respect and order, and the so-called honor is determined by people's experience, position, and cultural level. Therefore, in China, people pay more attention to their position and position in the relationship between superiors and subordinates. Their opinions and manners will be affected by this vertical relationship. This kind of concept sometimes favors the adjustment of interpersonal relationships. This is a kind of mindset, which enables people to better coordinate multi-relationships, especially interpersonal relationships,

so that the whole is in a harmonious and balanced state to achieve social harmony. However, this kind of harmony lacks equality and democracy and suppresses people. Personality development. Western interpersonal relationships are equal and a horizontal relationship. But this is not to say that the relationship between the superior and the subordinates in the West is not clear, and their relationship between the superior and the subordinate is also very clear, but each independent individual will emphasize the embodiment of personal values, and will not judge all the superiors because of the relationship of the level status. Express your own opinions directly.

## 2. Space view

Westerners emphasize independence, self, and a strong sense of space. They use windows or partitions to separate the workplace. If the door is open, it means an invitation. This sense of space is also reflected in the distance between people and people during the conversation. The distance can reflect the status of both parties. In Western social situations, when the boss talks with his subordinates, he always has to maintain a fairly wide distance. When peers of the same level talk, the space between them will shrink. Generally speaking, in social situations, both sides of the conversation can maintain a distance between the two sides, so that the two sides can talk softly, but not enough to carefully observe the facial expressions, which is called polite distance.

The Chinese have always emphasized the collective concept. Even if it is an office, everyone is together, there is no partition, the employees are open to each other, and even the leaders are working together. Sometimes, in this way, everyone will be intimate, but it will also lead to inefficiency. With the development of the society, some enterprises began to learn the Western way of working, took the staff cubicle office, reserved a certain privacy for everyone, and also improved the efficiency of the staff to some extent. In the conversations in Chinese social situations, the distance between people is also determined according to the relationship. If the relationship is good, the distance will be farther, and the distance between the two will be farther. The upper and lower levels should be kept at a certain distance. This aspect is the same as the West.

### 2.4.2 Differences in thinking style

Another important factor that leads to cultural differences is the way of thinking. The way of thinking is equivalent to the inner process of brain activity. Fundamentally

speaking, cultural differences are mainly manifested in people's different ways of thinking. People's ways of thinking are diverse, and many are shared by human beings. The difference lies in which way people think more. The Chinese way of thinking tends to be holistic, perceptual, and spiral thinking; while Westerners' thinking is biased toward analytical, rational, and linear thinking. Chinese people's way of thinking is a kind of subjective thinking. It pays more attention to humanities, intuition and introversion, pays attention to ethics and morality, and advocates analyzing problems from the perspective of human nature. Westerners' thinking is an objective thinking, paying more attention to nature, logic, extroversion and focusing on objectiveness. Law and science and technology advocate the analysis of problems with a rational scientific attitude. Chinese people pursue stability and harmony; Westerners pursue change and competition. In the negotiations, the Chinese generally move from general to specific, from big to small. They must first achieve a consistent direction on the general issues, and then solve specific problems step by step. Westerners value specific matters, and the specific matters must be discussed at the beginning of the negotiations. I hope to solve the problem efficiently. Let's take a look at the differences between the Chinese and Western negotiators in their way of thinking in the negotiation process.

#### 1. Overall thinking and analytical thinking

The overall thinking is to understand things based on the integration of a series of thinking objects, and to grasp the functions and interrelationships of things as a whole. Chinese people pay less attention to local analysis, but pay attention to understanding things overall, grasping the overall situation, and summarizing things. Since induction is based on the performance of things, it is based on experience, so it is inevitable to join people's subjective thoughts in the process, which affects the objectivity of people's judgments. Sometimes decisions may be made. There is a certain degree of subjectivity. Westerners pay more attention to the objectivity of things and advocate a rational attitude to analyze problems. Moreover, they usually divide things into small parts for specific analysis. Such attitudes and methods will affect their overall grasp of things and may lead them to "only see trees, no forests." Before the negotiations, Westerners will carefully prepare their work, such as accurate data, so that they can make decisions during the negotiation process; they will generally refine the contract terms, especially the specific content of the parties' responsibilities, claims, etc. . The Chinese believe that if the two sides have reached an agreement, then everyone should work together and seek common ground while reserving differences to achieve

big goals.

## 2. Perceptual thinking and rational thinking

On the basis of experience, the Chinese are generally accustomed to building high-rise from the outside as a whole; observing the inherent nature and laws of things, and then understanding more things according to their connections. This kind of cognition is direct but vague, and it focuses on a mode of thinking, gradually deepening and approaching the essence through the image and intuition. This kind of thinking is usually closely related to life. Westerners seek to treat the world and the things around them objectively. Unexpected things are uncovered from the existing things that exist in reality, and are organized in a logical manner according to logical steps. This way of thinking is very logical. In addition, the Chinese people's perceptual thinking will be influenced by ethics and even political tendencies. This way of thinking shows the subjectivity of the negotiators, but it is therefore not rational enough to be swayed by emotions. The Chinese and Western ways of thinking can also explain the traditional employment model. China is a "personal relative" and "personal meritorious". The Western employment model is only "personal meritorious". Therefore, in the negotiation, the Chinese have a subjective value judgment in language; while the Westerners generally do business and do not talk about feelings.

## 3. Spiral thinking and straight thinking

The first to propose this concept is the American scholar Robert Kaplan (based on the analysis of foreign students in different countries and languages, he discovered the influence of thinking on language, he believes that Chinese thinking is spiral, while Westerners The thinking is linear. When the Chinese describe things, most of them will not open the door, but first describe the problem, and then slowly guide the topic to the theme. This way is like a spiral of twists and turns. Westerners think that everything is independent and vertically developed. Usually they tend to act directly. This way of thinking is similar to a straight line. So sometimes Chinese people talk to Westerners for a long time, but Westerners don't know what Chinese are. I want to explain what the problem is.

### **2.4.3 Language communication and non-verbal communication**

#### 1. Language exchange differences

There is a very close relationship between the language and culture of a nation. In language communication, the linguist Hall provides us with another effective means of examining cultural similarities and differences in both insight and communication. He divides society into high and low context society according to the direct degree of language expression. Communication in high-contextual society, most of the exchange of information is well known among people, and language communication only accounts for a small part; that is to say, in high-context culture, people are quite sensitive to subtle changes in information. The communication in a low-context society is just the opposite. It communicates through clear language and a large amount of information. It means that although the two sides have a common cultural background, they cannot understand each other's meaning. Negotiators from high-context culture countries may choose to euphemistically express their ideas. To understand the true meaning of each other, they must understand the situation when they speak. The negotiators of low-context culture countries prefer to open their doors. Straightforward expression of opinions. Therefore, when negotiators from these two different cultural backgrounds may have a big misunderstanding when negotiating, the negotiators of the high context cultural background will feel that the other party is too rude, and the negotiators of the low context cultural background will feel each other. Not sincere.

The language styles of high context and low context can be divided into: indirect direct, simple car details, environmental individuals, and emotional tools. Hall believes that Chinese culture is a high-context culture because of its implicit culture rather than containing a lot of information in a clear conversation. Chinese people do not express their feelings directly in words, but Westerners simply and clearly express them in order to avoid misunderstandings. These cultural differences are reflected in many language acts, such as greetings, salutations, introductions, praises, gratitudes, invitations, appointments, refusals, and farewells. For example, if a Chinese student learns that his American teacher is ill, he will care to say, "You should be a doctor!" He did not realize that this would make his American teacher very unhappy because of the brains of teachers in the United States. It is very simple to see a doctor when you are sick. In the West, if people are being mentioned in some small matters, it is obvious that the person who gives the opinion doubts the ability of the other party, so this will hurt the other's self-esteem.

## 2. Non-verbal communication differences

Communicative skills include not only language exchange, but also nonverbal communication. Nonverbal communication refers to body language, distance and time of communication, and so on. Although non-verbal behavior is a silent language, it also has the function of transmitting information and expressing emotions. Barnlund D (1994) emphasizes why this form of communication is important for studying intercultural communication: conscious and unconscious, we can make important judgments and decisions based on the internal state of others. This state does not need to be used. The text is stated. The movement of the body can also convey information, and we can understand their emotional or emotional state based on the behavior of others.

Body language is a non-verbal behavior, and people can convey information and express emotion through body language. Scholars have suggested that we can make thousands of different body movements, and any idea of recording them all is futile. Anthropologists also believe that no gesture in the world or in the same region can express the same meaning in different situations. For example, we all know English "", Americans think it means "good"; the French think it means "zero" or "nothing"; and in some parts of southern Italy it means "folly". Some scholars have studied animals and found that all animals have spheres of influence, space or territory. Humans are also like this in social life. They feel safe, comfortable and free when they are in their own space. This is an instinctual need to survive. Communicators with different cultural backgrounds have different understandings of personal space and communication distance, and cross-cultural differences also exist. People's attitude towards body distance reflects different social values, traditional customs and lifestyles. Different peoples have different cultures, and different cultures can shape different behaviors.

Another element of nonverbal communication is attitude towards time. Although time is invisible and intangible, it seems to control our lives. Different cultures have formed different views of time. The differences in philosophy, history and society between China and the West make their concepts and attitudes about time different, and thus form different time views. To a large extent, the way in which time is handled and used affects the results of cross-cultural communication between the two parties. Different cultural backgrounds have different attitudes towards time and treatment. Westerners value speed, they divide time into small segments, and like to do something for a certain period of time, this is a single time use. For Americans, money is money.

They have a strong sense of time and are always punctual. After they meet, a few words will be cut into the subject. Some countries that are backward in the East or have strong feudal ideas are multi-time use methods, and the concept of time is relatively indifferent. People don't pay attention to time. They don't participate in business negotiations or banquets on time. Sometimes they will deliberately be late to show their unique status. Countries such as Arabia, South America and Asia are also used in a variety of ways. The local people will not follow the timetable completely. Their time is very relaxed and they emphasize the use of time. For example, some business meetings may be open for several hours or several times without involving the topic, and there will be an indispensable guest set in the process, Lala home, coffee, etc., in order to do this in each other. Establish good interpersonal relationships.

After investigation, some of the exchanges in all types of communication are non-verbal communication. Therefore, the difference in language is very obvious, but the difference in language reflection is only the tip of the iceberg. Non-verbal communication is more abundant and detailed. It is not easy to be realized compared to language communication. As David Albercroft said, we speak with sound organs, but use the whole body to communicate.

#### **2.4.4 Regional Customs Differences**

International business negotiations are bound to involve both countries and nations, different countries and nations. Due to unfavorable historical and religious factors, each has its own customs and etiquette, which should be respected. In the negotiations, understanding the different customs and habits is a very important factor in the successful negotiation. The customs and habits of different countries and nations will be very different, and they can be reflected in all aspects of life.

From the point of view, in our country, students on campus often call the teacher Li teacher (Li teacher). In fact, such a name is not in line with the habits of Westerners. "Teacher" in English refers to a profession that cannot be used with a surname. In English-speaking countries, people generally refer to the male teacher as "Mr+surname" and the female teacher as "Miss+surname". If the university teacher has a title, the pro-speaker will be added in front of the surname. In China, when you call someone, you often add other people's duties, such as Director Li.



Judging from the dining habits, the Chinese banquets have a round table for dinner, which has created an atmosphere of unity and sharing. It is also in line with the Chinese people's mentality of "reunion". Western banquets mainly focus on communication, friendship, and pursuit of warmth, romance, and courtesy. Through conversations with neighbors, they achieve the purpose of communication and friendship.

From the perspective of privacy, Chinese people often ask questions about the privacy of individuals, such as their age and income. Westerners are extremely disgusted with others asking about privacy issues such as age income.

## **2.5 Cultural difference affecting international business negotiations**

On the surface, international business negotiations seem to be a technical contest. In fact, after the first level of analysis and divestiture, it can be clearly seen that it is a cultural contest and collision. The author believes that negotiating must involve some people, and human participation will inevitably bring subjective thinking. This subjective thinking comes from his social and cultural background and his own cultural accomplishment. There is such a saying that negotiations are talks about things and people talk about people. This just reflects the importance of human factors in the negotiations, especially for the negotiating parties from different cultural backgrounds. The impact of this aspect cannot be ignored.

