

Intercultural Training on China



Purpose of Training

- China is compared to an onion with many layers and their subtle differences. Peeling off layer after layer will bring you to the inner self of China.
- In this Intercultural Training we will address these layers to gain more insight into and understanding of the inner self of China, which ultimately will lead to a better working relationship with China.

WHAT IS CULTURE?

- Culture can mean many different things depending where you use it; for example, culture in Japan can refer to flower arranging or a tea ceremony.
- Culture can mean:
 - General characteristics
 - Food and clothing
 - Housing and technology
 - Economy and transportation
 - Individual and family activities
 - Community and government
 - Welfare, religion, and science
 - Sex and the life cycle

Brief History of China

- Most historians agree on China's 7000 year history as one of the world's oldest civilizations: a rich culture of contradictions and contrasts.
- China's lore goes back to the Xia Dynasty 夏朝 (a mythical dynasty) around 2200 B.C.

Chronologies

■ Ancient

- Xia (2100 – 1600 BCE)
- Shang Dynasty 1600–1046 BCE
- Zhou Dynasty 1045–256 BCE

■ Imperial

- Qin Dynasty 221 BCE–206 BCE
- Three Kingdoms 220–280
- Southern & Northern 420–589
- Tang Dynasty 618–907
- Song Dynasty 960–1279
- Ming Dynasty 1368–1644
- Han Dynasty 206 BCE–220 CE
- Jin Dynasty 265–420
- Sui Dynasty 581–618
- Liao Dynasty 907–1125
- Yuan Dynasty 1271–1368
- Qing Dynasty 1644–1911

■ Modern

- Republic of China 1912–1949
- People's Republic of China

Dynasties and Republics

- First Dynasty Qin 秦朝 221 BCE – 207 BCE



- Last Dynasty Qing 清朝 1644 – 1911
- People's Republic of China

Qiang Dynasty (last dynasty and Foreign Dominations

- **Opium Wars with Britain**
 - **1st Opium War 1839–1842**
 - Treaty of Nanking, Hong Kong ceded as British Colony
 - **2nd Opium 1856 – 1860**
 - Kowloon leased to Britain
 - France and Britain alliance to attack China and burned down the Summer Palace
- **Open Door Policy**

Modern Chronology

- 1912 Sun Yat Sen led the Xinhai Revolution
- 1937 – 1945 Second Sino-Japanese War
- 1949 Mao Zedong, Founding of People's Republic of China and Republic of China (Taiwan)
- 1964 Simplified Chinese in the mainland
- 1966 – 69 Cultural Revolution
- 1972 Richard Nixon visits China
- 1979 Deng Xiaoping, Chinese economic reforms; one child policy

Modern Chronology

- 1980 Special Economic Zones
 - **City of Shenzhen 深圳市**
- 1989 Tiananmen Square protests
- 1991 First McDonald's restaurant in Beijing
- 1997 Hong Kong handover as Special Administration Region (SAR)
- 1999 Macau handover
- 2006 Structural work finished in the Three Gorges Dam
- 2008 Summer Olympics, Shenzhou 7 first spacewalk

China Facts



- Name: People's Republic of China
- Population: 1.3 Billion People
- Currency: Yuan 6.846 to one US Dollar
- Economy
 - GDP PPP – Purchase Power Parity \$7.8 Trillion (IMF – 2nd in the world)
 - GDP (nominal) in 2008 \$4.3 Trillion (3rd largest in the world)
 - GDP per capita in 2008 US\$ 3,180 (104th of 178 Countries)
- Estimated 2008 export: \$1.4 Trillion
- Average GDP increase of 9% for the past 25 years
- Projected to surpass America by 2029 in Absolute GDP

Who's who

Sun Yat-sen

孫文
孫中山
孫逸仙



Mao Zedong
毛泽东



邓小平
Deng Xiaoping



Deng Xiaoping in 1979

5th General Secretary of the
Communist Party of China

In office
1956 – 1966

江泽民
Jiang Zemin



8th General Secretary of the
Communist Party of China

胡锦涛
Hu Jintao



Hu Jintao

Taiwan Facts

- Name: Republic of China
- Population: 21.683 Million
- GDP: \$632 Billion in 2005
- Average GDP growth of 8%
for the past 30 years



