



Title                    Relational Management in British-Chinese  
Business Interactions

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**RELATIONAL MANAGEMENT IN  
BRITISH-CHINESE BUSINESS INTERACTIONS**

by

**Jianyu Xing**

**A thesis**

**Submitted to**

**The University of Luton**

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# **Relational Management**

## **In British-Chinese Business Interactions**

This dissertation sets out to investigate the management of relationships in British-Chinese business settings. Whilst set in the frameworks of politeness theory and accommodation theory, this dissertation studies the management of relationships in British-Chinese business interactions from a more comprehensive perspective. It examines the sociocultural as well as the communicative behaviour of the interactions between British and Chinese business people, to explore how relationship issues were handled and how communicative as well as cultural/sociocultural strategies affected the management of relationships.

This work is based primarily on research conducted in Britain during November-December 1996, June 1997, and November 1997, when three Chinese delegations were visiting a local engineering company in the southeast of England. For the purpose of this study, three kinds of data were collected: 1) video recordings of authentic meetings between British business people and their Chinese clients (including training sessions); 2) comments from subsequent interviews and playback sessions held with the British and Chinese participants; 3) field notes.

This study has shown that a variety of aspects can be held accountable for the management of relationships in intercultural settings. On a macro level, linguistic features alone can not

adequately explain the process of negotiating relationships in formal intercultural settings, it also involves the non-linguistic perspective.

From a linguistic perspective, attending to face needs is not the sole agent for relational management. Accommodation and respect for sociality rights also play an important part in it.

The thesis attempts to distinguish the self-claimed face (self-image) and the perceived face (public self-image) and explore their respective functions in the management of relationships. The research also claims that group face is more likely to surface in group-versus-group, individual (group identity marked)-versus-group, or individual (group identity marked)-versus-individual (group identity marked or unmarked) settings.

This study also argues that communication accommodation theory should incorporate convergence, maintenance or divergence along the line of culture specific behaviour. It proposes a new conceptualisation of CAT that should involve both speech and non-speech accommodative features.

This study shows that a wider range of perspectives are needed in order to investigate intercultural communication.

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without which I could never have completed my thesis. Her academic excellence and her rigorous academic approach have been an inspiration.

Needless to say, however, any errors that remain in the thesis were made by me alone, and I am solely responsible for them.

Jiayu Xing

The University of Luton

May 2002

## **DECLARATION**

I declare that this dissertation is my own unaided work. It is being submitted in partial fulfilment of the degree of Doctor of Philosophy at the University of Luton. It has not been submitted before for any degree or examination in any other University.

Jianyu Xing

May 2002



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# Chapter 1 Introduction

## 1.0 Overview

This study investigates relational management issues in interactions between British and Chinese business people, during the latter's visits to their supplier in Britain. It aims to examine how the two sides, the British in particular, handled relationship issues in the interactions.

Relational management in this study refers to the use of both positive and negative strategies to manage relationship issues. Positive strategies are those employed to maintain and/or to create good and positive feelings, such as friendliness, cooperativeness, harmony, and solidarity, and to mitigate or avoid "harsh" and negative feelings, such as conflict and confrontation, embarrassment, offence etc. (cf. Tsuruta's "discomfiture". Tsuruta, 1998). This has much in common with "rapport management" (Spencer-Oatey, 2000) and "face management". Negative strategies refer to those used to manage "desired" relationships, such as in the case of deliberately offending or distancing the other party, or in conflict situations.

Relational management has much in common with "rapport management" (Spencer-Oatey, 2000) and "face management". However, whereas these notions mainly focus on the speech element of interaction, this concept also includes general context-related behaviour relevant to relational management. It is conceptualised as involving complicated negotiations of relationships,

as including what is termed as phatic communion (Malinowski, 1923), small talk, or relational talk, discourse, procedural and participation features, as well as accommodation behaviour and other aspects of the interactions under investigation, such as the arrangements of the events. Relational management in this study also involves the possible overall and sometimes long-term effects of these aspects on business relationships.

### **1.1 Approaches to Business Discourse**

Business discourse can be analysed from various perspectives. One perspective is that of workplace (institutional) discourse and the construction of professional/social identities (e.g. Sarangi and Roberts, 1999; Holmes et. al., 1999). This approach is primarily concerned with the construction or (re)negotiation of identity in workplace such as healthcare, legal and educational settings. Sarangi and Roberts claim that "speakers constantly make choices from linguistic levels, such as phonetic, syntactic, lexical, pragmatic, and paralinguistic." And these linguistic choices depend on "the speaker's ongoing assessment of the relative weight of a wide range of social factors such as the formality of the setting, the nature of the topic, and the role relationships involved. In this way, each utterance contributes to the social and personal construction." (Sarangi and Roberts, 1999: 61)

-Another perspective is comparison of communicative styles, performance of speech acts, and discourse organisation. Bilbow (1997), for example, in his study on spoken discourse in the multicultural workplace in Hong Kong, has found that Chinese interactants used less speech, performed fewer suggesting speech acts, and tended not to use extremely direct strategies. Young's

(1982) research on discourse structures also reveals that the topic-comment structure (as opposed to the subject-predicate structure of English and other European languages) used by Chinese interactants (and speakers of other Asian languages) was perceived to be less persuasive, less aggressive and direct.

. Marriot's (1990) research focuses on the success of meetings through examining interactants' application of different communicative and sociocultural norms in a negotiation between an Australian businessman and a senior Japanese business representative of a large Japanese company. Her study reveals that norm disparity led to both participants' negative evaluation of the other's presentation and organisation of content.

\* Study on goals in meeting management is another perspective to business discourse. Yamada (1997) has demonstrated that the Americans and the Japanese in her study organised their communication differently because of different goals in meeting management. Yamada's research on American and Japanese meeting organisation reveals that "the American goal" is to manage business tasks at hand, whereas the Japanese goal is to manage the ongoing relationship among colleagues" (Yamada, 1997: 117). The task-driven American meetings are normally organised in the order of "done deals to complicated deals" and follow the "present, past, future" sequence, whereas the relationship-driven Japanese meetings are usually featured with "nontask sounding".

The focus of this study, however, is on the relationship aspects of meetings. This is, first of all, because of the importance attached to effective management of relationships in Chinese context (see 1.3 for further discussion). Secondly, the nature of the data, with very little input from the Chinese participants, precludes any detailed focus on discourse strategies and comparison of

communicative styles.

The theoretical foundations of the study are the relational function of language use, face and politeness theory, rapport management, and communication accommodation theory. In the next section, I will briefly discuss some of the relevant theoretical concepts, and the relevance of these theories to this study. †

## **1.2 Communication and Relational Management**

### **1.2.1 Functions of Language**

Human communication involves the transmission of information. Many linguists argue that information comprises two kinds. They term the first kind as "factual or propositional" information, and the other as "social" information. Hence communication involves the transmission of both factual and social information.

Watzlawick et al. (1967) for example, have proposed that all language has a *content* component and a *relationship* component. Goffman (1972) also maintains that communication has both an *information* function and a *relationship* function, that is, when we communicate, we do not only communicate some amount of information, we also indicate our current expectancies about the relationship between participants.

Penman (1990) maintains that the communication process serves a "dual purpose or *function*". She distinguishes the two functions as an "activity-oriented function and a relation-oriented function". She claims that the former focuses on "(a) the task to be accomplished, (b) the problematic concerns of the participants, and/or (c) the expansion of alternatives available to the

participants"; while the latter on "(a) defining, (b) maintaining, and/or (c) redefining the ongoing relationship" (Penman, 1990: 18)

Brown and Yule (1983) describe the two main functions of language as *transactional* and *interactional* respectively. The former refers to the "content" function of language use, while the latter refers to the function that involves expressing social relations and personal attitudes. They suggest that discourse is either primarily transactional in focus, or primarily interactional in focus, and that the goals of these two main types of discourse are different. The goal of transactional language is the efficient transmission of information, whereas the goal of interactional speech is to establish and maintain social relationships.

### **1.2.2 Politeness Theory**

Brown and Levinson's (1987) politeness theory (see Chapter 2 for further discussion) has opened up a different angle to relationship management. Their study focuses on the face wants of interactants. They claim that "... face is something that is emotionally invested, and that can be lost, maintained, or enhanced, and must be constantly attended to in interaction" (Brown and Levinson, 1987: 61). They believe that "patterns of message construction, or 'ways of putting things', or simply language usage, are part of the very stuff that social relationships are made of (or, as some would prefer, crucial parts of the expressions of social relations)" (Brown and Levinson, 1987: 55). They claim that attending to each other's face (positive face and negative face) is crucial in negotiating, maintaining, and building up relationships between interactants. However, though their politeness theory is of particular importance to the management of interpersonal relationships,

their politeness strategies focus on speech acts.

### **1.2.3 Communication Accommodation Theory**

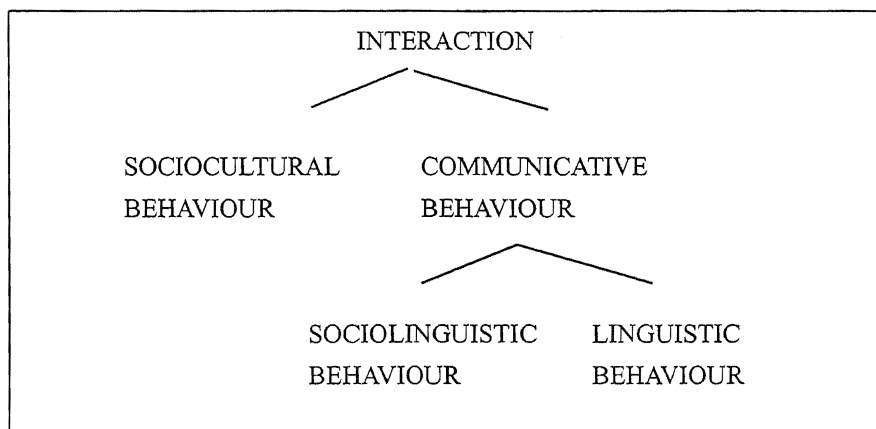
Communication accommodation theory (CAT) (after Giles et al., 1987; Coupland et al., 1988) lends insight into relational management from another perspective. CAT claims that speech partners may move closer to each other's speech style (convergence), maintain their own speech style (maintenance), or move away from each other's speech style (divergence). Convergence signals "closeness", or the desire to be close, whereas maintenance and divergence indicate "distance", or the desire to be distinctive (see Chapter 2 for further discussion.). CAT's recent development has incorporated attunement to "addressee foci". These attuning strategies involve attending to the other's communicative performance, interpretive competence, conversational needs, and role relations. For example, CAT claims that interpretability strategies are used to modify the complexity of speech (e.g., by decreasing diversity of vocabulary, or simplifying syntax), increase clarity (by changing pitch, loudness, and/or tempo), and/or by influencing the selection of conversational topics (by staying in "familiar areas" for the other). Use of these strategies can increase interpersonal attractiveness, gain social approval, and achieve clearer or smoother communication. Thus communication accommodation/non-accommodation plays a significant role in relational management.

### **1.2.4 Other Aspects Affecting Relational Management**

Despite the relevance of the theoretical frameworks discussed above, most of them nevertheless

focus primarily on purely linguistic features, such as the performance of speech acts. Whereas it is true that the management of relations is mainly achieved through verbal or speech communication, it may indisputably be affected by certain other aspects of the interaction.

Recent theories on communication have in fact broadened the scope of human interaction. Whereas the linguistic concepts discussed above conventionally refer to the speech element of the interaction, new theories have expanded to include other aspects of the interaction, such as sociocultural behaviour. One example is Neustupny's (1989) model of interaction, as exemplified in his framework below:



*Figure 1: Neustupny's Model of Interaction*  
Neustupny, 1989

Neustupny's model of interaction includes sociocultural behaviour as well as communicative behaviour in human interactions. Following Neustupny (1989), this study sets out to investigate relational management issues from a more comprehensive perspective. It will examine both the sociocultural and the communicative behaviour of the interactions between British and Chinese business people, to produce a fuller picture of how relationship issues were handled and how

communicative as well as cultural/sociocultural strategies affected the management of relations.

### **1.3 Aims of the Study**

Through my review of the literature and from my initial analysis of the data, I have found that no single approach includes all the concepts and perspectives found to be useful in analysing relational management issues in British-Chinese business settings. In the light of the theoretical frameworks and/or strategies espoused within politeness theory, rapport management and communication accommodation theory, and based on the work of other researchers, this study sets out to investigate various aspects that are believed to be relevant to relational management in British-Chinese business meetings, or generally, in intercultural business settings. The proposed areas of investigation include face and politeness issues, event arrangements, procedural aspects, discourse and participation features, relational talk, and accommodation behaviour.

The goals and aims of this study are:

- 1) To analyse the data from a "face" perspective (both Chinese and British), to examine the concept of face in intercultural business meetings, and to explore the adequacy of current conceptualisations of face;
- 2) To identify from the data the factors that have the most significant impact on relational management, and to develop multiple theoretical perspectives for accounting most satisfactorily for relationship management issues in intercultural discourse;
- 3) Working from the data, to identify a taxonomy of strategies for managing relations in



selected domains (see Section 5 for an explanation of these domains);

- 4) To identify a theoretical link between politeness theory (Brown and Levinson, 1978/1987) and communication accommodation theory (after Giles et al., 1987; Coupland et al., 1988).

Though this study draws on many of the concepts within politeness theory (Brown and Levinson, 1987) and communication accommodation theory (after Giles et al., 1987; Coupland et al., 1988), it moves beyond the analysis of face-threatening acts (Brown and Levinson, 1987) to include other facets of rapport management, to develop a framework suitable for my own analysis, and for the analysis of relational management in British-Chinese business settings, or, generally, in intercultural business settings.

#### **1.4 Significance of Current Study**

As many linguists have quite rightly pointed out, the management of social relations and the expression of social/interpersonal solidarity is an important function of language use. In intercultural communication, relational management is an even greater issue, because of the many differences in a number of aspects. In intercultural business settings, however, the management of relations is all the more important, as success or failure in this aspect can be crucial to the business of a company.

Although research on politeness theory has been ongoing for some twenty years, most of it has been focused on the development of theoretical models, primarily in relation to specific speech

acts, which are typically studied in isolation, in other words, divorced from their full contextual use. A review of the literature shows that most research within the field of politeness theory has focused on politeness phenomenon in a particular language (Chinese politeness, see Gu, 1990/Mao, 1992, 1994/Zhan, 1992; Japanese politeness, see Matsumoto, 1988), on linguistic strategies for managing politeness (for example, Brown and Levinson, 1978, 1987), the association between politeness and linguistic forms, politeness ratings, choice of linguistic strategies and variables such as age, gender, power, familiarity, etc., and the realisation of particular speech acts, such as requests and apologies (Leech, 1983; Blum-Kulka and Olshtain, 1984; Brown and Levinson, 1987), or honorifics (Matsumoto, 1989). Within communication accommodation theory, much investigation has been carried out into speech rate and compliance (Giles, 1980; Giles et al., 1987; Street, 1982; Street and Brady, 1982; Street and Giles, 1982; Buller and Aune, 1988/1992).

Investigation into politeness phenomena in real-life situations has relatively been weak, especially in intercultural settings. A literature search has indicated that little research has been carried out into politeness in terms of relational management in such settings, let alone British-Chinese business settings. Virtually no research has been carried out into this topic from a broader sense of interaction. This study aims, hopefully, to a certain extent, to fill the gap, both from the point of view of developing a broader analytic framework and from the point of view of collecting authentic intercultural data.

Interactions in British-Chinese business settings are of particular interest. Firstly, the Chinese culture is a dominant Oriental culture, one that is very different from British culture or any other western culture. The Chinese are believed to hold specific concepts of face and relationships

(*guanxi* in Chinese). It has been noted that the Chinese culture is one where cooperation, harmony and face, relationships and protocol are priorities, and that face and relation considerations are an essential part of the culture. They are claimed to play a key role in the management of social and interpersonal relations. Numerous studies have focused on this (see Shenkar and Ronen, 1987; McGuinness et al., 1991). It has been noted that Chinese are most concerned with preserving face (of self and/or other), maintaining harmony and building relationships in their interaction. Bond (1991), for example, notes that

"The overriding issue with Chinese is maintaining smooth relationships, finding one's way as harmoniously as possible through a potentially contentious interpersonal world."

Bond, 1991: 59

Chinese are also noted for avoiding conflict and confrontation in interaction for the management of relations. Bond claims that "Chinese believe that the initiation of any kind of dispute is an invitation to chaos. In consequence they will avoid direct confrontation if possible, and arrange it indirectly if necessary" (1991: 65-66). Wolfson and Norden (1984) also observe that when dealing with conflictful situations, collectivists like Chinese will generally adopt a more pleasant demeanour and will be more concerned with maintaining social harmony and saving face. Since face, harmony and relations are the paramount considerations of Chinese in communication, it is thus of significance to investigate how the British and the Chinese manage face and relationships in the interactions.

On the other hand, Westerners, from different cultural backgrounds and not familiar with Oriental cultures, are thought to have different conceptions of face and relationships. Are the

differences recognised and accommodated in West-East interactions? There is little research done on the interactional features in British-Chinese business settings, especially on relational management in such settings.

