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Silent messages in negotiation: A descriptive study of negotiators' perceptions of the role of nonverbal communication in multi-national business negotiations

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**SILENT MESSAGES IN NEGOTIATION:
A DESCRIPTIVE STUDY OF NEGOTIATORS' PERCEPTIONS OF THE
ROLE OF NONVERBAL COMMUNICATION IN MULTI-NATIONAL
BUSINESS NEGOTIATIONS**

A Thesis

By

CHU YUN (楚云)

**Submitted to the Graduate School of the
University of Texas-Pan American
In partial fulfillment of the requirements for the degree of
MASTER OF ARTS**

May 1999

Major Subject: Speech Communication

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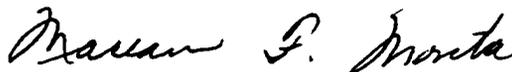
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May 1999

ABSTRACT

Chu Yun (楚云), Silent Messages in Negotiation: A Descriptive Study of Negotiators' Perceptions of the Role of Nonverbal Communication in Multi-National Business, Master of Arts (MA) in Speech Communication, May, 1999, 83 pp., 1 table, 24 titles.

This study specifically explored the perceived importance of the following nonverbal factors in the negotiation process: proxemics (location and negotiation site), physical arrangement (seating and furniture arrangement), and kinesics (eye contact, facial expressions and gestures). The findings show that the negotiators' perception about the three categories and their role in negotiation are consistent with nonverbal communication theory.

DEDICATION

TO MY FATHER AND MY GRANDPARENTS

This thesis is dedicated to my father, Chu Yao-xian (楚耀先), for his whole life of teaching, which made me able to face the hardships in my life and be strong enough not to give up whatever I undertook. I am grateful to my grandparents, Chu Shu-zhi (楚书志), Li Guo-hua (李国华) and Li Qiao-zhen (李巧真) for their genuine love which built a solid foundation for my confidence to be able to do everything well. These three lovely persons built my personality which is what I was/am/will be. There is nothing I fear in my life with them in my heart. I love them and they have never been out of my mind and thoughts. They always live in my heart.

ACKNOWLEDGMENTS

First of all, my mother, Li Hui-rong (李慧荣), my husband, Ma Jian-yu (马建宇) and my daughter, Ma Chu-jiao (马楚姣), wholeheartedly inspired and supported me by all means to accomplish this degree. I owe my family a great deal! Thank you for your love and patience.

Mr. Paul G. Taggart, the very first person who led me into the negotiation realm, your prompt and efficient help is always appreciated. Dr. Jeffrey S. McQuillen, your help made a difference. I will always be grateful to Dr. William F. Strong, my committee chair for all that he did in making this degree possible. Dr. Dora E. Saavedra dedicated her time and knowledge to me selflessly. Dr. Marian F. Monta helped me to have a home. Dr. Jack R. Stanley and Miss Lori A. Ruiz generously let me review their dissertation and thesis, respectively.

A special thanks to all the participants in my survey who supported the research and dedicated their time and knowledge to have the research accomplished on time. I greatly appreciate all the people who have helped me. Thanks to all of you.

Chu Yun (楚云)

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CHAPTER I

INTRODUCTION

Negotiation is a conflict management process. Hendon and Herbig (1996) define negotiation as:

The word 'negotiation' stems from the Roman word *negotiarum* meaning 'to carry on business' and is derived from the Latin root words *neg* (not) and *otium* (ease or leisure). A modern definition of negotiation is two or more parties with common (and conflicting) interests who enter into a process of interaction with the goal of reaching an agreement (preferably of mutual benefit).

...Negotiation is a decision-making process that provides opportunities for the parties to exchange commitments or promises through which they will

resolve their disagreements and reach a settlement. A negotiation is two or more parties striving to agree when their objectives do not coincide (p. 1).

The process of negotiation involves exchanging messages, both verbal and nonverbal. However, Hendon and Herbig (1996) advise that what is not said is in many cases more important than what is openly expressed by the parties involved. It is believed that "between 60% and 70% of the meaning in social interactions is derived from nonverbal cues" (Hendon & Herbig, 1996, p. 62). They argue that the ability to analyze these nonverbal behaviors adds to a negotiator's overall negotiating ability. Nonverbal signals are deemed as important tools, for they can imply a meaning without verbally committing the negotiator to a particular action, i.e., nonverbal cues cannot be interpreted as promises in the same way that verbal messages can (Smith, 1998). In addition, careful observation of these critical communication elements may yield indications that the message senders are nervous, frustrated, bored, angry, or unsure. Johnson (1993) mentions that negotiators who are proficient at observing and using nonverbal information are more likely to achieve their goals in negotiations than those who have difficulty reading people. In addition, by understanding how nonverbal messages function and knowing what they can expect to learn through the reading and

sending of these messages, negotiators are more likely to attribute greater meaning to the subtle nuances of the negotiation process.

Nonverbal communication refers to communication effected by means other than words (assuming words are the verbal element). It includes three categories. First, there is the communication environment which consists of the physical environment and spatial environment. Second, there are the communicators' physical characteristics: physique or body shape, general attractiveness, height, weight, hair, skin color, tone or odors (body or breath), physical appearance (clothes, lipstick, eyeglasses, wigs and other hairpieces, false eyelashes, jewelry), and accessories such as attaché cases. Third, there are the body movements and positions. These can include gestures, posture, touching behavior, facial expressions, eye behavior and vocal behavior. (Knapp & Hall, 1997) In this research, all of these nonverbals are referred to silent messages.

There are primarily two areas of nonverbal communication which negotiators are concerned with: proxemics (including physical arrangement) and kinesics. The conceptual definitions for these follow. First of all, proxemics is defined as "the study of the ways in which space is handled (related to Latin *proximus*, nearest)" (Clark, Eschholz, & Rosa, 1972, p. 457) and "how man perceives, structures, and uses space.

...how you arrange the furniture" (Burgoon & Saine, 1978, p. 89). Finally, kinesics is defined as "the study of movement (related to Greek *kinesis*, movement)" (Clark, Eschholz, & Rosa, 1972, p. 457), and "refers to all the forms of body movement, excluding touch." (Burgoon & Saine, 1978, p. 54).

Statement of the Problem

Negotiation with China is a topic which has received more and more attention in recent years (Leung & Yeung, 1995; Pye, 1982; Gordon, 1986). Although it is has been studied in terms of negotiation styles (Pye, 1982) and intercultural differences (Mente, 1992; Gordon, 1986), there has been a scarcity of studies (Johnson, McCarty, & Allen, 1976) that examine the role of nonverbal communication in the negotiation process. Furthermore, no studies were found which examine specifically the role of nonverbal communication in multi-national business negotiations. As we enter the 21st century, cross-cultural concerns will be come more and more significant. "One reason is indicated by such terms as *world economy*, *global village*, and *spaceship earth* which indicate the interdependence facing all of us on this planet. The ozone layer and global warming are a concern of all countries. ... Today more than ever, no country can isolate itself from the rest of the

world" (Terpstra, 1993, p.3). The nature of this study is necessary given that increasingly there is a move toward a multi-national economy in the next century. Therefore, since nonverbal communication is a critical component of negotiations, it is important to examine its role within the context of multi-national negotiations. This study will specifically explore the perceived importance of the following nonverbal factors in the negotiation process: proxemics (location and negotiation site), physical arrangement (seating and furniture arrangement), and kinesics (eye contact, facial expressions and gestures).

CHAPTER II

REVIEW OF THE LITERATURE

Proxemics (Location and Site) in Negotiation

Lewicki & Litterer (1985) state that the physical environment can contribute to the tone and mood of negotiations, and the anticipated mood of a negotiation can lead parties to prefer one site over another. Negotiators should be aware of the impact that a particular site has on a negotiation, and consciously choose sites that create the desired mood. Most of the site characteristics have their strongest impact on a bargainer's perceptions of the environment, rather than some actual, tangible, substantive impacts on the negotiations themselves.

Johnson (1993) declares that the sense of personal space influences people's behavior regardless of whether or not they are conscious of it. By watching how people use space, a negotiator can find clues about his or her opponent's intentions and strategies. If one side suggests a change of the setting arrangement of the negotiations, it

might be a sign of attitude change for "our use of space (our own and others') can affect dramatically our ability to achieve certain desired communication goals" (Knapp & Hall, 1997, p. 154).