Who's who

Chiang Kai-shek

蔣介石

蔣中正

GCB



Ma Ying-jeou

馬英九



President of the Republic of China

Incumbent

Assumed office

May 20, 2008

The Major Cities

- Beijing, the capital
- Shanghai, the largest city
- Hong Kong, the capital of free trade
- Taipei, the largest city in Taiwan



Beijing

Shanghai

Taipei

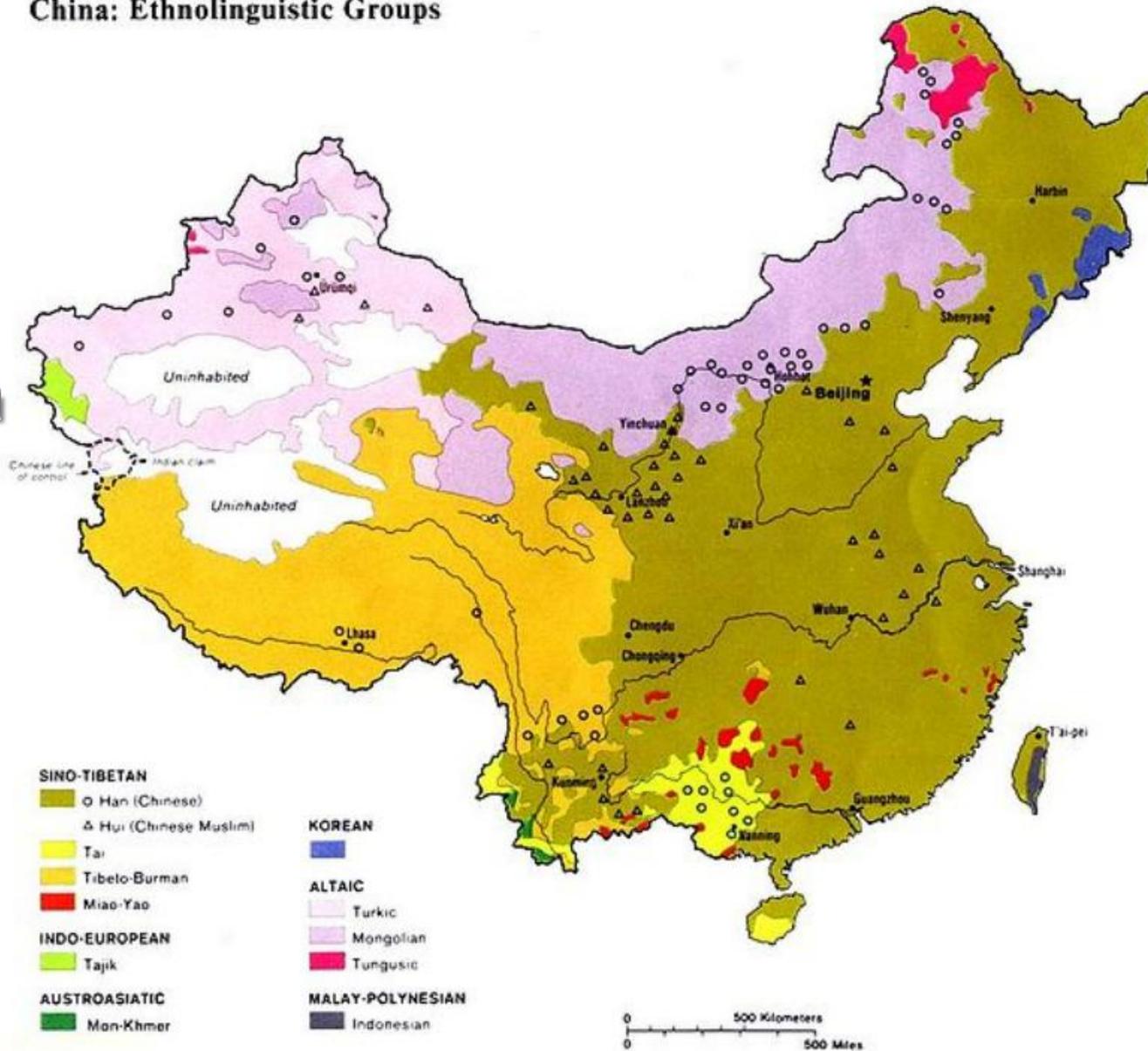
Hong Kong

People of China

- **China** covers many different ethnic groups.
- Han Chinese: 91.9%
- Non – Han are the 56 recognized minority tribes and races: These include Manchu, Hui, Miao, Mongolian, Tibetan, ethnic Thais, ethnic Koreans, Buyi, Zhuang, Kazaks, Turks, Dong, Hani, Yao, Yi.
- Most minorities live in the “outer ring” of China.