Secondly, the Chinese economy has been booming since the "open door" policy was initiated. It has already been predicted that China will be an economic superpower of the twenty-first century. In a culture where relationships really matter, totally ignoring this issue could mean loss of business interests. From a business perspective, though British investment in China ranks the highest in the EU<sup>1</sup>, its export to China is disappointingly poor. In Campbell et al.'s (1988) investigation into the export performance of a number of EU countries (and Japan), their survey on Chinese perceptions of foreign suppliers found that Chinese business people rated British business people very low in terms of ability to form good relationships<sup>2</sup>, especially in comparison with German, Italian, Swiss and Japanese business people (see also Campbell et al., 1991). On an anecdotal level, there have been numerous stories about the difficulties, the "misunderstandings" and the bewilderment in interaction between the British and the Chinese (e.g., Tucker, 2000). Thus it is of significance to study how the two sides interact, investigate how relations are managed, identify the problems, if any and locate where they arise. The focus of this study is to

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<sup>1</sup> According to China's Ministry of Foreign Trade and Economic Cooperation (MOFTEC) statistics, British real investment in China in 2000 amounted to USD1.15 billion. Trade between the two countries amounted to USD9.9 billion, of which China's export to and import from Britain accounted for 6.31 billion and 3.59 billion respectively. In contrast, Germany's investment in China in 2000 amounted to USD1.04 billion. In terms of trade between the two sides, the total volume reached USD19.69 billion, of which China's export to and import from Germany accounted for 9.28 billion and 10.41 billion respectively.

<sup>2</sup> The investigation into Chinese perceptions of foreign suppliers in terms of Price, Quality, Commitment, Flexibility, After Sales, Relationships, and Financing found that British companies were rated low on Commitment, Flexibility, After Sales, Relationships, and Financing, with Relationships and Financing rated the lowest.

investigate how the British side appreciated or failed to appreciate and accommodated or failed to accommodate to the differences between the two cultures, and how the Chinese side perceived the accommodation or lack of it.

## **1.5 Data Collection**

For the purpose of this study, the primary data were collected at a locally based British engineering company. The data corpus comprised video recordings of authentic meetings between the British company and their Chinese clients on three promotional visits to Britain, follow-up interviews and playback sessions held with both British and Chinese participants, and field notes. Questionnaires were also used to get the British and the Chinese participants' perceptions of each other. The data were collected during three periods: November -- December 1996, June 1997, and November 1997.

## **1.6 Structure: The Chapters**

The rest of my dissertation is structured as follows:

Chapter Two reviews the literature relevant to relational management, and focuses on politeness theory (Brown and Levinson, 1987), small talk, and communication accommodation theory (CAT) (Giles et al., 1987; Coupland et al., 1988). It argues that these three theoretical approaches each provide valuable insights relevant to relational management.

Chapter Three explains the research procedure. It offers background information relating to data collection, and explains how data were handled. It also outlines the problems encountered

during data collection, and discusses factors that may have affected the data and the analysis. The second half of the chapter is dedicated to the analytic approach of the study.

Chapter Four (Parts One, Two and Three) focuses on the face sensitive issues that arose during each of the three visits. It describes relevant background information relating to the visits, recounts what happened in the meetings and training sessions, and describes various discourse and participation features of the interactions. It discusses the possible effects of all of these factors on relational management.

Chapter Five analyses in detail Sociality Management issues, the positive relationship enhancing devices employed in the meetings and training sessions. It investigates two major features of Sociality Management, namely, Relational Talk and CAT features (speech rate), and discusses the possible effects thereof on relational management.

Chapter Six discusses the analyses given in Chapters Four and Five, and explores the various factors that may have affected use of relational management strategies in the interactions, including Rapport Orientation, Participant Role, Personal Factors, Interactional Goals, and other variables such as Power and Distance, and Cost and Benefit. The Chinese delegation members' perceptions are also discussed.

Chapter Seven discusses the implications of the study, reviewing the study's purpose, discussing the study's limitations, and noting implications for British-Chinese business meetings. Directions for future research are also discussed.

## **Chapter 2 Theoretical Foundations**

### **2.0 Overview**

This chapter reviews several theoretical frameworks relevant to relational management: politeness theory, small talk, and communication accommodation theory. None of them on their own is adequate for exploring and analysing the ways in which relationships are managed in the data, but together they can provide rich insights.

The chapter begins with a review of some definitions of politeness, followed by a discussion of different approaches to politeness theory, including the Social-Norm View, the Conversational-Maxim View, the Face-Saving View, and the Conversational-Contract View.

Brown and Levinson's (1987) politeness strategies are then discussed in detail. I examine face and face-want as a factor in interaction, and relate face and face-wants and Brown and Levinson's politeness strategies to relational management in interaction.

Next I consider Chinese notions of face and relationships, followed by Spencer-Oatey's conceptualisations of face management and sociality rights management.

The second main section of the chapter discusses relational talk and its role in relational management, including phatic communion and small talk.

The third main section of the chapter reviews communication accommodation theory (CAT).

after Giles et al., 1987; Coupland et al., 1988), and in particular, discusses CAT's attuning strategies in relation to relational management.

The final section relates these various perspectives to the focus of my research.

## 2.1 Politeness Theory

### 2.1.1 Politeness: Some Definitions

Politeness has been defined in a variety of ways, and the following are some of these definitions:

[The function of the PP (the Politeness Principle) is] "*to maintain the social equilibrium and the friendly relations* which enable us to assume that our interlocutors are being co-operative in the first place."

Leech, 1983: 82 (Emphasis added)

"... politeness, like formal diplomatic protocol (for which it must surely be the model), presupposes that potential for aggression as it seeks to *disarm it, and makes possible communication between potentially aggressive parties.*"

Brown and Levinson, 1987: 1 (Emphasis added)

"Politeness can be defined as a means of *minimizing confrontation* in discourse -- both the possibility of confrontation occurring at all, and the possibility that a confrontation will be perceived as threatening."

Lakoff, 1989: 102 (Emphasis added)

These definitions clearly show that the main function of politeness in communication is to avoid or minimise conflict or confrontation, and establish and/or maintain positive relations. As politeness has a lot to do with the management of relations, I will next review the linguistic approaches to politeness.



### 2.1.2 Approaches to Politeness

A search of the literature on politeness shows different approaches to politeness have been adopted. The dominant ones, as summarised by Fraser (1990), include the Social-Norm View, the Conversational-Maxim View, the Face-Saving View, and the Conversational-Contract View. This section reviews these approaches.

#### 2.1.2.1 The Social-Norm View

The social-norm view is a prescriptive view of politeness. This view focuses on the "polite behaviours" recognised within a certain society. Certain behaviours are considered as "good manners" (and hence polite), while certain others are regarded as "bad manners" (and hence impolite). The rules for good manners are normally found in etiquette books, which lay down what to do and how to do it. Locke's *Ladies' Book of Etiquette and Manual of Politeness*, widely quoted by many linguists in the field of politeness theory, is an example of this. The following are typical examples of good manners:

"... avoid topics which may be supposed to have any direct reference to events or circumstances which may be painful."

"[in the event a lady unintentionally raises a troublesome subject, she is instructed that] in that case, do not stop abruptly, when you perceive that it causes pain, and above all, do not make the matter worse by apologizing; turn to another subject as soon as possible, and pay no attention to the agitation your unfortunate remark may have excited."

Locke, 1872, cited by Fraser, 1990: 220

Contributing to this view is the Chinese classic *Li Chi (Book of Rituals)*, which offers

recommendations regarding acceptable social behaviours. For example:

"When he is following his teacher, he should not quit the road to speak with another person. When he meets his teacher on the road, he should hasten forward to him, and stand with his hands joined across his breast. If the teacher speaks to him, he will answer; if he does not, he will retire with hasty steps."

(Legge, 1967: 70, cited by Scollon and Scollon, 1994: 145)

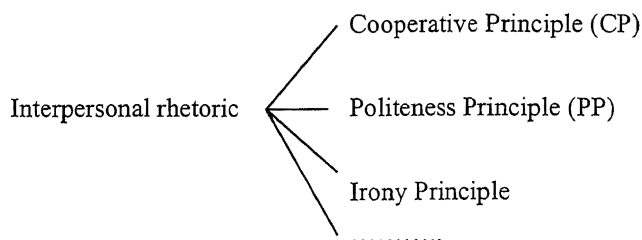
"If the host have [has?] not put some question, the visitor should not begin the conversation."

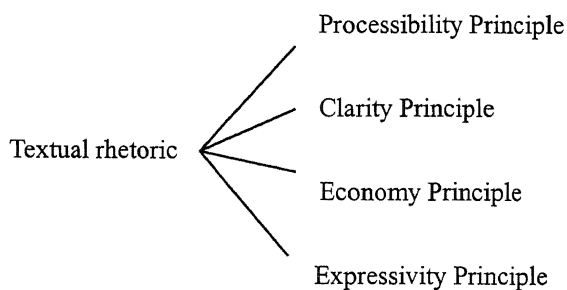
(Legge, 1967: 74, cited by Scollon and Scollon, 1994: 145)

Such books, no doubt, advocate or prescribe what is appropriate or polite behaviour, and discourage what is inappropriate or impolite behaviour. This view of politeness, as the term suggests, is a more general, more "social" conceptualisation of politeness.

#### 2.1.2.2 The Conversational-Maxim View: Leech

Leech (1983) argues that some illocutions, such as orders, are "inherently polite", while others are inherently impolite. Leech distinguishes two rhetorics, the interpersonal and the textual.





Based on Leech, 1983: 16

Leech assigns a set of principles to each of these rhetorics, and argues that a set of maxims underlie each principle, with Grice's (1967/1975) maxims incorporated as submaxims. Leech proposes six Politeness Principle maxims:

- (I) TACT MAXIM (in impositives and commissives)
  - (a) Minimize cost to *other* [(b) Maximize benefit to *other*]
- (II) GENEROSITY MAXIM (in impositives and commissives)
  - (a) Minimize benefit to *self* [(b) Maximize cost to *self*]
- (III) APPROBATION MAXIM (in expressives and assertives)
  - (a) Minimize dispraise of *other* [(b) Maximize praise of *other*]
- (IV) MODESTY MAXIM (in expressives and assertives)
  - (a) Minimize praise of *self* [(b) Maximize dispraise of *self*]
- (V) AGREEMENT MAXIM (in assertives)
  - (a) Minimize disagreement between *self* and *other* [(b) Maximize agreement between *self* and *other*]
- (VI) SYMPATHY MAXIM (in assertives)
  - (a) Minimize antipathy between *self* and *other* [(b) Maximize sympathy between *self* and *other*]

(Leech, 1983: 132)

These maxims of politeness are means to regulate speech acts and negotiate the relationship between *self* and *other* in conversation.

### 2.1.2.3 The Face-Saving View: Brown and Levinson

The face saving view of politeness is based on the assumption that people care about their speech partners' as well as their own face, and that they would try to minimise threats to their partners' face, and avoid loss of face.

The most important contribution to the face-saving view is Brown and Levinson's politeness theory, developed from Goffman's (1972) analysis of face and face-work, and with Durkheim's (1915) positive and negative rites incorporated.

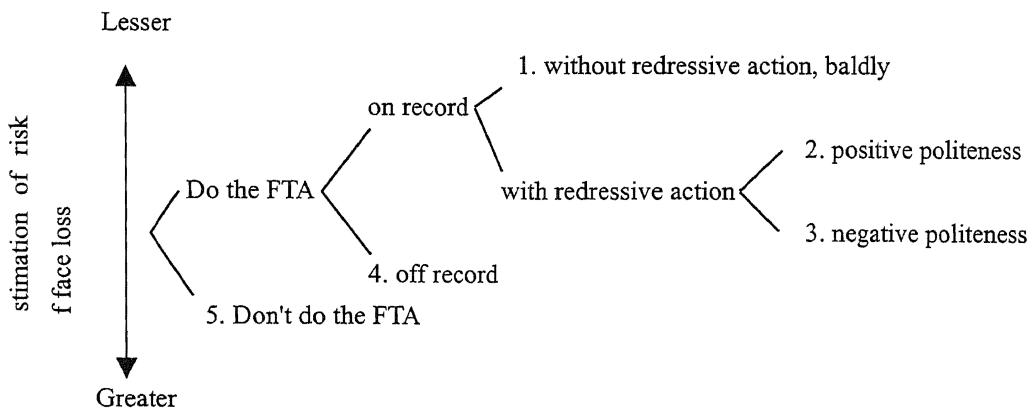
At the core of Brown and Levinson's politeness theory are the notions of face and face-threatening acts (FTAs). According to this view, face "consists of two specific desires ('face-wants') attributed by interactants to one another: the desire to be unimpeded in one's actions (negative face), and the desire (in some respects) to be approved of (positive face)" (Brown and Levinson, 1987: 13). Brown and Levinson argue that face is universal. Interactants are concerned both with their own face wants and those of their speech partners. Since, according to them, certain speech acts "intrinsically threaten face", "it will in general be to the mutual interest of two MPs<sup>3</sup> to maintain each other's face". People will normally employ strategies to minimise or avoid face threat.

Brown and Levinson have proposed five superstrategies for performing FTAs: bald on record, positive politeness, negative politeness, off record, and non-performance. These superstrategies are shown in the chart below:

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<sup>3</sup> Brown and Levinson's Model Person. An MP is claimed to be "a wilful fluent speaker of a natural language, further endowed with two special properties – rationality and face". (Brown and Levin, 1987: 58)

Circumstances determining choice of strategy:



Brown and Levinson's Superstrategies for performing Face-Threatening Acts

Brown and Levinson, 1987: 60

Brown and Levinson order their five super-strategies from most threatening to least threatening, with bald on record and non-performance at the two extremes.

### **Bald on Record**

Bald on record strategies are used when the speaker wants to do the FTA with maximum efficiency more than he wants to satisfy the hearer's face. This involves performing the FTA "in the most direct, clear, unambiguous and concise way possible" (Brown and Levinson, 1987: 69). Orders and entreaties are good examples, in which no minimisation of face threat is displayed.

### **Positive Politeness**

Positive politeness addresses the hearer's positive face wants. By employing such strategies the speaker indicates that "in some respects, S wants H's wants (e.g. by treating him as a member of an in-group, a friend, a person whose wants and personality traits are known and liked)" (Brown and

Levinson, 1987: 70). In this case, the potential face threat of the FTAs is minimised.

### **Negative Politeness**

Negative politeness involves "partially satisfying (redressing) H's negative face, his basic want to maintain claims of territory and self-determination". In employing negative politeness strategies the speaker "recognizes and respects the addressee's negative face wants and will not (or will only minimally) interfere with the addressee's freedom of action" (Brown and Levinson, 1987: 70).

### **Off Record**

Off record involves the speaker's use of indirection. By employing off record strategies, the speaker "leaves himself an 'out' by providing himself with a number of defensible interpretations; he cannot be held to have committed himself to just one particular interpretation of his act". It is up to the hearer to decide how to interpret it.

### **Non-Performance**

Non-performance is the total avoidance of performing FTAs, and is regarded as the least threatening strategy. By not doing it at all, the speaker does not endanger the hearer's face.

Brown and Levinson claim that "a face-bearing rational agent will tend to utilize the FTA-minimizing strategies according to a rational assessment of the face risk to participants" (Brown and Levinson, 1987: 91). Accordingly, "[u]nless S's want to do an FTA with maximum efficiency is greater than S's want to preserve H's (or S's) face to any degree, then S will want to minimize the

face threat of the FTA". And "[t]he more an act threatens S's or H's face, the more S will want to choose a less threatening strategy" (Brown and Levinson, 1987: 59-60).

#### **2.1.2.4 The Conversational-Contract View: Fraser**

The conversational-contract view is proposed by Fraser (1975/1990) and Fraser and Nolen (1981).

This view holds that when people enter into a conversation, "each party brings an understanding of some initial set of rights and obligations that will determine, at least for the preliminary stages, what the participants can expect from the other(s)" (Fraser, 1990: 232). According to this view, "rational participants are aware that they are to act within the negotiated constraints". If they do so, they are perceived as being polite; and if they fail to abide by the contract of rights and obligations, they are perceived as impolite or rude. The rights and obligations may be imposed through convention, or by social institutions, and may be different for each interaction. Most of them are "renegotiable in the light of the participants' perception and/or acknowledgements of factors such as the status, the power, and the role of each speaker, and the nature of the circumstances" (Fraser, 1990: 232).

From the review of the different approaches to politeness, we can see that the Social-Norm approach mainly focuses on politeness behaviour from a social perspective, while the other three deal more specifically with linguistic politeness. In either case, politeness is framed as an effective mechanism for successful interaction, and for mitigation and/or avoidance of impoliteness, be it linguistic or otherwise. Of the four major perspectives reviewed on politeness, Brown and Levinson's face-saving view is the most comprehensive and influential. So in the next section, I

will discuss further their politeness theory in relation to the management of relationships.

### **2.1.3 The Face Mechanism**

#### **2.1.3.1 Defining Face**

Face, face wants, and face-work are the focus of Brown and Levinson's (1987) politeness theory.

Face, according to Brown and Levinson, must be constantly attended to in interactions. Face considerations are the motivating force behind human interaction.

The term "face" has been defined as follows:

"[The term face may be defined as] the positive social value a person effectively claims for himself by the line<sup>4</sup> others assume he has taken during a particular contact. Face is an image of self delineated in terms of approved social attributes -- albeit an image that others may share, as when a person makes a good showing for his profession or religion by making a good showing for himself."

Goffman, 1972: 5

"[Face is defined as] the positive public image that a person claims for him/herself."

Lim, 1994: 210

"[Face is] the public self-image that every member wants to claim for himself..."

Brown and Levinson, 1987: 61

#### **2.1.3.2 Types of Face and Face-Wants**

Linguists within the field of politeness theory have identified different kinds of face. Brown and Levinson conceptualised face in two related aspects: negative face and positive face. According to

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<sup>4</sup> In Goffman's term, a "line" is "a pattern of verbal and nonverbal acts by which he (a person) expresses his view of the situation and through this his evaluation of the participants, especially himself." (Goffman, 1972: 5)



them, negative face is "the basic claim to territories, personal preserves, rights to non-distraction – i.e. to freedom of action and freedom from imposition", and positive face is "the positive consistent self-image or 'personality' (crucially including the desire that this self-image be appreciated and approved of) claimed by interactants." (Brown and Levinson, 1987: 61).

