Research Question: How does culture influence communication in international business negotiations between China and the United States?

1. Preschool in Three Cultures Revisited: China, Japan, and the United States
   by Tobin, Joseph; Hsieh, Yeh; Karasawa, Mayumi
   07/2009

   Preschools twenty years ago, the original Preschool in Three Cultures was a landmark in the study of education: a profoundly enlightening exploration of the different ways preschoolers are taught in China, Japan, and the United States. Here, lead author Joseph Tobin, along with his collaborators Yeh Hsieh and Mayumi Karasawa, revisits his original research to discover how two decades of globalization and sweeping social transformation have affected the three cultures. Educators and caregivers for their youngest pupils. Putting their subjects' responses into historical perspective, Tobin, Hsieh, and Karasawa analyze the pressures put on schools to evolve and to stay the same, and discuss how the teachers adapt to these demands.

2. American businesses in China: balancing culture and communication
   by Smith, Nancy Lynch; Matelski, Marilyn J
   2003

   As more and more American businesses have set up operations in China, American business owners have had to concern themselves with respecting how Chinese values and beliefs and how China's changing economic and political climates relate to the business world. American businesses that have been successful in China, such as General Electric, Children's Television Workshop, Holiday Inn, DaimlerChrysler and the Foxboro Company, to name just a few, know how important a consideration for Chinese culture is in business operations. Their efforts in China are profiled in this work to serve as case studies for others interested in doing business in China. This book also examines the Chinese worldview, a fusion of Confucianism, Taoism, Buddhism and communism, and the effects of globalization on business ventures. It also considers the changing nature of Chinese consumerism, highlighting significant differences between urban and rural populations and a distinctive generational divide. It ends by offering some general conclusions as well as suggestions for those interested in doing business in China.

3. Coercion will not protect trademark owners in China, but an understanding of China’s culture will: a lesson the United States has to learn
   by Hoover, Dallia

   China remains the single largest producer of pirated and counterfeit goods in the world. The purpose of this article is to explore the different factors that have impeded effective trademark protection in China. In particular, this article analyzes the cultural barriers between the United States and China, and in doing so, helps one understand the climate of hostility between the two nations when it comes to trademark enforcement. This article further analyzes the constant pressure exerted by the United States against China, which has led to the adoption of trademark laws by the Chinese government at the national and international level but has proven to be ineffective in the short-run. This article also provides an overview of Chinese history and culture to establish the foundation upon which the present trademark legal system was built, and to explain how these cultural mores are inconsistent with intellectual property rights as perceived under Western culture. Finally, this article explores an alternative to the coercive approach adopted by the United States to protect trademark owners in China. It is based upon the EU-China model which promotes leniency, understanding, and cooperation in the long-run.
4. For American Workers in China, a Culture Clash: Business/Financial Desk
by Hannah Seligson
New York Times, Dec 24, 2000, B1
Permalink

As more Americans go to mainland China to take jobs, more Chinese and Americans are working side by side. These cross-cultural partnerships, while beneficial in many ways, are also highlighting tensions that expose differences in work experience, pay levels and communication.

5. "Real Men" and Diplomats: Intercultural Diplomatic Negotiation and Masculinities in China and the United States
by Ruane Abigail
International Studies Perspectives, 11/2000, Volume 7, Issue 4
Permalink

This paper develops a social identity approach to diplomatic negotiations that links research on gender and culture in negotiation by treating gender as an analytic category. By critically interrogating literature on diplomacy, negotiation, and masculinity in China and the United States and comparing hegemonic forms of masculinity and other "ideal type" gender and negotiator models, this suggests that in each culture: (1) dominant negotiation styles [generally integrative—"win-win" or distributive—"win-lose"] parallel dominant ideal typical males, (2) informal negotiation styles (reliance on personal relationships) parallel subordinate ideal typical females, and (3) creative negotiating tactics are possible by code-switching (changing relationship type and style strategy), or creatively reinterpreting existing models to address negotiation goals. This paper seeks to contribute to the literature by linking previously separate but related subfields ("gender and negotiation" and "culture and negotiation" research), adding to existing research frameworks, and creating the opportunity for improved international diplomacy.

6. Cultural Tendencies in Negotiation: A Comparison of Finland, India, Mexico, Turkey, and the United States
by Marko, Lynn B; Bird, Allan; Shankarmahesh, Mahesh
Journal of World Business, 2006, Volume 41, Issue 4
Permalink

In this era of increased global cooperation, a growing number of negotiators conduct business in multiple countries and, therefore, need access to a systematic comparison of negotiating tendencies across a wide range of countries. Empirical work systematically comparing variations across a range of cultures is scarce. A comparative analysis of negotiating tendencies in five countries is presented. This study establishes the utility of the [Salancik, J. (1998) Ten ways that culture affects negotiation style: Some survey results, Negotiation Journal, 14(3): 221-238] framework in identifying country differences across five countries, representing five cultural clusters. Significant differences in negotiation orientations both between and within cultures were revealed at a level of complexity not found in previous empirical studies.

7. China and the United States: Between Cold and Warm Peace
by Fool Rosemary
Permalink

Since the beginning of 2009, top American and Chinese officials have repeatedly stressed that the two countries are in the same boat and need to work together to weather the storm of the several crises, especially economic, that are buffeting the world. But a successful voyage requires a single designated captain; orders, given harshly or kindly, are expected to be obeyed; and there has to be agreement on the rules of navigation. Ending up on the rocks is always a possibility, which leads to hedging behavior. Here, Foot discourses the issues of cooperation and competition contained within the Sino-American relations. One new feature of the debate is the acceptance that cooperation between the United States and China is vital to global and regional order in many issue areas. Yet sustained cooperation between Beijing and Washington will be difficult to maintain. Four factors account for much of that difficulty: the conviction, in both countries, of national exceptionalism; the two countries' differing political systems; the historically resonant problem of China's rise and the attendant transition of global power; and long-standing mutual strategic distrust.