China: Ethnolinguistic Groups

Wikipedia



People of China

Manchu (Manju, Man)
满族



Hui حَوِي دَو
回族 (Huizú)



- 7 major dialects and many subdialects: Mandarin (or Putonghua), the predominant dialect, is spoken by over 70% of China. About 2/3 of Han Chinese speak Mandarin.
- Pinyin system (system of Romanization of Chinese words) officially adopted on January 1st, 1979.
- 5 most common surnames: Zhang, Wang, Li, Zhao and Liu. There are many millions of each. Some surnames may be written in different characters but pronounced the same.

The Concept of 'Face'

- **Face** – the public image of the person
 - “Image” is an essential component of the Chinese national psyche.
 - Having a good image means having a high status and a wide influence in the eyes of one's peers, and is a mark of personal dignity.
 - Chinese are sensitive to gaining and maintaining image in all aspects of social and business life.
- **Save face** – don't lose face!
 - Show respect to status.
 - Do not openly criticize or disagree, esp. in public.
 - Leave 'room' for others to gracefully react or retreat.
 - Reach consensus without conflict.
 - **“Nothing personal, it is just business” is a U.S. philosophy.**

Face

Avoid losing face or causing the loss of face at all times.

For example:

Someone disagrees with what another person says. Rather than disagree publicly, the person will remain quiet. This gives face to the other person, while speaking up would make both parties lose face.

- Chinese are reluctant to say “No.” If making a request and you notice reluctance, take the gentle hint. Don’t put him/her in a position of having to say “No.”
It will make him/her lose face.
- Chinese are non-confrontational. They will not overtly say ‘no.’ They will say 'they will think about it' or 'they will see'.
- Boasting/bragging is not considered good manners.
Be humble!
- Bringing shame on your family is losing face.
- Being disrespectful is losing face.

The Changing Face of China

今日中國

Pam Whitfield, Ph.D.

Rochester Comm. & Tech. College

3 Fundamental Values

1. **Collectivism** – stresses human interdependence and the importance of a collective. Focus is on family, community, society and nation.
2. **Personal relationship** – filial piety, respect for the elders and seniors, family relationship, employee to employer, people to government, etc.
3. **Intragroup harmony** – avoid conflicts and embarrassment (especially in public and group situations), go with the group flow, follow the leader, be nice to every team member, trust with respect and love.

The Philosophy of China

- Chinese are eclectic toward religion – open to different belief systems and spiritual traditions
- They tend to be spiritual rather than religious
 - Inward alignment, meditative, open to different forms of worship
- A blending of Confucianism-Taoism-Buddhism



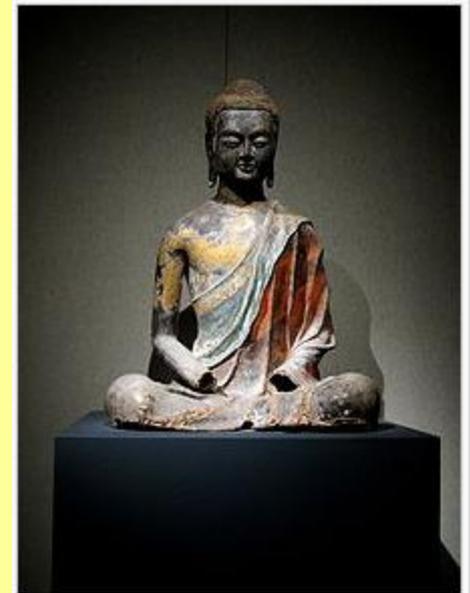
Confucianism, Taoism, and Buddhism are one, a painting in the *litang* style portraying three men laughing by a river stream, 12th century, Song Dynasty.