Lim and Bowers (1991) argue that a twofold division of face, such as Brown and Levinson's negative and positive face, is inadequate. They propose three types of face wants: the want to be included, or *fellowship-face*; the want that their abilities be respected, or *competence-face*; and the want not to be imposed on, or *autonomy-face*" (Lim and Bowers, 1991: 420). According to them, speakers need to honour the other's face wants by including the other in their group (addressing the other's fellowship face), respecting the other's abilities (addressing the other's competence face), and limiting constraints on the other's freedom of action (addressing the other's autonomy face).

Other linguists have also challenged Brown and Levinson's negative-positive constituents of face from a cultural perspective. Matsumoto (1987), for example, questions the universal applicability of Brown and Levinson's negative-positive conceptualisation of face, contending that in Japanese culture, the importance of the position in relation to the others in one's group is emphasised more than the individual territory. Some Chinese scholars have also argued to this effect (see 2.1.3.3 for further discussion). Following this line, Choi and Choi (1990) refer to Western face as independent and Korean face as interdependent. This is backed up by Markus and Kitayama's (1991) claim that people in different cultures use the independent and the interdependent construal of the self.

Spencer-Oatey (2000), drawing on Markus and Kitayama's (1991) notion of independent-

interdependent construals, has proposed two interrelated aspects of face: Quality Face and Identity Face. She describes these two aspects as follows:

Quality face: We have a fundamental desire for people to evaluate us positively in terms of our personal qualities; e.g. our competence, abilities, appearance etc. *Quality face* is concerned with the value that we effectively claim for ourselves in terms of such personal qualities as these, and so is closely associated with our sense of personal self-esteem.

Identity face: We have a fundamental desire for people to acknowledge and uphold our social identities or roles, e.g. as group leader, valued customer, close friend. *Identity face* is concerned with the value that we effectively claim for ourselves in terms of social or group roles, and is closely associated with our sense of public worth. (see Spencer-Oatey and Xing, 2000, for a more detailed discussion of identity face.)

Spencer-Oatey, 2000: 14

Spencer-Oatey's notion of identity face has clearly incorporated the social perspective and one's interdependent identity in relation to others.

### 2.1.3.3 Chinese Face and Politeness

As discussed in Chapter 1, the Chinese are noted for their face concerns in interactions. Face and politeness play a key role in the management of social and interpersonal relations in the Chinese context.

#### Face: The Chinese Concept

A thorough definition of the Chinese concept of face is found in Ho's (1976) work:

"Face is the respectability and/or deference which a person can claim for himself from others,

by virtue of the relative position he occupies in his social network and the degree to which he is judged to have functioned adequately in that position as well as acceptably in his general conduct; the face extended to a person by others is a function of the degree of congruence between judgements of his total condition in life, including his actions as well as those of people closely associated with him, and the social expectations the others have placed upon him."

Ho, 1976: 883

The Chinese notion of face has different connotations and is different from the western notion. Many researchers on Chinese face have, following Hu (1944) and Ho (1975), noted the two components of the Chinese face, *lian* and or *mianzi* (e.g., Gu, 1990/1998; Mao, 1994; Bond, 1991). They argue that the former is a more serious form of face. It refers to the "moral integrity as a civilized person", involving public degradation, with a serious moral tone attached, the loss of which very often means loss of public respect, rendering the person temporarily, or permanently unable to function properly in society. The latter, on the other hand, is less serious. The loss of *mian* (or *mianzi*) may cause embarrassment to the person, but less damaging to his/her integrity. *Lian* and *mian* (or *mianzi*) constitute the complete concept of the Chinese face.

Gu and Mao also claim that the Chinese notions of face are different from those of Brown and Levinson's. Like Matsumoto (1987) and Choi and Choi (1990), they argue that Brown and Levinson's claim of the universality of negative and positive face does not apply to the Chinese concept (see Gu, 1990; Mao, 1994). Gu (1990), for example, argues that the Chinese notion of *lian* corresponds to the idea of positive face, and *mianzi* is a "desire to show self worthiness". The two concepts have different functions. He claims that, in terms of negative face, there is no match with the western notion of face in the Chinese culture. He argues that speech acts such as offering, inviting, and promising in Chinese will not be considered as FTAs (threat to the hearer's negative

face).

Gu exemplifies this in a discussion of the Chinese invitation process. According to him, "a Chinese S will insist on inviting H to dinner (which implies that S will pay H's bill) even if H has already explicitly expressed his desire that S not do it. In this situation, a European will feel that S's act of inviting is intrinsically impeding, and that S's way of performing it is even more so. A Chinese, on the other hand, will think that S's act is polite, for S's insistence on H's accepting the invitation serves as good evidence of S's sincerity" (Gu, 1990: 242).

Gu describes the Chinese inviting process as follows:

- (i) A: inviting  
B: declining (giving reasons for doing so)
- (ii) A: inviting again (refuting B's reasons, minimizing linguistically cost to self, etc.)  
B: declining again (defending his/her reasons, etc.)
- (iii) A: insisting on B's presence (refuting, persuading, minimizing linguistically cost to self)  
B: accepting (conditionally or unconditionally)

Gu 1990: 253

Gu argues that to a cultural outsider, a British for example, speaker A "might appear downright imposing, while B would act hypocritically", but a cultural insider will perceive it in a rather different way.

Mao (1994) also argues that "Chinese face emphasizes not the accommodation of individual 'wants' or 'desires' but the harmony of individual conduct with the views and judgement of the community" (Mao, 1994: 460). He seems to go along with the argument that in the Chinese culture, people's individual "wants" and "desires", especially the desire to be unimpeded and for freedom

of action, are secondary. This echoes the independent-interdependent conceptualisation (see above) that, in a collectivist society like China, cooperation, shared responsibility, and social harmony take precedence over individual goals such as personal growth (Waterman, 1984) and personal satisfaction (Triandis, 1988), whereas in an individualistic society like Britain, people value autonomy, assertiveness, control, competition, and individual achievement. In individualistic cultures, people attempt to maximise personal outcomes (Waterman, 1984; Triandis, 1988) and are encouraged to be proactive and assertive. Individuals are rewarded for overt expression and communication, assertive interaction, direct handling of problem situations, and proactive behaviour<sup>5</sup>.

While there may be no equivalent term for the Western concepts of face in Chinese, I agree with Brown and Levinson's idea of the universality of face and politeness, including negative face and politeness (see also Ji, 2000). Though in the Chinese context negative face may not be such a significant issue, negative face wants do exist in the Chinese context. Take, for example, the Chinese insistence displayed in the performance of inviting. Though a commonly recognised polite act, it may, depending on the situation, constitute an imposition (if the addressee is busy, or does not want to be invited). Imposition as a phenomenon certainly exists in Chinese interaction. In the Gu example of inviting, both the inviter and the invitee are performing a formulaic, ritualised routine. The exchanges of inviting and declining are polite gestures. There is less positive nor negative face involved here, as it is well understood by the two sides that the invitation is only a polite gesture. The invitee's reasons to decline the invitation (often forced to

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<sup>5</sup> For individualism and collectivism, see also Hofstede, 1980; Triandis et al., 1988; Triandis 1990; Trubisky et al., 1991; Ting-Toomey, 1988; Gudykunst et al., 1996.

come up with lies) are based on the preoccupied assumption that the invitation is only a polite gesture. Hence the decline would not threaten the inviter's face at all. On the other hand, the inviter's insistence works in a similar way, not the least imposing on the invitee's freedom. However, if the invitation is a genuine one, and/or the decline is meant, it can involve positive face (e.g., the inviter loses face if invitation declined) or negative face (if the invitee happens to be busy, or is unwilling to go) being threatened.

### **Individual Face versus Group Face, Ingroup versus Outgroup**

As can be seen from the discussion on face in the previous section, the different definitions of face have invariably focused on the "self" nature of face (positive social value or positive public image that one claims for him/herself). However, this "individual" perspective to face has largely ignored the group perspective of face.

Group face can be defined as, to copy Lim's (1994) definition of face, "the positive public image that a person claims for the group to which he/she is a member". When group face comes into play, it is not one's individual fact that is primarily at risk: face lost or gained is less associated with the individual.

In fact, some researchers have already noted that the Chinese are less concerned with face issues in front of strangers. Pan (2000), for example, claims that the Chinese face concerns are only relevant "when someone is in the inside system, and facework is then called for to address the face need of an insider in accordance with the perceived hierarchical order between the two interactants" (Pan, 2000: 78). She quotes a Finnish diplomat's advice to some Finnish business

people on how not to lose face or upset the Chinese face: "You don't have to worry too much about that. You know what, foreigners don't have face in China, because they don't belong to the system." (Pan, 2000: 77). She claims that "Once outside this system, face is no longer an issue because people do not see the need to apply face strategies" (Pan, 2000: 149).

I would argue that this falls short of a thorough understanding of Chinese face and politeness. While it is true that foreigners are not generally expected to "act the same way as Chinese and allowances are made for their social conduct", this is precisely a mark of respect (politeness), as foreigners have acquired the additional identity of guests, when they are in China. The Chinese normally exercise a greater degree of tolerance when it comes to communication with people from a different culture. A popular Chinese saying "One is not blamed for what they have done out of ignorance (Bu zhi zhe bu wei guai)" more or less explains the situation here. However, the Chinese are noted for displaying what is best, or in other words, putting up the best show, in front of foreigners. They tend to be more careful with face issues when dealing with foreigners and display greater politeness, both linguistic and social. The motive behind it is not to lose face (group face).

Pan further elaborates that within relationship circles, face considerations come into the equation in interactions. Here again we can argue that face concerns are dependent on the nature of the relationship group. People tend to be informal with their family members and friends. Members of a certain group may care less about face issues (especially losing face), precisely because of the intimacy between the members of the group.

Thus, an individual's face concerns may be different depending on his/her identity. As a member of an ingroup, he/she may care about or totally ignore face issues (individual face) within

the group. However, in front of strangers, he/she tends to care less about his/her own face when his/her group identity is unmarked, but is more concerned with face issues when his/her group identity is marked. In other words, his/her certain type of face concerns tend to be salient in different communicative settings, as summed up below:

<b>Individual</b>	<b>Possible Face Orientation</b>	<b>Factors</b>	<b>Type of Face</b>
In front of strangers	Not care	Group identity unmarked	Individual
	Care	Group identity marked	Group
In-group	Care	Power and other factors	Individual
	Not care	Intimate relationship	Individual

Thus, I contend that group face is in fact a remarkable aspect of the Chinese face. Individual face alone cannot sufficiently explain the Chinese face.

#### **2.1.4 Brown and Levinson's Politeness Theory and Relational Management**

The superstrategies proposed by Brown and Levinson are all relevant to the management of relationships. Take, for example, bald on record. The speaker may deliberately perform bald on record FTAs, without any redress, to distance him/herself from the hearer, or to baldly threaten H's face. However, he/she may use bald on record strategies to maintain or consolidate solidarity with the hearer even, though bald on record is listed as the most threatening to face, for example, in cases where S performs what looks like an order, or a "metaphorical entreaty", to use Brown and Levinson's terminology. To quote their examples "Send me a postcard" and "Don't forget us!", these are clearly cases where "S speaks as if imploring H to care for S, thereby stressing his high valuation of H's friendship" (Brown and Levinson, 1987: 97).

Moreover, Brown and Levinson's positive politeness is of great significance to the



management of positive relationships. As Brown and Levinson have pointed out:

"Positive-politeness utterances are used as a kind of metaphorical extension of intimacy, to imply common ground or sharing of wants to a limited extent even between strangers who perceive themselves, for the purposes of the interaction, as somehow similar. For the same reason, positive-politeness techniques are usable not only for FTA redress, but in general as a kind of social accelerator, where S, in using them, indicates that he wants to 'come closer' to H."

Brown and Levinson, 1987: 103

Brown and Levinson have proposed 15 lower level positive politeness strategies within three categories, as follows:

**Claim "common ground"**

Convey 'X is admirable, interesting'

Notice, attend to H (his interests, wants, needs, goods)

Exaggerate (interest, approval, sympathy with H)

Intensify interest to H

Claim in-group membership with H

Use in-group identity markers

Claim common point of view, opinions, attitudes, knowledge, empathy

Seek agreement

Avoid disagreement

Presuppose/raise/assert common ground

Joke

**Convey that S and H are co-operators**

Indicate S knows H's wants and is taking them into account

Assert or presuppose S's knowledge of and concern for H's wants

Claim reflexivity – If H wants <H has X> then S wants <H has X>/ If H wants <S has X> then H wants <S has X>

Offer, promise

Be optimistic

Include both S and H in the activity

Give (or ask for) reasons

Claim reciprocity

Assume or assert reciprocity

**Fulfill H's want (for some X)**

Give gifts to H (goods, sympathy, understanding, cooperation)

(Based on Brown and Levinson, Fig. 3. Chart of strategies: Positive politeness. 1987: 102)

These strategies are claimed to be employed to address the hearer's positive face, and in terms of the management of social relationships, to achieve solidarity with the hearer. For example, the initiation of safe topics (a lower level strategy of Seek Agreement) "allows S to stress his agreement with H and therefore to satisfy H's desire to be 'right', or to be corroborated in his opinions" (Brown and Levinson, 1987: 112). Brown and Levinson refer to this kind of topics as "rapport-inspiring".

While I hold that relational management is in many ways related to face and face wants, I contend that face management is not the same as relational management. Brown and Levinson claim that the greater the estimated degree of face threat, the higher (in number) the strategy the speaker will select. However, in terms of relational management, the most face-threatening strategy may be an effective device for the management of positive relations. Bald on record, for example, under certain circumstances (see example above), can enhance the relationship between the interactants. Between friends, open and direct criticism and straightforward requests may be the expected acts, while beating about the bush by the speaker may cause offence to the hearer, as the latter case distances the relationship.

Similarly, Brown and Levinson hold that total avoidance of FTAs is the least face threatening strategy. In fact non-performance of FTAs can also endanger H's or S's face, or both. There are certain occasions where performance of them is expected, and in fact not performing them at all poses threats. For example, between close friends, or in a teacher-student relationship (in China, in

particular), absence of criticism on certain occasions can indicate indifference, hence a more distant relationship. Expressions to any other effect than criticism may cause offence. The interactant involved may even be regarded as "morally bad" if he/she does not point out the other's weaknesses or mistakes<sup>6</sup>.

Secondly, according to Brown and Levinson, certain acts intrinsically pose a threat to the hearer's positive face. This may generally be true. But in terms of relational management, this may not necessarily be so, as can be illustrated by the example previously cited.

Thirdly, while attending to positive and negative face is an effective means of managing social and interpersonal relations, I contend that politeness theory on its own cannot adequately account for relational management issues. Brown and Levinson's focus of face and politeness is primarily on speech acts. Whereas the performance of speech acts do affect relational management, and attending to face needs and politeness of the speech partners may be an effective way to relational management, it is far more complicated than speech acts alone. It also includes strategies in other aspects. For instance, sometimes it is not simply a question of losing/giving/gaining face. For example, being considerate is an effective means for managing positive relations, though it is not necessarily a matter of face or face wants. Another example of this is an incident during one of the visits. Some of the visitors involved in the negotiation of the deal had previously known the Sales and Marketing manager, and regarded him as a friend. He was away on a trip abroad during

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<sup>6</sup> The researcher still remembers an incident in his high school days. At a time when students were working hard preparing for university entrance examinations, he and a classmate of his, a favourite of the teacher in charge of the class, went to the cinema. The other culprit was called into the teacher's office, and severely scolded for more than two hours, while nothing happened to him. He began to hate the teacher, and to work harder, as he thought the teacher was too kind to and showered too much "favour" on the other boy, and totally ignored himself.

the first few days of the visit. They were expecting him, as a friend, to personally come to see them at the hotel where they were staying, or call them at least, to see how things were. To them, this was the least that could be expected of a friend, either for genuine reasons or just out of politeness. But when the manager failed to make and contact, they were furious. Tim's failure to see the visitors immediately after getting back could have been face threatening to them. But more importantly, what he did/did not do failed the obligations expected of a friend, and hence damaged the relationship.

## **2.1.5 Rapport Management**

### **2.1.5.1 Face Management and the Management of Sociality Rights**

Spencer-Oatey (2000) argues that certain speech acts, deemed as FTAs in the Brown and Levinson theory, do not necessarily pose much of a threat to a person's face but instead might simply cause unpleasant feelings, because they violate people's rights.

So she proposes the notions of face and sociality rights. She claims that rapport management (the management of harmony–disharmony among people) involves two main components: the management of face and the management of sociality rights. Face management "involves the management of face needs", whereas "the management of sociality rights, on the other hand, involves the management of social expectancies", that is, the "fundamental social/interpersonal entitlements that a person effectively claims for him/herself in his/her interactions with others" (Spencer-Oatey, 2000). She identifies two interrelated aspects of sociality rights, as follows:

Equity Rights: We have a fundamental belief that we are entitled to personal consideration

from others, so that we are treated fairly: that we are not unduly imposed upon, that we are not unfairly ordered about, and that we are not taken advantage of or exploited. There seem to be two components to this equity entitlement: the notion of *cost-benefit* (the extent to which we are exploited or disadvantaged, and the belief that costs and benefits should be kept roughly in balance through the principle of reciprocity), and the related issue of *autonomy-imposition* (the extent to which people control us or impose on us).

Involvement Rights: We have a fundamental belief that we are entitled to social involvement with others, in keeping with the type of relationship that we have with them. These involvement rights relate partly to *interactional involvement – detachment* (the extent to which we associate with people, or dissociate ourselves from them), so that we feel, for example, that we are entitled to an appropriate amount of conversational interaction and social chit-chat with others (e.g. not ignored on the one hand, but not overwhelmed on the other). They also relate to *affective involvement – detachment* (the extent to which we share concerns, feelings and interests). Naturally, what counts as 'an appropriate amount' varies according to the nature of the relationship, as well as sociocultural norms and personal preferences.