Johnson (1993) believes that negotiators structure their territory to make others comfortable or uneasy. A negotiator may be able to learn more about members of the other side by meeting in their territory or may feel more in control by meeting in his or her own territory. Johnson (1993) also states that thinking about territory and considering the impact of each negotiation setting helps a negotiator overcome the manipulation of territory by the other side. Those with control over the arrangement of the room usually want to minimize the amount of direct confrontation and to keep the other side talking as much as possible. Those who make members of the other side feel comfortable, free, and somewhat trusting have gained command over the environment, for territory can be used to express power. Lewicki & Litterer (1985) declare that sites are not inherently neutral, they are perceived as neutral; a lounge is not inherently "warm" or "cold", but rather perceived that way by virtue of the decor that is used. In order to handle messages from "territory", negotiators should not allow the setting to intimidate or seduce them. If one must negotiate on the other side's turf, one should not be awed by

the environment; otherwise, one may lose his or her best deal in the negotiation.

Lewicki & Litterer (1985) state that cold, sterile, and formal surroundings are generally related to competitive interactions. A very large and formal wooden table, formal chairs, white walls, muted colored carpets and curtains, and a businesslike atmosphere tend to be the location for formal talks and deliberations. These rooms tend to create a “no nonsense” tone for people, and suggest that cold, hard, businesslike transactions are to be carried out within them. In contrast, cheerful, bright-colored rooms, overstuffed chairs, “living room” arrangement of furniture, soft lighting, and artwork create a significantly more comfortable environment in which parties are more relaxed, and can make people feel comfortable. The parties let down their arms and relax, thus leading people to an affable mood, which may cause participants to act more cooperatively.

Griffin & Daggatt (1990) assert that the location of negotiations also can favor one side or the other. In order to make sure no side can take advantage of the location, negotiations are usually carried out at a neutral site. Johnson (1993) also discuss that a neutral site is ideal for negotiations because it can be agreeable and comfortable for both sides and advantageous to neither. Griffin & Daggatt (1990) argue that for a

diplomatic activity, negotiators tend to prefer a neutral setting, e.g., Malta for the 1989 meeting between Presidents Bush and Gorbachev, Paris for the Vietnam peace talks, Panmunjom for the Korean War talks, and even a raft in the middle of the Neman River when Napoleon Bonaparte and Czar Alexander I met in 1807. A successful negotiator, therefore, does not ignore the important function of the negotiation location and site.

Proxemics (Physical Arrangement) in Negotiation

Burgoon, Buller & Woodall (1996) state that humans are affected by their physical surroundings. Lewicki & Litterer (1985) find that furniture may be used to communicate status and power. Chairs, tables, interior design, or even the number and size of ash trays are specifically equalized between both parties to assure that no side is seen as "bigger", "better", more important, or how much power each may have. Lewicki & Litterer (1985) state that in more formal negotiations such as international deliberations, status may be communicated by the size of flags and nameplates, the degree of comfortableness of a chair, the height of the back of a chair, or the number of parties at the table. On the other hand, in more informal negotiations, status is most commonly observed through office decor. The decoration of the office reflects the owner's personality and the message he or she would like to communicate. It provides home-

turf advantage and an additional group of symbols that enhances the occupant's perceived status and power as well. Lewicki & Litterer (1985) mention that if the occupant chooses to seat his or her visitor across the desk from him or her (a competitive location), and on a chair lower than his or her own (so that there is no eye-to-eye contact, but the visitor is "looking up at" the occupant), the scene is well set for a competitive negotiation that places the visitor at a significant disadvantage. In contrast, if the office occupant moves out from behind his desk, seating himself in a "conversational grouping" of chairs, maintaining level eye contact, and minimizing the number of status symbols within the office, he will help to create an environment that encourages more equal-status communication.

Knapp & Hall (1997) claim that leaders and dominant personalities tend to choose specific seats, but seating position also can determine one's role in a group. Johnson (1993) says that choosing where to sit (even if it means moving a chair, or even deciding whether to sit) may help make a negotiator feel more confident. Anderson (1993) states that leaders and powerful people take up more space than others do. By taking up more space, they appear to be taking charge. Johnson (1993) maintains that the manipulation of the seating arrangement is one way that a negotiator can give or receive this type of clue. Negotiators often

vie for a "power" position such as head of the table, center of a large delegation, back against a wall, and so on. Some negotiators gravitate toward the most prominent seat. On the other hand, those who want to avoid a show of power will want to have an alternative plan. A skilled negotiator will de-emphasize any single act that could be interpreted as a bid for power and focus greater attention on the other side's patterns of behavior.

According to Johnson (1993), those who are perceived to have strong personal power may be met with resistance if they demonstrate additional power with nonverbal clues. In contrast, they gain greater acceptance when they attempt to diffuse resistance by sending signals showing that they are "just part of the gang."

Sommer (1965) shows that parties who are cooperatively disposed toward one another seem to prefer seating arrangements that are side by side; while parties who are competitively oriented tend to prefer seating directly across from one another. Directly opposing seating, on the other hand, allows each party to "keep an eye on the other" and "keep the opponent at arm's length"—common colloquialisms that, in fact, express the competitive sentiments of each party.

Lewicki & Litterer (1985) show that competitive parties seek greater physical distance from one another, and/or are more likely to

place "barricades" of furniture between themselves and the other person. Thus, cooperative parties may be very comfortable sitting next to one another (twelve to eighteen inches apart); competitive parties may place tables of all sizes and shapes or other barriers between them in order to prevent the other's from encroaching on their territory.

Kinesic Messages (eye contact, facial expressions, and gestures)

Even if one keeps silent, one is still telling something. Albert Mehrabian (1981) finds that 55 percent of a message comes from facial expressions and 38 percent comes from vocal tone, and only 7 percent comes from verbal cues. Johnson (1993) recommends that if negotiators want to cool down a particularly hostile exchange, they can reduce the tension of their words, but they will also want to ease back with their bodies, lower their volume, and soften their facial expressions.

Nierrenberg (1986) mentions that facial expressions are obvious means of nonverbal communication. However, the "poker face" confronts us with a total lack of expression, a blank look. This very lack of expression tells us that people do not want us to know anything about their feelings. In spite of the assumed mask, we can read their intent. Knapp & Hall (1997, p. 332) state: "The face may be the basis for judging another person's

personality and that it can (and does) provide information other than one's emotional state."

Former United Nations Secretary General Dag Hammarskjöld says: "The unspoken dialog between two people can never be put right by anything they say" (Burgoon, 1996, p. 297). Hendon & Herbig (1996) find that in negotiation, what is not said is in many cases more important than what is openly expressed by the parties involved. This matches the perspective of Knapp & Hall (1997) that how something is said is often more important than what is being said. Hendon & Herbig (1996) find that most important, emotional messages at the negotiating table are expressed nonverbally by gestures, tone of voice, or facial expressions. The other side's interpretation of your statement depends on the nonverbal behaviors more than what is actually said.

Hendon & Herbig (1996) find that effective negotiators are particularly good at controlling (consciously or subconsciously) their kinesic messages and at the same time adjusting to the many nonverbal signals they receive from the opposing negotiator(s). Illich (1980) states that personal power is conveyed primarily by nonverbal channels and understanding by identifying nonverbal clues. However, Anderson (1993) finds that to make one powerful, one should avoid unnecessary gestures, make every movement count, and slow down one's movements. When

one's movement are deliberate and thoughtful, people will perceive the speaker that way as well. Griffin & Daggatt (1990) emphasize that it is a good idea to simplify your actions and gestures, while still being yourself. This minimizes the risk that your gestures are contradicting your words.

Anderson (1993) suggests that people perceived as powerful shift their position occasionally, making themselves appear relaxed, confident, and in charge.

When you know your naturally happy, confident, and powerful poses, you can adopt them even when you are feeling unhappy or weak. This keeps you from being at a disadvantage in a time of negotiation and may actually make you feel better (p. 98).

Lewicki & Litterer (1985) state that the eye is universally regarded as the lens permitting us to look into a person's soul, and dishonest people and cowards are not supposed to be able to look us in the eye. Knapp & Hall (1997) find that during fluent speech, speakers tend to look at listeners much more than during hesitant speech. We seem to gaze more at people we like (Knapp & Hall). Burgoon, Buller & Woodall (1996) conclude that those who were more persuasive used more eye contact, longer gazes and spent a greater amount of time gazing, thus promoting more attitude change and improving the overall effectiveness of a

persuasive presentation. Moreover, gaze has been shown to be a powerful influence on other people's willingness to help someone or to comply with a request. Finally, Burgoon, Buller & Woodall add that when the nature of the problem and solution were clear, a stare increased the probability of a bystander's offering help.