### **2.5.1 Analysis of the reasons**

The difference in cultural types is an objective existence. Its position and role in international business negotiations are also multi-dimensional and multi-faceted. In the era of globalization, corporate contacts of different cultural backgrounds are commonplace, and cultural exchanges are economic cooperation. Catalysts and coagulants, cultural conflicts are the "cancer cells" of economic cooperation. How to deal with negotiators, from the details of the gestures to the advanced skills of playing the word, depends to a large extent on their cultural factors. International business negotiators should clarify cultural differences in international business activities, respect each other's cultural customs, and integrate their own culture with the negotiating partner's culture to achieve their business negotiation goals.

Because human culture and values are diverse and complex. This cultural conflict affects the process or outcome of international business negotiations. From the perspective of cultural conflicts, international business negotiations are that the negotiating parties adhere to their closed cultural circles, thus causing the opposition of the negotiations. Before globalization, the cultures of different ethnic groups were relatively isolated and closed, and there were fewer opportunities for collisions. Globalization linked people of different races, cultures, and countries to squeeze into a small space to compete for interests. And rights, the threat and prevention of each other are also greatly enhanced. The value conflict in the era of globalization is directly caused by the conflict of interests and power. For developed countries and strong cultures, it is manifested in the impulse to expand culture and value. For developing countries, it is manifested in the struggle for the development and survival of its own culture, which may lead to conflict. In this context, international business negotiations are bound to be affected by conflicts in negotiating behaviors, negotiators' values, beliefs, and so on.

### **2.5.2 Specific impact**

The characteristic of culture is that it is not a specific object juxtaposed with economics, politics, science and technology, natural activities or other specific objects, but exists in all activities of human beings, affecting, restricting, and controlling human behavior. The deep, mechanistic things of the way. Therefore, the influence of ubiquitous cultural factors on international business negotiations is implicit and potential. Culture is group-based, and it is a common pattern of behavior that has been shared or recognized by the group. These cultural factors influence the deep mechanism of negotiation, such as cultural factors affecting the negotiation psychology, negotiation motivation, negotiation composition, negotiation context and so on.

1. Cultural factors influence the quality structure and composition of the negotiators  
Cultural structure refers to the way and order in which many elements of the cultural system are interconnected and interact. The different cultural structures determine the different types, natures and functions of cultural systems. There are different opinions in the academic community regarding the division of major subsystems in the cultural structure. The author believes that culture has four major categories of material culture,

institutional and behavioral culture, spiritual culture, and information culture. The surface of the cultural system is the material culture, which is produced by the interaction between man and nature. It is a tactile cultural matter, including human material production activities and their products. The middle layer of the cultural system is the institutional and behavioral culture, the product of the interaction between people and society, such as customs, behavioral norms, organizational forms. The inner layer of the cultural system is spiritual culture, such as values, ways of thinking, moral sentiment, aesthetic taste, religious feelings, national character, etc., which are the core part of culture. Throughout the cultural system, information culture, such as language, words, gestures, and other information symbols, are the mediums that humans use to create, preserve, accumulate, and spread culture.

2. Cultural factors influence the concept of business negotiators.

The influence of cultural factors on negotiation is microsecond and indirect. Whether the subject of negotiation is individual or collective or organization, when they bring cultural factors into the negotiation, they unconsciously put their own values and judgments.

3. Cultural factors influence the negotiator's way of thinking, negotiation methods and negotiation strategies.

In all negotiating activities, people's thinking is always playing a role. It can be said that thinking is the driving force behind negotiations. However, due to the differences in cultural practices among countries around the world, the way of thinking of negotiators in different countries is different. For example, the external thinking space opened by the Japanese is limited, and more ideological connotations are in the internal space. Therefore, people often only see the smile of the Japanese people's face and cannot understand their true thoughts.

In the negotiation practice of international business, many negotiators often do not comprehend, value or notice the important influence of culture on the way of negotiation. For the culture of foreign negotiating parties, some negotiators may have noticed some "different" and even "incomprehensible" negotiating methods of the negotiating parties, but they have not attracted much attention. Some people blindly believe that "intercultural negotiations are based on facts and data, and facts and data are universal." Similarly, when negotiators go to a foreign country to negotiate, in order

to maintain a harmonious relationship with each other, he often only notices the cultural similarities between the two sides, ignoring the cultural differences between the two sides. As one commentator puts it, “When conducting cross-border negotiations with distinctly different cultures, we will strongly seek to find similarities between the two sides, and we should reasonably believe that no matter where the negotiations are, people are people, business is business.” This is a cultural Darwinism in negotiation.

Negotiation is a multi-factor activity, and the general trend that participants use to achieve their goals is strategy. The choice of strategy is guided by interests and values, and interest and values turn to culture. In some cultures, behavior is direct, conflict is widely accepted, and problems are encountered in other cultures. The industry will be indirect, conflicts are not publicly recognized, and problems are indirectly mentioned in a roundabout way. For example, Russia tends to start negotiations from a strength standpoint, and does not mind adopting aggressive tactics, such as threats, and Japan is very reluctant to directly collide with its opponents. Some culture negotiators think that it is a matter of course to tell their own intentions as soon as possible. They like to open the door and in other cultures, what form to convey their opinions is a big event, and may like to slap on the side. In addition, how to deal with sensitive issues is also very different between different cultural views. In some cultures, humor is an effective means of bargaining on sensitive issues, while in another culture, it may be counterproductive. Because it is a very interesting joke in a culture, and in other cultures it may be nonsense or even insult. Blackmail, buy-outs, threats, etc., are seen by negotiators in some countries as a natural negotiating strategy. For others, these are illegal means. If the negotiating parties happen to be collaborators of two different backgrounds, Then the negotiations will be seriously frustrated.

#### 4. Cultural factors affect the negotiation context of the negotiator

Context is the general term for the linguistic environment or the verbal environment. It is an important concept in the disciplines of sociolinguistics, pragmatics, semantics and rhetoric. From the perspective of human factors, the context includes verbal expressions and recipients, as well as their thoughts, identities, cultural levels, personalities, accomplishments, situations, and moods. From a social perspective, including social characteristics, regional styles, political systems, From a cultural point of view, such as cultural attitudes, cultural characteristics, cultural activities, cultural accumulations, etc., from the perspective of history, including the characteristics of the times, historical

background, historical evolution, and development trends, from a national perspective, including national characteristics, ethnic groups Style, national customs, ethnic exchanges, etc.

Negotiation, from the perspective of language culture, information culture, is a kind of language communication, and naturally forms a negotiating context of certain atmosphere. This negotiation context is also restricted by the cultural context of the participants, especially the social and cultural environment. The constraints of the natural environment and the stylistic environment.

The influence of high-context culture and low-context culture on the context of international business negotiations is reflected in many aspects. From high context to low context culture, Hall depicts us a continuous unity, and draws the same national culture along the unit. He attributes the culture of the German-speaking Swiss to a low-context culture because the information it conveys is completely, clearly and accurately expressed. He also classifies Japanese culture into a high-context culture because it conveys The information is multi-level and subtle. He also believes that American culture is between high and low context cultures.

An outstanding scholar in China won an honorary award from a university in the eastern United States. He and his wife took off from Beijing. After an hour of air flight, they arrived in the United States. At the airport, some friends came to pick them up. Ask "You must be very tired", he replied that "can still", "good" or "not bad". In fact, the long journey, his senior age and the godless eyes have already told everyone that "he is very tired", which means that the meaning of the Chinese is implicit and euphemistic. Westerners can easily express their feelings in a straightforward way. For example, a West travel to Beijing and arrives in Beijing after a non-stop flight in some areas. He will answer "I am tired of facing the same problem. I have never been so tired before on the plane." Sitting in the waiting room for an hour, I am afraid that my legs are not listening to the eyelids and fighting."

In a high-context culture, the message is sent and the recipient understands the meaning of the situation, and the situation is used to convey the message. Members of the low-context culture express their ideas in words. They all think that if the thoughts are not expressed in words, they cannot be correctly and completely understood. The

information is found in plain words. The recipient of the information can make judgments and decisions based on this.

A Turkish student lives in the same dormitory with his American classmate. One day, his classmates shaved their hair in the bathroom. When the Turkish students walked out of the bathroom, they found that the ground was full of hair. He returned to the bedroom to his classmates. Say "You shaved your hair" American classmates answered "Yes." After waiting for a while, the Turkish students said, "I went into the bathroom and found that all the hair was on the floor, so I knew you were shaved and developed." "oh" American classmate responded. The Turkish classmate was confused. He thought that he had already expressed his meaning very clearly, that is, he hoped his classmates would clean up the bathroom that was messed up by him, but his classmates did not seem to understand. Later, when he listened to his Turkish friend, he realized that "it must be clear to the Americans, please clean the bathroom." The reason why the Turkish students think that he has expressed himself is very clear. It is because he said that the bathroom is full of hair in two contexts, and the roommate suddenly has no hair.

From the above case, it is once again proved that the people in the high-context culture and the people in the low-context culture are obviously different in expressing their feelings

##### 5. Cultural factors affect the negotiator's evaluation of the outcome of the negotiations

Cultural factors directly or indirectly affect how participants explain what they have achieved. In some societies, agreements are the final decisions that are made under difficult conditions and must be strictly enforced. In some countries, the agreement is a written document that takes effect from the day it is signed, and it may be modified if the situation at the time of signing changes. For example, for a Chinese person, signing a contract at a particular stage of a long-term process is not an agreement, but a specific one. The traditional Chinese society attaches importance to relations rather than attach importance to the law. However, after the reform and opening up, China has strengthened the construction of the legal system and law enforcement, and people's legal concepts and contractual awareness have increased. China is in a period of rapid development. After a large number of conditions have changed, the government and enterprises may make some adjustments in certain aspects, thus affecting the implementation of the agreements signed in advance.

When an agreement is reached, the next step is to ensure that both parties implement the terms of the agreement. In Western thinking, it is normal to implement contracts through social public institutions such as courts and international arbitration institutions. In some cultural contexts, it is possible to see this as a signal of distrust, and participants prefer to take extra Negotiation or mediation, not litigation. From this point, the impact of the cultural background on the outcome of the negotiations and the performance of the results is fully demonstrated.

### **2.5.3 Influence of Cultural Differences on negotiations**

#### **1. Influence of Cultural Differences on Negotiating Organizations**

Culture is a major factor affecting the negotiating organization. Different countries have different negotiating representatives in determining the conditions, number of people and division of labor negotiators.

For example, US companies or companies often focus on professionalism and logical reasoning when choosing negotiators, which will not have anything to do with the status of the negotiator in the company. In China, the concept of ranking is very strong, and the status is very important. Therefore, in addition to social skills and professional level, the negotiators selected by the company or the company must have certain status and positions in the company or enterprise. Therefore, when negotiating with the Chinese, we must pay heed to the principle of reciprocity when choosing a negotiator. That just says, the identity and status of the negotiators sent by you must be the same as the identity and status of the negotiating representative of the other party. Quite, otherwise it will be considered rude by the other party, thinking that you do not pay much attention to negotiations. In addition, the status of women in China is small. It is best not to let women participate in formal negotiations. Otherwise they will doubt the ability and sincerity of each other. Americans have a genuine sense of self-confidence and superiority. Their negotiators are no exception. They have a streamlined principle in terms of the number of people engaged in the negotiations. There are only a few negotiators. Americans think that people are not capable and lack self-confidence. And the organizational structure is tedious. The number of negotiators is large, the division of labor is more detailed, and the number of people also indicates that they pay more attention to negotiations; on the contrary, the number of people is small, the

Chinese will think that they are not paying enough attention and lack sincerity. In the eyes of the Americans, people often express insufficient ability and lack of self-confidence. In addition, the United States is in possession of a strong legal concept. Lawyers are very important in business negotiations, especially in international business negotiations. They will definitely bring their own lawyers. In the event of business negotiations, especially if the place of negotiation is in a foreign country, they must bring their own lawyers.