Spencer-Oatey, 2000: 14-15

Thus, according to Spencer-Oatey's rapport management framework, rapport can be threatened through "face-threatening behaviour" and through "rights-threatening behaviour".

This new approach, especially the inclusion of sociality rights, signals a shift from traditional notions of rapport management: while face is important in the management of interpersonal relationships, it is not the only factor.

### **2.1.5.2 Rapport Management Domains and Rapport Management Strategies**

Tsuruta (1998) in her PhD thesis suggests that there are different domains of politeness. She argues that Leech's scope of politeness covers the Management of Illocutionary Force, since, according to him, certain illocutions (such as ordering, asking, demanding and begging) are essentially discourteous, while others (such as offering, inviting, thanking and congratulating) are intrinsically

courteous. Brown and Levinson's (1987) politeness theory seems, according to Tsuruta, to fall into this scope. She categorises Matsumoto's (1989) politeness in relation to Japanese as *stylistic*, since Matsumoto primarily deals with honorifics. She classifies the two kinds of politeness as Illocutionary (Domain of) Politeness and Stylistic (Domain of) Politeness (Tsuruta, 1998: 12).

Spencer-Oatey (2000) further proposes the following rapport management domains and claims that these interrelated domains all play important roles in the management of rapport:

1. Illocutionary Domain. This is the domain that Brown & Levinson (1987) deal primarily with. It concerns the face-threatening/face-enhancing implications of performing speech acts, such as apologies, requests, compliments, and so on. Speech acts such as these need to be handled appropriately if harmonious relations are to be created and/or maintained.
2. Discourse Content Domain. This domain concerns the discourse content and discourse structure of an interchange. It includes issues such as topic choice and topic management (for example, the inclusion/exclusion of personal topics), and the organisation and sequencing of information. These issues need to be handled appropriately if harmonious relations are to be created and/or maintained, because the raising of sensitive topics, for example, can be face-threatening, as can frequent, sudden change of topic.
3. Participation Domain. This domain concerns the procedural aspects of an interchange, such as turn-taking (overlaps and inter-turn pauses, turn-taking rights and obligations), the inclusion/exclusion of people present, and the use/non-use of listener responses (verbal and non-verbal). These procedural aspects need to be handled appropriately if harmonious relations are to be created and/or maintained.
4. Stylistic Domain. This domain concerns the stylistic aspects of an interchange, such as the choice of tone (for example, serious or joking), choice of genre-appropriate lexis and syntax, and choice of genre-appropriate terms of address or use of honorifics. These stylistic aspects also need to be handled appropriately if harmonious relations are to be created and/or maintained.
5. Non-Verbal Domain. This domain concerns the non-verbal aspects of an interchange, such as gestures and other body movements, eye contact, and proxemics. These non-verbal aspects also need to be handled appropriately if harmonious relations are to be created and/or maintained.

I agree with her classification of rapport management domains, and believe that all these domains play their own part in rapport management.

## **2.2 Relational Talk in Interaction**

As discussed in Chapter 1, the functions of communication are basically transactional (business- or task-oriented talk) and/or interactional (participant relationship-oriented talk). Small talk is of a clear interactional nature.

Small talk can be traced back to Malinowski's (1923) concept of "phatic communion". He refers to this kind of talk as "purposeless expression of preference or aversion, accounts of irrelevant happenings, comments on what is perfectly obvious" (Malinowski, 1972: 150) and "a type of speech in which ties of union are created by a mere exchange of words" (Malinowski, 1972: 151). Phatic talk is not for communicating ideas, but to "establish bonds of personal union between people brought together by the mere need of companionship" (Malinowski, 1972: 151). According to him, phatic talk "fulfils a function to which the meaning of its words is almost completely irrelevant. Inquiries about health, comments on the weather, affirmations of some supremely obvious state of things - all such are exchanged, not in order to inform, not in this case to connect people to action, certainly not in order to express any thought" (Malinowski, 1972: 151).

More recent studies have adopted the term "small talk", to differentiate from the big, serious, formal talk. Small talk has been defined as "a conventionalized and peripheral mode of talk", "a range of supposedly minor, informal, unimportant and non-serious modes of talk" (Coupland, 2000:

1). It has been noted that small talk can help "accomplish social goals such as managing impressions, putting people at ease, building connection, winning approval and predisposing a listener to one's perspective" (Tracy and Naughton, 2000). Holmes finds that small talk also fills "dead" time, or "a gap between planned activities" (Holmes 2000: 48), as sitting around or waiting in silence would be socially embarrassing.

Small talk has been expanded from Malinowski's notion of phatic communion along different lines. In terms of the content, it seems to have gone beyond Malinowski's phatic communion. Holmes' (2000) notion of small talk, for example, includes social talk and phatic communion, as her continuum exemplifies:

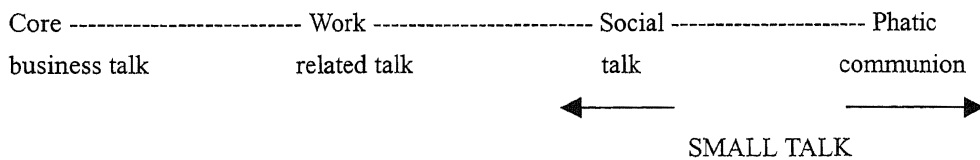


Figure 1.2 Locating small talk on the continuum  
Holmes, 2000: 38

Holmes describes "core business talk" as "relevant, focused, often context-bound, on-task talk, with a high information content" (Holmes, 2000: 36), and "phatic communion" as "independent of any specific workplace context, which is 'atopical' and irrelevant in terms of workplace business, and which has relatively little referential content or information load" (Holmes, 2000: 37).

Despite Holmes' classifications, it is still difficult to distinguish the core business talk from the marginal relational talk. It is noted that some talk functions both relationally and



transactionally, that is, small and relational talk can be transactionally significant.

Hence, an important point here is that we need to distinguish topic from function. Holmes merges these two concepts. The dimension works if we think of topic, but if we think of function, many discussions of many different topics can constitute relational work.

The term "relational talk" is thus adopted in this study. Firstly, it covers a wider scope, encompassing the familiar notions of small talk, or "phatic communion" (versus "communication". Malinowski, 1923), or socio-emotional (versus "task". Bales, 1950a, 1950b), or "relational " (versus "content". Watzlawick et al., 1967), or "meta-message" (versus "message". Tannen, 1984). And most of these concepts refer, roughly, to greetings and closings, or other seemingly purposeless speech. However, the notion of relational talk in this study goes beyond these general concepts to include such talk in other stages of the interactions, and other talk that has a relationship element, that may have positive impact on the negotiation of relationships.

## **2.3 Communication Accommodation Theory**

### **2.3.1 Accommodation Theory**

Communication accommodation theory (CAT) (after Giles et al., 1987; Coupland et al., 1988) offers some insight into relational management from yet another perspective.

One of the main concepts within Communication Accommodation Theory (after Giles et al., 1987; Coupland et al., 1988) is speech convergence, divergence and maintenance. CAT maintains that interlocutors with a convergent orientation make their speech more like that of their conversational partner, and this tends to be associated with the desire for social approval or in-

group identity. Those with a divergent orientation dissociate from each other and distinguish themselves from their conversation partner, by making their own speech more different from their partner's. In the latter case, they either maintain their speech style<sup>7</sup>, or move further away from that of their speech partners, to accentuate their own identity.

### **Convergence**

Giles and Coupland (1991) have defined convergence as "a strategy whereby individuals adapt to each other's communicative behaviour in terms of a wide range of linguistic/prosodic/nonvocal features across language and dialect including speech rate, pausal phenomena and utterance length, phonological variants, smiling gaze and so forth".

Convergence can reduce interpersonal distance and is used to achieve social approval and/or increase communication efficiency. Giles and Williams (1992) argue that "convergence is typical of most cooperative interpersonal situations and often is evaluated favorably by its recipients" (Giles and Williams, 1992: 347).

### **Divergence**

Divergence occurs when speakers accentuate speech and nonverbal differences between themselves and others. This signals a psychological movement away from others in social interaction. There may well be a hierarchy of divergent strategies used by speakers, from the more implicit and indirect accent divergences being indexical and symbolic disassociation through

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<sup>7</sup> This is an instance of maintenance, normally perceived as divergence.

explicit, direct propositional nonalignment (disagreement and hostility) to conversational breakdown and physical distancing (ending or avoiding interaction).

Divergence is characteristic of many intergroup encounters where identity is salient and where being the recipient of linguistic dissociation is often negatively valued.

### **Maintenance**

Maintenance is a strategy whereby the interactants maintain each other's distinctive speech style without adjusting it to that of his/her speech partner's (non-accommodation). This is often thought of as divergence.

### **2.3.2 Addressee Foci**

Recent developments in CAT (Giles and Coupland, 1991. see also Ylännö-McEwen and Coupland, 2000) have put the stress on addressee foci. This new approach incorporates into the basic strategies (convergence, divergence and maintenance, renamed as approximation strategies) interpretability, discourse management, and interpersonal control (nonapproximation strategies).

### **Approximation strategies**

Approximation strategies are devices employed to attend to the other's speech productive performance, by which the speaker converges or diverges to the speech style of his/her speech partner's in terms of linguistic-prosodic-nonverbal features, such as speech rate, pausal phenomena and utterance length, phonological variants, smiling, gaze, etc.

### **Interpretability strategies**

Interpretability strategies are used to attend to the other's interpretive competence. Giles and Williams (1992), for example, notice that these strategies can be used to modify the complexity of speech (e.g., by decreasing diversity of vocabulary, or simplifying syntax), increase clarity (by changing pitch, loudness, and/or tempo), and/or by influencing the selection of conversational topics (by staying in "familiar areas" for the other).

### **Discourse Management**

Discourse management is a set of accommodation strategies that attend to the conversational needs of the speech partner. They involve sharing of topic choice and development, as well as shared conversational register. A speaker may facilitate a partner's contribution to ongoing talk.

### **Interpersonal Control**

Interpersonal control results from an addressee focus on the role relations in the interaction and leads to use of address forms (honorifics), interruptions, and directive talk etc. to keep the speech partner in role or to allow him/her to change roles.

These attuning strategies attend to the speech partner's communicative performance, interpretive competence, conversational needs, and role relations. To gain social approval, to show distinctiveness, and to achieve clearer or smoother communication are the motivations behind communication accommodation/nonaccommodation.

### 2.3.3 CAT in NS-NNS Settings and Foreigner Talk

The conventional concept of communication accommodation refers to accommodation between native speakers in NS-NS settings. However, many researchers have noted that in NS-NNS settings accommodation also often takes place. Some have noted that the adjustments typically occur in a number of ways, such as by modifying the complexity of speech (e.g., by decreasing diversity of vocabulary, or simplifying syntax), by increasing clarity (by changing pitch, loudness, and/or tempo), and/or by influencing the selection of conversational topics (by staying in "familiar areas" for the other)" (Giles and Williams, 1992). Accommodation made by native speakers towards non-native speakers in NS-NNS settings clearly share the features of foreigner talk (FT).

FT involves speech adjustments made by native speakers when talking to foreign speakers. Ferguson and DeBose (1977) define FT as "the variety of language that is regarded by a speech community as primarily appropriate for addressing foreigners", and Ferguson (1971) defines it as "used by speakers of a language to outsiders who are felt to have very limited command of a language or no knowledge of it at all".

Ferguson (1977), Hatch et al. (1978) and other linguists have suggested a number of FT features, which fall into three major categories: simplifying processes, clarifying processes, expressive-identifying processes. Long (1980) has noted that in NS to NNS talk, the former tends to use slower speech, exaggeratedly clear pronunciation, shorter utterances, some omitted articles, *do* in yes/no questions, and no pronouns except those bearing stress.

Larsen-Freeman and Long (1991) have provided a more comprehensive list of the linguistic

and conversational adjustments, as follows:

### *Linguistic adjustments*

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#### *Phonology*

- slower rate of delivery
- more use of stress and pauses
- more careful articulation
- wider pitch range/exaggerated intonation
- more use of full forms/avoidance of contractions

#### *Morphology and syntax*

- more well-formed utterances/fewer disfluencies
- shorter utterances (fewer words per utterance)
- less complex utterances (fewer S-nodes per T-unit, fewer clauses per T-unit, fewer adjectival, adverbial and noun clauses per T-unit, fewer relative clauses and appositives per T-unit)
- more regularity/use of canonical word order
- more retention of optional constituents
- more overt marking of grammatical relations
- more verbs marked for present/fewer for non-present temporal reference
- more questions
- more yes-no and intonation questions/fewer WH-questions

#### *Semantics*

- more overt marking of semantic relations
- lower type-token ratio
- fewer idiomatic expressions
- higher average lexical frequency of nouns and verbs
- higher proportion of copulas to total verbs
- marked use of lexical items
- fewer opaque forms (greater preference for full NPs over pronouns, concrete verbs over dummy verbs, like *do*)

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### *Conversational adjustments*

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#### *Content*

more predictable/narrower range of topics  
more here-and-now orientation  
briefer treatment of topics (fewer information bits per topic/lower ratio of topic-initiating to topic-continuing moves)

***Interactional structure***

more abrupt topic-shifts  
more willing relinquishment of topic-choice to interlocutor  
more acceptance of unintentional topic-switches  
more use of questions for topic-initiating moves  
more repetition (self- and other-, exact and semantic, complete and partial)  
more comprehension checks  
more confirmation checks  
more clarification requests  
more expansions  
more question-and-answer strings  
more decomposition

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TABLE 5.2  
Larsen-Freeman and Long, 1991: 125-126

These FT features are present in NS-NNS settings.

**2.3.4 CAT and Intercultural Communication: A Relational Management Perspective**

Thakerar et al. (1982) have summarised the propositions of CAT as follows:

- People are more likely to converge towards the speech patterns of their recipients when they desire their approval and when the perceived costs for doing so are proportionally lower than the anticipated rewards.
- The magnitude of speech convergence will be a function of the extent of the speakers' repertoires and of the factors (personality and environmental) increasing the need for approval.
- Speech convergence will be positively evaluated by recipients when the resultant behaviour is perceived to be at an optimal sociolinguistic distance from them and is attributed positive intent.
- People will be more likely to maintain their speech patterns or even diverge them away

from those of their interlocutors either when they define the encounter in intergroup terms and desire a positive ingroup identity, or when they wish to dissociate themselves personally from another in an interindividual encounter.

- The magnitude of speech divergence will be a function of the extent of the speakers' repertoires as well as of contextual factors increasing the salience of group identification and the desire for a positive in-group identity, or undesirable characteristics of another in an interindividual encounter.
- Speech maintenance and divergence will be unfavourably evaluated by recipients when they attribute them with negative intent, but favourably evaluated by observers of the encounter who define the interaction in intergroup terms and who share a common, positively valued group membership with the speaker.

Thakerar, 1982: 218-219

Giles et al. (1991) maintain that "Increasing behavioural similarity along a dimension as salient as speech is likely to increase a speaker's attractiveness, predictability and perceived supportiveness, intelligibility, and interpersonal involvement in the eyes of the recipient." (Giles et al., 1991: 18) A number of researchers on speech similarity and compliance have found that when people accommodate along the lines of speech rate, response latencies, language, and accent, they are viewed more positively on the dimensions of "social attractiveness", "communicative effectiveness", "perceived warmth", and "cooperativeness" than when they do not do so. Buller and Aune (1992), for example, reason that when a speaker adopts a speech rate similar to the listener's speech rate, higher intimacy and immediacy interpretations will result than when the speaker adopts a dissimilar speech rate. Giles et al. (1991) argue that "convergence may plausibly be considered a reflection of an individuals' desire for social approval", and that " the greater the speakers' need to gain another's social approval, the greater the degree of convergence there will be".

Take, for example, CAT's claim that speech partners use interpretability strategies "to modify



the complexity of speech (e.g., by decreasing the diversity of vocabulary or simplifying the syntax), increase clarity (by changing pitch, loudness, and/or tempo by incorporating repetition, clarification checks, explicit boundary devices, and so on), and/or influence the selection of conversational topics (by staying in areas that are familiar, safe, and unthreatening for the other) (Giles et al., 1991: 41). These are by every means strategies for relational management.

However, in intercultural settings, CAT involves the NS adjusting (or maintaining) his/her speech style to suit the language competence of the NNS, more than the two sides "coming together" or "moving away" from each other, and the accommodation is not the taking on of the speech partner's speech style.

Gallois et al. (1995) have rightly pointed out that "[a]s the need for sophisticated theories of intercultural communication grows increasingly important, Communication Accommodation Theory (CAT) has been shown to provide insight into many of the critical phenomena and processes involved." (Gallois et al., 1995: 115) They quoted Hutchinson's example of Koreans and African Americans interacting with each other to show that linguistic practices and perceptions have contributed significantly to difficult episodes and poor relations<sup>8</sup>. And the opposite effect can happen when handled differently.

## 2.4 Analytic Framework

The survey of literature has shown that there is no tailor-made framework for the analysis of relational management issues in the events under investigation. Face and politeness provide the

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<sup>8</sup> In the Hutchinson example, members of both cultural groups complained that the other often failed to speak "English" with them.

basis, but as discussed earlier, these notions focus mainly on speech acts, and speech acts alone are not sufficient to fully explain how relationships were managed during the visits. It should be pointed out that face and politeness are more general, socially oriented, and are not solely linguistic or speech-act notions. The management of relationships involves the wider concept.