Hendon & Herbig (1996) deem that nonverbal communication can be quite telling as it can help one determine the exact meaning of what the other side is saying and also can help the negotiator get his own message across. Liking and disliking, tensions, and appraisal of an argument are shown by numerous signs such as blushing, contraction of facial muscles, giggling, strained laughter, or just silence. Whenever a party negotiates, the negotiator must see and observe the other party. While seated, people may lean forward when they like what you are saying or are interested in listening, or they may sit back in their seats with crossed arms if they do not like the message. Nervousness can manifest itself through nonverbal behavior, and blinking can be related to feelings of guilt and fear. The more simple and direct the language, the more precisely a position is defined, the stronger the commitment is likely to be. However, Griffin & Daggatt (1990) deem that the more subtle and less direct your explanation, the more likely one is to succeed. People are more likely to be convinced by reasons they discovered themselves

than by reasons pointed out to them by others. Sparks (1993) verifies that it is great advice for negotiators who should be economical with words, for that helps people understand what is said. It saves time, too.

Nierenberg (1986) says that to the negotiator, as the old song has it, "every little movement has a meaning all its own." Kinesic messages have a tremendous impact on the negotiation process. Dendon & Herbrig (1996) argue that everything counts during the negotiation: the time of the negotiation (morning, lunch time, late in the evening), the table (round, square), the lights (white, in the middle of the room), the use of microphones, the breaks, the phone calls, the space between the chairs, the way the negotiators dress, and so on. Everything is important. Effective negotiators are fully aware of the existence of all these factors and of the fact that they are able to use them to their advantage. Nierenberg (1986) emphasizes that the slight movement of eyebrow, the tilt of the head, the sudden movement of the hand—all these are messages that an individual who deals with people must understand and continue to study. Based on the above review of the literature there are three research questions this study will explore.

Research Questions

1. How do negotiators of different nationalities perceive the role of proxemics in the negotiation process?
2. How do negotiators of different nationalities perceive the role of physical arrangement in the negotiation process?
3. How do negotiators of different nationalities perceive the role of kinesic messages in the negotiation process?

CHAPTER III

METHODOLOGY

Subjects

Two samples were collected for this study. The first sample pool was obtained from a multi-national company. Participants included 49 individuals from seven different nationalities: Chinese, German, British, Italian, French, Canadian and Pakistani. The second sample pool was obtained from a Chinese textile company and Mexican company. The 19 participants were Chinese nationals whose first language is Chinese and Mexican nationals whose first language is Spanish. Some of the participants also speak English as their second language. All the participants in the sample were required to have had business negotiation experience. Both male and female participants ranging in age from twenty-six (26) to seventy (70) took part in the study.

Survey Instrument

The questionnaire (See Appendix D) was developed in consultation with the faculty of the Communication Department. It was piloted on a group of students from various departments across campus. Revisions were made based on the feedback received. The final questionnaire consists of 46 questions both in the English version and the Chinese version, which address the two nonverbal dimensions of negotiation under study: proxemics (location and site, physical arrangement) and kinesics. (See table below.)

Questions Categorized by Type of Nonverbal Communication

Proxemics		Kinesic Message (eye contact, facial expressions, and gestures)
Location and Site	Physical Arrangement (seating and furniture arrangement)	
Q 22 – Q 31	Q1-Q 21	Q 37 - Q 44
Q 45- Q 46	Q 32 – Q 36	

Data Collection Procedures

The first batch of questionnaires was distributed by the researcher during a business negotiation meeting in Culiacan, Sinaloa, Mexico. The chief negotiator for the Mexican company and a representative of the

Chinese delegation were each entrusted to distribute the questionnaire to 19 employees from their respective companies. They were instructed to mail the completed questionnaires back to the researcher as expeditiously as possible. The participants from the Chinese textile company received the questionnaires in Chinese.

The second batch of questionnaires was mailed via Express Mail to a negotiator in a multi-national joint venture company located in China. He was instructed to distribute them to 49 employees of various nationalities. In all cases, employees completing the questionnaire were advised that their participation was voluntary and that they were free to withdraw at any time.

CHAPTER IV

RESULTS

Overall, sixty-eight surveys were analyzed from respondents. The percentage of responses for each question are stated as follows.

Questions 1 – 46:

1. The arrangement of a "no nonsense" environment creates conflict.

0%	34%	29%
Strongly	Agree	Uncertain
31%	6%	3.09
Disagree	Strongly	Mean

2. The arrangement of a business like environment makes me adversarial.

0%	29%	32%
Strongly Agree	Agree	Uncertain
32%	6%	3.15
Disagree	Strongly Disagree	Mean

3. I feel a sense of urgency when I negotiate in a room when the temperature is cold.

<u>1%</u> Strongly Agree	<u>35%</u> Agree	<u>28%</u> Uncertain
<u>32%</u> Disagree	<u>3%</u> Strongly Disagree	<u>3.00</u> Mean

4. I feel stiff when I enter a room with a very thin carpet.

<u>0%</u> Strongly	<u>29%</u> Agree	<u>29%</u> Uncertain
<u>32%</u> Disagree	<u>9%</u> Strongly	<u>3.21</u> Mean

5. I feel more serious when I negotiate in a room without any decorations on the walls.

<u>3%</u> Strongly Agree	<u>38%</u> Agree	<u>21%</u> Uncertain
<u>31%</u> Disagree	<u>7%</u> Strongly Disagree	<u>3.01</u> Mean

6. I feel more formal when I negotiate in a room with a blue or white colored wall paper.

<u>4%</u> Strongly Agree	<u>44%</u> Agree	<u>35%</u> Uncertain
<u>13%</u> Disagree	<u>3%</u> Strongly Disagree	<u>2.66</u> Mean

7. I feel more professional when negotiating in a room equipped with a large screen TV, VCR, and computer.

<u>9%</u> Strongly Agree	<u>43%</u> Agree	<u>21%</u> Uncertain
<u>26%</u> Disagree	<u>1%</u> Strongly Disagree	<u>2.69</u> Mean

8. Notebooks and pens neatly arranged on a large table encourage me to reach an agreement in a negotiation.

<u>6%</u> Strongly Agree	<u>44%</u> Agree	<u>26%</u> Uncertain
<u>22%</u> Disagree	<u>1%</u> Strongly Disagree	<u>2.69</u> Mean

9. I feel more serious when sitting in a black leather chair when I negotiate.

<u>1%</u> Strongly Agree	<u>38%</u> Agree	<u>31%</u> Uncertain
<u>22%</u> Disagree	<u>7%</u> Strongly Disagree	<u>2.96</u> Mean

10. When negotiating I feel a stronger sense of control when sitting in a chair with a high back.

<u>6%</u> Strongly Agree	<u>37%</u> Agree	<u>24%</u> Uncertain
<u>32%</u> Disagree	<u>1%</u> Strongly Disagree	<u>2.87</u> Mean

11. An environment that reminds me of home helps make the negotiation less confrontational.

<u>7%</u> Strongly Agree	<u>38%</u> Agree	<u>25%</u> Uncertain
<u>29%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.76</u> Mean

12. I feel comfortable when I negotiate in a room when the temperature is hot.

<u>6%</u> Strongly Agree	<u>34%</u> Agree	<u>19%</u> Uncertain
<u>38%</u> Disagree	<u>3%</u> Strongly Disagree	<u>2.99</u> Mean

13. I feel friendly when I negotiate in a room with a thick carpet.

<u>6%</u> Strongly Agree	<u>40%</u> Agree	<u>31%</u> Uncertain
<u>21%</u> Disagree	<u>3%</u> Strongly Disagree	<u>2.75</u> Mean

14. I feel calm when I negotiate in a room with paintings of countryside scenes on the walls.

<u>3%</u> Strongly Agree	<u>59%</u> Agree	<u>19%</u> Uncertain
<u>18%</u> Disagree	<u>1%</u> Strongly Disagree	<u>2.56</u> Mean

15. I feel more pleasant when I sit at a table decorated with flowers.

<u>7%</u> Strongly Agree	<u>66%</u> Agree	<u>15%</u> Uncertain
<u>12%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.31</u> Mean

16. When I negotiate I feel more at ease when there are soft drinks on the table.

<u>3%</u> Strongly Agree	<u>57%</u> Agree	<u>28%</u> Uncertain
<u>12%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.49</u> Mean

17. I feel less pressured when I negotiate with cookies on the table.

<u>4%</u> Strongly Agree	<u>37%</u> Agree	<u>40%</u> Uncertain
<u>18%</u> Disagree	<u>1%</u> Strongly Disagree	<u>2.75</u> Mean