In my opinion, the participation of lawyers is to consider future legal disputes. Such negotiations are not trustworthy and unfriendly. When the Chinese choose business negotiators, the first negotiators should have a clear hierarchy and a distinct division of labor. The so-called level is clear, that is, the initial level of personnel is the chief representative, he is responsible for supervising the negotiation process, mastering the process, coordinating opinions and determining important matters. The second level of staff is experts, technicians and translators. The third level is the employee, responsible for recording the content of the negotiations. The composition and mode of the Chinese negotiators must have a great understanding of the ways and habits of their own and their negotiating representatives before the negotiations. In the face of diverse opponents, it is necessary to adjust our own negotiating team at any time to ensure negotiation. The key to a smooth start.

China and the West have different orientation in values, and this orientation will affect the behavior of negotiators. The East, or Chinese negotiators generally take an indignant attitude toward the composition of the negotiating team. Their hierarchical concept is extremely piquant. The negotiating organization has a meticulous division of labor. There must be a principal person in charge who cannot be replaced by others. This runs counter to the concept of equality in Western countries. In the negotiations, if there is not enough awareness of this point, it is likely that at the beginning of the negotiations, the two sides will be guilty and will be unable to carry out the negotiations.

## 2. Influence of Cultural Differences on Negotiation Style

Negotiation style refers to the manners, behaviors, and ways of doing things that negotiators perform during negotiations. In business negotiation, culture not only determines the negotiator's ethics, but also influences the negotiator's behavior. Both sides of the negotiation will have their own cultural characteristics. This difference in



cultural characteristics will make negotiators from different cultural backgrounds complete. Different negotiation styles. The style of negotiation will continue throughout the negotiations and will have a good impact on the outcome of the negotiations. For example, Westerners are accustomed to summarise conclusions from detailed research, focusing on the principle of detail, thinking that details are the essence. Principles are only forms; and Chinese people are used to the details from the whole to the details. In the negotiations, Westerners will divide the adult target requirements into small goals and solve them step by step; while the Chinese people pay more attention to the overall discussion of the content of the negotiations.

Westerners, especially Americans, think that "time is money." In business activities, they usually cut to the point and go directly to the subject. There is not much chattering in the negotiations. They care about the progress of the negotiations, which will make their negotiating opponents feel pressure. In addition, Americans place great importance on economic benefits. Their proverb "is very positive about the awareness of this aspect, that is, to obtain the maximum benefit with the least amount of investment. The Germans are notoriously formal, cautious, conservative, and German businessmen are in business. The same is the case with the event. German businessmen are well prepared before face-to-face negotiations. They pay great attention to the details. If a certain detail is not resolved, they will never have agreed to sign.

The Chinese are more conformist, paying attention to their status in business negotiations, and believe that each other is interdependent. They very concern about establishing harmonious interpersonal relationships in business negotiations. The Chinese do not like and be not accustomed to go straight to the theme of pure business activities. When negotiating with the Chinese side, it is best for the people participating in the negotiations to be ranks and rank higher than the other party. At the very least, the positions of the two sides are equal, which is conducive to the smooth development of the negotiations.

The cultural differences between China and the West in terms of values and ways of thinking have a great influence on the formation of negotiating styles between the negotiators. If the two sides cannot fully understand this point, it is not possible to negotiate. In addition, for the Chinese, the negotiation is based on the collective. The additional members of the negotiating team will fully support the speeches and opinions

of the main negotiators. The Westerners emphasize individuality, the team members respect each other's thinking, and the negotiators can present themselves. The opinions show character of each other.

### 3. Influence of Cultural Differences on Negotiation Mode

The typical spiral thinking of the Chinese is mostly polite. China will take into consideration the differences in the status of each other during the negotiations and maintain a harmonious relationship during the negotiation process. Since ancient time, Chinese businessmen have not liked to open their doors and speak hard. When the two sides have differences of opinion on the interests, Chinese businessmen often respond vaguely to the other party's demands, or the key points and seek common ground while reserving differences. Usually they will not directly refuse the other party, they will estimate the other party's face, and worry about the relationship being stiff. Negotiations are even more intolerable. Chinese people generally like to address friends first and then talk about business. They think that the respect and friendly relationship between the two sides before the negotiation is the prerequisite for smooth negotiation and trading, which are also the basis for long-term cooperation. Westerners are relatively casual in their communication. They generally do not pay no mind to the status and interpersonal relationship of both parties. The habits of conversation are straightforward and straightforward. They want to speak directly about specific terms at the beginning of the negotiations. They value substantive content and problems, and do not value the superficial things too much. When negotiating with Westerners, they choose more straightforward negotiators to judge them, and they will appreciate them more. If the other party's conditions are outside their acceptable range, they will speak up. The Chinese people's shifting focus and ambiguous answers are in their view of lack of self-confidence and insincere performance. Although the Chinese do not use explicit information in language communication, they often use their eyes, gestures, and unclear body language cues to express their true thoughts and substantive requirements. If the negotiating party is not aware of this or the conditions are too direct. It may cause some individuals to lose face. This is liable to lead to the breakdown of the negotiations and the loss of the business. In his book "The Style of Negotiation", American Lucy Pai pointed out: "There are many things that can be obtained by helping the Chinese to get a facial. Any time, if you don't give face, you may lose."

The Chinese and Western ways of considering to be different. The Chinese people's

way of thinking is a subjective thinking, and they pay more attention to the humanities. Therefore, Chinese people like to make friends before doing business and negotiations. The relationship is harmonious. Various problems may be solved well. Westerners Thinking is an objective thinking, paying greater attention to nature. They have their own principles, pay attention to empirical laws and science and technology, and advocate dealing with problems rationally and efficiently. They are not likely to deal with things before doing things. In the negotiations, if the Chinese and Western sides do not know enough about this point, the Chinese may feel that the Westerners are inhuman and too serious, and the Westerners may think that the Chinese are too sloppy and not serious enough, and both sides will think of each other. Not sincere. In this approach, the negotiations cannot proceed. In addition, during the negotiation process, some non-verbal body movements performed by the delegates should also be fully understood. Understanding the meaning of these behaviors in the cultural background of the other party, ignoring these actions may also lead to obstacles in communication in the negotiation.

The influence of cultural differences on the negotiation process is first reflected in the process of language communication between the two parties. Especially in international business negotiations, the companies and people of the negotiating parties must first pass the language barrier. In global business communication, the language differences are obvious. However, the language problem is no longer a big problem. You can resolve this problem by hiring a translator who is familiar with both cultures. From the perspective of different cultures in different places, Chinese people are the most courteous when they are afraid. They often use positive promises and guarantees and use fewer threats and warning words. They rarely use “no” directly. This is also the implicit point of their expression. There are many kinds of words in the language that means “no”, which is suitable for them to refuse in many situations. They rarely use “you” because it is very impolite to say directly. Brazilians often utilize “no” and “you”. During the negotiations, Brazilians seem to be more arrogant, and they will look at and touch each other during the negotiation process. Only by understanding the differences between different countries can avoid misunderstandings in international business negotiations and ultimately achieve successful negotiations.

Secondly, in the process of non-verbal communication, there are also huge differences in the performance of negotiators in different countries and regions due to

artistic differences, which will also hinder communication in the negotiations. As most of the countries mentioned in the regional differences in customs have nodded their consent, but India, Nepal and other countries have agreed to agree to shake their heads, that is, if they agree to agree to something, they will shake their heads and smile and agree. Or when you say "!" On one side, you keep shaking your head, which often makes the other party wonder what is going on.

Chinese people advocate group consciousness and collective value. If excessive pursuit of personal development will be regarded as "strengthening and winning." Regardless of the fact that this kind of consciousness obviously suppresses personal development, it can make people deal with multi-relationships well, especially to coordinate interpersonal relationships and achieve collective harmony. In the negotiations, the Western representatives have a headache for this because the Chinese representatives do not directly propose the opposites in order to avoid major differences and conflicts. In order to reflect the collective wisdom and unity and avoid personal responsibility, many time the negotiations The final decision was made by all negotiators. This will not only lengthen the negotiation time, but also increase the difficulty for the Western representatives to negotiate smoothly and handle the relationship between the two sides.

The language expressions of Chinese and Western people are also quite different. Westerners, such as Americans, communicate more directly. They usually express their ideas concisely. They are rarely ambiguous. They will say "no" directly; while Chinese people are more sincere. Face, in the negotiation, often indirectly express their own ideas using vague language, even if there are different opinions, they will not directly express their meaning, they will say "maybe", "may", "very interesting" but need further" Study" or something similar. Americans are accustomed to direct language expressions, so the Chinese people's face-to-face responses are mistaken for the two sides to come to an agreement. It has been hanging around for a long time and can't wait for China's reply. American talents realize that the Chinese mean "no." In this case, the two sides are not only as simple as misunderstanding, but may cause excessive hostility to the other party, which makes it difficult to cooperate in the future.

#### 4. Influence of Cultural Differences on the Negotiation Process

The influence of cultural differences on the negotiation process is first reflected in

the process of language communication between the two parties. Especially in international business negotiations, the companies and individuals of the negotiating parties must first pass the language barrier. In global business communication, the language differences are apparent. However, the language problem is no longer part a big problem. You can solve this problem by hiring a translator who is familiar with both cultures. From the perspective of different cultures, the Japanese are the most polite when they are afraid. They often use explicit promises and guarantees. They use fewer threats and warning words. They rarely use “no” directly. It is further the implicit point of their expression. There are many kinds of words in the language that means “no”, which is suitable for them to refuse in various situations. They rarely use “you” because it is rude to tell directly; Brazilians often utilize “no” and “you”. During the negotiations, Brazilians appear to be more arrogant, and they will look at and touch each other during the negotiation process. Only by including the differences between different countries can avoid misunderstandings in international business negotiations and ultimately achieve successful negotiations. Secondly, in the process of non-verbal communication, there are likewise huge differences in the performance of negotiators in different countries and regions due to artistic differences, which will also hinder communication in the negotiations.

As most of the countries mentioned in the regional differences in customs have nodded their consent, but India, Nepal and other countries have agreed to agree to shake their heads, that is, if they agree to agree to something, they will shake their heads and smile and agree. Or when you say "!" On one side, you keep shaking your head, which often makes the other party wonder what is happening. Chinese people advocate group consciousness and collective value. If excessive pursuit of personal development will be regarded as "strengthening and winning." Although this kind of consciousness obviously suppresses personal development, it can make people deal with multi-relationships well, especially to coordinate interpersonal relationships and achieve collective harmony. In the negotiations, the Western representatives have a headache for this because the Chinese representatives do not directly propose the opposites in order to avoid major differences and conflicts. In order to reflect the collective wisdom and unity and avoid personal responsibility, many time the negotiations The final decision was taken by all negotiators. This will not only lengthen the negotiation time, but also increase the difficulty for the Western representatives to negotiate smoothly and handle the relationship between the two sides.

The language expressions of Chinese and Western people are also quite dissimilar. Westerners, such as Americans, communicate more directly, usually express their ideas concisely, and are rarely ambiguous. They will say “no” directly; while Chinese people are more sincere. In the negotiations, I often express my ideas indirectly. I use vague language. Even if I have further opinions, I will not directly express my meaning. They will say "maybe". "May", "very interesting" but need further research. "Or similar." Americans are accustomed to direct language expressions, so the Chinese people's face-to-face responses are mistaken for the two sides to reach an agreement. It has been dragging on for a long time and can't wait for China's reply. American talents realize that the Chinese mean "no." In this case, the two sides are not only as simple as misunderstanding, but may cause excessive hostility to the other party, which is therefore difficult to cooperate in the future.