Buddhism

- **Originated from India – based on the teachings attributed to Siddhartha Gautama**
 - **Prince at the Northeastern region of India**
 - **600 BCE**
 - **Compassionate One**
- **Karma: Cause and Effect**
- **Middle way – common ground, moderation**
- **The Four Noble Truths:**
 - **Suffering,**
 - **Attachment**
 - **Suffering ends when craving ends,**
 - **8-fold path: right view, intention, speech, action, livelihood, effort, mindfulness, concentration**

Buddhism

- Spread from India and really took hold and flourished in 600 CE in the Tan Dynasty 唐朝
 - From India to China
 - Journey to the West – a very popular fictionalized story about the Monk Táng-sānzàng (唐三藏) recounting his travels to India to bring back the Sutras from India to China



Seated Buddha, from the Chinese Tang Dynasty, Hebei province, ca. 650 CE.

Journey to the West



Táng-sānzàng (唐三藏)“,
Monkey King”, Piggy” (猪八戒 [Zhu Bajie](#)) and “Sandy” (沙悟净 [Sha Wujing](#))

Sun Wukong as depicted in a scene in a Beijing opera





Confucianism

(551 BCE - 479 BCE)

- Emphasizes duty, sincerity, loyalty, honor, honesty, filial piety, respect for age and seniority.
- Leads to harmony in family and a stable society.
- Basis of modern Chinese morality.
- Influences on many East Asian countries: Japan, Korean, Vietnam

Confucianism

- Confucianism emphasizes the obligations of people towards one another based upon their relationship.
- Based upon 5 different relationships:
 - Ruler and subject – Loyalty
 - Husband and wife – Harmony
 - Parents and children – Obedience and Respect
 - Brothers, sisters and relatives – precedence of elder over younger
 - Friend and friend – trust
- Reciprocity

Teachings

- 廄焚。子退朝，曰：“傷人乎？”不問馬。

Value

- *When the stables were burnt down, on returning from court, Confucius said, "Was anyone hurt?" He did not ask about the horse*

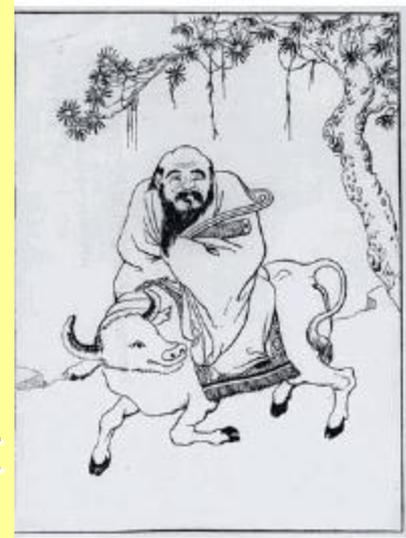
- 子貢問曰、有一言、而可以終身行之者乎。子曰、其恕乎、己所不欲、勿施於人。

Silver Rule

- *Adept Kung asked: "Is there any one word that could guide a person throughout life?" The Master replied: "How about 'shu' [reciprocity]: never impose on others what you would not choose for yourself?"*

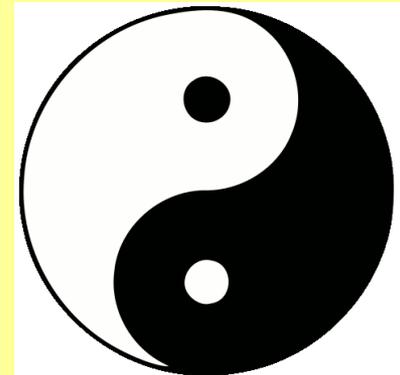
Taoism

道教



600 BC

- Lao Tzu 老子 – literally means “old man”
- Author of Tao Te Ching – Chinese classic text
- 81 verses of observations of nature ...
 - *Those who know do not speak, those who speak do not know*
 - *True words are not beautiful, beautiful words are not true*
 - *Those who have virtue do not look for faults*
- Nature is balance: yin/yan