18. When I negotiate I feel a lesser sense of urgency when sitting in a soft chair.

<u>3%</u> Strongly Agree	<u>35%</u> Agree	<u>35%</u> Uncertain
<u>24%</u> Disagree	<u>3%</u> Strongly Disagree	<u>2.88</u> Mean

19. When I negotiate I feel casual sitting in a low backed chair.

<u>3%</u> Strongly Agree	<u>28%</u> Agree	<u>40%</u> Uncertain
<u>29%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.96</u> Mean

20. I think the arrangement of furniture should receive more attention from negotiators.

<u>3%</u> Strongly Agree	<u>53%</u> Agree	<u>26%</u> Uncertain
<u>18%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.59</u> Mean

21. I think the seating arrangement should receive more attention from negotiators.

<u>6%</u> Strongly Agree	<u>69%</u> Agree	<u>18%</u> Uncertain
<u>7%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.26</u> Mean

22. I feel I have a greater advantage in the negotiation when that negotiation occurs on my own turf.

<u>10%</u> Strongly Agree	<u>60%</u> Agree	<u>22%</u> Uncertain
<u>7%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.26</u> Mean

23. The person who designates the negotiation site has an advantage in negotiations.

<u>4%</u> Strongly Agree	<u>65%</u> Agree	<u>22%</u> Uncertain
<u>9%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.35</u> Mean

24. The person who controls the site arrangement controls the negotiations.

<u>1%</u> Strongly Agree	<u>28%</u> Agree	<u>41%</u> Uncertain
<u>26%</u> Disagree	<u>3%</u> Strongly Disagree	<u>3.01</u> Mean

25. I feel more comfortable when I am negotiating on my own turf.

<u>6%</u> Strongly Agree	<u>65%</u> Agree	<u>21%</u> Uncertain
<u>9%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.32</u> Mean

26. I feel more confident when negotiating on my own turf.

<u>4%</u> Strongly Agree	<u>62%</u> Agree	<u>22%</u> Uncertain
<u>12%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.41</u> Mean

27. I perform more effectively when negotiating on my own turf.

<u>4%</u> Strongly Agree	<u>54%</u> Agree	<u>21%</u> Uncertain
<u>18%</u> Disagree	<u>1%</u> Strongly Disagree	<u>2.57</u> Mean

28. I feel a greater challenge when negotiating on the other's turf.

<u>3%</u> Strongly Agree	<u>53%</u> Agree	<u>25%</u> Uncertain
<u>19%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.60</u> Mean

29. I feel an unfavorable impact when I am negotiating on the other's turf.

<u>0%</u> Strongly Agree	<u>38%</u> Agree	<u>28%</u> Uncertain
<u>34%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.96</u> Mean

30. I feel excited when negotiating on the other's turf.

<u>0%</u> Strongly Agree	<u>38%</u> Agree	<u>28%</u> Uncertain
<u>31%</u> Disagree	<u>3%</u> Strongly Disagree	<u>2.99</u> Mean

31. I perform more effectively when negotiating on the other's turf.

<u>0%</u> Strongly Agree	<u>22%</u> Agree	<u>51%</u> Uncertain
<u>26%</u> Disagree	<u>0%</u> Strongly Disagree	<u>3.04</u> Mean

32. I believe controlling the seating arrangement is advantageous in negotiations.

<u>6%</u> Strongly Agree	<u>41%</u> Agree	<u>35%</u> Uncertain
<u>18%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.65</u> Mean

33. The square table makes the negotiations more confrontational.

<u>0%</u> Strongly Agree	<u>25%</u> Agree	<u>49%</u> Uncertain
<u>26%</u> Disagree	<u>0%</u> Strongly Disagree	<u>3.01</u> Mean

34. I believe a round table eases tension.

<u>0%</u> Strongly Agree	<u>57%</u> Agree	<u>28%</u> Uncertain
<u>15%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.57</u> Mean

35. I generally prefer round tables to square tables in negotiations.

<u>1%</u> Strongly Agree	<u>53%</u> Agree	<u>32%</u> Uncertain
<u>13%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.57</u> Mean

36. I believe that a round-table seating arrangement makes an atmosphere more conducive for discussion.

<u>3%</u> Strongly Agree	<u>50%</u> Agree	<u>35%</u> Uncertain
<u>10%</u> Disagree	<u>1%</u> Strongly Disagree	<u>2.57</u> Mean

37. I move physically closer to emphasize the importance of my point in negotiations.

<u>1%</u> Strongly Agree	<u>50%</u> Agree	<u>34%</u> Uncertain
<u>13%</u> Disagree	<u>1%</u> Strongly Disagree	<u>2.63</u> Mean

38. I lean back in the chair as a gesture of encouragement for a response to my proposals.

<u>0%</u> Strongly Agree	<u>44%</u> Agree	<u>38%</u> Uncertain
<u>15%</u> Disagree	<u>3%</u> Strongly Disagree	<u>2.76</u> Mean

39. I lean back in the chair as a gesture of indifference to the other's proposals.

<u>0%</u> Strongly Agree	<u>41%</u> Agree	<u>25%</u> Uncertain
<u>34%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.93</u> Mean

40. I find people who use fewer gestures seem to be more powerful.

<u>3%</u> Strongly Agree	<u>34%</u> Agree	<u>43%</u> Uncertain
<u>21%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.81</u> Mean

41. I find people who smile less have more power in negotiation.

<u>0%</u> Strongly Agree	<u>29%</u> Agree	<u>38%</u> Uncertain
<u>32%</u> Disagree	<u>0%</u> Strongly Disagree	<u>3.03</u> Mean

42. I believe that people who smile more get greater cooperation in negotiations.

<u>1%</u> Strongly Agree	<u>65%</u> Agree	<u>19%</u> Uncertain
<u>15%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.47</u> Mean

43. I believe that people who can tolerate silence longer have more power in negotiations.

<u>0%</u> Strongly Agree	<u>44%</u> Agree	<u>38%</u> Uncertain
<u>18%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.74</u> Mean

44. I believe that people who look straight into the other's eyes gain power in negotiations.

<u>1%</u> Strongly Agree	<u>47%</u> Agree	<u>31%</u> Uncertain
<u>18%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.62</u> Mean

45. The home site in negotiation is equivalent to home team advantage in sports.

<u>3%</u> Strongly Agree	<u>47%</u> Agree	<u>29%</u> Uncertain
<u>21%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.68</u> Mean

46. Whoever designates the negotiation site has more power in the negotiations.

<u>3%</u> Strongly Agree	<u>34%</u> Agree	<u>46%</u> Uncertain
<u>18%</u> Disagree	<u>0%</u> Strongly Disagree	<u>2.78</u> Mean

Results of Three Categories

For the analysis, the two categories of "strongly agree" and "agree" were combined, to represent an "agree" response rate. Also, the categories of "strongly disagree" and "disagree" were merged into a "disagree" response rate.

Proxemics (location and site)

The total percentage of the responses in the "location and site" category shows that 50% of the participants believe the location and site are important for a sound negotiation. 19% of them do not think the location and site are important; and 31% are not certain about it. The detailed results follow.

1. I feel I have a greater advantage in the negotiation when that negotiation occurs on my own turf.

<u>71%</u> Agree	<u>22%</u> Uncertain	<u>7%</u> Disagree	<u>2.26</u> Mean
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2. The person who designates the negotiation site has an advantage in negotiations.

<u>69%</u> Agree	<u>22%</u> Uncertain	<u>9%</u> Disagree	<u>2.35</u> Mean
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3. The person who controls the site arrangement controls the negotiations.