#### 5. Influence of Cultural Differences on Negotiation Decision

The ultimate success of the negotiations depends on the decision. The culture of the negotiator is a major factor in the decision of the individual and even the team. Different cultural backgrounds will affect the judgment of negotiators and make their decisions differently. When talking about business, the minute details of customs are also very important. Nordic people and Americans pay more attention to privacy; in the UK and Germany, new visitors will be kept out of the secretary to avoid disturbing the managers' meetings; in Spain, Portugal and some countries in South America, new visitors are often invited to wait outside. However, the door office has also occurred from time to time; the habit of getting the door for the Arabs is to welcome the guests at any time. Sometimes, when an Arab businessman conducts business talks with a person, Nordic and Americans who are concerned about privacy and habitual conversations will be embarrassed if new guests come in. In the talks with the Chinese, most of the transactions may be achieved after spending hours in restaurants, bars and other places. In international business negotiations, there are often formal or informal social events, such as drinking tea, coffee, and banquets. These activities are strongly influenced by cultural factors and seem to be simple chat or entertainment. In fact, these activities may play a crucial role in the ultimate decision of business negotiations.

For example, Arabs often invite each other to drink coffee during shared activities. According to their habits, it is very rude to not drink coffee. Rejecting a cup of coffee

can cause serious trouble. There was an American businessman who refused a responsive proposal from Saudi Arabia to ask him to drink coffee. This refusal was considered an insult to the inverter in the Arab world. As a result, the American businessman lost a profitable business opportunity. "Ten different wind, different customs", the customs vary greatly from place to place. If you do not consider the customs and habits of the other party, but simply think your own ideas, it may lead to great misunderstandings between the two parties, making negotiations It was deadlocked and eventually led to the breakdown of the negotiations.



## 3 RESEARCH METHOD

### 3.1 Research Context

In the quantitative research part, the purpose of this research is to explore the impact of cultural differences on negotiation in the negotiation context. This article selects Hofstede's power distance and emotions' influence on negotiation, and at the same time examines the difference of negotiator's behavior under different conditions and the perception of satisfaction with the result. In terms of independent variables, this article selects power distance and emotion. In terms of dependent variables, this article selects the quality of the negotiation agreement, negotiation income, negotiation behavior and negotiation satisfaction.

Regarding the quality of the negotiation agreement: This research conducted a total of 60 groups of group negotiations, and the sum of the final profit points of the 2 negotiators in each group was counted as the group negotiation joint income. In the design of this experiment, when the negotiating team gains the most, it means that the negotiation obtains the most integrated result, which is a sign of a win-win negotiation. In this experimental study, the group income is 4800, which is the maximum value under various permutations and combinations, which means that the group negotiation income is maximized. The negotiation result at this time can be regarded as a win-win agreement; the final time limit has not yet been reached. The negotiation result of the agreement is regarded as deadlock, and the total income of the group negotiation is regarded as 0; the others between 0-4800 are general negotiation results. (For detailed calculations, please refer to the "Profit List" section).

Regarding negotiation gains. It is mainly expressed by the number of income points obtained by the negotiator, including personal income and joint income. The personal income is the sum of the income points obtained by each negotiator on each issue, and the joint income is the sum of the income of the two group members.

Regarding negotiation behavior. Including problem solving behaviors, oppressive behaviors, and concession behaviors.



For the satisfaction of the negotiation, the Likert 7-point score is used. Including two aspects of the negotiation process and negotiation results.

Testing of dependent variables. Participants wrote down their expectations for the negotiation, that is, their target score, as a measure of their level of ambition before formal negotiations after reading the background materials. Negotiation income (including individual income and joint income) can be directly calculated through the income list filled out after negotiation. For other variables, the satisfaction of negotiation and the negotiation behavior strategy are all measured using the Like Characteristics Scale. The dependent variables at the group level are the sum of the corresponding individual variable values. The satisfaction of the negotiation was measured using the following two questions, namely "I am satisfied with the results of this meeting" and "I am satisfied with the process of this meeting". The conflict response scale used in the measurement of negotiation behavior strategy selects three dimensions of the scale, problem-solving behavior, oppressive behavior, and concession behavior. Each dimension has 4 questions and a total of 12 questions. The measurement of satisfaction and negotiation behavior strategy were presented to the subjects in the form of post-negotiation questionnaire, and the order of the questions was randomly processed.

### **3.2 Measure**

In this study, the post-event questionnaire is divided into two parts. The first part is to test whether the manipulation of power and emotion is effective and to measure the satisfaction of both parties to the negotiation. The second part is to measure the negotiation behavior.

In the first part, the test questions of independent variable manipulation are detailed in "Manipulation of Power Variables and Emotional Variables" above. The survey of subjects' satisfaction was measured using two topics: "I am very satisfied with the negotiation process" and "I am very satisfied with the results of the negotiation".

In the second part, the negotiation behavior is measured using the Van de Vliert (1997) conflict response scale. The three dimensions of the scale are selected, problem-solving behavior, oppressive behavior, and concession behavior. Each dimension has 4

questions, totaling 12 question. The problem-solving behavior mainly measures the negotiator's balance of the interests of both parties in order to propose the best solution. It consists of the following four questions. She always supports both his own goals and interests, and also supports my goals and interests; she always considers issues from the standpoint of both sides to find the best for both sides Solution; she and he has been trying to find a way to satisfy my interests as much as possible to satisfy his own interests; she and he have been carefully reviewing various issues until they find a solution that is truly satisfactory to both parties. The oppressive behavior measures the negotiator's stand alone and uses a strong force to suppress the other's obedience. Composed of the following four questions, she always tries her best to win; she always tries to get more profit; she always fights for his own profit; she always lets me accept his point of view. Concession behavior measures the negotiator's lowering of his own interests and satisfying the other's behavior. It consists of the following four questions. She and he always try to comply with my requirements; she and he always agree with me; she and he are always in front of my wishes Give in; she and he always adjust himself according to my goals and interests.

### **3.3 Sample Selection**

This study used laboratory research methods, and all subjects were volunteers recruited through open recruitment. Mainly from Siam University, Bangkok University students, including graduate and undergraduate students. A total of 120 subjects were divided into 60 groups with 2 persons in each group. Among them, 46 are males and 84 are females; they are between 18-30 years old, with an average age of 23.6 years and a standard deviation of 2.2. Using a completely random design, the subjects were randomly arranged for identity and emotional activation. In order to control the influence of irrelevant variables, subjects in the same group were of the same sex and did not know each other.

### **3.4 Research Hypothesis**

H1: In negotiations, people with high power will have higher expectations and will seek more benefits for themselves. Generally speaking, they will get more benefits than those with low power.

H2: In negotiations, high-powered people use more control and competition

strategies and make fewer concessions.

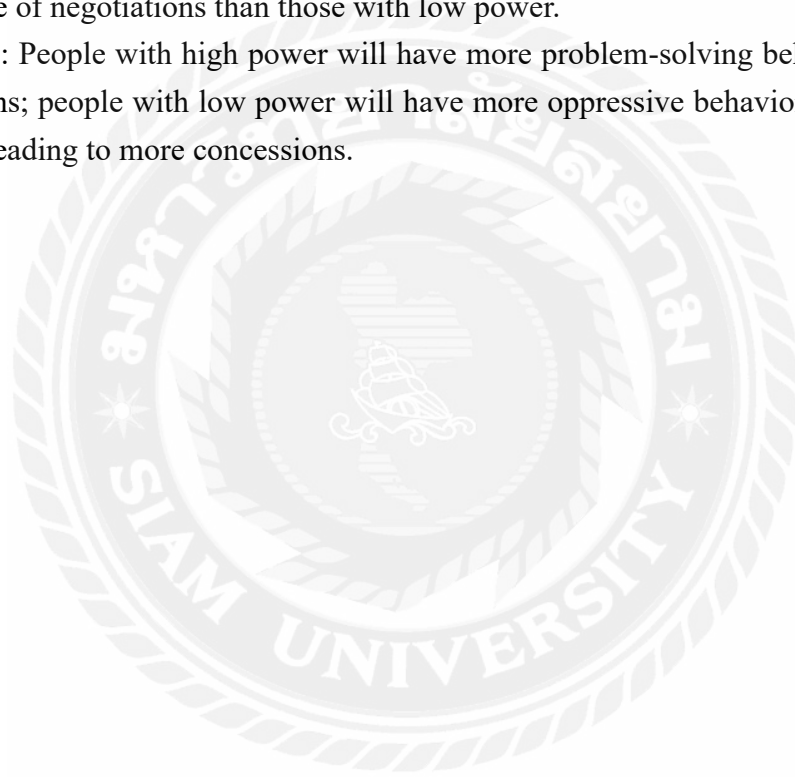
H3: Pleasure makes negotiators have more problem-solving behaviors, while anger leads to more oppression, less concessions and compromises.

H4: The individual gains of the negotiator under happy mood are higher than those under angry mood.

H5: In the case of unequal power, the joint benefit is greatest when both parties are in a happy mood, and the joint gain is the smallest when both parties are in an angry mood.

H6: The emotions of those with high power have a greater impact on the integrated outcome of negotiations than those with low power.

H7: People with high power will have more problem-solving behaviors in happy situations; people with low power will have more oppressive behaviors when they are angry, leading to more concessions.



## 4 DATA ANALYSIS AND CASE STUDIES

### 4.1 Operational Test

In order to test the success of power and emotion manipulation, this study used a post-event questionnaire to test the effect of power and emotion manipulation. The sense of power is measured by "I feel that I am in an advantageous negotiating position", "I feel that I am more powerful than the other party in the negotiation" and "During the meeting, I feel that I control the situation". The independent sample T test found that, The HR manager's power score (M=4.14, SD=1.14) is significantly higher than the applicant's power score (M=3.49, SD=1.05),  $t(118)=3.27$ ,  $P=0.001$ ). And there is no gender difference in power activation, and no gender analysis will be made thereafter.

The pleasure score of the "pleasure" start group (M=4.17, SD=1.25) was higher than that of the "anger" start group (M=3.90, SD=1.42), but the difference was not significant  $t(118)=1.09$ ,  $P=0.28$ ); The anger score of the "angry" start group (M=2.7, SD=1.29) is higher than that of the "happy" start group (M=2.38, SD=1.65), but the difference is not significant  $t(118)=1.17$ ,  $p = 0.24$ . However, it is found that different emotional priming has the main effect on personal benefit, so it can be indirectly considered that the emotional operation is basically successful.

### 4.2 Reliability Test

Table 1 Results from reliability test

	Cronbach's coefficients	alpha	Items
Power test scale	0.882		3
Emotion test scale	0.459		6
Satisfaction	0.706		2
Problem solving behavior	0.755		4
Concession behavior	0.773		4
Oppressive behavior	0.862		4

### 4.3 Analysis of Negotiation Results

The negotiation results in this study refer to the deadlock in negotiation quality, general negotiation agreement, win-win negotiation agreement, individual benefit and group joint benefit.

#### 4.3.1 Negotiation Quality

A group was conducted, and the sum of the income points of each group of negotiators was counted as the group's joint income. When the negotiating team gains the most benefits, it means that the negotiation obtains the most integrated result, which is a sign of a win-win negotiation. In this experimental study, the group income is the maximum value under various permutations and combinations, which means that the group negotiation income is maximized. The negotiation result at this time can be regarded as a win-win agreement; the final time limit has not yet reached a final agreement. The result of the negotiation is regarded as deadlock, and the overall gains of the group negotiation are regarded as the general negotiation result among others. According to the above classification, the negotiation quality of different groups is as follows:

Table 2 Descriptive statistics of negotiation quality

	Deadlock	General agreement	Win-win agreement
High power anger & low power pleasure	2	11	2
High power anger & low power anger	5	10	0
High power pleasure & low power pleasure	0	15	0
High power pleasure & low power anger	1	14	0

It can be found that in negotiations with unequal power, the deadlock most often occurs when both parties are initiated by anger, and the least deadlock is when both

parties are initiated by pleasure. It is worth noting that the win-win agreement appeared under the conditions of high-power anger and low-power pleasure at the same time, but none of the other groups appeared.