Influences of Buddhism, Confucianism and Taoism on Chinese Life

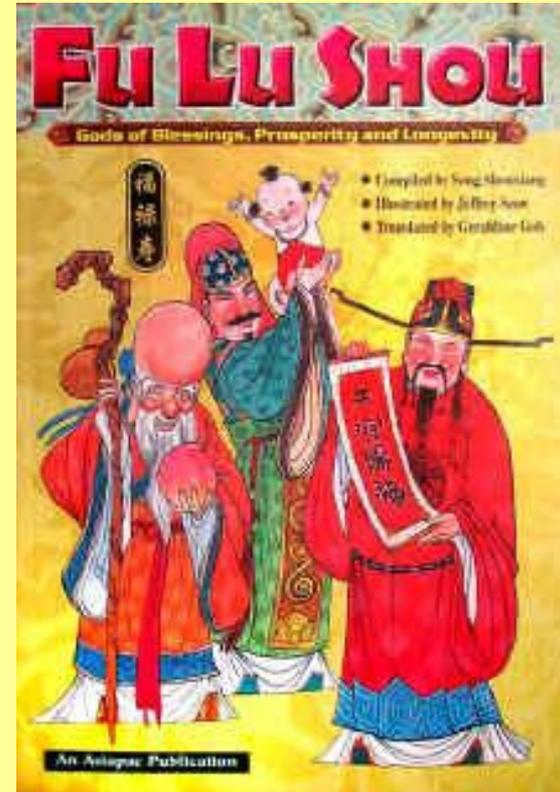
- Introspective
 - Chinese tend to think and re-think before they speak
 - To the western eye, they can appear quiet and even “shy”
- Family privacy
 - Chinese tend not to openly talk about negative aspects of their families
- Collectivistic culture
 - Values interdependence, harmony, group work, group decisions.
- Chinese respect seniors and show filial devotion.
- Modesty/humility is a virtue; boasting is not considered good manners.

Influences cont'd

- Silence is golden
- Relationships are very important
- Family life is the center of life and basis for society
- Honoring spoken agreements is important
- Chinese are comfortable with command and control
 - Rules and order

Traditional Beliefs

- Good luck symbols and characters
- Feng Shui ---- 风水
- 黄历 ---- Yellow Calendar
- Lucky Numbers
- Chinese Zodiac



福 禄 寿

Chinese Zodiac



Rat



Ox



Tiger



Rabbit



Dragon



Snake



Horse



Goat



Monkey



Rooster



Dog



Boar

Negotiation & Communication

- Arrive at meetings on time or slightly early. The Chinese view punctuality as a virtue.
- Arriving late is an insult and could negatively affect your relationship.
- Communication is official, especially in dealing with someone of higher rank. Treating them too informally, especially in front of their peers, may ruin a potential deal.
- Reply on time.
- Chinese prefer face-to-face meetings rather than written or telephonic communication.

- Asians may want to have dinner, have drinks, play golf.
- Focus is on developing a relationship & making judgments about the character or integrity of potential partners.
- American business people are used to “sitting down and getting the job done.”
- Western negotiation style is relatively more direct while Chinese style is more reserved, and it takes time to reach the bottom line.
- Include someone senior (age or status) in your negotiation. Show your respect!

- Interruptions of any kind from subordinates are not considered appropriate.
- Be patient. Don't rush.
- "Saving face" is an important concept to understand.
- Brutal honesty is not appreciated.
- A "yes" or nod may actually mean "maybe" or "I understand."
- Avoid slang in your communication.

- Pay attention to salutation in emails.
- Chinese believe in harmony and getting along; they typically will avoid confrontation at all cost.
- Negative replies are considered impolite; sometimes even raising questions is avoided.
- Don't treat silence, smiling, nodding head as the same as agreeing or understanding.
- 'Small talk' is considered especially important at the beginning of a meeting.



- Long versus Short Term Orientation: China is among the most long term oriented cultures – encouraging delayed gratification of material, social, and emotional needs among its members.
- Chinese have been known to talk for weeks, months- sometimes years- before signing an agreement.
- Avoid sensitive topics like politics and national sovereignty issues. Questioning China's domestic policies could sour a deal.



Do's & Don'ts at Meals

Meals and social events are not the place for business discussions. There is a demarcation between business and socializing in China, so try to be careful not to intertwine the two activities.

Don't just eat the food; also talk about it. Almost all Chinese consider themselves an expert in food, so talking about food can help in building relationships.

- Sitting positions and order are important:
 - Guest of honor and host should sit back to the corner and face the entrance with the guest on the right of the host.
 - The guest of honor and the host should sit first and then the elder guests, higher seniority to the juniors.

- It is common for the host and juniors to serve drinks and some 'food' to the guests, elders and seniors:
 - If you want to serve 'tea' or 'drink,' serve the host and elders first before your own.

- Learn to use chopsticks.
- Wait to be told where to sit. The guest of honor will be given a seat facing the door.
- The host begins eating first.
- You should try everything that is offered to you.
- Never eat the last piece from the serving tray or bowl.
- Be observant of other peoples' needs.