<u>29%</u>	<u>41%</u>	<u>29%</u>	<u>3.01</u>
Agree	Uncertain	Disagree	Mean

4. I feel more comfortable when I am negotiating on my own turf.

<u>71%</u>	<u>21%</u>	<u>21%</u>	<u>2.32</u>
Agree	Uncertain	Uncertain	Mean

5. I feel more confident when negotiating on my own turf.

<u>66%</u>	<u>22%</u>	<u>12%</u>	<u>2.41</u>
Agree	Uncertain	Disagree	Mean

6. I perform more effectively when negotiating on my own turf.

<u>59%</u>	<u>21%</u>	<u>19%</u>	<u>2.57</u>
Agree	Uncertain	Disagree	Mean

7. I feel a greater challenge when negotiating on the other's turf.

<u>56%</u>	<u>25%</u>	<u>19%</u>	<u>2.60</u>
Agree	Uncertain	Disagree	Mean

8. I feel an unfavorable impact when I am negotiating on the other's turf.

<u>38%</u>	<u>28%</u>	<u>34%</u>	<u>2.96</u>
Agree	Uncertain	Disagree	Mean

9. I feel excited when negotiating on the other's turf.

<u>38%</u>	<u>28%</u>	<u>34%</u>	<u>2.99</u>
Agree	Uncertain	Disagree	Mean

10. I perform more effectively when negotiating on the other's turf.

<u>22%</u>	<u>51%</u>	<u>26%</u>	<u>3.04</u>
Agree	Uncertain	Disagree	Mean

11. The home site in negotiation is equivalent to home team advantage in sports.

<u>50%</u>	<u>29%</u>	<u>21%</u>	<u>2.68</u>
Agree	Uncertain	Disagree	Mean

12. Whoever designates the negotiation site has more power in the negotiations.

<u>37%</u>	<u>46%</u>	<u>18%</u>	<u>2.78</u>
Agree	Uncertain	Disagree	Mean

Physical arrangement (seating and furniture arrangement)

The total percentage of the responses in the "physical arrangement (seating and furniture arrangement)" category is less significant than "location and site" category. This category shows that 46% of the participants deem the seating and furniture arrangement important for a satisfactory negotiation. 24% of them do not think the

seating and furniture arrangement play an important role in negotiation, and 30% are not certain about it. The detailed results follow.

1. The arrangement of a "no nonsense" environment creates conflict.

<u>34%</u>	<u>29%</u>	<u>37%</u>	<u>3.09</u>
Agree	Uncertain	Disagree	Mean

2. The arrangement of a business like environment makes me adversarial.

<u>29%</u>	<u>32%</u>	<u>38%</u>	<u>3.15</u>
Agree	Uncertain	Disagree	Mean

3. I feel a sense of urgency when I negotiate in a room when the temperature is cold.

<u>37%</u>	<u>28%</u>	<u>35%</u>	<u>3.00</u>
Agree	Uncertain	Disagree	Mean

4. I feel stiff when I enter a room with a very thin carpet.

<u>29%</u>	<u>29%</u>	<u>41%</u>	<u>3.21</u>
Agree	Uncertain	Disagree	Mean

5. I feel more serious when I negotiate in a room without any decorations on the walls.

<u>41%</u>	<u>21%</u>	<u>38%</u>	<u>3.01</u>
Agree	Uncertain	Disagree	Mean

6. I feel more formal when I negotiate in a room with a blue or white colored wall paper.

<u>49%</u>	<u>35%</u>	<u>16%</u>	<u>2.66</u>
Agree	Uncertain	Disagree	Mean

7. I feel more professional when negotiating in a room equipped with a large screen TV, VCR, and computer.

<u>51%</u>	<u>21%</u>	<u>28%</u>	<u>2.69</u>
Agree	Uncertain	Disagree	Mean

8. Notebooks and pens neatly arranged on a large table encourage me to reach an agreement in a negotiation.

<u>50%</u>	<u>26%</u>	<u>24%</u>	<u>2.69</u>
Agree	Uncertain	Disagree	Mean

9. I feel more serious when sitting in a black leather chair when I negotiate.

<u>40%</u>	<u>31%</u>	<u>29%</u>	<u>2.96</u>
Agree	Uncertain	Disagree	Mean

10. When negotiating I feel a stronger sense of control when sitting in a chair with a high back.

<u>43%</u>	<u>24%</u>	<u>34%</u>	<u>2.87</u>
Agree	Uncertain	Disagree	Mean

11. An environment that reminds me of home helps make the negotiation less confrontational.

<u>46%</u>	<u>25%</u>	<u>29%</u>	<u>2.76</u>
Agree	Uncertain	Disagree	Mean

12. I feel comfortable when I negotiate in a room when the temperature is hot.

<u>40%</u>	<u>19%</u>	<u>41%</u>	<u>2.99</u>
Agree	Uncertain	Disagree	Mean

13. I feel friendly when I negotiate in a room with a thick carpet.

<u>46%</u>	<u>31%</u>	<u>24%</u>	<u>2.75</u>
Agree	Uncertain	Disagree	Mean

14. I feel calm when I negotiate in a room with paintings of countryside scenes on the walls.

<u>62%</u>	<u>19%</u>	<u>19%</u>	<u>2.56</u>
Agree	Uncertain	Disagree	Mean

15. I feel more pleasant when I sit at a table decorated with flowers.

<u>74%</u>	<u>15%</u>	<u>12%</u>	<u>2.31</u>
Agree	Uncertain	Disagree	Mean

16. When I negotiate I feel more at ease when there are soft drinks on the table.

<u>60%</u>	<u>28%</u>	<u>12%</u>	<u>2.49</u>
Agree	Uncertain	Disagree	Mean

17. I feel less pressured when I negotiate with cookies on the table.

<u>41%</u>	<u>40%</u>	<u>19%</u>	<u>2.75</u>
Agree	Uncertain	Disagree	Mean

18. When I negotiate I feel a lesser sense of urgency when sitting in a soft chair.

<u>38%</u>	<u>35%</u>	<u>26%</u>	<u>2.88</u>
Agree	Uncertain	Disagree	Mean

19. When I negotiate I feel casual sitting in a low backed chair.

<u>31%</u>	<u>40%</u>	<u>29%</u>	<u>2.96</u>
Agree	Uncertain	Disagree	Mean

20. I think the arrangement of furniture should receive more attention from negotiators.

<u>56%</u>	<u>26%</u>	<u>18%</u>	<u>2.59</u>
Agree	Uncertain	Disagree	Mean

21. I think the seating arrangement should receive more attention from negotiators.

<u>75%</u>	<u>18%</u>	<u>7%</u>	<u>2.26</u>
Agree	Uncertain	Disagree	Mean

22. I believe controlling the seating arrangement is advantageous in negotiations.

<u>47%</u>	<u>35%</u>	<u>18%</u>	<u>2.65</u>
Agree	Uncertain	Disagree	Mean

23. The square table makes the negotiations more confrontational.

<u>25%</u>	<u>49%</u>	<u>26%</u>	<u>3.01</u>
Agree	Uncertain	Disagree	Mean

24. I believe a round table eases tension.

<u>57%</u>	<u>28%</u>	<u>15%</u>	<u>2.57</u>
Agree	Uncertain	Disagree	Mean

25. I generally prefer round tables to square tables in negotiations.

<u>54%</u>	<u>32%</u>	<u>13%</u>	<u>2.57</u>
Agree	Uncertain	Disagree	Mean

26. I believe that a round-table seating arrangement makes an atmosphere more conducive for discussion.

<u>53%</u> Agree	<u>35%</u> Uncertain	<u>12%</u> Disagree	<u>2.57</u> Mean
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Kinesic Messages (eye contact, facial expressions, and gestures)

The total percentage of the responses in the “Kinesic Messages (eye contact, facial expressions, and gestures)” category is less than the other two categories. The Kinesic Messages category shows that 45% of the participants believe that the “eye contact, facial expressions, and gestures” are important for a successful negotiation. 21% of disagree with the major role the “eye contact, facial expressions, and gestures” played in negotiation, and 34% are not certain about it. The detailed results follow.

1. I move physically closer to emphasize the importance of my point in negotiations.

<u>51%</u> Agree	<u>34%</u> Uncertain	<u>15%</u> Disagree	<u>2.63</u> Mean
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2. I lean back in the chair as a gesture of encouragement for a response to my proposals.

<u>44%</u>	<u>38%</u>	<u>18%</u>	<u>2.76</u>
Agree	Uncertain	Disagree	Mean

3. I lean back in the chair as a gesture of indifference to the other's proposals.

<u>41%</u>	<u>25%</u>	<u>34%</u>	<u>2.93</u>
Agree	Uncertain	Disagree	Mean

4. I find people who use fewer gestures seem to be more powerful.

<u>37%</u>	<u>43%</u>	<u>21%</u>	<u>2.81</u>
Agree	Uncertain	Disagree	Mean

5. I find people who smile less have more power in negotiation.

<u>29%</u>	<u>38%</u>	<u>32%</u>	<u>3.03</u>
Agree	Uncertain	Disagree	Mean

6. I believe that people who smile more get greater cooperation in negotiations.

<u>66%</u>	<u>19%</u>	<u>15%</u>	<u>2.47</u>
Agree	Uncertain	Disagree	Mean

7. I believe that people who can tolerate silence longer have more power in negotiations.

<u>44%</u>	<u>38%</u>	<u>18%</u>	<u>2.74</u>
Agree	Uncertain	Disagree	Mean

8. I believe that people who look straight into the other's eyes gain power in negotiations.

<u>49%</u>	<u>31%</u>	<u>18%</u>	<u>2.62</u>
Agree	Uncertain	Disagree	Mean

CHAPTER V

DISCUSSION

After data analysis, the results show that the findings are consistent with the theories covered in the literature review. The three categories discussed here are deemed to have the strongest impacts on a successful negotiation.