#### 4.3.2 Individual Benefits

Taking power as the abscissa and individual income as the ordinate, the comparison chart of individual income under power and emotion conditions is obtained. The individual income of subjects with high power sense (M=1628.33, SD=960.33) is higher than that of subjects with low power sense (M=1589.17, SD=1007.10),  $t(118)=0.218$ ,  $P=0.828$ . The individual income of the participants in the pleasure group (M=1816.67, SD=885.27) was significantly higher than the individual income of the participants in the angry group (M=1400.83, SD=1032.30),  $t(118)=2.369$ ,  $p=0.019$ . (H1 is not supported, H4 is supported).

#### 4.3.3 Group Joint Income

The sum of the income points of the two negotiators in the group is counted as the joint income of the group negotiation. The joint income of the groups under different groups is as follows:

Table 4 Descriptive Statistics of Joint Income

	N	M	SD
High power anger & low power pleasure	15	3246	1638
High power anger & low power anger	15	2100	1755
High power pleasure & low power pleasure	15	3850	1145
High power pleasure & low power anger	15	3673	1329

It is found that both parties have the highest joint income under the condition of happy activation, and both parties have the lowest joint income under the anger

activation group.

The difference test on the joint income of each group is as follows:

Table 5 Statistical analysis of variance of joint returns in each group

	Sum of square	Degree of freedom	Mean square	F	Sig.	LSD
Between groups	2.8	3	92873674.11	4.2	0.009	1>2*,3,4>2*
Within groups	1.2	56	2211458.33			
Total	1.5	59				

It can be found that both parties have the highest joint gains in the pleasant priming group, and both parties have the lowest joint gains in the anger priming group, and have reached significance. (H5 is supported)

#### 4.4 Negotiation Behavior Analysis

##### 4.4.1 Correlation Analysis

Table 6 Correlation analysis

Variables	M	SD	1	2	3	4	5
Expected return	2971.67	581.39					
Problem solving behavior	2.97	0.98	-0.18				
Oppressive behavior	4.81	1.21	0.09	-0.16			
Give in	2.66	0.92	-0.25**	-0.39**	-0.39**		
Satisfaction	4.90	1.17	0.26**	-0.17	-0.17	0.34**	
Individual benefits	1608.75	980.05	0.12	-0.20*	-0.20*	0.36***	0.42***

Note: P<0.005\*,\*. P<0.01,\*\*\*. P<0.001

It is found that satisfaction is significantly negatively correlated with expected returns, with a correlation coefficient of 0.24, that is, the greater the expected value, the lower the satisfaction. Satisfaction is significantly positively correlated with the counterparty's problem-solving behavior and concession behavior, and the correlation coefficients are 0.26 and 0.34, respectively, that is, the more the counterparty's problem-solving behavior and concession behavior, the higher the negotiator's satisfaction. Individual income is significantly negatively correlated with the oppressive behavior of the other party, with a correlation coefficient of 0.2, and significantly positively correlated with the opponent's concession behavior and satisfaction. The correlation coefficients are 0.36 and 0.42, respectively. That is, the more oppressive the other party, the lower the negotiator's gains, and the other party backs down. , The higher the negotiator's profit. In addition, the concession behavior is significantly negatively correlated with expected benefits and oppressive behavior of the opponent, and significantly positively correlated with the opponent's problem-solving behavior, with correlation coefficients of 0.25, 0.39, and 0.58, respectively.

#### 4.4.2 Variance Analysis

With the aspiration level as the dependent variable, a 2\*2 analysis of variance was performed, and the results are shown in the following table

Table 7 Analysis of variance of negotiator's aspiration level under different conditions

Source of variation	Degree of freedom	Mean square	F	Sig.
Sense of power	1,116	46020	11.75	0.001
mood	1,116	5187520	0.13	0.72
Power*emotion	1,116	910020	3.17	0.078

It is found that the sense of power has a main effect on the aspiration level. The aspiration level of high-powered people (M=3145.00) is higher than that of low-powered people (M=2798.33), and P=0.001 (H1 is verified). The interaction between the sense of power and emotion at the level of ambition is marginally significant.



Using individual income as the dependent variable, a 2\*2 analysis of variance is performed, and the results are shown in the following table:

Table 8 Variance analysis of negotiator's individual income under different conditions

Source of variation	Degree of freedom	Mean square	F	Sig.
Sense of power	1,116	4600	0.049	0.825
mood	1,116	5187530	5.56	0.02
Power*emotion	1,116	910020	0.976	0.328

Emotion has the main effect on individual income,  $F(1116)=5.56$ ,  $P=0.02$ . The individual gains of happy negotiators ( $M=1816.67$ ) were significantly higher than those of angry negotiators (H3 was verified).

Using individual satisfaction as the dependent variable, a 2\*2 analysis of variance was performed, and the results are shown in the following table:

Table 9 Variance analysis of negotiator satisfaction under different conditions

Source of variation	Degree of freedom	Mean square	F	Sig.
Sense of power	1,116	4.600	3.380	0.068
mood	1,116	0.019	0.014	0.907
Power*emotion	1,116	0.25	0.185	0.668

The results found that the main effect of power on satisfaction is marginally significant,  $F(1116)=3.380$ ,  $P=0.068$ . Comparison of the mean values shows that the satisfaction of high-powered households is higher than that of low-powered households.

Using problem-solving behavior as the dependent variable, a 2\*2 analysis of variance was performed, and the results are shown in the following table:

Table 10 Variance analysis of negotiator's problem solving behavior under different conditions

Source of variation	Degree of freedom	Mean square	F	Sig.
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variation	freedom			
Sense of power	1,116	8.53	9.45	0.003
mood	1,116	0.075	0.083	0.774
Power*emotion	1,116	0.675	0.748	0.389

The sense of power has the main effect on problem-solving behavior  $F(1116)=8.53$ ,  $P=0.003$ . The problem-solving behavior of high-power negotiators is significantly lower than that of low-power negotiators.

With oppressive behavior as the dependent variable, a 2\*2 analysis of variance was performed, and the results are shown in the following table:

Table 11 Variance analysis of negotiator's oppressive behavior under different conditions

Source of variation	Degree of freedom	Mean square	F	Sig.
Sense of power	1,116	7.008	4.897	0.029
mood	1,116	0.469	0.328	0.568
Power*emotion	1,116	0.408	0.258	0.594

The sense of power has the main effect on oppressive behavior,  $F(1116)=4.897$ ,  $P=0.029$ . The oppressive behavior of high-power negotiators is significantly higher than that of low-power negotiators. (H2 is verified)

With the concession behavior as the dependent variable, the analysis of variance is performed, and the results are shown in the following table:

Table 12 Variance analysis of negotiator's concession under different conditions

Source of variation	Degree of freedom	Mean square	F	Sig.
Sense of power	1,116	10.80	14.23	0.000
mood	1,116	0.169	0.222	0.638
Power*emotion	1,116	0.752	0.991	0.322

The sense of power has the main effect on the concession behavior,  $F(1116)=14.23$ ,  $P=0.000$ . The yielding behavior of high-power negotiators is significantly lower than that of low-power negotiators (H2 is supported).

Based on the above 3 tables, it can be found that emotion has no main effect on negotiation behavior (H4 has not been supported);

And there is no interaction between power and emotion in negotiation behavior (H7 has not been supported).

#### 4.4.3 Regression Analysis

Regression analysis is performed on the joint benefits, the two variables of the emotions of the high-powered people and the emotions of the low-powered people are turned into dummy variables, and their expected values are entered into the regression equation together. The results are shown in the following table.

Variables	B	P
Variables contributing to joint returns		
The emotions of the high-powered	0.325*	0.012
The emotions of the low-powered	0.210	0.100
The level of ambition of the high-powered	0.095	0.455
The level of ambition of the low-powered	-0.089	0.475

It can be found that the emotions of high-powered individuals have a significant predictive effect on joint returns. From this result, the hypothesis that the emotions of people with high power has a greater influence on the outcome of negotiations than those of low power has been verified (H6 is supported).

## **4.5 Case Studies**

Gavin Kennedy said that "people of different cultures have different negotiating styles. In the negotiations with the members of the society, you are almost completely stipulated the content and methods of the negotiations. Cultural differences in international business negotiations exist objectively, understand, It is necessary in order to master and solve the cultural differences and to treat these differences in a dialectical manner. As an international business negotiator, we must recognize the impact of cultural differences on the negotiations and recognize the negotiators of diverse cultural backgrounds in the way of thinking, negotiation and negotiation. There are different in styles. People who recognize different cultural backgrounds have different understanding of the same thing, the same sentence, and the same movement. Conversely, cultural differences can easily is expected to result in misunderstandings between the two sides of the negotiation and become obstacles to negotiation. Negotiating the success of the unprecedented success, so only by analyzing it, understanding it, and facing it, can we solve the problem in the practice of international business negotiations and overcome the obstacles caused by cultural differences to achieve a win-win coexistence.

### **4.5.1 Case Study of Values Differences**

In the West, especially in the United States, people emphasize freedom, rights, competition, and behavioral independence. But in China, group relations are greater, people emphasize consistency and cooperation, and personal interests are subject to collective interests. In addition, in terms of the time view of values, it is money for Americans, their time concept and competition are expected to be very strong, and they pursue speed and efficiency, which also form their resolute style of acting. When negotiating, they will attempt to shorten the time of each negotiation and strive to solve the problem effectively in the shortest possible time. Chinese people often reflect on the overall situation. For the long-term benefit, they generally do not pursue excessive short-term profits. In this way, in actual economic activities, the two sides will have conflicts. If the key points of conflict are not recognized, it will affect the cooperation and development of the two sides.

#### **4.5.1.1 Case Description**

David Joseph is a supermarket chain manager based in Milwaukee, Wisconsin. He wants to establish business relations with China because China is part of the fastest growing economies in the world. Through one of his Chinese employees, Wang Xin, David reached an agreement to import green tea from a farm animal products import and export company in Zhejiang Province, China.

The goods should be in time to reach the sales peak of Thanksgiving. David himself is also a tea lover, and he is very struck by the quality of this tea, and the packaging is better than he expected. He is looking forward to tea selling in his supermarket, and even tirelessly lets Wang Xin write some bilingual advertisements for tea in local mainstream newspapers or broadcast on the radio. Because of the small volume of transactions, the freight for each transaction is relatively high. In order to make a profit, David's accounting department suggested that the price of Chinese green tea could be set at a slightly higher price than other imported green tea in other brands already on sale. However, the representative of Xincheng Company, Sheng Jiao, disagreed. He suggested that David should cut prices to compete with other brands of green tea; once Chinese green tea is accepted by customers. Both parties can profit from economies of scale. Sell a lot of tea at a lower price. Because he did not mean to start running at a loss, David decided to adopt the advice of the accounting department.

Three weeks later, Sheng Jiaoru called David from China and learned that the tea was not good enough to send back to the warehouse. He once again suggested that David tries to cut the price and expressed the hope that business negotiations would be negotiated to resolve the issue, but David seems to have lost interest in the project. After a few more months, Sheng Jiao did not have the opportunity to make David interested in continuing cooperation. Eventually he chose to let things end.

#### **4.5.1.2 Case Study**

David is the manager of a US supermarket chain. He imported a batch of tea from a company in Zhejiang. He is very satisfied with the quality and packaging of the tea. On the occasion of Thanksgiving, he is very optimistic about the various conditions of sales. At the same time, many bilingual advertisements were made in local newspapers and radio. Due to high freight rates, the accounting department suggested

raising prices to make up for the losses, but the Chinese representative suggested attracting customers with price cuts. When the products occupied the market, the sales volume would increase sharply, and eventually both parties could profit from them. David did not want to sell at a loss. He did not adopt the advice of the Chinese representative. Three weeks later, the Chinese learned that the sales were bleak and once again suggested a price cut. David is no longer interested.

The original trade was to make both sides profit, but ultimately failed. The main reason is that both parties have different values for long-term profits and short-term profits. Chinese businessmen tend to have long-term profits, and they are willing to sacrifice immediate benefits or spend a lot of energy to open up a new market. This is incredible for Americans. Due to the difference in values between the two sides, the business cooperation between the two sides is not trusting or even losing. China believes that business cooperation is a kind of friendship, and people must establish mutual trust and common profit. On the contrary, Americans believe that the relationship between business and profit does not have much to do with, if the profit cannot be expected within the expected time, the maintenance of the relationship does not make any sense. The background of the two cultures gives the two sides a completely different understanding of how long it takes to make a profit. If they can't make a profit in a short time, Americans don't have the patience to wait like Chinese, they will look for new business opportunities. The pressure of short-term profit is forcing David because he wants to explain to the board of directors and shareholders, reporting the profit every quarter. Therefore, Americans do not have much time to pursue long-term profits.