- Chopsticks should be returned to the chopstick rest after every few bites and when you drink or stop to speak.
- The host offers the first toast.
- If your host is pressuring you to eat more food, try leaving some food in your bowl as a signal that you're getting full.
- Do not put bones in your bowl. Place them on the table or in a special bowl or plate for that purpose.
- Avoid leaning over to get to the food or passing the dishes around.

- Agree and arrange payment before the banquet.
- Dress appropriately for the occasion.
- Try to eat small portions of all food presented. Refusal can lead to embarrassment for the host. Offer some reasons before the banquet if there are issues.
- Toast the host at appropriate times.
- Be aware of 'over' drinking. Quietly offer reasons for limited drinking to the host before the banquet.

Greetings



- Shake hands. Hand over your business card with both hands – Chinese side facing the recipient. Have plenty of business cards, with Chinese translation on the reverse side. Include your title and rank in the company.
- Greetings are formal and the oldest person or highest ranked person is always greeted first.
- Small gifts are acceptable
- Avoid giving gifts in front of others
- Traditionally, Chinese decline a gift before accepting
- Forbidden gifts include:



Body Language

- Avoid making expansive gestures and using unusual facial expressions.
- **Less** touching and **no** hugging.
- **Smiling** may hide discontentment or anger.
- **Nodding** is a conversation regulator.
- It is considered disrespectful to **stare** into another person's eyes.
- In crowded situations Chinese people avoid eye contact to give themselves privacy.



Names & Titles

- Use family name first.
- Address a person with Mr. or Ms.
- In a business environment, call a person by their title and family name: "Director Wang" or "Manager Li."
- Address Chinese customers not by their name, but their title.
- A married Chinese woman usually retains her maiden name.
- Use kinship terms such as *grandpa*, *uncle*, *aunt*, *brother* & *sister*.

Chinese Language

- Spoken Chinese: 1.2 billion speakers
- Mandarin Chinese: 850 million speakers
- Cantonese: 70 million speakers
- The standardized form of spoken Chinese is **Standard Mandarin** based on the **Beijing dialect**. It is the official language of the People's Republic of China, the Republic of China in Taiwan, as well as one of four official languages of Singapore.
- Pin Yin: Romanization of Mandarin Chinese
- Written Chinese: Uses characters (pictograms as words)
- Many Chinese use the word “hao” as a conversation regulator to signal that they are listening. This does not necessarily mean that they agree.