Proxemics (location and site)

Johnson (1993) declares that a negotiator may feel more in control by meeting in his or her own territory. Furthermore, Lewicki & Litterer (1985) believe that if one negotiates on the other side's turf, one should not be awed by the environment; otherwise, one may lose his or her best deal in the negotiation. Johnson (1993) also finds that a neutral site is ideal for negotiations because it can be agreeable and comfortable for both sides and advantageous to neither. "Our use of space (our own and others') can affect dramatically our ability to achieve certain desired

communication goals" (Knapp & Hall, 1997, p. 154). The above argument is strongly supported by the participants in this research.

71% of participants in this study who feel they have a greater advantage in the negotiation when that negotiation occurs on their own turf. 71% of the participants also feel more "comfortable" when they are negotiating on their own turf; 66% feel more "confident" when negotiating on their own turf; 59% of them feel that they "perform more effectively" when negotiating on their own turf. Moreover, 56% of participants feel a "greater challenge" when negotiating on the other's turf. 69% of participants believe that the person who designates the negotiation site has an advantage in negotiations, and 50% of participants regard the home site in negotiation as equivalent to a home team advantage in sports.

Physical Arrangement (seating and furniture arrangement)

Burgoon, Buller & Woodall (1996) have argued that humans are affected by their physical surroundings. Lewicki & Litterer (1985) state that furniture may be used to communicate status and power; furthermore they find that face to face seating arrangement creates competition and places the visitors at a significant disadvantage. In this case, the parties seek greater physical distance from one another. Sommer (1965) shows

that parties who are cooperatively disposed toward one another seem to prefer seating arrangements that are side by side. Knapp & Hall (1997) claim that leaders and dominant personalities tend to choose specific seats. Johnson (1993) says that choosing where to sit may help make a negotiator feel more confident. In addition, negotiators often vie for a "power" position and gravitate toward the most prominent seat.

In this category, the data show consistency with the theory about furniture arrangement mentioned above. 62% of participants report feeling calm when they negotiate in a room with paintings of countryside scenes on the walls. 74% of participants feel "more pleasant" when they sit at a table decorated with flowers, 60% of them feel more at ease when there are soft drinks on the table when they negotiate, and 56% think the arrangement of furniture should receive more attention from negotiators. 75% of the participants believe that seating arrangement should receive more attention from negotiators. In regards to a round table, 57% of participants believe a round table eases tension, 54% generally prefer round tables to square tables in negotiations, and 53% of them deem that a round-table seating arrangement makes an atmosphere more conducive for discussion. Also, 50% of the participants say that notebooks and pens neatly arranged on a large table encourage them to reach an agreement in a negotiation. A room equipped with a large

screen TV, CVR, and computer is deemed more professional when negotiating by 51% of participants.

Kinesic Messages

Even if one keeps silent, one is still conveying messages. Knapp & Hall (1997, p. 332) state: "The face may be the basis for judging another person's personality and that it can (and does) provide information other than one's emotional state." Hendon & Herbig (1996) find that in negotiation what is not said is, in many cases, more important than what is openly expressed by the parties involved because Knapp & Hall (1997) also find that how something is said is often more important than what is being said. In addition, Anderson (1993) suggests that people perceived as powerful shift their position occasionally, making themselves appear in charge. Burgoon, Buller & Woodall (1996) conclude that those who were more persuasive used more eye contact, longer gazes. Gaze has been shown to be a powerful influence on other people's willingness to help someone or to comply with a request. Hendon & Herbig (1996) deem that people may lean forward when they like what you are saying while seated, or they may sit back in their seats with crossed arms if they do not like the message.

The responses in the kinesic messages category show less consistency with the theory than the last two categories. However, 51% of the participants say that they move physically closer to emphasize the importance of their point in negotiations. In addition 66% believe that people who smile more get greater cooperation in negotiations. 49% of participants think that people who look straight into the other's eyes gain power in negotiations; and 44% of them believe that people who can tolerate silence longer have more power in negotiations. Finally, 44% of the participants lean back in their chairs as a gesture of encouragement to respond to their proposals.

Limitations and Suggestions for Future Research

Overall the validity of nonverbal theory is strengthened by the findings because all the agreed responses exceeded the "not important" level. However, the percentage is a little less than what researcher anticipated. The mean showed that the tendency is toward not certain (2.66, 2.77, and 2.74). It is not clear which nationalities, genders and age groups favored "important", "uncertain" and "not important". Future research will be needed to distinguish the differences among each demographic group. Since all the participants are experienced negotiators instead of a college population, the generalizability of the

research findings may be increased and broadly applied to business negotiations. However, another limitation of the study is that the sample (i.e., the subject pool) was too small. This made it difficult to distinguish the differences among each nationality, gender, and age group. The number of female participants was also too small. The questionnaires will need to be examined according to the different nationalities. The researcher may have obtained different results if she would have interviewed or observed the negotiators. Future research will need to focus on the responses from these dimensions. The high context culture and the low context culture may respond differently to the nonverbal message in negotiation.

APPENDIX A**INFORMED CONSENT FORM**

Title of Investigation: A Descriptive Study

Investigator (s): Chu Yun (楚云)

Date: _____

SILENT MESSAGES IN NEGOTIATION:**A DESCRIPTIVE STUDY OF NEGOTIATORS' PERCEPTIONS OF THE
ROLE OF NONVERBAL COMMUNICATION IN MULTI-NATIONAL
BUSINESS NEGOTIATIONS**

This is to certify that I, _____, hereby agree to participate as a volunteer in this scientific investigation (experiment, program, study) as an authorized part of the education and research program of the UTPA under the supervision of Dr. William F. Strong.

- The investigation and my part in the investigation have been defined and fully explained to me by _____, and I understand his/her explanation.

- I have been given an opportunity to ask whatever questions I may have had all such questions and inquiries have been answered to my satisfaction.
- I understand that I am free to deny my answers to specific items or questions in interviews or questionnaires.
- I understand that any data or answers to questions will remain confidential with regard to my identity.
- I FURTHER UNDERSTAND THAT I AM FREE TO WITHDRAW MY CONSENT AND TERMINATE MY PARTICIPATION AT ANY TIME.

Date

Date of Birth

Subject's Signature

I, the undersigned, have defined and fully explained the investigation to the above subject.

Date

Investigator's Signature

IF YOU HAVE ANY QUESTIONS, PLEASE CONTACT CHU YUN, THE INVESTIGATOR OF THIS RESEARCH AT (956) 381-3583 OR THE DIRECTOR OF THIS STUDY, DR. WILLIAM F. STRONG AT (956) 381-2886 IN THE COMMUNICATION DEPARTMENT AT THE UNIVERSITY OF TEXAS PAN-AMERICAN, EDINBURG, TEXAS, U. S. A.

APPENDIX B

Participant Request Form

Dear Sir/Madam,

I am doing research on the impact of nonverbal behavior on negotiations as a Master's thesis at The University of Texas-Pan American. The purpose of this study is to investigate the role of nonverbal communication within the realm of negotiating across culture, and to explore the relative significance of nonverbal communication in negotiation.

If you have cross-cultural negotiation experience, I would be exceptionally grateful if you would take part in this research. The attached negotiation survey should take approximately 10 to 20 minutes of your time. PLEASE reply, if at all possible, within TWO (2) weeks.

Your response on the Survey will be anonymous. After tabulation, all individual responses will be electronically discarded. Taking part in this research is completely voluntary. Your help is greatly appreciated.

If you want to know more about this research, you can contact me, personally: Chu Yun, Communication Department, UTPA, e-mail: <ychu@panam.edu>.

This project has been approved by UTPA. If you have questions about UTPA's rules for research, please contact: Dr. W. F. Strong, my thesis director: <wfstrong@panam.edu>, Communication Department, UTPA, Tel.: (956) 381-2886; FAX: (956) 381-2685.