Chinese people often say that long-term fishing for big fish, Chinese businessmen are willing to invest a lot of manpower and material resources to develop potential markets, they think that when the time is ripe, they can get more profits. There is also a saying that buying, and selling is not a matter of righteousness, that is to say, even if the business fails, the buyers and sellers still maintain a friendly relationship. The Chinese regard the cooperative relationship as a kind of personal feeling. Therefore, in cooperation, they attach great importance to mutual trust and long-term partnership, rather than immediate interests. They believe that the two sides will eventually gain greater economic benefits. The Chinese representative wants to persuade David to adopt their sales strategy. He hopes that the two sides can establish

long-term cooperative relations and make profits together. But like most Americans, David quickly lost interest in this collaborative project once he lost the opportunity to make a profit in the short term. He believes that the project will be able to make a big profit at the beginning, he spent a lot of energy on advertising, but the effect is not satisfactory, so he gave up the project and turned to find new business opportunities. The Chinese believe that this is only the beginning of cooperation. In order to obtain a bigger market and more profits, it is necessary to make some necessary sacrifices.

#### **4.5.2 Case Analysis of Differences in Thinking Patterns**

Chinese people pay less attention to local analysis, but pay attention to understanding things overall, grasping the overall situation, and summarizing things. Westerners pay more attention to the objectivity of things, and advocate a rational attitude to analyze problems, and they usually divide things into small parts for precise analysis. Therefore, before negotiations, Westerners will carefully prepare their work, such as accurate data, so that they can make decisions during the negotiation process; they will generally define the contract terms, especially when it comes to the responsibilities, claims, etc. Content. The Chinese believe that if the two sides have reached an agreement, then everyone should work together and seek common ground while reserving differences to achieve lofty goals. In the actual negotiation process, both sides must carefully prepare for the work, and the details should be considered in order to ensure the smooth progress of the negotiations.

##### **4.5.2.1 Case Description**

Yuanda Construction Company is a well-known construction company in China. The reduction in contracts in recent years shows the need for companies to shift from the domestic market to the development of the global market. After investigation and discussion, the chairman of the company agreed to acquire the existing German company manager to appoint Mr. Zhang as the negotiator of the Chinese and the company. Mr. Tian, the manager's nephew and project manager of the German; A plan, will accompany Mr. Zhang to participate in the negotiations. From the time he arrived in Germany, Mr. Zhang felt that it was more difficult to get acquainted with the Germans. He felt the pressure from the company's negotiators. The Germans are very serious, and

they are very efficient. They don't seem to have a privileged understanding of Mr. Zhang. They must concentrate on completing; A sales as soon as possible.

The first negotiation meeting will take place at 9:00 am, and Mr. Zhang and Mr. Tian will arrive at 9:15. Mr. Zhang noticed that the company's negotiator, Haig, was very upset. When he suggested going to the market in the morning to visit, there was no requirement to start negotiations immediately, and someone reminded him that he had to negotiate. Although Mr. Zhang is very saddened, he still agreed to negotiate first. The German representative gave Mr. Zhang the plan, and every detail in the contract was there. However, the company is still not determined its financial status and position in the construction company in Leipzig. Based on many uncertainties, Mr. Zhang hopes to have a more flexible agreement. He clearly told the Germans his thoughts. The Germans think that if they trust Germany, why are they plagued by such contracts? Haig was not satisfied with Mr. Zhang's distrust, but she made concessions and proposed a phased contract, which made Mr. Zhang a little comforted. However, the methodological problems raised in the original contract were lost, and the Germans felt that they had lost. Next, the negotiations proceed smoothly, and the final contract will be signed two years later, when they re-examine the initial price, and the true value of the company will be re-evaluated based on new and more credible data. Haig is quite clear about a series of negotiations and contracts, but she feels very uncomfortable about Mr. Zhang's sloppy attitude, but at the same time she respects his sincerity and pragmatism.

#### **4.5.2.2 Case Study**

This is an example of a typical cross-cultural negotiation between China and Germany. Because of their different cultural backgrounds, the two sides have significant differences in behavior and mode of thinking. These differences make the two sides continue to have conflicts throughout the negotiation process. The first is to hinder the establishment of friendship between the two sides; the second is to influence the atmosphere of negotiations.

The Germans think about the problem and like to analyze the thinking mode. They are more concerned with the specific details of the contract and include all the details of their contract. In contrast, Chinese tend to be in a holistic mindset. In the negotiations, their first care about whether the two sides can achieve unity on the basic principles.



For precise details, the two sides can talk about it later. Just as Mr. Zhang started, he only wanted to make a general cooperation plan. The Chinese have a more flexible view of time. In China, it is important in order to establish good personal relationships, and it is also important that you face-to-face contracts during the business negotiation process. However, there are some differences in some countries in Europe that focus more on talking rather than establishing intimate relationships. On the other hand, the Chinese negotiators pay more attention to keep thinking and self-help in the process of bargaining. They do not give the hard preparation and planning as the Germans. Germans value time and it is extremely important to be punctual when dealing with Germans. Germans are famous for their rationality. They care only about the interests themselves and do not give a damn establishing personal relationships. Germans are overly efficient. They have a very serious and responsible work attitude and efficient work procedures.

#### **4.5.3 Case Analysis of Differences In Language Communication Models**

China is a high-context culture country. Negotiators may choose to euphemistically express their ideas. To understand the true meaning of Chinese people, we must understand the situation when we speak. Western countries are mostly low-context culture countries. The negotiators prefer to get straight to the point and express their opinions straight away. So when negotiators from these two different cultural backgrounds are negotiating, there may be a big misunderstanding. Therefore, in actual business activities, both parties must express their meaning clearly and completely, and also understand the meaning of the other party. They cannot take it for granted that the other party knows their own ideas, so as to ensure that their ideas do not go to the north. The following are examples of the impact of differences in language communication patterns on negotiation methods:

##### **4.5.3.1 Case Description**

As one of the largest cotton importers in North America, Toronto's Great Northern Garment Factory decided that it was high time to go to China to find men's shirts. From a trader in the United States, Jack, the vice president of the United States, heard that Wanda Garment, a large manufacturer in Guangzhou, specializes in providing ready-to-wear for the US market. After careful consideration, Jack flew to Guangzhou to

determine the purchase agreement for shirts. Negotiations with the Wanda garments were very friendly. Jack and Wanda parties need to meet for a full week to discuss fabric structure, color size assignment, packaging, shipping, pricing, payment terms, and other details of the big deal. Struggling with this protracted negotiation cycle, Jack hopes to sign early. During the negotiations, Jack thought that Wanda had not exported garments to Canada and may not be aware of Canadian labeling requirements. He explained to the Chinese that all garments sold to Canada must be identified by the English and French texts. This information has caused some concerns in China. They jack French-speaking experts and generally only do Chinese and English label. General Manager Wang said with a smile: "Mr. Jack. I am afraid that it is a bit difficult for us to provide English-French bilingual labels. This issue needs further study." Jack repeated that the English French bilingual label is prescribed by Canadian law. "Please understand that we really don't have Choice - the law is so stipulated." After a brief discussion with the negotiating team, General Manager Wang once again smiled and said: "Mr. Jack, we will seriously consider your request. This will be more difficult. But of course, we Wanda clothing We will do our best to solve this problem." Jack was happy to solve the final details, signed the purchase contract, and officially bid farewell to General Manager Wang and his team.

Seven months later, Jack got a call from the Director of Quality Control of the Great Northern Warehouse. "Mr. Jack, there is an issue. Wonder if you know the six thousand shirts imported from China? Oh, they did use bilingual clothes." The labels are correct, but they use Chinese and English bilingual!" When I heard this, Jack completely overwhelms. He considered that Wanda agreed to provide English and French labels.

#### **4.5.3.2 Case Study**

The main reason for the negotiation of contradictions between the two sides - the two companies of China and Canada did understand the meaning of the other party's language. When Mr. Jack asked Wanda to use English and French bilingual labels, the Chinese side believed that it is difficult for the company to meet such requirements because of the lack of French translation. However, they did not directly say that they could not provide English-French bilingual labels but said that they need to study this issue further, and they hope to be able to solve this problem. In the mode of communication between Chinese people, these words are only a polite statement,

reflecting the social function of the language, and do not express any definite information. Nonetheless, Mr. Jack did not know this. He thought that the Chinese side meant that they could do it. He believes that China's attitude is very understandable, they will cater to the requirements of their own company, so he signed the contract. The end result runs counter to Mr. Jack's wishes. In this case, we should criticize that China has not obeyed the rules honestly and intentionally undermined the contract? This problem becomes less simple, we have to analyze the underlying reasons.

This case reveals important differences in the expression of Chinese and Western: direct expression and implicit expression. Especially when the two sides refuse to accept or accept it, the difference is more noticeable. As everyone knows, the Chinese people are striving for "harmony and peace". Now it is necessary in order to build a harmonious society. The sound of harmony is omnipresent. Of course, the meaning of this harmony is broader. Chinese people will try to maintain a harmonious and friendly atmosphere when dealing with people and handling interpersonal relationships to avoid conflicts. This makes Chinese language have some characteristics. When they want to show rejection and acceptance, they utilize some vague and implicit words and expressions. For example, "difficult, difficult" may mean "no" or "impossible". If the Chinese say they are considering it, it may mean a little hope or delay. Therefore, for Westerners, they should not only give attention to the meaning of the other party's expression of expansion, but also judge the other party's words according to the details. They want to understand the suggestive language of communication. In comparison, Westerners are more honest than Chinese. They will directly express whether they agree or disagree. They don't pay too much attention to harmony. They focus more on reality, integrity and efficiency, and they will be straightforward and pious when speaking. Therefore, many Chinese do not understand the communication patterns of Westerners, and they will feel uncomfortable and unsophisticated. In fact, this is only owing to differences in language expression. Due to this direct expression style, people in Western countries will pay attention to each other's literal language expression when they communicate with others, and will not think from the perspective of others, although such expressions are in their communication with their natives. There are not any problems at all. There are numerous differences between Chinese and Western cultures, and it is difficult for them to have the same understanding of the same thing. The so-called "missing the slightest, a thousand miles", in the international business negotiations, the details are of particular importance. The problems in the above examples, the difference between Chinese and

Western cultural expression is the main reason, but the lack of certain Chinese cultural knowledge of the Canadian company is also an important reason for the problems.

#### **4.5.4 Case Analysis of Non-verbal Communication Difference**

Westerners value speed, they divide time into tiny segments, and like to do something for a certain period of time, this is a single time use. Time is money for Americans, they have a strong sense of time, and they are still guarded. After they meet, a few plain words will cut into the topic. China has multiple time habits, and regards time as scattering. Sometimes people will do a few different things at the same time. In business negotiations or other social activities, there will be an indispensable guest, Lala home and drink. Drinking coffee, etc., is done to establish effective interpersonal relationships with each other and to familiarize and understand each other. If you do fail to understand the difference between the other party and yourself before the negotiation, you will give the opportunity to the French company like the American company in the following case. The following is examples of the impact of non-verbal communication differences on negotiating organizations:

##### **4.5.4.1 Case Description**

A large US telecommunications company introduced an innovative technology product on the world market and plans to increase its sales share in the Asian market, although it has not been very successful in the Asian market. The company's most formidable competitor is a French company. The French company's products are slightly worse, but the after-sales service is said to be prodigious. Americans are painstakingly prepared to set up their Asian market in China. On a decisive day, you will be granted a video introducing the company and its future long-term growth potential. After that, the vice president of the group will personally give a speech to the head of the Chinese department of the communication company. A two-hour luncheon was also carefully prepared. Because they understand some Chinese culture, they believe that the luncheon is a genuine battlefield. There are many things to speak of here. In the afternoon, keep questions and answer questions. The company team plans to leave China on the last flight. Time is tight, but it is very efficient, isn't it? Wrong, the Chinese team got rid of the timetable immediately after arriving for an hour. Just when the Americans wanted to introduce the schedule for the day, the Chinese

supervisor was called out of the room by an emergency call. After a while, he returned to the room and found that he did not continue to take part in the meeting. Later, Chinese personnel showed upset. First, the after-sales service contract was separated from the sales contract. Second, the speech was only concentrated on the development of the first two years, and did not involve long-term progress in the future. At this point, the French company prepared a very relaxed schedule. They agreed to put some of the main goals at the end of the two-week visit. Time, place and how to do it depend on factors that they can control, so they simply arrange with each other. The first is tantamount to give the Chinese director and his team a long introduction to the historical background of the French state-owned company. They have had business contacts with China's telephone system as early as the year and now hope to re-establish historic partnerships. As far as French companies are concerned, indefinitely after-sales service is only part of the contract. In the end, the French company got the order, regardless of the fact that it was using a technically uncomplicated product known to the industry.