PinYin

Tone: ā á ǎ à a

consonant

b	g	s
p	k	zh
m	h	ch
f	j	sh
d	q	r
t	x	y
n	z	w
l	c	v

vowels

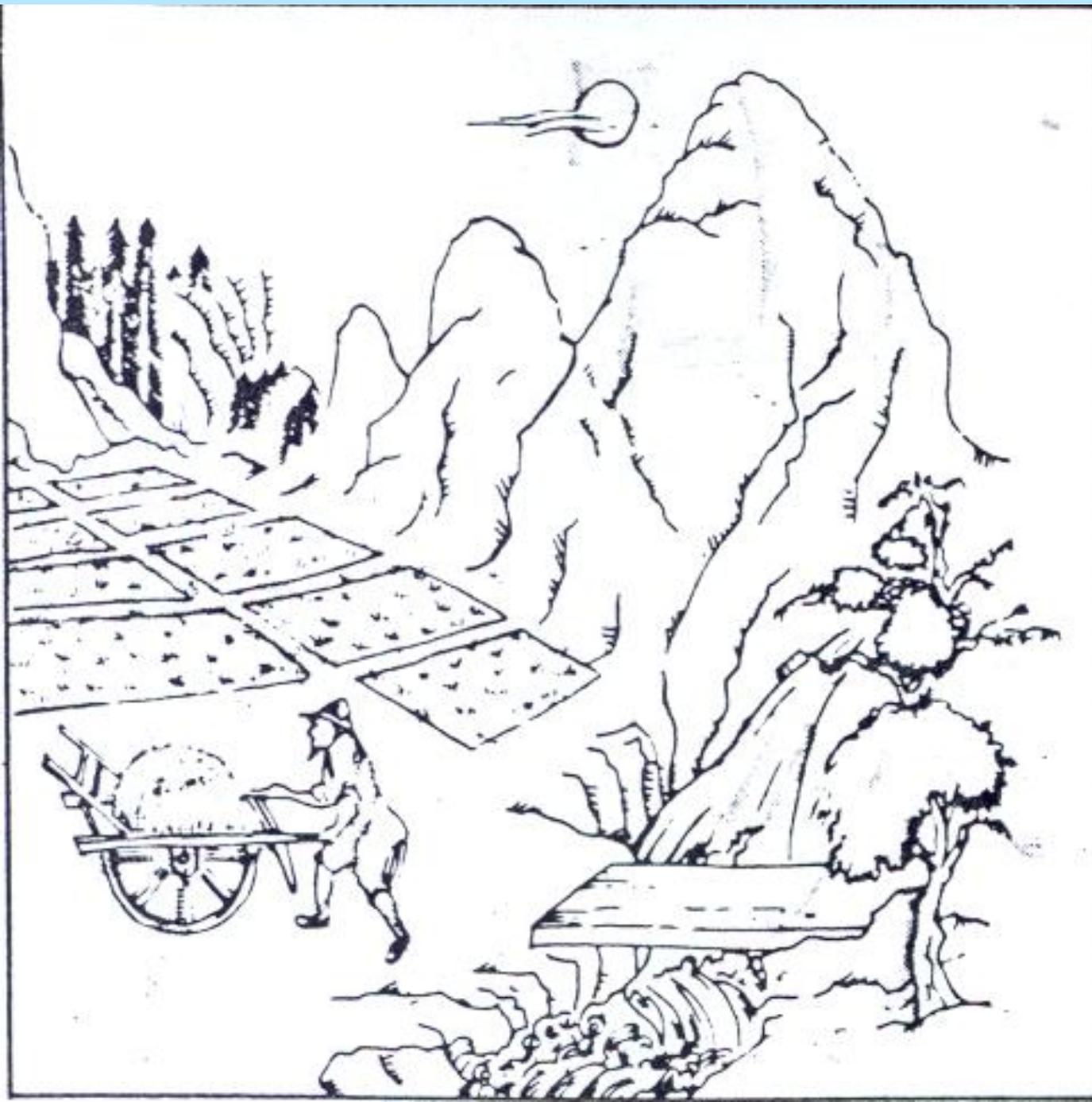
a	e	u
o	i	ü
ai	ei	ui
ao	ou	iu
ie	üe	er
an	en	in
un	ang	eng
ing	ong	

Chinese Language

- The world's longest continuously used written language system
 - Characters
 - Imported into other languages
- Spoken language
 - Tonal languages
 - Internal diversity

中文





A.man,
person



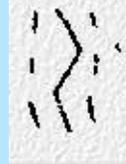
B.River



C.Tree



D.Field



E.Mountain



F.Cart,
vehicle



G.Sun

Matching Exercise Answers

- 1 E
- 2 G
- 3 F
- 4 A
- 5 B
- 6 D
- 7 C

Holidays

China has 9 national holidays

- January 1: New Year's Day
- In February, 3-7 days: Chinese New Year
- March 8: International Working Women's Day
- May 1: International Labor Day
- May 4: Youth Day
- June 1: Children's Day
- July 1: Communist Party Anniversary Day
- August 1: People's Liberation Army Day
- October 1: National Day



Other festivals: Lantern Festival, Dragon Boat Festival, Mid-Autumn Festival, Qing Ming Jie (grave sweeping)

Some Chinese celebrate Christmas & Valentine's Day

China Class Scenarios

1. Read each scenario and identify as many cultural issues as possible.
2. Where are the potential value differences, errors, or conflicts occurring or likely to occur?
3. What stereotypes were applied?
4. Discuss how you would best deal with such a situation.

Scenario 1: The Dining “Problem”

- Mr. Gary, on a 6 month China assignment, was invited by his Chinese coworkers to a Chinese restaurant. After everyone was seated, he noticed that the others got a menu and he did not. He did not get a chance to order because they also ordered for him. What they did not know was that Gary did not eat pork or shrimp.
- Before starting to eat each course of the dinner, his coworkers all wanted to toast with him.
- They clanged their glasses at the lower part of his glass and when he tried to do the same, they were offended.

Scenario 2: Stereotype or Truth?