Spencer-Oatey's rapport management conceptualisation (face and sociality rights management) are crucial to the relational management issues in the interactions under investigation. However, her notions of face and sociality rights are, to a certain degree, a re-categorisation of face. And again, like face and politeness, her notion of sociality rights is primarily concerned with speech partners' rights (and obligations) in interaction, such as *autonomy–imposition* and *involvement-detachment*. The notion of relational management includes all these issues, but it needs also to include other non-speech sociality rights and obligations. For example, in the data, the appropriate degree of hospitality, the appropriate accommodation, entitlement to return speeches, etc, all played an important role in the management of relationships.

Discourse analysis offers important insights into the speech-related aspects of the interactions. However, considering the event type of the visits, other aspects, such as the arrangements for the visits, how things were handled, etc., would also affect relational management. In fact, a wider context has already been argued for in this respect. Holmes et al. (2000), for instance, claim that "the context in which an encounter takes place significantly affects how we interpret what is said and that it is also central in defining the relevant social identities in any particular encounter" (Holmes et al., 2000: 351). In the process of constructing

identities, speakers constantly make linguistic choices. The choices made are dependent on the speaker's ongoing assessment of "the relevant weight of a wide range of social factors such as the formality of the setting, the nature of the topic and the role relationships involved" (Holmes et al., 2000: 353). However, we can still argue that the focus in their analysis on the role of speech acts (such as setting the agenda, summarising progress, closing an interaction) in the negotiation of identity has left little room for the role of non-speech acts (such as where one sits and when one arrives).

Pan's (2000) study on Chinese face and politeness also offers some useful insights in this respect. She attaches greater importance to the inclusion of the interactional situation in studying politeness. She proposes "a situation-based approach to politeness phenomena through looking at social relationship (inside versus outside), power relationship (the source of power), speakers' social attributes (rank, age, gender), and variation of politeness behavior across situations" (Pan, 2000: 16).

In light of the theoretical frameworks discussed above, and taking into account the specific nature of the events that comprise my data, I will incorporate these perspectives in my research. Thus my concept of relational management incorporates the speech and the non-speech part of the interaction. In this study, my main concern will be on relational management issues from across the domains on a discourse and pragmatic level. It is a combination of different areas, including the speech aspect of the interactions, the programmes for the visits, the manner in which things were handled, etc. I thus attempt to build up a fuller picture of how relationships were handled and affected during the three visits. Thus my study is set to look at the following

aspects:

### **Face sensitive issues**

Procedural issues

Meeting arrangements

Discourse and participation features

### **Sociality management**

Relational talk topic content

Communication accommodation (speech rate)

Other aspects of interaction may also affect the management of interpersonal or social relationships, but, taking into consideration the nature of the British-Chinese business interactions under investigation, the proposed aspects for analysis will provide rich insights into relational management issues in such settings.

## **Chapter 3 Research Procedure**

### **3.0 Overview**

This chapter introduces background issues, describes the data collection process and data collected, and discusses the problems encountered during data collection. It also explains the analytic procedure.

### **3.1 Background Issues**

For the purpose of this study, three kinds of data were collected: 1) video recordings of authentic meetings between British business people and their Chinese clients (including training sessions), during promotional visits to the United Kingdom; 2) comments from subsequent interviews and playback sessions held with the British and Chinese participants; 3) field notes.

#### **3.1.1 Access to Data**

Recording business meetings is very difficult, as few companies allow their business meetings with their customers to be recorded because of the sensitive nature of such meetings. Fortunately, prior to the research, contact had been established with a local engineering company, who had been exporting to China for some years, and showed very keen interest in knowing about China,

its people, its culture and customs, its business practices, and even its language.

When further approached, the company gave permission to video/audio record their meetings, on condition that the researcher got permission from the Chinese side. Permission was successfully secured from the Chinese delegations in the three visits that took place during the data collection period.

### **3.1.2 The British Host Company**

BH, a locally based British engineering company was allegedly in a very difficult financial situation<sup>9</sup> before it started its business with China in the early 90's, and the latter had since become a major market it valued very much. It set up an agency in a major Chinese city for after-sales services and for liaison between BH and its Chinese customers and end-users. The agency also helped with arrangements for visits of BH staff to the customers and end-users in China, and with organising and facilitating negotiations.

### **3.1.3 The Visits**

#### **3.1.3.1 The Business Deals**

BH's business with China was conducted through two channels: through SHE, a Chinese trading

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<sup>9</sup> The members of the first two delegations had learned from previous delegations that the British company was in a difficult financial situation before they began doing business with China, and that it was Chinese contracts that had saved the company from bankruptcy. This was confirmed by one of the interpreters employed by the company for the visits, who had helped the company on various occasions and had some friends in the company. But when the researcher asked about it, the administrator of the Sales and Marketing Department denied this, claiming the company's business was actually quite good at the time.

company, and direct deals with individual customers.

### **Standard Contract**

SHB was a leading Chinese manufacturer of power product X for use in power plants. They sold their products to power plants throughout China, and purchased, on behalf of their customers, power product Y from BH and other suppliers to be used with their power product X for power generation, as a one package deal. SHE was entrusted with importing the power product Y<sup>10</sup>.

Out of promotional considerations, the company agreed with SHE (the buyer) that it would host one delegation from its Chinese customers every time a contract for a certain number of the product units was concluded. It had become a standard practice in their business dealings with its Chinese customers. Up to November 1996 the company had hosted about 11 Chinese delegations<sup>11</sup>.

Each delegation normally consisted of up to six people from both SHB, the Chinese manufacturer of product X, and the Chinese end-users of the British company's product Y. The visit to the British company and Britain was normally for a 10-14 day period, before or after the delivery was effected.

The expenses for the visits were covered in the payment for the products purchased, and were thus paid by the Chinese side. The British company was responsible for booking flights and hotels,

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<sup>10</sup> China used to exercise a license system to control its import and export, by which only specialised import and export companies and some other eligible companies were licensed to do import and export trade.

<sup>11</sup> The host company's project engineer in charge of (Chinese) delegation visits put the number within "the region of 10 to 12".

and making transport and accompanying personnel arrangements. Any money left over from the costs of such visits was expected to be given back to the visitors as pocket money. Each member would get a certain amount from the surplus. The lower the cost, the more pocket money they would get.

The visits to Britain were a mixture of supposed training and sightseeing. There was not much business negotiation involved. It was part of the standard agreement (a separate sheet of the contract) that the company be responsible for hotel and transport arrangements (including flights to and from the UK and local trips), training sessions, meetings with local customers and suppliers, and sightseeing.

### **Individual Contracts**

The contracts signed with individual customers might also contain similar agreements regarding visits to the British company. Unlike the previous cases, where the Chinese side paid for the costs of their visits, in this case, the British company would normally bear the costs of such visits.

Of the three visits under investigation, the first two belong to the first kind, and the third one to the second.

#### **3.1.3.2 Purposes and Goals of the Visits**

##### **Chinese Goals**

The official purpose of the visit was to inspect the products purchased (before delivery, while the product was still in the factory), for technical training (training in manufacturing, engineering, and



quality assurance), and sightseeing. But in reality, in most cases the shipment of the products had normally already been effected, and the products had been installed, and were in operation at the power plant. Thus the inspection of the products was basically off the agenda.

In reality, the delegations came over for a pleasure trip, though the subject was carefully avoided by both the British and the Chinese side.

### **British Goals**

The Sales and Marketing Manager of the host company regarded the visits as a "perk" to the Chinese side. The host company invited them over as a goodwill gesture for further friendly co-operation. In certain cases it was meant to be a thank-you to certain individuals invited over. However, the goals of the British company regarding the visits were to introduce the visitors to their company, their factories, their products, their engineering and manufacturing capacities and facilities, and their quality assurance policies and standards. They would like to leave the visitors a positive impression with a view to business as well as of building rapport. This was evidenced by the remarks made by the Operations Director of the host company:

"... primarily it's our concern that that is our aim to establish that all those individuals know about us, um, because those people have worked in their organisations for a great number of years, absolutely the more they know about us about what we do the better, and the more memorable this visit is, the more likely they are to remember us, um, so it is important when they go back."

#### **3.1.3.3 Preparation, Reception and Arrangements**

##### **The Programmes**

Based on the training and sightseeing nature of the trips to Britain, the host company, prior to the arrival of a delegation, prepared a schedule centring round training and sightseeing. The visitors' activities normally consisted of visits to the factories, on-site training (one manufacturing session, one engineering session, one quality assurance session), visits to local customers and suppliers, and trips to local tourist sites. An introductory meeting was held on their first day at the company (with a welcome dinner party on the same day), and a closeout meeting on the last day of their visit or the last working day (with a farewell dinner on the night).

But the programme proposed by the host could vary considerably. The host's ambition to take the opportunity for training and introducing their customers to the company, including product design, manufacturing capacities/capabilities, quality assurance, and their product range (supposedly the main purpose of the visit) was often frustrated, as the visitors often did not perceive the trip in the same way. The interests of the delegations often varied considerably, depending on the composition of the delegation. In the first visit recorded, all these sessions were carried out as scheduled. Yet in the second visit, there were no training sessions at all, as the visitors wanted more sightseeing and cancelled the training sessions. In the third visit, the welcome meeting took the form of a rather informal chat. There was only a very brief and general engineering review. There was no closeout meeting. It was difficult for the host to strike a balance between training and sightseeing. Yet for business reasons, it was very important for the host to maintain good relations with their customers. They had to accommodate to their needs and keep them happy.

## **Personnel Arrangements**

For the reception of the delegations, an action group was normally set up, with members of staff from the Sales and Marketing Department handling the scheduled programmes during the visitors' stay, and also involving members of the senior management at different stages. Sajid, a project engineer within the Sales and Marketing Department was designated to take responsibility for receiving the delegations. Sajid was of South Asian origin, and was appointed to be in charge of receiving delegation visits, particularly delegations from China and other Asian countries. The company had hoped that the appointee would, with his South Asian cultural background, facilitate effective communication with delegations.

### **3.1.4 Host Company Participants Information**

A questionnaire survey with the key British participants involved at various stages in the reception of the first visiting delegation under investigation suggested that 10 of the 11 in the survey had previously been involved in receiving delegation visits from China. As is shown in Table 3-1 below, 6 of them had been involved with more than 6 delegations, 2 with 4-6 delegations, and 1 with 1-3<sup>12</sup>. Only one had had no involvement at all. The table also shows that 3 had been to China, including the one who had had no previously involvement with Chinese delegation visits.

**Table 3-1 Host Company Participants**

Participant	Position	Involvement in Chinese Delegation Receptions/Times	Visits to China /Times
Steve	Project Engineer	6<	1-2
Tony	Field Service Engineer	None	5<
Tim	Sales/Marketing Manager	6<	5<

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<sup>12</sup> Dave had just been in the company for about a year.

Simon	Finance Director	6<	None
Dean	Senior Design Engineer <sup>13</sup>	6<	None
Sajid	Project Engineer	6<	None
Mark	Repair Contracts Controller	6<	None
Lynn	Project Administrator	6<	None
Dave	Manufacturing Manager	1-3	None
Jack	Operations Director	4-6	None
Ray	Engineering Manager <sup>14</sup>	4-6	None

### 3.2 Data Collection

The data were collected during three periods: November-December 1996, June 1997, and November 1997, when three Chinese delegations were visiting the host company. For the three delegation visits all the official meetings and training sessions were video recorded (see below for a list of the recordings).

In the first visit, the meetings and training sessions that took place were: the introductory meeting, the manufacturing session, the engineering session, the quality assurance session, and the closeout meeting. These were all video-recorded. A questionnaire survey was carried out and a follow-up interview was conducted with the Chinese visitors as a group. A questionnaire survey was also carried out with 12 key persons in the host company involved in the delegation visit, and four separate follow-up interviews were conducted with four of them.

In the second visit, the meetings that took place were: the introductory meeting, an emergency meeting with the sales manager, and the closeout meeting. These meetings were also video-recorded. There were no training sessions, as was explained above. I carried out a brief interview, and one playback session, all with the Chinese delegation as a group. Three playback

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<sup>13</sup> Position changed to Engineering Manager after Visit 2 in this study.

<sup>14</sup> Position changed to Managing Director after this visit.

sessions were conducted with different individuals from the host company that were most involved in the visit.

In the third visit, the meetings and training sessions that took place were: the introductory meeting and the engineering review, and I video recorded these. There were no other training sessions, and no closeout meeting. A questionnaire survey was carried out, but the pre-arranged playback session failed, due to the incompatibility of the video player brought along and the television set in the hotel room.

### **3.2.1 Questionnaires and Interviews**

Questionnaires were used in all the three visits. The questionnaires were prepared before the arrival of each delegation, and comprised both open and closed questions. A Chinese version was prepared for the Chinese visitors, and an English version was used with the British host company staff who were involved with the visit. The Chinese questionnaire was designed to ask about their impression of:

**Company arrangements for the visit**

**Training**

**Factory visits**

**The company staff**

**Overall impression of the visit**

For most structured questions, 4 polar scales were given, for example:

**Your impression of the company staff**

**Friendly**                      **Indifferent**

1      2      3      4

This was designed as such that the subjects were forced to incline to one side of the pole, with no median scale provided.

With others, 3 scales were provided, for example:

**Training**              **too much**              **right amount**              **too little**

1                              2                              3

The subjects were also asked to give their comments (see Appendix D).

The English questionnaire (see Appendix D) was designed to ask about:

**Personal background information**

**Contact with the Chinese**

**General impression of the Chinese visitors**

**Individual presenters and their impression of the visitors at the session**

The format of the questions in the English version was similar to that of the Chinese version.

The questionnaires were intended to get feedback from both the Chinese delegation and their British hosts. But from the follow-up interviews with both the Chinese group and the British individuals during Visit 1, I found that they were more willing to talk about it than to put their comments on paper. Thus with Visit 2 I focused more on the interview and the playback sessions, and did not use the same questionnaire survey. Instead, I used a different questionnaire, designed to investigate the Chinese general impressions of the British business people and products. No questionnaire was used with the British hosts during the second visit. With Visit 3 a questionnaire was prepared beforehand as a "stand-by", as I feared that the delegation's constant change of plan might render it impossible to carry out a playback session. When the playback session did fail, I conducted the questionnaire survey with the visitors, but efforts to get them to be interviewed failed. Again no questionnaire survey was carried out with the British.

With the Chinese visitors, the questionnaire was distributed two or three days before their departure, with interviews conducted afterwards. With the British hosts, the questionnaire was distributed upon completion of the visit, to staff involved throughout the visit, with interviews afterwards, depending on the schedule of the individual person involved.

For interviews and/or playback sessions, preliminary interview questions were prepared, with adjustments made according to the actual events in the meetings. The following is an illustration of the questions used in interviews with the Chinese delegations:

**Interview Questions Used with Chinese Visitors (translation):**

1. What is your impression of Britain?
2. What is your impression of the British? Why?

3. What do you think of the arrangements made by the British side?
4. What were your expectations of Britain, the British, their reception and arrangement, and the company? How far away are they from reality?
5. Compared with other Westerners, what do you think are the peculiar characteristics of the British in doing business? Are they easy to do business with?
6. Why do you buy from British companies?
7. What is the purpose of your visit? Have you achieved your goals? Where have they failed?
8. Do the British pay attention to Chinese customs and practices? Do they do things accordingly? What are the effects?
9. Are there misunderstandings in your dealings with the British?
10. In what ways do you think the British should improve in their dealings with Chinese?
11. How much do you know about British customs and practices? Do you take them into account in your dealings with the British?
12. If the British visit China, how do Chinese receive them?

The questions for interviews with the host company staff are illustrated below:

**Interview Questions (used with British company staff):**

**General**

1. What is your impression of the Chinese?
2. What is your impression of the delegations?



3. Why are you so successful in selling to China?
4. Have you experienced any frustrations? What kind of frustrations have you experienced?

### **Specific**

5. What is your impression of the 6 delegation members? Why?
6. How do you evaluate this visit? Is it a success? In what terms?

### **Arrangement**

7. How did you work out the arrangements?
8. What aspects were taken into consideration?
9. Did the arrangements prove successful?

### **Customs/Rituals**

10. How much do you know about Chinese "ways"?
11. Did you observe them during the reception?
12. Is it useful to observe them in terms of business?
13. Did you experience anything that appeared strange to you or that you did not quite understand?

### **Other**

14. Have you noticed any remarkable differences between Chinese and people from other Asian or Western countries?
15. What is the most difficult in dealing with the Chinese?
16. What is your advice to British business people?

And again the questions were normally adjusted according to what actually happened during the visit, the answers given in the questionnaires, as well as individual involvement in the visit.

### **3.2.2 Playback Sessions<sup>15</sup>**

Playback sessions were conducted only with the second visit. One session was conducted with the Chinese visitors as a group, and on this occasion, the Introductory Meeting was played back to them. Another was held with three British hosts, also as a group. On this occasion, the Closeout Meeting was played back. A third one was conducted with the Sales and Marketing manager. In this case the Emergency Meeting was played back. A fourth one was conducted with the Operations Director. In this case the Introductory Meeting was played back.

Prior to the playbacks, the subjects were told that they could ask to stop the tape when they felt they had some comments to make, or at moments when they felt (un)comfortable (cf. Fiksdal, 1991), or when they thought there was a communication breakdown, or miscommunication or misunderstanding. At the beginning of the playbacks the researcher asked some general questions, for example, their impression of the other side or their evaluation of the visit, with a purpose to both gather information and as a warm-up. As the sessions went along, the researcher stopped the tape when he noticed attempts made to make comments. The researcher also stopped the tape at moments on which he needed some comments.

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<sup>15</sup> Apart from the questionnaires used with the British hosts and the Chinese guests, a questionnaire survey was also conducted with a group of students of different nationalities, to whom the Introductory Meeting of the second visit was played back. The questionnaire was designed to ask about their perceptions of the meeting (see Appendix D for the questionnaire), including the venue, the seating arrangements, the meeting proceedings, the content of the welcome speech, and their impressions of the hosts and the guests.