Sincerely yours,

Chu Yun
Graduate Student
Communication Department
The University of Texas Pan-American

APPENDIX C

Demographic Profile of Participants (Table 1 – 2)

Sex (gender): (check one)	<input type="checkbox"/> Male <input type="checkbox"/> Female
Date of Birth	M _____ D _____ Y _____
Marital Status (check one)	1. <input type="checkbox"/> Single 2. <input type="checkbox"/> Married 3. <input type="checkbox"/> Separated 4. <input type="checkbox"/> Divorced 5. <input type="checkbox"/> Widowed 6. <input type="checkbox"/> Steady relationship 7. <input type="checkbox"/> Living together

Race/Ethnicity (check one)	1. <input type="checkbox"/> Asian 2. <input type="checkbox"/> White 3. <input type="checkbox"/> African American 4. <input type="checkbox"/> Hispanic 5. <input type="checkbox"/> Other, please specify: _____
Nationality (check one)	1. <input type="checkbox"/> Chinese 2. <input type="checkbox"/> British 3. <input type="checkbox"/> American 4. <input type="checkbox"/> German 5. <input type="checkbox"/> Italian 6. <input type="checkbox"/> French 7. <input type="checkbox"/> Canadian 8. <input type="checkbox"/> Mexican 9. <input type="checkbox"/> Other, please specify: _____

Demographic Profile of Participants (Table 2 - 2)

Educational Level (check one)	1. ____ High school or less 2. ____ 1-2 years college 3. ____ 3 years college 4. ____ 4 years of college 5. ____ M. A. 6. ____ Ph. D. or equivalent 7. ____ Other, please specify: _____
Occupation (check one)	1. ____ Businessperson 2. ____ Translator 3. ____ Professional Negotiator 4. ____ Teacher 5. ____ Consultant 6. ____ Other, please specify: _____
The Years of Being a Negotiator (check one)	1. ____ 2 years or less 2. ____ 4 years 3. ____ 6 years 4. ____ 8 years 5. ____ 10 years 6. ____ Other, please specify: _____
Approximate annual income (check one)	1. ____ under \$10,000 dollars 2. ____ \$11–20,000 dollars 3. ____ \$21–30,000 dollars 4. ____ over \$31,000 dollars

APPENDIX D

Negotiation Questionnaire in English

Instructions: Indicate by checking only one of the responses that best reflects your feeling on the following issues:

1. The arrangement of a "no nonsense" environment creates conflict.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
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2. The arrangement of a business like environment makes me adversarial.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
---------------------------	--------------	------------------	-----------------	------------------------------

3. I feel a sense of urgency when I negotiate in a room when the temperature is cold.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
---------------------------	--------------	------------------	-----------------	------------------------------

4. I feel stiff when I enter a room with a very thin carpet.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
---------------------------	--------------	------------------	-----------------	------------------------------

5. I feel more serious when I negotiate in a room without any decorations on the walls.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
---------------------------	--------------	------------------	-----------------	------------------------------

6. I feel more formal when I negotiate in a room with a blue or white colored wall paper.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
---------------------------	--------------	------------------	-----------------	------------------------------

7. I feel more professional when negotiating in a room equipped with a large screen TV, VCR, and computer.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
---------------------------	--------------	------------------	-----------------	------------------------------

8. Notebooks and pens neatly arranged on a large table encourage me to reach an agreement in a negotiation.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
---------------------------	--------------	------------------	-----------------	------------------------------

9. I feel more serious when sitting in a black leather chair when I negotiate.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
---------------------------	--------------	------------------	-----------------	------------------------------

10. When negotiating I feel a stronger sense of control when sitting in a chair with a high back.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
---------------------------	--------------	------------------	-----------------	------------------------------

11. An environment that reminds me of home helps make the negotiation less confrontational.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
---------------------------	--------------	------------------	-----------------	------------------------------

12. I feel comfortable when I negotiate in a room when the temperature is hot.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
---------------------------	--------------	------------------	-----------------	------------------------------

13. I feel friendly when I negotiate in a room with a thick carpet.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
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14. I feel calm when I negotiate in a room with paintings of countryside scenes on the walls.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
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15. I feel more pleasant when I sit at a table decorated with flowers.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
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16. When I negotiate I feel more at ease when there are soft drinks on the table.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
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17. I feel less pressured when I negotiate with cookies on the table.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
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18. When I negotiate I feel a lesser sense of urgency when sitting in a soft chair.

_____ Strongly Agree	_____ Agree	_____ Uncertain	_____ Disagree	_____ Strongly Disagree
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19. When I negotiate I feel casual sitting in a low backed chair.

_____ Strongly Agree	_____ Agree	_____ Uncertain	_____ Disagree	_____ Strongly Disagree
----------------------------	----------------	--------------------	-------------------	-------------------------------

20. I think the arrangement of furniture should receive more attention from negotiators.

_____ Strongly Agree	_____ Agree	_____ Uncertain	_____ Disagree	_____ Strongly Disagree
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21. I think the seating arrangement should receive more attention from negotiators.

_____ Strongly Agree	_____ Agree	_____ Uncertain	_____ Disagree	_____ Strongly Disagree
----------------------------	----------------	--------------------	-------------------	-------------------------------

22. I feel I have a greater advantage in the negotiation when that negotiation occurs on my own turf.

_____ Strongly Agree	_____ Agree	_____ Uncertain	_____ Disagree	_____ Strongly Disagree
----------------------------	----------------	--------------------	-------------------	-------------------------------

23. The person who designates the negotiation site has an advantage in negotiations.

_____ Strongly Agree	_____ Agree	_____ Uncertain	_____ Disagree	_____ Strongly Disagree
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24. The person who controls the site arrangement controls the negotiations.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
---------------------------	--------------	------------------	-----------------	------------------------------

25. I feel more comfortable when I am negotiating on my own turf.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
---------------------------	--------------	------------------	-----------------	------------------------------

26. I feel more confident when negotiating on my own turf.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
---------------------------	--------------	------------------	-----------------	------------------------------

27. I perform more effectively when negotiating on my own turf.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
---------------------------	--------------	------------------	-----------------	------------------------------

28. I feel a greater challenge when negotiating on the other's turf.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
---------------------------	--------------	------------------	-----------------	------------------------------

29. I feel an unfavorable impact when I am negotiating on the other's turf.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
---------------------------	--------------	------------------	-----------------	------------------------------

30. I feel excited when negotiating on the other's turf.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
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31. I perform more effectively when negotiating on the other's turf.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
---------------------------	--------------	------------------	-----------------	------------------------------

32. I believe controlling the seating arrangement is advantageous in negotiations.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
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33. The square table makes the negotiations more confrontational.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
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34. I believe a round table eases tension.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
---------------------------	--------------	------------------	-----------------	------------------------------

35. I generally prefer round tables to square tables in negotiations.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
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36. I believe that a round-table seating arrangement makes an atmosphere more conducive for discussion.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
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37. I move physically closer to emphasize the importance of my point in negotiations.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
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38. I lean back in the chair as a gesture of encouragement for a response to my proposals.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
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39. I lean back in the chair as a gesture of indifference to the other's proposals.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
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40. I find people who use fewer gestures seem to be more powerful.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
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41. I find people who smile less have more power in negotiation.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
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42. I believe that people who smile more get greater cooperation in negotiations.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
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43. I believe that people who can tolerate silence longer have more power in negotiations.

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
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44. I believe that people who look straight into the other's eyes gain power in negotiations.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
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45. The home site in negotiation is equivalent to home team advantage in sports.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
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46. Whoever designates the negotiation site has more power in the negotiations.

<u>Strongly Agree</u>	<u>Agree</u>	<u>Uncertain</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
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Again, thank you VERY much for your time and effort in completing this questionnaire. Please return the questionnaire.

APPENDIX E

Participant Request Form in Chinese

尊敬的先生/女士:

您好!

我现在正在做一项有关非语言行为在谈判中的影响的研究, 这项研究是为我在美国泛美大学的硕士学位论文而做的。研究的目的是调查非语言交流在跨文化谈判领域的作用, 并力图探索非语言交流在跨文化谈判中的有关重要性。

假如你有跨文化谈判经历并愿意参加这项研究, 我将非常高兴地邀请您参加调查并非常感谢您的参与。信后所附的调查表将只花您十到二十分钟的时间, 如果可能, 敬请您在两周(2)内回答完这些问题。

您的答案将是匿名或不记名的。纳入表格后, 所有这些答案将自动被删除。参加这项调查将完全是自愿的。我无限感激您的参与和帮助。

如果您想对这项研究有更多地了解, 您可以亲自和我联系, 我的联系地址是: 美国泛美大学, 语言传播系, 楚云; 电子邮件地址是: ychu@panam.edu。

这个项目已经被美国泛美大学批准。如果您对美国泛美大学研究条例有任何疑问, 请和我的论文导师: 威廉·弗雷德里克·斯特朗博士(Dr. W. F. Strong)联系。他的电子邮件地址是: wfststrong@panam.edu, 美国泛美大学, 语言传播系, 电话号码是: 001-956-381-2886; 传真机号码是: 001-956-381-2685。

此致

敬礼!