- Mrs. Wilson at the Shanghai site was greatly disturbed by a recent survey conducted among her Chinese staff. She noticed that many staffers responded in a similar manner and their responses were vague and indirect.
- She shared these findings with her management team, who all happened to be white.
- They pointed out to her that Asians are not open, very passive, and not assertive.

Scenario 3:

The Chinese Name “Problem”

- Miss Cole, who works in an American company, received a memo from a Chinese business man named Xiao Hua Li.
- She is not familiar with Chinese names and does not know how to address him in her reply. Should it be Mr. Xiao or Mr. Li?
- What can she do to solve this dilemma?

Scenario 4:

The Language “Problem”

- Mr. Marcus, director of marketing at the Beijing site, was conducting a training session on the implementation of a new product at the office. His employees practiced using the product. At regular intervals he would ask if there were questions and if it was all clear; all the Chinese employees were nodding and saying “hao” (good, okay) during his talk.
- What mistake was made by the employees during the training session? By Mr. Marcus?

Scenario 5: The Gift “Problem”

- Mr. Stamp got a work assignment in Beijing, China. He wanted to bring a Minnesotan gift for his host over there. He likes Minnesota loons and decided to purchase a model of one and have it gift-wrapped in white paper.
- Upon arrival at the Beijing airport where he was met by his Chinese host, he presented the gift and was disappointed that his host immediately put it away without opening it.

Travel Tips

1. Money exchange: keep your receipts in case of re-exchange at the airport or questions at customs.
2. Have business cards with Chinese translation on the reverse side. Exchange business cards with TWO hands (show respect).
3. Carry a hotel business card (address in Chinese) with you during your stay.
4. Wherever you go in China, have your destinations written in Chinese.
5. Learn a few phrases in Chinese, such as good morning/day, thank you.
6. Carry a simple phrase book to help you out if you travel alone.

Travel Tips cont'd

7. Many maps are bilingual (have Romanized spellings).
8. Make copies of passport, visa, traveler's checks receipts etc. Keep copies in a separate place and trade copies with travel partners.
9. Carry some toilet paper with you. Many public restrooms don't supply paper (and seldom have soap—carry antibacterial gel).
10. Bring all medications you might need (inhalers, epipen etc).
11. If you need medical help, look for a “westerners” clinic or wing in large hospitals; also check expat magazines in western hotels.
12. Tipping may be expected in some “westernized” establishments.

13. Always drink bottled water or boil the water for 5 minutes.
14. Tap water is safe for brushing teeth.
15. Carry your own chopsticks, spoon, tin cup when traveling.
16. Use boiling water (from thermos) to sanitize cups, chopsticks.
17. Try a dry shampoo and scalp massage (“gan xi”) in any store-front hair salon.
18. Lonely Planet is the best travel book for serious travelers.
19. Visit websites:
http://travel.state.gov/travel/cis_pa_tw/cis/cis_1089.html#
http://travel.state.gov/travel/tips/safety/safety_1747.html

Asian Network Group Links

- Asian Network Group
<https://w3.webahead.ibm.com/w3ki/display/RochesterANG/Home>
- China Culture Expert group
<https://w3.webahead.ibm.com/w3ki/display/RochesterANG/China+Expert+Group>
- Indian Culture Expert group
<https://w3.webahead.ibm.com/w3ki/display/RochesterANG/India+Expert+Group>

Resources

- From Rochester Public Library

<http://www.rochesterpubliclibrary.org/>

- 1. Beijing & Shanghai.

Publisher : New York, N.Y. : Dorling Kindersley Publishing, c2007-

Notes : Includes architecture ; walks ; restaurants ; art museums ; shops ; temples ; nightlife ; excursions ; festivals ; hotels ; and parks.

Resources

- 2. Beijing : from imperial capital to Olympic city – by Li, Lillian M., 1943-

Publisher : New York : Palgrave Macmillan, 2007.

- 3. Chinese language, life & culture - Wilkinson, Kenneth.

Notes :

"Your key to understanding China's past, present and future: education, festivals, food, government, arts, language, work, leisure"

Resources

- 4. Hua yu liu bai ju = Chinese 600 - Jiang, Xiaoci.
Chinese language--Conversation and phrase books--English.
- 5. Kiss, bow, or shake hands : the bestselling guide to doing business in more than 60 countries - Morrison, Terri.
Publisher: Avon, Mass.: Adams Media, c2006.