All the interviews and playback sessions were audio recorded.

### 3.2.3 Recorded Data and Transcription

In the three visits, six official meetings were recorded, with a total number of 441 minutes' recording time. Four training sessions recorded totaled 243 minutes, and eleven interviews/playbacks 450 minutes. The total length of recording was approximately 1,134 minutes.

For the video recordings of meetings, a Sony Hi-8 camcorder was used, with date and time set on<sup>16</sup>. For audio recordings a Merantz audio cassette recorder was used.

Recordings of all the official meetings were fully transcribed. These include:

Visit 1: Introductory Meeting, Closeout Meeting

Visit 2: Introductory Meeting, Emergency Meeting, Closeout Meeting

Visit 3: Introductory Meeting

For the training programmes, 2 of the 4 sessions recorded were fully transcribed, which are:

Visit 1: Quality Assurance Review, Manufacture Review

The opening/closing frames and the small talk sections of the 2 engineering sessions (Visit 1 and Visit 3) were also fully transcribed. The technical presentations in these sessions were not

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<sup>16</sup> When recording the Engineering Review during the third visit, due to an operational error (low battery), the time was not set on properly. The time used in the transcription is based on the frame counter of the video player.

transcribed, as they were less relationally significant. A detailed indication of what was going on was also given.

The CHILDES (MacWhinney, 1995) transcription conventions were used in the transcriptions of the meetings and training sessions. For Chinese speech the Chinese *pinyin* system was used, with English translation, as the Chinese character system was not compatible with WinMax, the text analysis software that was used.

All the interviews and playback sessions were transcribed.

All the names of the participants have been changed for confidentiality reasons.

#### **3.2.4 Field Notes**

Extensive and detailed field notes were taken during the three visits. The researcher was present at all on-site events, accompanied the hosts and visitors on sightseeing tours and shopping trips, took the visitors to evening social events, and frequently visited them at their hotels during their stays in Britain. I also personally knew the three interpreters (two PhD research students and one visiting scholar) that the host company employed. I personally observed some events, and though I missed out on others, I was fully briefed with accounts of them from the hosts, the visitors, and the interpreters.

Neither the British hosts nor the Chinese visitors were informed of the exact nature of the study and the aspects of the data that would be analysed. Whilst the British host company knew that the project was about intercultural communication, the Chinese were simply told that the purpose of the recording was to see how their British hosts conducted the meetings and how they were received. This was a deliberate attempt not to affect the natural flow of interaction. On all the

three occasions it was stressed that the study had nothing to do with language.

Over a period of two years or so, I had developed very good relations with many staff at the host company who were involved in receiving Chinese delegations. In addition, I spent as much time as possible socially with the Chinese visitors in order to build up a good rapport with them (e.g. visiting them in their hotel in the evenings, accompanying them on sightseeing trips and shopping tours). I did this deliberately, so that both British and Chinese participants would have confidence in me, so that they would not feel too uneasy about the recording, and so that they would be honest with me and would not withhold their comments in the interviews, the playback sessions and follow-up questionnaires. I was very satisfied with the ways in which they seemed to "conduct their business as normal" and with their co-operation during follow-up feedback sessions.

### **3.3 Problems Encountered**

#### **3.3.1 The Playbacks**

The playbacks posed a huge problem during data collection. Unlike the playbacks in Fiksdal's (1991) gatekeeping interviews, where the video recordings were short and the full recording could be played back to the participants, in this case only certain meetings (or part) could be played back to certain participants. This is because, first of all, the recordings were considerably longer and not all meetings could be played back. Secondly, the visiting delegation's schedule was very tight. They went out early in the morning on trips of different natures, and came back in the evening, leaving little time after dinner. Thirdly, the setting and equipment were difficult to arrange, as the hotel rooms they were staying in did not always have video playing equipment. During the third

visit, the old fashioned TV equipment in the hotel room was not compatible with the video player that the researcher brought along.

Another drawback is that the playback sessions, intended to ask the participants to identify "comfortable" (pleasant) and "uncomfortable" moments<sup>17</sup> in the meetings, did not, to a certain extent, achieve the results expected. The participants in these sessions did not pay much attention to those moments. They appeared to be more interested in watching the "event", and assess the behaviours of the people in the meetings. Whereas the Chinese group seemed to be more interested in the procedure of the meeting recorded and the arrangements, the British group seemed more interested in watching individual behaviours and performance, especially of their own. When the tape was stopped at a pre-identified moment, the comments made were mainly on certain events, individual behaviour, or the procedure of the events.

### **3.3.2 Lack of Co-Operation**

In one instance (the third visit), the visitors were reluctant to complete the questionnaire and to do the interview. They completed the questionnaire in the end, but refused to do the interview. There may be various reasons behind it. It might be that they were very sensitive to the interview being recorded. Or it may very likely be the result of the influence of the interpreter. She asked in the presence of the hosts and the visitors about the purpose of the study. The researcher again explained it in rather general terms. She did not believe it, and openly accused the researcher of being "dishonest". This may have left the visitors (in particular) suspicious, and made them

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<sup>17</sup> Comfortable moments are those when an interaction goes on smoothly and pleasantly. When communication breaks down, or when participants feel uneasy (uncomfortable) about the interaction, it is counted as an uncomfortable moment.

withhold their comments.

### **3.3.3 Recording Quality**

The quality of some of the meetings recorded was poor. This was the result of, first of all, the noisy environment. The setting for the meetings was in the company's conference room, with factories underneath and all around. The noisy environment made it difficult sometimes to pick up the speech. And the company is very close to the local airport. A plane flying over sometimes even interrupted the flow of the meeting. Secondly, as the conference room used for the meetings was very small, the camera could only be positioned at one end of the room, away from the chair's end (where most of the speech occurred), to have a better picture of both the chair and those present. But unfortunately the camera's built-in microphone sometimes did not pick up clearly. Thirdly, some speakers spoke in low voices, which caused another part of the problem.

### **3.3.4 Interaction**

A number of factors may have affected the interaction between the visiting delegation and the British hosts. Language proficiency was the main problem obstructing free interaction. In each of the three delegations there was one member who could speak reasonable English<sup>18</sup>. Most other members could, to a varying degree, understand a certain amount of the talk, but their English was not good enough to take part in conversations. So on each of the three visits an interpreter was employed. At all the meetings interpreters were present. The interpreters, to a certain extent,

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<sup>18</sup> This member came over as Interpreter, but they didn't do any interpreting.

affected the natural flow of the meetings.

Secondly, the meetings invariably involved relatively formal speeches, with the hosts chairing the meetings and addressing the audiences. There was not much chance for free interaction.<sup>19</sup>

Thirdly, the host-guest nature of the visits determined that the visitors play a less pro-active role. Whereas at the negotiation table the two sides are opponents and fight for their own interests, the Chinese guests do not normally disagree with their hosts, or do not openly express their disagreement. They tend to accept what is offered to them. When it comes to interacting, it has been observed that the Chinese tend to stay passive/submissive, and they are more so as guests in a guest-host relationship. They normally take initiatives and are more active when they are hosting.

These factors to a great extent limited the Chinese visitors' active participation during the visits, especially at the meetings. Thus in this research, I will, taking into account the nature and structure/procedure of the visits/meetings, focus on and specifically analyse the "more interactional" aspects of these visits, such as the welcome meetings, the closeout meetings, and the exchanges at training sessions.

### 3.3.5 The Interpreter Factor

The interpreters, apart from the actual act of interpreting, sometimes (especially on the last two visits) interrupted the actual interaction and events. For example, on the second visit, when the British chair asked each of the Chinese visitors to introduce themselves, the Chinese head of

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<sup>19</sup> Except at the welcome meeting during the first visit when the chair tried to involve the visitors in pre-meeting/post-meeting small talk, and the welcome meeting during the third visit which took the form of a random chat.



delegation took it as his turn to make a return speech. He was in fact doing it when the interpreter stopped him, saying that the British side did not ask him to do so. This caused embarrassment and some moments of uneasiness and confusion.

Secondly, the interpreters sometimes offered their own comments and assumptions to the Chinese visitors, which prevented the latter from directly seeking information or opinions from their hosts.

Thirdly, they sometimes did not interpret effectively, especially when uncomfortable moments arose, presumably either for fear of embarrassment or for loss of face or being too face threatening. This apparently did not help to get the correct or intended message across to the other party, and might have obstructed the interaction or events from further development.

Though these factors might have, to some extent, unfortunately affected the interaction, it did not seem to affect what the participants intended to communicate or what was actually expressed.

### **3.5 Data Analysis**

For linguistic analysis, all the meetings and training sessions recorded will be included, namely, three introductory meetings, one emergency meeting, two closeout meetings, and four training sessions. Comments from questionnaires, follow-up interviews and playback sessions, and field notes will also be used.

For the meetings and training sessions, the analysis begins from when the chair or the presenter of the event entered the arena, and ends at when he finally left it.

The analysis will in particular focus on the introductory meetings, the emergency meeting,

and the closeout meetings. The reason for this is that they were more important for relational management, as 1) there was a considerable amount of interaction going on between the two sides; 2) they were not purely business focused; and 3) these events were presumably better occasions for relational management. The opening and closing frames, and the relational talk in the training sessions will also be included. The actual presentation of the training, apart from the analysis of the discourse and participation structures, will be excluded, as most of it was lengthy explanation of products, engineering, or quality assurance.

## **Chapter 4 Analysis of the Meetings: Face Sensitive Issues**

### **4.0 Overview**

This chapter examines the face sensitive issues that arose during the three delegation visits, and especially during the business meetings. For each visit, each meeting is analysed in turn, paying particular attention to the issues that arose during the different phases of the meetings.

### **4.1 Analytic Approach: Structure of the Meetings**

Bargiela-Chiappini and Harris (1995) identified three phases to business meetings: Opening Phase, Debating Phase, and Closing Phase. In this analysis, the meetings and training sessions are also divided into three phases: the Pre-meeting, the Meeting, and the Post-meeting. The Pre-meeting refers to interaction, if any, after the chair of the event entered the arena and before the meeting was officially started. The Meeting refers to the main business on the meeting/session agenda. The Post-meeting refers to interaction, if any, that occurred after the conclusion of the main business till the chair left the room. The Chair's indication (verbal or nonverbal) to begin the formal meeting/session marks the end of the first period and signals the beginning of the second. The Chair's concluding remarks signal the end of the formal meeting and the beginning of the third phase. The greetings, presenting cards, and serving/offering drinks etc. are counted as

Preliminaries.

## **4.2 Visit One**

### **4.2.1 Background Issues**

This was a delegation visit under a standard contract with SHE. Six people, one from the Chinese manufacturer of product X and five from the end-users, came over for a two-week visit, from 12<sup>th</sup> to 25<sup>th</sup> November 1996.

#### **4.2.1.1 The Arrival**

The host company had made bookings with a local hotel of relatively poor quality. They had learned from previous visits that some of the visiting groups preferred to stay at cheap hotels, and probably in shared rooms, so that they could have more pocket money from the savings.

The delegation arrived at London Heathrow Airport in the early hours of Tuesday morning. The project engineer mainly responsible for the reception and another member of staff also from the host company's Sales and Marketing department went to Heathrow Airport to meet the delegation on their arrival. The visitors were taken to their hotel from the airport for registration and a short rest before the formal Introductory Meeting.

#### **4.2.1.2 Status Issues**

The visiting Chinese delegation consisted of five engineers/senior engineers and one interpreter.

The information the host company had regarding their position/titles was:

Liu: engineer

Yao: senior engineer

Qian: interpreter

Zhao: engineer

Wang: engineer

Li: senior engineer

The reception of the delegation involved members of staff from the host company's Sales and Marketing department handling the scheduled programmes during the visitors' stay. Senior members of other departments and the management were involved at different stages. The Sales and Marketing manager chaired the welcome meeting, with the Manufacturing Manager and a senior design engineer<sup>20</sup> from the Engineering Department attending; the managing director, the operations director, the Sales and Marketing manager; the Financial Director, the Sales and Marketing manager, the senior design engineer, and the After Sales manager attended the farewell dinner.

In terms of seniority of the people involved at different stages of the visit, the host team were much higher in terms of the positions/titles, in relation to those held by their guests. However, the information the host company had did not exactly describe the visitors' positions. Some of the visitors, apart from their technical titles, also held other responsibilities, as is shown:

Liu senior engineer, SHB;

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<sup>20</sup> Who later became the Engineering Manager after the second visit.

Yao under-chairman of heating automatic control department, PQD;

Qian engineer and director of Operation Department No.2, PQD;

Zhao engineer, PQD;

Wang engineer, PQD;

Li senior engineer, PBSB

Yet despite the other functions of the visitors, the hosts were much higher in relation to the positions of the guests. As the company had, over the years, received dozens of Chinese delegations, they had in fact formed a "ritual" in the reception.

#### 4.2.1.3 The Programme

The company prepared a detailed programme for this visit. It included eight and a half days' local sightseeing and shopping, two and a half days at the company, including an introductory meeting, three training sessions, and a closeout meeting, and one day to visit the host company's local customer. A welcome dinner and a farewell dinner were also planned. Table 4-1 below shows the main content of the programme:

Table 4-1 Visit 1: The Programme

Day	Time	Programme
Day 1	0625	- Rendezvous at Heathrow Airport to meet visitors
Tuesday 12/11/96	1100	- Return to Beverley Hotel for registration & allocation of rooms.
	approx.	- Introductions along with discussion prior to buffet lunch.
	1200	- Brief Factory Tour
	1230	- Buffet Lunch - Conference Room No.1
	1900	- Dinner at Maple Cottage <sup>21</sup> , Dunstable Road
Day 2	1000	- Collection from Beverley Hotel

<sup>21</sup> A Chinese restaurant. This event was later changed to a Thai restaurant.

Wednesday 13/11/96	1230	- Engineering Review - Lunch - Conference Room No.1 - Q.A. Review
Day 3 Thursday 14/11/96	0900	- Collection from Beverley Hotel - Visit to Greenwich & Mdme Tussauds
Day 4 Friday 15/11/96	0930 1200 1330	- Collection from Beverley Hotel - Manufacturing Review - Buffet Lunch - Conference Room No.1 - Bowling
Day 5 Saturday 16/11/96	0800	- Visit to London (Tower of London, Westminster Abbey & general brief tour)
Day 6 Sunday 17/11/96	0900 1700	- Take to London - Pick up from London & Return to Beverley Hotel
Day 7 Monday 18/11/96	0830	- Collection from Beverley Hotel - Visit to Warwick Castle/Stratford
Day 8 Tuesday 19/11/96	0830	- Collection from Beverley Hotel - Visit to Hampton Court
Day 9 Wednesday 20/11/96	0830	- Collection from Beverley Hotel - Visit to Oxford
Day 10 Thursday 21/11/96	0830 1700 1900	- Collection from Beverley Hotel - Visit to Windsor or Power Station - Return to Beverley Hotel - Farewell Dinner - Venue Jit Lada, Wellington Street
Day 11 Friday 22/11/96	1000 1150 1200 1300	- Collection from Beverley Hotel - Close out meeting - Photo Session - Buffet Lunch - Conference Room No.1 - Shopping Trip - Milton Keynes
Day 12 Saturday 23/11/96	0930	- Collection from Beverley Hotel - Visit to Duxford
Day 13 Sunday 24/11/96	0900	- Collection from Beverley Hotel - Visit to Windsor or Power Station
Day 14 Monday 25/11/96	0830	- Collection from Beverley Hotel & transport to London Heathrow for Flight QF2 departing at 1215

Almost all the programmes the hosts pre-arranged were carried out as planned. The visiting delegation did cancel, however, a bowling session planned for the afternoon of the fourth day. Cancellations of events proposed by the hosts would normally pose threats to the hosts' face, as they may signal objection or dissatisfaction. This cancellation, however, did not seem to be face-

threatening to the hosts. In the follow-up interview with Lynn, the programme administrator, she just commented that

"... but this last party I mean they went along with yeah obviously what they didn't want to do is the bowling which has been very popular with with other parties (laughter) I don't think they realized what sort of bowling it was. I think they thought it was the green bowling, you know out in the open air."

(V1-lynn)

This was probably because the company had hosted a number of Chinese delegations, and they had been used to requests of changes to the proposed programmes, as Steve's comments show:

"um, only in that um, we've had some people who were not satisfied with hotel arrangements. sometimes our programme which we've suggested for them is not acceptable. um, sometimes we have to change nearly everything, um it's not a problem, but um it means we have to change things about that's not a problem. um but it just gives us a different impression of them um there's no problem, but if they are a bit more demanding, no problem, we'll, we'll accommodate. and that does vary greatly. um some for some people nothing's correct, and for some people everything is no problem, um like this last delegation. they really didn't want us to change anything at all, or didn't say anything."

(V1-steve)

It may be that, because of the demand for changes that previous delegations had made, the cancellation of a relatively minor event did not really catch the hosts' attention.



#### 4.2.2 Introductory Meeting

The Introductory Meeting took place at 11.00 hours on the morning of the delegation's arrival. Tim, the company's Sales and Marketing Manager, chaired the meeting, and several other British staff were present: Sajid, the Sales and Marketing Department's project engineer, Dave, the company's Manufacturing Manager, Dean, the Engineering Department's senior design engineer, and Lynn, the Sales and Marketing Department's administrator, present.

Analysis of the discourse structure of Visit 1 Introductory Meeting shows that the meeting took the following form:

- Pre-meeting Phase
- Meeting
- Post-meeting Phase

A more detailed breakdown of the components of the meeting is shown in Table 4-2.

