CHINESE BUSINESS ETIQUETTE

A GUIDE TO
PROTOCOL, MANNERS,
AND CULTURE IN THE
PEOPLE'S REPUBLIC
OF CHINA

SGOTT D. SELIGMAN

Forevyord by Robert A. Kapp, president,. United States-China Business Council

Illustrations by Edward J. Trenn

HO'CHSCHULE LIECHTENSTEIN Bibliothek



A Time Warner Company

Contents

	Preface .	xiii
	Foreword by Robert A. Kapp '	kvii
	Introduction: The Scrutable Chinese '	1
I.	Protocol and the Larger Picture	7
	2,500 Years of Interpersonal Relationships	7
	The Advantages of Learning Chinese Ways	8
	Taiwan, Hong Kong, and the Mainland	10
II.	Getting in Touch	13
	Counterpart Organizations	16
	Delegations	19
	Recap: Six Points on Getting in Touch	21
III:	Meeting and Greeting People	23
	Breaking the Ice	24
	Forms of Address: Negotiating Chinese Names	28
	Official Welcomes and Send-Offs	35
	· On the Telephone •	37
	Recap: Eight Reminders	
	on Meeting and Greeting	42

ly.	Some Basic Cultural Differences	44
	Individualism versus Group-Centeredness	44
	The Danwei—The Work Unit. '	47
	Confucianism'	50
	Mianzi — Face' • -N	52
	Guanxi — Connections	56
	Reciprocity	58
	Privacy	61
	Recap: Eleven Points on Cultural Differences	63
V.	Lijie: The Fine Art of Politeness	66
	. Surface Harmony •"•-•'	67
• .	' Using Intermediaries	68
	. ' The Chinese Circle ' • •	71
	Class Distinctions '	74
	Nonverbal Communication	76
	Saying" No	82
	Recap: A Dozen Points oh Etiquette	84
VI.	The Business Meeting .' .	87
	Arranging the Meeting ,	87
	. The Setup ',	91
	The Course of the Me.eting ''.	'94
	Using Interpreters •	100
	Concluding avMeeting	105
	Recap: A Dozen . , ,	
.•:•.	, Notes on.Business Meetings - ' -	106
VII.	Relationships with Foreigners . •	109
	The Chinese View of Outsiders .	109
	Business Relationships, . , . • ,	113

	Foreign Wbmen.and Business* •••	117
	Personal Relationships. •• v	119
	Being Entertained in a Chinese Home	122
	Dress', •• '• , . • . • .	127
	Recap: Nine Tips for • . •	
	Foreigners, in China: •	130
VIII.	The Chinese Banquet	132
	Entertaining-Out • -	133
	The Formal Banquet ,	134-
	Reception of Guests ' " , - •	135
	Seating · .' '••••	136
	The 'Place Setting • .	143
	The Meal ." , • f • . '•	M4
	Conversation	148
	Table Manners' ••, • ' , "'' • • *	150
	Drinking and "Toasting; ' • '• '	152
	Concluding the Banquet. : • , '	156
	Karaoke. ••.:•′′ \ '	' 157
	Hosting a Banquet • s • • • Recap: The Ten Commandments	159.
	* of Banqueting . ;	164
	or banquering . ,	104
rx.	Gift-Giving	166
	Business Gifts • • . • , .	.u,66
	Tippin'g .'•••'. , '• •	169
	• What to Give . ••> •• "	172
	What Notto Give • ' '•,':;,	174
	Presenting Gifts • . \ • • ,	175
	The Price of Receiving ", ", t	• 177
	Recap: Ten Caveats on Giving Gifts!	178

X.	Guanxi: Grease for the Wheels of China	180
	A Very Personal Thing	182
	What Guanxi Can Do	184
	Foreigners and Guanxi	¹⁸ 7
	Guanxi for Sale	191
	Recap: Eight Tips on Guanxi	194
XL	Miami: About Face	197
	. Face Losers	199
	Truth and Face	200
	Organizational Face	202
	Foreigners and Face	204
	Face Givers .	206
	Recap: Nine Points on Face.	209
XII.	Getting Things Done in China The Bureaucracy ¹ : "	212
	Many Checks, Few Balances	213
	Bureaucratic Decision-Making,	215
	On the Front Lines	217
	Tactics for "Getting to Yes"	219
•	Graft • • - 2	2 7
,	Recap: Seven Tips on Getting Things Done	229
XIII.	Hosting the Chinese .	232
,	' Should You Host a Delegation?	233
•	The Delegates .	235
	Duties of the Host *	237
1	Accommodations	240
	Forrrialities	241
	Planning the Schedule	243

!

.|;i

'!]

!}• il i'i

^{l:}i

-;j

jj

!;;'

;i

'i

;| |!

'!•[

	Conducting Meetings	246
	Cocktails and Dining . ,	247
,	Planning Menus	249
	Amenities and Bugaboos	250
	Media	'254
	Recap: Thirteen Ways to Be a Good Host	² 55
Afterword		258
Appendix		262
	A Guide to Chinese	
	Romanization and Phonics	262
	Pinyin Romanization	262
	Pronouncing Chinese	264
	Tones • .	268
Glossary of Chinese Terms Used in this Book		
Index .		277
About the	283	