#### **4.5.4.2 Case Study**

Compared to French companies, American Telecom's products are technically more advantageous, but it was eventually defeated by French companies. From the point of view of the child, the conflict between the Chinese and American companies. First, American companies believe that if they want to eat French companies and get orders from Chinese companies, the quality of the products is the most important, so they prepared a presentation for the negotiations to introduce the company's products. According to the Americans' idea, their timetable is very compact. They introduced the product before noon, a luncheon for two hours at noon, and a question about the product in the afternoon, after which they flew back to the United States. In their view, this is best for both sides. However, China does not express appreciation for such an arrangement. They were one hour late, and then the Chinese telecommunications supervisor took the call during the introduction of the product. The product introduction continued, so he felt very rude to him after he returned to the venue. As a result, the Chinese company signed an order with the French company because the French company was willing to establish a friendship with the Chinese company in two weeks, while the US company only spent one day.

The result was unexpected, mainly because of the different views of time between China and the United States. American anthropologist Hall divides time into one-way timekeeping and multi-directional timekeeping according to the time concept. According to Hall's research, one-way time-keeping countries include Germany, Austria, Switzerland, and the United States. This kind of timekeeping system considers that time is divided and gradually, because time is a limited resource, so time is favorable. Reasonable use. Only one thing can be taken in a limited time, and time cannot be wasted. Multi-directional chronograph countries include countries in Asia, Arabic and Latin America. China is a case in multi-directional timekeeping international. Chinese people think that they can talk to several people at the same time or deal with a few different things, because they think it is important to establish a good friendship with each other. Therefore, in order to maintain a harmonious interpersonal relationship, they tend to arrange time more relaxed. The United States is a case in one-way chronograph culture. They emphasize punctuality. In order to increase work efficiency, American companies have set a tight timetable. They consider that they cannot do several things at the same time, and nothing can interfere with the progress of the meeting. China is a case in multi-directional chronograph culture. The Chinese consider that there is no need to arrange things so compactly, and the plan cannot keep up with the changes. If something more significant happens, they will break the timetable and will not be punctual. Because, in their view, harmonious interpersonal relationships are more critical than the work itself. For example, in the case, the Chinese are one hour late. And at the same time, they have to deal with a few things. During the Chinese leadership meeting, they received a phone call. During the Chinese period, the Chinese personnel showed no patience with the US. They were amazed that the supervisor was not there, and the Americans could continue to introduce the products. In the end, the two sides broke up. Although American companies are better than French companies, the French company's strategy clearly respects Chinese traditional culture, so it is not surprising that French companies have achieved the final victory.

#### **4.5.5 Case Analysis of Differences in Customs and Habits**

With the increase of international exchanges, the cross-cultural awareness of participants in the exchange activities is constantly increasing. Before participating in the event, everyone will pay attention to the differences between the other side and their own customs, but this will also create new problems, that is, both parties pay attention

to Or to accommodate the other's habits, but this has produced the difference in transposition, that is, exchange cultural differences. The following are examples of the impact of differences in customs and habits on the negotiation process:

#### **4.5.5.1 Case Description**

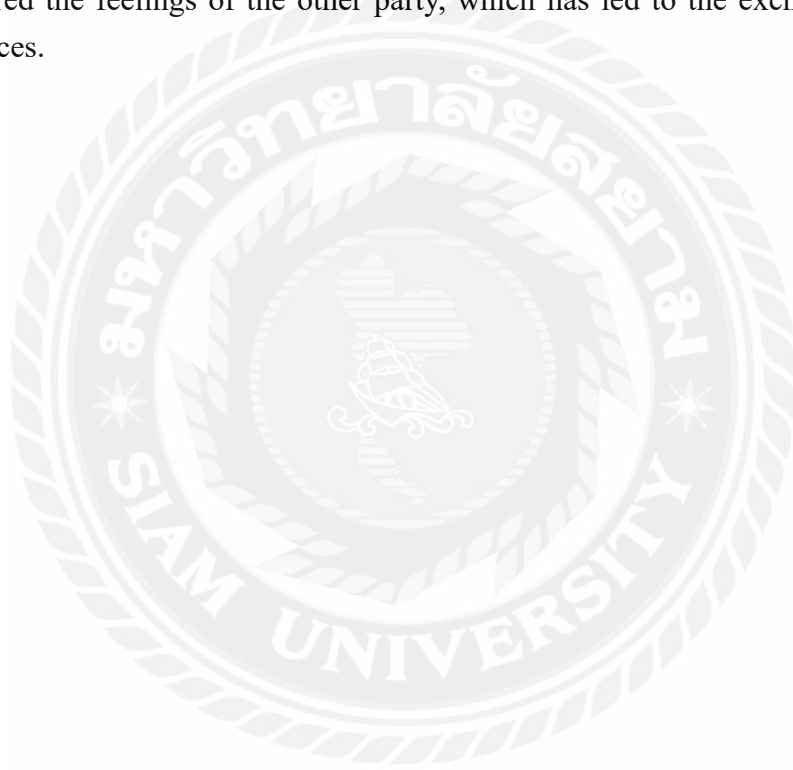
A Beijing company is going to conduct international business negotiations. Several foreign negotiators are here. Xiao Li is responsible for receiving the seven representatives. Two are from Germany, two are from the United States, and the other three are Chinese translators. There is only a two-week period before the assessment, and the time is tight. The negotiation time is set at 8:30 in the morning. The hotel where the delegates live is only ten minutes to the place of negotiation. Considering the traffic congestion, they may arrive in fifteen minutes. According to the habits of Westerners, they always come to the meeting or negotiate five minutes in advance.

In the first two days, Xiao Li felt that it was going well. On the third day, when Xiao Li went to the hotel lobby, the delegates and translators were waiting there. She obviously felt that the delegates were a little unhappy. Everything is arranged according to the customs and habits of Westerners. In order to avoid unnecessary misunderstandings, Xiao Li had to communicate with one of the translators. The translator told her that the four experts had already waited in the lobby, because according to Chinese customs, the Chinese like to arrive early, especially before negotiations or important meetings, always twenty or half an hour earlier. After hearing the explanation, Xiao Li suddenly understood. Obviously, the delegates were in the same customs and respected the customs and habits of the Chinese. This also showed that they realized the cultural differences. Both sides respected the habits of the other party and did not Cooperate well and make a difference again.

#### **4.5.5.2 Case Study**

In fact, when I learned that I would like to receive these representatives, Xiao Li began to make up some knowledge about Western culture. She did her best to follow the customs and habits of Western countries, and the negotiators also studied and obeyed the Chinese. Customs and habits, this behavior of the two sides led to a new difference, that is, the exchange of cultural differences.

In China, from small to large families to the entire society are promoting harmony. However, the meaning of harmony is quite broad in China. We can find that an important feature of the Chinese is that they must maintain a harmonious and friendly atmosphere and interpersonal relationships when communicating. Therefore, in order to avoid conflicts, the Chinese will be concerned about the feelings of the guests during the exchange. In contrast, Westerners are more direct. However, as more and more business contacts have taken place in China and the West, Westerners have begun to learn and understand Chinese culture in order to avoid cultural conflicts. Both sides have considered the feelings of the other party, which has led to the exchange of cultural differences.





## 5 CONCLUSION SUMMARY

### 5.1 Recommendation for Effective Negotiation

#### 5.1.1 Respect Cultural Differences

Any culture is a result of human material and spiritual activities and an aspect of human civilization. The differences in cultural practices reflect the history of the struggle between nationality and nature, and geographical environment in different cultures. According to Richard and Lewis's "cultural shock" theory, cultural differences fall into three types of their own culture, friendly culture and completely different cultures. For their own culture, most people show approval - repeated performance - cultural characteristics are developed - repeated cultural characteristics become traditional - cultural synergy versus friendly culture, manifested as semi-agreement - adaptation - mediation - empathy - cultural synergy A completely different culture is manifested as resistance - justification - deadlock - withdrawal - sometimes try again. In international business negotiations, cultural differences exist objectively, so negotiators must learn to adapt to the cultural differences that appear, face cultural differences, and learn to integrate with diverse cultures, values, and ways of thinking. In the negotiations, we must have a broad-minded and inclusive attitude. We must not express a sense of surprise, boredom or even contempt for the cultural differences in other countries, but show understanding and respect. Seeking common ground while reserving differences, recognizing the difference in culture, transcending the principle of exclusion, adopting a positive and sincere acceptance attitude instead of simply tolerating or disregarding it, respecting the etiquette, customs, taboos of different countries and nations, and accepting different ideologies and national customs.

First of all, in the choice and application of negotiating language, for Western countries, we must adopt an outward-oriented communication method, and try to express our thoughts in a simple, clear and frank way. Is it right, right and wrong, not ambiguous, vague word. For example, Americans have a soft spot for arguing. Language is confrontational, and their tone is categorical. They believe that arguing is not only the right to express personal opinions, but also to address the problems. Differences in opinions do not affect interpersonal relationships. In the Eastern culture, in order to preserve the face of the two sides, the face of the group or the face of others,

often use warm, indirect language. Even if you disagree with each other's perspectives, you rarely refrain or refute them directly, but instead return your own twists and turns to state your own opinions, or to show your difficulties. The value of "harmony is expensive" makes the Chinese people create an atmosphere of harmony as a significant means of negotiation. In the negotiation process, we try to avoid friction, friendship first, and the pursuit of eternal friendship and long-term cooperation.

Secondly, in the negotiation method, taking China and the United States as an example, because the Orientals' thinking mode is the overall orientation, the methods they use in the negotiations are from the whole to the local, from big to small, from general to specific, that is, first The general principles are agreed upon, and then used to guide the formulation of specific problem-solving options. They do not have a distinct order, usually at the end of the negotiations, and will make a concession and commitment on all issues to reach an agreement. Westerners are most concerned about the logical relationship between things because of the influence of analytical thinking patterns. They are more precise than the whole. At the beginning of the negotiations, they are eager to talk about definite terms. Therefore, they often solve problems such as price, delivery, guarantee and service contract in a number of time. Each time they solve a problem, they have concessions and commitments from starting to end. The final agreement is the sum of a series of minor agreements.

### **5.1.2 Respect the Difference in Thinking Patterns**

French cultural studies experts have pointed out that "our own culture has become a part of ourselves, so that we cannot see our own culture, so that we always think that the culture of others is similar to our culture. When influenced by other cultures When people's behavior is inconsistent with our behavior, we often show surprise and even frustration.] This sentence profoundly reveals that international business negotiators often do not realize how their behavior is influenced by cultural practices and Influencing values, often in the international business negotiations, intentionally or unintentionally use their own standards to explain and judge the culture of other peoples, assuming that other people behave in the same way as their own, this "cultural myopia" is easy to mislead the negotiators to do The wrong move. In international business negotiations, we must establish a cross-cultural negotiation awareness, recognize the differences in negotiators in different cultural types in terms of needs, motivations, and

beliefs, learn to understand, accept, and respect each other's culture, and be good at seeing each other's perspectives. It is excellent at understanding the way of thinking and logical judgment of the other party's problem. It must be flexible and changeable, so that its negotiation style is applicable to negotiations of different cultural types.