**Table 4-2 V1-int: Structure**

Stage	Duration	Start/End Time
<b>Meeting Start</b>		<b>11.19.21</b>
<b>Pre-meeting</b>	<b>14'42</b>	<b>11.19.21-11.34.03</b>
Preliminaries	2'31	11.19.21-11.21.52
Serving drinks	0'06	11.19.26-11.19.32
Chair/Sajid exchanging of cards with visitors	1'51	11.19.32-11.21.12
Other trifles (Tim asking if recording explained. Sajid asking about drinks.)	0'22	11.21.12-11.21.34
Silence	0'18	11.21.34-11.21.52
Small talk by Chair, interspersed with silences Silence 0'04 (11.22.30-11.22.34) Silence 0'13 (11.22.42-11.22.55) Silence 0'03 (11.24.25-11.24.28)	4'24	11.21.49-11.26.13
Interruption (Chair called away)	7'02	11.26.13-11.33.15
Dave arriving at 11.26.14 Dave greetings and Dave/Dean introductions	1'06	11.26.38-11.27.44

Sajid explaining programmes Silence 0'03 (11.28.36-11.28.39) Silence 0'03 (11.29.09-11.29.12) Sajid leaves room	1'30	11.27.44-11.29.14
Silence 0'12 (11.29.14-11.29.26)		
Small talk by other British members Silence 0'07 (11.30.42-11.30.49) Silence 0'08 (11.31.39-11.31.47) Silence 0'17 (11.32.26-11.32.43)	3'00	11.29.26-11.32.26
Discussion among hosts Silence 0'15 (11.32.50-11.33.05)	0'07	11.32.26-11.32.50
Sajid attempting to chair	0'10	11.33.05-11.33.15
Pre-chairing hustle/apologies Silence 0'22 (11.33.24-11.33.46) Silence 0'05 (11.33.53-11.33.58)	0'48	11.33.15-11.34.03
<b>Meeting</b>	<b>13'58</b>	<b>11.34.03- 11.48.01</b>
Welcome	5'38	11.34.03-11.39.38
Silence 0'03 (11.39.38-11.39.41)		
Introducing staff	3'20	11.39.41-11.43.01
Talking about programmes	3'55	11.43.01-11.46.56
Concluding remarks	0'51	11.46.56-11.47.47
Silence	0'12	11.47.49-11.48.01
<b>Post-meeting</b>	<b>6'39</b>	<b>11.48.01-11.54.40</b>
Dave casual talk	0'29	11.48.01-11.48.30
Further introduction	0'22	11.48.30-11.48.52
Reply speech from Liu	0'20	11.48.52-11.49.12
Further talk about programme	1'16	11.49.12-11.50.28
Small talk by Chair Silence 0'05 (11.52.45-11.52.50)	2'53	11.50.28-11.53.21
Reply by Yao	0'46	11.53.21-11.54.07
Silence 0'04 (11.54.03-11.54.07)		
Concluding		<b>11.54.07-11.54.40</b>
<b>Meeting Finish</b>		11.54.40
<b>Total Meeting Time</b>	<b>35'19</b>	

As can be seen from Table 4-2, there were lengthy Pre-meeting and Post-meeting phases, in which the Chair carried out some small talk with his guests, prior to and after the main business of officially delivering a welcome speech. In fact, the Pre-meeting phase accounted for 41% of the total meeting time, slightly longer than the Meeting phase (40%), and the Post-meeting phase (19%) (see Table 4-3). The ratio of Pre- and Post-meeting phases and the official Meeting is 60% to 40%.

**Table 4-3 Discourse: Meeting Structure**

Meeting	Pre-meeting Time/%	Meeting Time/%	Post-meeting Time/%	Total
V1-int	14'42/41	13'58/40	6'39/19	35'19

#### 4.2.2.1 The Pre-Meeting Phase

The pre-meeting phase started with various preliminaries, such as exchange of business cards, sorting out of papers, and so on, and this was followed by a long period of silence (18 seconds).

People seemed to interpret this as the imminent start of the formal meeting – that the Chair was preparing himself and waiting for things to settle down. Everyone was silent, and seemed to be expecting the meeting to start at that moment. However, when the Chair did speak, he carried out some small talk (4'24, see Table 4-1) with Liu, deputy head of the visiting delegation. This small talk then ended with a further period of silence (4 seconds), after which Tim told the audience that they were waiting for some of his colleagues. This was followed by yet another long period of silence (13 seconds) before another round of small talk. At this point, the Chair was called away to take a telephone call from abroad, and the member of staff whom Tim was waiting for came into the room. Sajid seemed to sense the need to get the meeting started, and so stepped in to try and engage the two late-arrived managers in self-introductions, and to explain the programme to the visiting delegation, as is shown in the following extract:

#### Extract 4-1 (V1-int)

209. **\*Dave:** hello. # hello.  
210. %exp: Dave shakes hands with Li. Li stands up.  
211. **\*Liu:** hello.  
212. %tim: 11.26.44  
213. **\*Dave:** he'll i() he'll introduce us when we've all come in.  
214. %exp: Dave takes the seat at the end opposite to chair.

215. %tim: 11.26.46
216. **\*Liu: yes.**
217. **\*Lynn: do you want some coffee?**
218. **\*Dave: yes please. black and no sugar.**
219. %tim: 11.26.51
220. **\*Sajid: Dean have you introduced yourself? do they know who you are?**
221. %tim: 11.26.54
222. **\*Dean: no.**
223. **\*Sajid: Dean? (Laughs)**
224. %tim: 11.26.58
225. **\*Dean: I'm Dean (surname) I'm eh responsible for the mechanical design of the**
226. **(product).**
227. %tim: 11.27.01
228. %exp: Xing clarifies Dean's name and interprets into Chinese
229. **\*Dean: responsible for the mechanical design**
230. **\*Xing: yeah # yeah**
231. %exp: Xing repeats.
232. %tim: 11.27.16
233. **\*Dave: hello. good morning to you. my name's Dave (surname). I'm the**
234. **manufacturing manager. I'm responsible for the manufacture of your**
235. **parts.**

As can be seen from the extract, formal introductions were not planned for this preliminary stage of the meeting: Dave did not expect to introduce himself when he came in and greeted the visitors (line 213), and Sajid virtually forced Dean to give a self-introduction (line 223), after which Dave had to follow suit (lines 233-234). Presumably Sajid knew that Tim was planning to introduce everyone, and that formal introductions before the meeting would disrupt the procedure. However, it seemed Sajid had to do something. Sajid then went on to explain the programme for that day, after which there was another silent period. After this he told the delegation that they were waiting for the Chair to come back, and then left the room himself.

This meant that the only people in the room were the visitors and the late-coming British manager and two other members of staff. After a silence of 12 seconds, Dave broke the ice to carry

out some small talk. He tried to engage the guests in conversation by asking about their trip, talking about the weather, etc., apparently feeling the awkwardness of sitting in silence. At the change of each topic, there was a pause of considerable length (7 seconds and 8 seconds respectively), as indicated in Table 4-2. Dave was clearly uncomfortable with the situation and seemed to be desperately searching for something to talk about in the absence of a speaker. After three attempts at small talk, there was a long silence of 17 seconds (Extract 4-2, line 338), and at this point, Sajid (can not see when he returned to the room) and Dave decided to start the meeting without Tim:

**Extract 4-2 (V1-int)**

337. %exp: Lynn serves cookies. Li, Qian, Liu each take one, others decline.  
338. #17 (11.32.26-43)  
339. **\*Dave: where's Tim disappeared to?**  
340. %add: Sajid  
341. **\*Sajid: I think we'd better continue xxx**  
342. **\*Dave: yeah yeah**  
343. **\*Sajid: he's got a phone call come from Japan.**  
344. %exp: Sajid walks to other end of room to collect folder.  
345. #15 (11.32.50-33.05)  
346. %exp: Sajid returns to the chair's end of the table and takes chair  
347. %tim: 11.33.05  
348. **\*Sajid: okay. # you've all got um in your packages a programme (#) along with**  
349. **some literature (#) general literature on BH**

Shortly after this, and just as Sajid was getting the meeting started, Tim returned. He had been out of the room for seven minutes. There was then a further 22-second silence after which he began to thank the audience for their patience and to apologise. He then started his formal welcome speech, and the main meeting began (see Extract 4-3 below.).

### Extract 4-3 (V1-int)

357. %exp: Tim takes seat  
358. #22 (11:33:24-46)  
359. \*Tim: **than() thank you all for your (#) for your patience. I'm sorry (#) I had a  
360. (#) an urgent telephone call to um receive.**  
361. %tim: 11.33.53  
362. %ssg: speaks very slowly  
363. #5  
364. %exp: Lynn serves Tim coffee  
365. \*Tim: **thanks Lynn.**  
366. %add: Lynn  
367. %tim: 11.34.03  
368. \*Tim: **can I um extend a a warm welcome (#) to (#) our visitors from China #  
369. from # PQD # and one visitor from SHB. it's a pleasure (#) to see you all in  
370. England # and I'm I'm assuming this is your first # visit to to England. #  
371. I'm I'm sorry that the weather is very poor. this is (#) very typical (#)  
372. English weather for this time of the year.**

This pre-meeting phase thus seems to have been quite problematic. One manager turned up about 7 minutes late, the chair left the room for 7 minutes to take a telephone call, and the administrator also left the room at one point. The Chinese visitors were kept waiting, despite obviously being tired from a long journey and having been given virtually no time to rest between their arrival at their hotel and being taken to the company for the meeting. This could easily give the visitors the impression that their visit was regarded as not being very important.

The waiting and long silences (e.g. lines 264, 338, 345, 358) were clearly very awkward for the British business people, and other people (students and conference attendees) who watched the video recording of the meeting also found it extremely uncomfortable, and commented very strongly on it. Yet rather unexpectedly, the Chinese visitors did not visibly appear to be

uncomfortable, and they did not complain openly about it (either formally or informally to me) at any stage during the visit. This may be partly because of Tim's skilful use of small talk strategies. Rather ironically, a long pre-meeting phase is typical of many Chinese business meetings. It is felt to be important to spend some time developing the relationship before launching into business matters, and Tim, who has traveled frequently to China, is presumably familiar with this. So he was able to minimise the negative impact of the late arrival of other staff by engaging in appropriate small talk with the visitors (see Chapter 6 for a detailed analysis and discussion of this).

#### **4.2.2.2 The Meeting Phase**

During the Meeting Phase, the Chair first gave a brief welcome speech. Then he introduced his team, and explained the programme. This took just over 12 minutes, after which he concluded the Meeting phase and asked his guests to have some coffee.

During the Meeting phase, there were again a few silences (e.g., lines 363, 375, 386, 438). Some of these (lines 363, 375, 386) seem to be largely the result of the lack of co-ordination between Tim and the interpreter. The latter was hesitating, as he was not sure whether he should interpret or not. But they may also indicate the end of one sub-phase and the beginning of the next. As with the pre-meeting phase, there is no evidence that the Chinese guests found it uncomfortable.

An unexpected feature of the Meeting phase is that the Chair did not ask the members of the delegation to introduce themselves, either before or after he had introduced his own team. This is

rare at a welcome meeting, when the two sides are meeting for the first time. This could appear to the visitors as a lack of interest on the hosts' side in knowing who the guests were and what their jobs involved, especially considering the little information the hosts had on the visiting delegation members. Again, though, the guests did not mention this to anyone.

#### 4.2.2.3 The Post-Meeting Phase

Another unexpected omission in the Meeting Phase was the opportunity for the guests to make a return speech. When Tim finished his talk and asked the guests to have some coffee (see above extract), he clearly signalled the end of the formal meeting, and the Manufacturing Manager began to conduct some small talk. Liu, deputy head of the delegation, attempted to jump in to express the delegation's gratitude to the hosts for their reception and accommodation, as Extract 4-4 shows:

#### Extract 4-4 (V1-int)

614. %tim: 11.47.47  
615. %exp: all reach for their drinks  
616. #12 (11.47.49-48.01)  
617. **\*Dave: so you are studying at the college?**  
618. %add: Xing  
619. **\*Xing: yes.**  
620. **\*Dave: what # are you lecturing or are you studying or what?**  
621. **\*Xing: I'm a research student and um xxx**  
622. **\*Dave: yeah right. so that's why you've got the camera going.**  
623. **\*Xing: yeah xxx**  
624. %exp: drinking coffee  
625. %exp: Sajid goes out.  
626. %tim: 11.48.27  
627. **\*Liu: we're # we're +...**  
628. %tim: 11.48.30>  
629. **\*Tim: sorry I didn't introduce Lynn. this is Lynn. Lynn's our project**  
630. **administrator # and she organised your flights (#) your hotels # and um**



631.           you'll see a lot of her during your trip. and if she can help in any way (#)  
 632.           please # don't hesitate to ask her.  
 633.   %tim:   11.48.51  
 634.   %tim:   11.48.52  
 635.   \*Liu:    we're very thank you for you tell us something and um # um # mister  
 636.           (gesturing toward where Sajid and Lynn are) and another people here  
 637.           arranged us the hotel is very good. um very good.  
 638.   %tim:   11.49.04  
 639.   \*Lynn:  oh good.  
 640.   %tim:   11.49.06  
 641.   \*Liu:    and um this list (#) this arrange (#) we will discuss and after discuss # we  
 642.           will give you um +...  
 643.   %tim:   11.49.12  
 644.   \*Tim:    uhhuh. okay.

As the extract shows, Liu attempted to make a speech (line 627), but was interrupted by Tim's introduction of another British member of staff. Liu finally took his turn after that (line 635).

Apparently the visitors were expecting to have the opportunity to give a return speech, or at least to say something, as it is a normal Chinese custom, on a formal occasion, to do so.

Yao, head of the delegation, also seemed to be uncomfortable with the procedure of the meeting. He made several posture changes during the Post-meeting small talk, suggesting that he was attempting to take a turn, but was unable to come in at the right moment. When the Chair asked about their initial impression of Britain, he finally spoke up, interrupting the Chair, and made a speech (lines 720-724):

#### **Extract 4-5 (V1-int)**

706.   %tim:   11.52.50  
 707.   \*Tim:    what what was your first impression when you came from the airport?  
 708.   %tim:   11.52.53  
 709.   %exp:    Xing interprets into Chinese.  
 710.   %exp:    Yao leans forward and leans back again.

711. **\*Liu:** maybe London is bigger. London. London City is bigger. drive a long time.  
 712. and also in xxx.  
 713. **\*Xing:** bigger than Shanghai?  
 714. **\*Liu:** um maybe.  
 715. %tim: 11.53.19  
 716. **\*Yao:** (leaning forward) wo (+/.)  
 717. %eng: I (+/.)  
 718. **\*Tim:** I think there was a prob (+/.)  
 719. %tim: 11.53.21  
 720. **\*Yao:** wo wo jue de dao qing, dao lundun lai ba, cong women zhe liu ge tongzhi  
 721. shou geji lingdao de weituo, dao zhe lai kan yi kan, erqie women dou shi  
 722. tou yi ci lai, dou feichang gaoxing. lai diyi ge yinxiang, jue de feichang  
 723. reqing, tebie, (pointing to Lynn and Sajid), liang ge, ah, feichang reqing.  
 724. zai yi kan chengshi feichang meili, feichang ganjing.  
 725. %tim: 11.53.41  
 726. %eng: *I think, I think that we six are entrusted by authorities to come and see how*  
 727. *things are over here, and it is the first time to be here, we are very pleased. the*  
 728. *first impression is that the people in this country are very warm and friendly,*  
 729. *especially (pointing to Lynn and Sajid) very warm and friendly. and the cities*  
 730. *are very beautiful, very clean.*  
 731. %exp: Xing interprets into English  
 732. **\*Tim:** thank you. xiexie (nodding)  
 733. %eng: *thank you.*

As can be seen from his speech, he did not only respond to Tim's asking about their impression of Britain, he also mentioned their official task and paid tribute to the host company staff for their friendliness and hospitality. In this sense, it sounded more like an official return speech.

The Chinese are noted as "reserved", and seldom offer to deliver a speech on formal occasions unless invited, or unless it is a matter of urgency or of paramount importance. Given the submissive and inactive characteristic of the Chinese, Yao's attempts were indeed unusual. Apparently Yao felt the strong and insurmountable need to say a few words, and to express his appreciation to the hosts, even though it came at a very late stage. This again shows the

importance the Chinese normally attach to a return speech at such events.

The Chair asked the visitors to go for a tour of the factory after Yao's speech, and this virtually brought the meeting to a conclusion.

#### 4.2.3 Engineering Session

The Engineering Session took place at 10:15 on the morning of the second day. It was presented by Dean, a senior design engineer.

The Engineering Session consisted of a very short period of Pre-meeting preliminaries (0'22), a very long presentation (134'45), and no Post-meeting phase. This is presented in Table 4-4 below:

**Table 4-4 V1-eng: Meeting Structure**

Stage	Duration	Start/End Time
<b>Pre-meeting Preliminaries</b>	<b>0'22</b>	<b>10.17.06-10.17.28</b>
<b>Meeting</b>	<b>134'45</b>	<b>10.17.28-12.32.13</b>
Self introduction	0'35	10.17.28-10.18.03
Presentation	17'48	10.18.03-10.35.51
Inviting questions/ Presentation	13'49	10.35.51-10.49.40
Inviting questions/ Presentation	6'07	10.49.40-10.55.47
Coffee break	3'51	10.55.47-10.59.38
Presentation	4'19	10.59.38-11.03.57
Inviting questions		11.03.57-11.04.45
Presentation	5'23	11.04.45-11.10.08
Inviting questions		11.10.08-11.11.02
Presentation	13'00	11.11.02-11.24.02
Inviting questions/suggesting topics/Questions and answers	32'01	11.24.02-11.56.03
Presentation	17'47	11.56.03-12.13.50
Concluding /inviting questions		12.13.50-12.14.27
Small talk	0'45	12.14.27-12.15.12
Suggesting topic		12.15.12-12.15.39
Chinese initiated conclusion		12.15.39
CAD at SHB		12.15.39-12.16.12
Suggesting/presentation of another topic		12.16.12- 12.23.25
Absence	1'55	12.23.25-12.25.20
Talking about Chinese copy of product specification	4'02	12.25.20-12.29.22
Questions/answers	2'51	12.29.22-12.32.13
<b>Meeting Finish (end of recording)</b>		<b>12.32.13</b>

<b>Total</b>	<b>135'07</b>	
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#### 4.2.3.1 The Pre-Meeting Phase

The audience were seated at the start of the session, having drinks and some light talk among themselves. There were no Pre-meeting exchanges between the presenter and the visiting team.