美国泛美大学
语言传播系 楚云
硕士研究生:

一九九八年十二月三日

APPENDIX F

Demographic Profile of Participants in Chinese**个人数据 (表 1 - 2)**

性别 (只选一个)	<input type="checkbox"/> 男 <input type="checkbox"/> 女
生日	年____月____日____
婚姻状况 (只选一个)	1. <input type="checkbox"/> 单身 2. <input type="checkbox"/> 已婚 3. <input type="checkbox"/> 分居 4. <input type="checkbox"/> 离婚 5. <input type="checkbox"/> 寡妇 6. <input type="checkbox"/> 稳定关系 7. <input type="checkbox"/> 同居
血统 (只选一个)	1. <input type="checkbox"/> 亚洲人 2. <input type="checkbox"/> 白人 3. <input type="checkbox"/> 美洲人 4. <input type="checkbox"/> 西班牙裔 5. <input type="checkbox"/> 其它, 请指出: _____

国籍 (只选一个)	<ol style="list-style-type: none">1. _____ 中国人2. _____ 英国人3. _____ 美国人4. _____ 德国人5. _____ 意大利人6. _____ 法国人7. _____ 加拿大人8. _____ 墨西哥人9. _____ 其它, 请指出: _____
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个人数据 (表 2-2)

教育水平 (只选一个)	1. ____ 高中或更低 2. ____ 一至二年中专 3. ____ 三年大专 4. ____ 四年大学 5. ____ 硕士学位 6. ____ 博士学位或相等学历
职业 (只选一个)	1. ____ 商人 2. ____ 翻译 3. ____ 职业谈判人员 4. ____ 教师 5. ____ 咨询人员 6. ____ 其它, 请指出: _____
开始做谈判人员的年限 (只选一个)	1. ____ 二年或更少 2. ____ 四年 3. ____ 六年 4. ____ 八年 5. ____ 十年 6. ____ 其它, 请指出: _____
大概年收入 (只选一个)	1. ____ 10,000 美圆以下 2. ____ 10-20,000 美圆 3. ____ 20-30,000 美圆 4. ____ 多于 30,000 美圆, 5. ____ 其它, 请指出: _____

APPENDIX G

Negotiation Questionnaire in Chinese**谈判调查表**

题示：只指出下列陈述中的其中一个能最好反映你的感觉的答案。

1. 不随便的环境安排制造冲突。

特别同意 同意 不能肯定 不同意 特别不同意

2. 象商业性的环境安排使我感觉紧迫感。

特别同意 同意 不能肯定 不同意 特别不同意

3. 我感觉有紧迫感，当我在一个温度较为冷的房间里谈判。

特别同意 同意 不能肯定 不同意 特别不同意

4. 当我走进一个有薄地毯的房间，我感觉较僵硬。

特别同意 同意 不能肯定 不同意 特别不同意

5. 当我在一个墙上没有任何装饰的房间里谈判，我感觉较严肃。

特别同意 同意 不能肯定 不同意 特别不同意

6. 当我在一个有蓝色或白色墙纸的房间里谈判，我感觉较为正规。

特别同意 同意 不能肯定 不同意 特别不同意

7. 当我在一个拥有大屏幕电视机，录像机，和计算机的房间里谈判，
我感觉较为职业化。

特别同意 同意 不能肯定 不同意 特别不同意

8. 大桌子上整齐地摆放着的笔记本和笔促使我在谈判中去达成一个协议。

特别同意 同意 不能肯定 不同意 特别不同意

9. 当我坐在一个黑色的皮椅子里谈判的时候，我感觉较为严肃。

特别同意 同意 不能肯定 不同意 特别不同意

10. 当我坐在一个高背椅子里谈判的时候，我感觉有控制力。

特别同意 同意 不能肯定 不同意 特别不同意

11. 使我能想起家的布置能帮助我在谈判中少冲突。

特别同意 同意 不能肯定 不同意 特别不同意

12. 当在一个温度较为暖和的房间里谈判，我感觉较为舒服。

特别同意 同意 不能肯定 不同意 特别不同意

13. 当在一个有厚地毯的房间里谈判，我感觉友好。

特别同意 同意 不能肯定 不同意 特别不同意

14. 当在一个墙上有农村风景画的房间里谈判，我感觉平静。

特别同意 同意 不能肯定 不同意 特别不同意

15. 当我坐在一个上面有花的桌子前谈判，我感觉较为愉快。

特别同意 同意 不能肯定 不同意 特别不同意

16. 谈判时，当桌上有软饮料时，我感觉轻松。

特别同意 同意 不能肯定 不同意 特别不同意

17. 谈判时，当桌上有饼干时，我感觉压力小些。

特别同意 同意 不能肯定 不同意 特别不同意

18. 当坐在一张软椅子上谈判时，我感觉不紧迫。

特别同意 同意 不能肯定 不同意 特别不同意

19. 谈判时坐在低背椅子上，我感觉较为随便。

特别同意 同意 不能肯定 不同意 特别不同意

20. 我认为家具的布置应该受到谈判者较多的重视。

特别同意 同意 不能肯定 不同意 特别不同意

21. 我认为座位的安排应该受到谈判者较多的重视。

特别同意 同意 不能肯定 不同意 特别不同意

22. 当谈判在我自己的地盘上举行时，我感到我有较大的优势。

特别同意 同意 不能肯定 不同意 特别不同意

23. 指定谈判地点的人在谈判中有优势。

特别同意 同意 不能肯定 不同意 特别不同意

24. 控制谈判地点安排的人能控制谈判。

特别同意 同意 不能肯定 不同意 特别不同意

25. 当我在自己的地盘上谈判时，我感到较为舒服。

特别同意 同意 不能肯定 不同意 特别不同意

26. 当我在自己的地盘上谈判时，我感到较为自信。

特别同意 同意 不能肯定 不同意 特别不同意

27. 当我在自己的地盘上谈判时，我能有效地谈判。

特别同意 同意 不能肯定 不同意 特别不同意

28. 当我在他人的地盘上谈判时，我感到挑战性较大。

特别同意 同意 不能肯定 不同意 特别不同意

29. 当我在他人的地盘上谈判时，我感到不利的影晌较大。

特别同意 同意 不能肯定 不同意 特别不同意

30. 当我在他人的地盘上谈判时，我感到较为激动。

特别同意 同意 不能肯定 不同意 特别不同意

31. 当我在他人的地盘上谈判时，我能有效地谈判。

特别同意 同意 不能肯定 不同意 特别不同意

32. 我认为在谈判中控制座位的安排是一个优势。

特别同意 同意 不能肯定 不同意 特别不同意

33. 方桌在谈判能造成较多地冲突。

特别同意 同意 不能肯定 不同意 特别不同意

34. 我认为圆桌能抑制紧张。

特别同意 同意 不能肯定 不同意 特别不同意

35. 在谈判中，总的来说我喜欢圆桌而不喜欢方桌。

特别同意 同意 不能肯定 不同意 特别不同意

36. 我认为圆桌的位置布置在讨论中能制造出较为有建设性的气氛。

特别同意 同意 不能肯定 不同意 特别不同意

37. 在谈判中，我往前移动身体是为了强调我的观点的重要性。

特别同意 同意 不能肯定 不同意 特别不同意

38. 我向后靠在椅子背上鼓励对我的建议有所反应的一个姿势。

特别同意 同意 不能肯定 不同意 特别不同意

39. 我向后靠在椅子背上冷淡其他人的建议的一个姿势。

特别同意 同意 不能肯定 不同意 特别不同意

40. 我发现姿势少的人似乎更强大。

特别同意 同意 不能肯定 不同意 特别不同意

41. 我发现笑的少的人在谈判中较强大。

特别同意 同意 不能肯定 不同意 特别不同意

42. 我认为笑的多的人在谈判中能得到较大的合作。

特别同意 同意 不能肯定 不同意 特别不同意

43. 我认为能经得住沉默较长时间的人在谈判中较强大。

特别同意 同意 不能肯定 不同意 特别不同意

44. 我认为在谈判中能直直地看入其他人眼睛的人得到权力。

特别同意 同意 不能肯定 不同意 特别不同意

45. 谈判中主谈判方的场地等于在比赛中占主场之利。

特别同意 同意 不能肯定 不同意 特别不同意

46. 无论谁指定谈判地点，谁就在谈判中拥有更多的优势。

特别同意 同意 不能肯定 不同意 特别不同意

再一次的感谢你的时间和帮助，来完成这个调查表。请把调查表交回发表人，谢谢！

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