### **5.1.3 Prepare Before the Negotiation**

The road to success in negotiations is “preparation, preparation, and preparation”. People are prepared only before the opponent's fist is played, and they can escape the attack. Preparatory work has been complicated in matrimonial negotiations. When a variety of cross-cultural factors are added, the problems to be solved and the time spent on the detailed planning of the negotiations will increase exponentially. Numerous foreign negotiators came to the negotiating table in a state of being technically and operationally well-prepared, and they hoped that their opponents would be the same. Like Korean businessmen, they pay great attention to the preparatory work before the negotiations. If they are sitting at the negotiating table, it means that they have already got a precise understanding of the other party and are fully prepared. Therefore, before the negotiations, the negotiators must fully and dynamically understand the opponent's expectations of the agreement, the other's ethnic habits, the other party's negotiating methods, language and culture, and the actual decision makers, the position of the actual decision makers in the organization, their terms of reference And understand the negotiation skills that are unique to the culture you will be exposed to. Understanding cultural differences before negotiations is essential. Negotiation preparations include the background of the negotiations, the assessment of people and the situation, the facts that have to be verified during the negotiation process, the agenda, the best options and the concession strategy. The negotiation background includes the venue of the negotiation, the venue layout, the negotiating unit, the number of participants, the audience, the communication channels and the time limit for negotiation. All these preparations must take into consideration possible cultural differences.

For example, artistic differences in site layout may have a negative impact on cooperation. In a culture with a high level of hierarchy, if the room is arranged improperly and casually, it may cause the other person's anxiety or even anger. In addition, the way of negotiation varies from culture to culture. American culture has a tendency to come together to "find an agreement" and Japanese culture likes to talk to

everyone individually. If everyone agrees, then arrange a wide range of talks. Russians like to accumulate methods, and original talk with one party. An agreement, then the two parties in front of the other invite third parties, and so on. The control of the time limit for negotiations is also essential. Different cultures hold different concepts of time. For instance, the time concept of North American culture is very strong. For Americans, time is money. The time concept of the Middle East and Latin American culture is weaker. In their view, time should be enjoyed. Therefore, in international business negotiations, there should be preparations for differences in time perceptions.

#### **5.1.4 Overcome Communication barriers**

The communication between people is just the opposite of the situation in which two trains are facing each other. Two rows of opposite trains running on different tracks will not collide, which is the safest way to arrange trains that will collide if they face each other on the same track. But if people are doing what they are doing, there can be no exchange of ideas. Only when there is a collision, there will be communication, only to know that this track will not work. In cross-cultural negotiations, sometimes there has been little progress since the talks have been going on for a long time. Even if the two sides argued for a long time, the negotiations were deadlocked. However, when the two sides calmly reviewed all aspects of the dispute, they found each other. The root of the argument is not the same thing, even the point of view is the same, but the problem of communication barriers. "Generally speaking, in cross-cultural negotiations, we should focus on overcoming the following three types of communication barriers. The first obstacle is due to the two sides. This is caused by different cultural backgrounds. This communication barrier may be a misunderstanding of speech expression, or it may be caused by translation.

For example, in a Sino-foreign business negotiation, the Chinese leader was proud to introduce to the outside world. The road "Chinese company is a Chinese secondary enterprise..." The result was translated into "one" by the translator. When the foreign party heard it, the original high interest suddenly felt cold. They turned out that they misunderstood the "secondary enterprise" as "secondary." Enterprise',. Therefore, translators should strive to accurately translate the expressions of both parties, so as to avoid communication barriers between the two parties. The second obstacle to communication is that one party knows but does not accurately understand the

information provided by the other party. This is because the recipient's understanding of the information is governed by his or her professional habits, educational level, and expertise in certain areas. On the surface, the recipient of the information seems to have fully understood, but in fact this understanding is often subjective and even, and often even the opposite of the actual situation of the information content.

For example, a Chinese company and a foreign party negotiated the introduction of complete sets of equipment, and the Chinese negotiators conducted detailed research on the information provided by the foreign party, arguing that the insured price provided by the other party is accompanied by repair parts. Therefore, according to this kind of thinking, a series of talks were held with the foreign side. However, until the grass fitting, the found that the other party's attached repair parts actually refer to the accessories of some accessory equipment, and does not include the accessories of the host. Accessories must be ordered separately. This disagreement has caused the Chinese to accuse the foreign party of reversing the situation, while the foreign party accuses the Chinese side of deliberately stalking. Afterwards, the Chinese side carefully checked the original text and found that the "with repair parts" mentioned only appeared when referring to the accessory equipment, and the Chinese side understood that it provided accessories for all equipment. This kind of communication obstacle has caused a deadlock in the negotiations between the two sides. If the stalemate is not broken in time, the consequences will be disastrous. The third obstacle to communication is that although one party understands it, he is unwilling to accept this understanding. Because he can accept the reality, he is often affected by his psychological factors, including his attitude, stereotype and experience with the other side. China has obtained a loan from an international financial organization of the World Bank to build a secondary road. It stands to reason that this is a relatively simple matter for China's existing road construction technology and management level. However, an official in charge of this project insists that we hire foreign experts to participate in management. This aspect shows that he is against me. The level of distrust of the party, on the other hand, means that we have to greatly increase the expenses of this project. Therefore, during negotiation, our representative gave the official a detailed introduction of our road construction level and provided relevant information. Although the official did not raise doubts about this, he lacked an understanding of China or was personally the influence of prejudice, he is not willing to give up the original request, then the negotiations seem to have fallen into a deadlock. To this end, our representative specially invited him to

visit several high-quality roads designed and built by China and accompanied by relevant experts to make detailed explanations and introductions to prove our road construction level. This makes the office of the international financial organization completely convinced and changed his point of view. In the negotiations, especially in cross-cultural negotiations, we must pay attention to overcoming the above three communication barriers, and avoid unnecessary troubles caused by the existence of these communication barriers. When encountering obstacles, we must master the methods to overcome obstacles.

### **5.1.5 Good at Adapting**

In the process of China's reform and opening up, some laws are still not perfect. Some of the original institutional problems and some policy provisions are not in line with international practices, making cross-cultural negotiations between Chinese enterprises and foreign companies more complicated and difficult. . Our negotiators must look at the ultimate goal, work actively and creatively, adopt a flexible attitude and a flexible approach to specific issues, and solve the problems encountered in the negotiations and smoothly reach the goal of negotiation. At the end of the last century, a large American company came to China to invest and set up a joint venture. After completing the consultations on many details such as technology and business, the Chinese and foreign parties began drafting contracts. At this time, serious differences of opinion occurred. The US insisted on the contract that the applicable law of the contract was a law of a certain state in the United States. The Chinese representative believed that this was a disregard of the existence of China's foreign-related economic laws and regulations, and resolutely refused to consider it. At this time, the Chinese representative consulted an expert who was familiar with the economic laws of both Chinese and foreign countries. He learned that the US request was due to concerns about the imperfect and incomplete legal system of intellectual property protection in China at that time. In this case, the Chinese representatives fully understand and realize that our laws really need to be improved. On the one hand, the Chinese representative directly contacted the director of the legal department of the US company headquarters to explain the situation of legal construction in China and the positive attitude of protecting technology. On the other hand, the Chinese side provided a constructive plan to the US, that is, clearly express the contract in the contract. The law is Chinese law, and several special protection clauses are added to the incompleteness of Chinese law.

After the proposal was made, the US representative agreed very much and the stalemate was resolved.

## **5.2 Conclusion**

Each culture establishes a worldview, a unique perspective for observing reality, a unique mindset, values, and beliefs. International business negotiations are a complex transnational and cross-cultural economic activity. Negotiations that belong to different ways of thinking, feelings and behaviors are more challenging than negotiations in a single cultural environment. Therefore, in order to cultivate keen communication skills, negotiators must learn to observe through a different perspective from their own culture, always pay attention to the cultural commonalities and differences between them, and they will better understand others and have a unique world. A certain degree of understanding can better promote the development of business activities. The above analysis of cultural differences and their impact on international business negotiations, any person engaged in cross-cultural business activities should be highly valued. Cultural differences exist objectively. The attitude of individuals or groups determines the role of cultural differences. It can exaggerate cultural differences and reduce the obstacles caused by cultural differences to a minimum. When people are engaged in cross-cultural business negotiations, if they can overcome cultural obstacles, know themselves and know each other, do as the Romans do, and learn to stand on the perspective of others, they can promote mutual understanding and work together to create an economic and cultural environment that can adapt to both sides. go toward success.

This paper deeply studies the cultural differences behind business negotiations and analyzes the impact of cultural differences between China and the West on negotiations. Through the research in this paper, it is found that the impact of cultural differences on international business negotiations runs through the whole process of negotiation, which has a great impact on the organization, methods, processes and decision-making of the negotiations. The paper gives examples of cultural differences in the actual negotiation process. All kinds of conflicts and influences, combined with theory, analysis of reasons, and corresponding countermeasures, pointed out that the negotiating parties must know each other and understand their differences with their own culture before negotiating, and adjust their own negotiation methods and strategies

accordingly. Achieve a win-win result. At the same time, in the negotiations, we must pay attention to not being able to follow the other party's cultural habits in a rigid manner, in case there is a phenomenon of exchange differences. This article does not focus on theoretical content such as negotiation skills and negotiation strategies, but focuses on the guiding role of the mastery of cultural differences in practice. This is rare in similar papers in the past, and the innovation of this paper is also here.

### **5.3 Research Limitations**

There are still many shortcomings in this study. First of all, because the author's level is limited, the case does not cover every aspect of cultural differences in Chinese and foreign business negotiations, but the author lists the contradictions and conflicts caused by major cultural differences. Second, the case is analyzed from the author's personal point of view. The final countermeasures and suggestions are also proposed according to the author's own understanding, so some analyses may not be too thorough; in the end we will trade with many Western countries, but the author only analyzes China and several Western countries. Cultural differences make it difficult to enumerate the cultural differences between China and the West. In the future, the author will extensively collect examples, continue to study the cultural differences between China and other countries except Western countries, and thoroughly understand the impact of other differences in culture on business negotiations, and make this difference more thorough. Relevant personnel in international business negotiations provide accurate and meticulous solutions.



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## APPENDIX QUESTIONNAIRE SURVEY

Please answer the following questions according to the negotiation situation. Below each question is a paragraph indicating the degree

Ruler, the larger the number indicates the greater the degree, circle the corresponding number.

1. I was very happy during the meeting.
2. I feel that I am in an advantageous negotiating position.
3. I was very angry during the meeting.
4. I was very sad during the meeting.
5. I feel that I am more powerful than the other party in negotiations.
6. I am satisfied with the results of this meeting.
7. I was very happy during the meeting.
8. During the meeting, I felt that I was in control.
9. I am very satisfied with the meeting.
10. I was very angry during the meeting.
11. I am satisfied with the process of this meeting.

Please answer the following questions about the other party's behavior during the meeting. There is a scale indicating the degree below each question. The larger the number, the greater the degree. Circle the corresponding numbers.

1. She/he always try to comply with my request.
2. She/he always tries his best to win.
3. She/he always supports both his own goals and interests and my goals and interests.
4. She/he always tries to get more income.
5. She/he always considers the problem from the standpoint of both parties in order to find the best solution for both parties.
6. She/he always agree with me.
7. She/he always fights for his own profit.
8. She/he always succumbed to my wishes.
9. She/he always adjusts himself according to my goals and interests.

10. She/he always let me accept his point of view.
11. She/he has been trying to find a way to satisfy my interests as much as possible to satisfy his own interests.
12. She/he has been carefully reviewing each issue until she finds a solution that is truly satisfactory to both parties.

Finally, please fill in relevant background information.

Gender: Male(  ) Female(  )

Age(  )

Profession(  )

College degree (  ) undergraduate (  ) postgraduate (  )