#### 4.2.3.2 The Meeting Phase

The majority of the Meeting phase was technical presentation, with only a brief self-introduction, a couple of minutes' coffee break, and less than one minute's small talk.

The actual presentation started after a brief self-introduction. Then it took the form of several rounds of presentation followed by an invitation to ask questions, for example:

- 10.35.51 (turning round) any questions?
- 10.49.40 any questions?
- 11.03.57 is it clear? xxx right. any questions?
- 11.10.08 right? any questions?

At first it seemed as if the presenter genuinely wanted to check if the audience was following his presentation, and he left a pause in most of these cases to allow for a response. In the first two instances (10.35 and 10.49) the audience asked questions, but did not respond to his invitations in the latter cases. But as he moved on, it became apparent that he was struggling to find something to talk about, and that he would really like to have a few questions from the audience. At 11.24.07,

just over one hour after the start of the Engineering Review and just after he had checked his watch, he tried to elicit some questions, and this happened again at 11.44 and 12.14:

- 11.24.07           ok well this is a very brief outline of of some of these is there any area you want explained? any part of the (product) # (picking up the drawing and putting it down) um #2 that you want explained um particularly to um to your own?
- 11.24.34           we've got all these different types of (product) designs if you want what they're like what they do anything like that? this is general information it depends on what you want to know.
- 11.44.57           so far you are very happy with the units so far one year old and no problems yes?
- 12.14.10           well # (looking at his watch) I don't know what else to talk about really. it's up to you if you if have any questions just um

At 11.24, the audience asked a question, and at 11.44 they responded to his enquiry and went on to again ask a question. On this last occasion, when he got no response from the audience, he briefly started some small talk about their dinner the previous evening, but then did not follow it up but rather suggested another engineering topic that he could cover. The Chinese responded that there was no need to carry on, yet despite this Dean still continued with the topic, as can be seen from Extract 4-6:

#### Extract 4-6 (V1-eng)

322. %tim: 12.15.06  
323. #6  
324. %tim: 12.15.12  
**325. \*Dean: how about the CAD system? anyone any interest in the CAD system want  
326. to see how our CAD system works? no? (looking round)**  
327. %tim: 12.15.18

328. %exp: Int1 interprets  
 329. %tim: 12.15.24  
 330. %exp: Dean looks round. No reaction from audience.  
 331. #4  
 332. %time: 12.15.28  
**333. \*Dean: xxx**  
 334. %tim: 12.15.30  
 335. #6  
 336. %tim: 12.15.36  
 337. %exp: Liu, Qian, Li look at each other and nod.  
 338. %tim: 12.15.39  
**339. \*Liu: keyi le.**  
 340. %eng: *it's all right for today.*  
**341. \*Qian: keyi le.**  
 342. %eng: *it's all right for today.*  
 343. %exp: Int1 interprets.  
**344. \*Dean: fine? ok (pointing to Liu) I know SHB has always a very um very**  
**345. sophisticated CAD system**  
 346. %exp: Liu nods.  
**347. \*Dean: CAD tier (?) is it? yes?**

In fact, the audience had become visibly inattentive long before this, as the next extract shows:

#### Extract 4-7 (V1-eng)

248. %tim: 11.56.27  
 249. %exp: Liu looks round, rises and goes to draw the blinds. Yao turns to see what he is  
 250. doing.  
 251. %tim: 11.57.00  
 252. %exp: Yao turns round to look at the window. He puts one leg up on the other and  
 253. his hand to his mouth. He turns back to look at the board.  
 254. %tim: 11.57.16  
 255. %exp: He puts down his leg and hand, picks up Dean's calculator and examines it.  
 256. %tim: 11.58.18  
 257. %exp: Yao puts the calculator back on table. He keeps fidgeting.  
 258. %tim: 12.01 29  
 259. %exp: Yao fidgets again. He touches his glasses with both hands, adjusts his posture,  
 260. and adjusts his wristbands. Dean keeps looking his way.

- 261. %tim: 12.02.36
- 262. %exp: Yao stops adjusting his wristbands. He leaves one hand on his lap, and puts the
- 263. other up on his chin, only for a short time. He keeps moving his hands. Li also
- 264. starts to fidget, putting her hand here and there, and adjusts her posture in her
- 265. seat.
- 266. %exp: Dean continues
- 267. %tim: 12.06.52
- 268. %exp: Qian adjusts his posture in chair, and looks at Liu.
- 269. %tim: 12.08.23
- 270. %exp: Yao collects his handouts and other materials and puts them together, making
- 271. noises. Dean looks at what he is doing.
- 272. %tim: 12.08.39

From the nonverbal behaviour of the audience, we can see that they had already lost interest in the presentation and were not concentrating. Dean did not seem to pick up on this, and proceeded to continue the meeting until the designated lunch break at 12.30.

Towards the end of the session, Dean was away for a couple of minutes to get copies of product specification. When he came back, Dean went on to answer some questions from the audience. The whole session finally ended, with no Post-meeting exchanges at all.

#### 4.2.4 Quality Assurance Session

The Quality Assurance Session took place on the afternoon of the second day of the visit. It began with Mike, the Quality Assurance manager, introducing the presenter. The presentation got under way after a brief self-introduction by the presenter. There were no Pre-meeting and Post-meeting phases (see Table 4-5 below).

**Table 4-5 V1-qa: Meeting Structure**

Stage	Duration	Start/End Time
Start		13.20.03

<b>Meeting</b>	<b>34'50</b>	<b>13.20.03-13.54.53</b>
Introduction by Mike	1'08	13.20.03-13.21.11
Self introduction/giving out cards	0'51	13.21.11-13.22.02
Presentation	31'03	13.22.02-13.53.05
Short interruption by Dean		13:31:04-13:31:48
Interruption by Dean		13.38.42-13.39.39
Concluding		13.53.05
Arrangement for next day Int1 encouraging questions		13.53.26- 13.54.35
Concluding		13.54.35
<b>Meeting Finish</b>		<b>13.54.53</b>
<b>Total</b>	<b>34'50</b>	

As is shown in Table 4-6 below, the Meeting accounted for 100% of the whole session.

**Table 4-6 V1-qa: Meeting Structure**

Meeting	Pre-meeting Time/%	Meeting Time/%	Post-meeting Time/%	Total
V1-qa	0/0	34'50/100	0/0	34'50

### The Meeting Phase

During the presentation, Chris every now and then asked the audience if they were happy/if everything was okay. On one occasion Chris asked if the audience were bored, as shown in Extract 4-8:

#### Extract 4-8 (V1-qa)

118. %tim: 13:29:58
119. **\*Chris: you all look quite bored. are you alright? yeah? (laughs)**
120. %exp: Int1 interprets into Chinese
121. **\*Qian: bu kun**
122. %eng: *not sleepy*
123. **\*Liu: bu kun, bu kun.**
124. %eng: *not sleepy, not sleepy.*
125. **\*Chris: is that no they're alright or yes they are?**
126. %exp: Int1 interprets into Chinese
127. %tim: 13:30:12



128. %exp: Chris looks around
129. **\*Wang: bu, ren zhe shi guocheng, ren gei jieshao tamen zhe ge jianyan bumen dou**
130. **you xie shenme, jiu xiang zanmen ganhuo yiyang, gongye shenme de, ren**
131. **jiu xian jieshao jieshao, zhe bu yaojin de, ta jieshao dui de.**
132. %eng: *no, this is the process. he is introducing this QA department, what they have,*
133. *just like what we do in industries. this is an introduction. it doesn't matter. he*
134. *is right doing so.*
135. **\*Yao: women jiu shi xuexi.**
136. %eng: *we are here to learn.*
137. **\*Liu: women jiu shi xuexi.**
138. %eng: *we are here to learn.*
139. **\*Int1: tamen laowai jiu xihuan ni ti wenti, ruguo ta lao jiang ni bu ti wenti de**
140. **hua, ta jiu ganjue haoxiang ni bu gan xingqu.**
141. %eng: *they foreigners would like it if you ask them questions. if he talks on and on*
142. *with no questions from you, he feels as if you are not interested.*
143. **\*Wang: bu shi, zhe ge dongxi zan mei fa ti wenti, xiang renjia zhe guanli, zenme**
144. **guanli, zhe zenme ti?**
145. %eng: *not that. we can't ask questions about this, their management, how the*
146. *company is run. how can we?*
147. **\*Int1: they said it's ok, it's just because in China we might um follow**
148. **different standard, I mean**
149. **\*Chris: uhhuh**

It can be argued that this was a well intended effort on the presenter's part to make sure that the audience was all right. But from a politeness perspective, this is a face-threatening act. The very act itself put (intentionally or otherwise) the audience's face at risk, as it "accused" them of showing no interest in his talk. An affirmative reply would put both sides' face at risk in that either the audience were not interested in the presentation, or the presentation was so poorly executed that it was not interesting.

Chris also brought the audience in by asking about the quality standards used in their companies.

At the end of the Meeting period, the presenter asked the delegation to go out for a tour of the

factories, right after a 31-minute presentation, as illustrated below:

**Extract 4-9 (V1-qa)**

463. **\*Chris:** so you have your heat quantity curve # overall efficiency # power factor #  
464. in kilowatts. you can see there # and also your (product). here. as you can  
465. see # they run almost parallel to each other. those two. but the main thing  
466. that you're interested in would be the heat quantity and the efficiency.  
467. because obviously you want it nice and efficient.  
468. %exp: Int1 interprets into Chinese  
469. %tim: 13:53:05  
470. **\*Chris:** would you like to have a walk round the shop floor and get a bit of fresh  
471. air?  
472. %exp: Int1 interprets into Chinese (laughs)  
473. **\*Chris:** yes?  
474. **\*Liu:** xing  
475. %eng: *all right.*  
476. **\*Int1:** xing ma?  
477. %eng: *is it alright?*  
478. **\*Liu:** xing, xing, xianzai jiu qu ma?  
479. %eng: *alright, alright. are we going now?*  
480. **\*Wang:** jiang wan le ba, jiang wan le ba.  
481. %eng: *after the presentation. After the presentation.*  
482. **\*Liu:** jiangwan yihou qu ba.  
483. %eng: *let's go after the presentation.*  
484. **\*Int1:** we will finish. they would like to go then.  
485. %tim: 13:53:26  
486. **\*Chris:** I am finished. (laughs)  
487. **\*Int1:** oh, is it?  
488. **\*Chris:** yes, unless you have any questions.

Lines 478-482 in the above extract indicate that the audience were expecting a longer presentation and were not ready for a tour of the factories. This may be the result of the very long morning session (V1-eng) that they had just had (V1-eng lasted for more than two hours), which made the half an hour presentation seem unbelievably short. Yet, Chris did not give a clear

indication of the end to the presentation. Some small talk at the end of his presentation would have nicely brought the presentation and the session to a conclusion.

The delegation members were not really interested in the presentation, as it was not as they had expected. This can be seen from the comments they made in the follow-up interview:

**Wang:** ta jiu zai na'r jiang, jiu zai na jiang, ta jiang de, ta guang jiang zhe ge zhibao tixi.  
*He kept talking, talking, what he talked about, he was only talking about the quality assurance system.*

**Wang:** ta na ge jiang bu xi, ta jiang de bu dui.  
*He didn't go into details, not the right way to talk about it.*

**Wang:** ta jiu guang shi nong le ge lianluotu, ta jiu shuo na ge bumen xia she na ge bumen.  
*He was only playing with the liaison chart, telling us which department was subordinated to which department.*

**Li:** ta shuo de ta jiu zai na'li qiong hunong. ta fanzheng gei ni jiang jiushi qiong hunong.  
*What he was talking about he was fooling us around. He was just fooling us around.*

**Li:** bu, ta qima ba ta zhe ge zhibao tixi gei shuo yi shuo.  
*No, at least he should have talked about their quality assurance system.*

**Li:** wo jintian wo hai daizhe wenti qu de, houlai xiang suan le, wo kan zhe ge qingkuang wo beng wen le. wo lie le ji ge tigang wo xiang dou lie na xie dongxi wo yi kan wo xiang wo beng wen le. Ta zhibao tixi mei jieshao.  
*I today I went there with questions, later I gave up, when I saw the way it was going I decided not to ask. I listed some topics to ask questions about and I had wondered what I should put down in the list, but when I saw the way it was going I thought I had better not ask. He didn't talk about the quality assurance system.*

**Li:** en, ni ba zhibao tixi jieshao yixia jiu xing.  
*Yes, it would have been alright if you had only introduced the quality assurance system.*

(V1-chn)

At least two issues arise from these comments. First, the audience felt that the presenter did not approach the session in an appropriate way, leaving them feeling being "fooled around". Secondly, they felt the presenter did not talk enough about the topic (He did not "go into details", and was only playing with the "liaison chart"). This may have led to their lack of interest in the presentation.

Interestingly, the Chinese assured the presenter that they were not bored, and did not raise any objections, nor let the presenter know what they would like to hear. Clearly this was a face-saving mechanism on their part. Liu, deputy head of the delegation, did ask Chris some questions. But he said in Chinese that he asked the questions "just to make him interested" ("rang ta tigao dian xingqu").

And as Extract 4-8 shows, the interpreter also played his own part in the face-saving game: he first encouraged the audience to ask questions to show that they were interested (lines 139-140, Extract 4-8), and later came up with an excuse of his own (lines 147-148, Extract 4-8) to convince the presenter that they were not bored.

#### **4.2.5 Manufacturing Session**

The Manufacturing Session took place on the morning of the fourth day of the visit. Dave, the Manufacturing Manager was the presenter. It began with a session in the conference room prior to a tour of the factories.

The analysis of the structure of the session shows that the presenter engaged the visiting delegation in small talk all the way through, and only briefly (12 seconds) referred to his plan for

the review towards the end of the session (see Table 4-7). There was no technical content.

**Table 4-7 V1-manuf: Meeting Structure**

Stage	Duration	Start/End Time
<b>Start</b>		<b>9.55.58</b>
Small talk (talking about fishing)	0'27	9.55.58-9.56.25
Talk among guests/Serving drinks	1'19	9.56.25-9.57.44
Small talk	8'09	9.57.44-10.05.53
About shopping/next day activity	1'16	9.57.44-9.59.00
Impression of Britain	0'40	9.59.00-9.59.40
Foreign language/learning	6'13	9.59.40-10.05.53
Small talk (Talking about foreign language learning)	0'37	10.07.07-10.07.44
Silence	0'24	10.07.44-10.08.08
Concluding	0'41	10.08.08-10.8.49
<b>Meeting Finish</b>		<b>10.08.49</b>
<b>Total</b>	<b>12'51</b>	

As shown in Table 4-7, the whole session was basically small talk. In a strict sense, the part held in the meeting room was only the Pre-meeting, as the presenter apparently planned to show the visitors the manufacturing facilities and talk about manufacturing in the factories, in the form of a factory tour.

At the start of the meeting, Dave began to talk about fishing. This was followed by some further small talk about shopping, the audience's impression of Britain, and foreign language teaching and learning. In between the small talk, however, there were long moments of silence and moments when the delegation members talked among themselves in Chinese. These moments are listed below:

- 9.56.25-9.56.56      Liu explaining to the rest of the team what he and Dave were talking about/visitors talking about what they saw on previous trip (0'31)
- 9.57.10-9.57.16      Serving drinks (0'06)
- 9.57.36-9.57.44      Serving drinks (0'08)

9.57.56-9.58.01	Silence (0'05)
9.58.38-9.59.0	Visitors talking among themselves about travel (0'22)
9.59.40-10.01.08	Visitors talking among themselves (1'28)
10.01.16-10.02.29	Visitors talking among themselves (1'13)
10.03.43-10.04.23	Visitors talking about foreign language teaching and learning (0'40)
10.07.44-10.08.08	Silence (0'24)

Most of the time when the visitors were talking among themselves, Dave simply watched. It seemed that Dave was either reluctant to interrupt, or was having difficulty bringing up topics to engage them in conversation. It was certain that he felt left out, and somewhat helpless about the way the conversation was going. At one stage he did try to rectify the situation, as shown below:

#### Extract 4-10 (V1-manuf)

162. %tim: 9:59:40  
163. %exp: visitors talk to themselves in Chinese. Xing and Wang are still engaged in talk.  
164. Xing goes on to talk about mad cow disease and firework accidents. visitors  
165. talk about Wang Dan , a student leader in 1989. Dave is totally ignored. Dave  
166. drinks coffee and watches on attentively.  
167. %tim: 10:01:08  
168. **\*Dave: you see # this is not fair. I cannot understand what you are saying.**  
169. %par: laughing  
170. **\*Int1: oh**  
171. **\*Xing: sorry.**

This was very impolite, and Dave politely reminded them in a joking manner. However, though the guests realised that Dave was anxious to join them in the talk, they did not make any

efforts to involve him, and kept talking to themselves in Chinese, as the next extract indicates:

**Extract 4-11 (V1-manuf)**

175. **\*Wang: ta ting budong ji de huang.**  
176. %eng: *he is anxious because he doesn't understand.*  
177. **\*Xing: en, dui.**  
178. %eng: *yes, right.*  
179. %tim: 10:01:16  
180. %exp: Liu continues to talk about Wang Dan and other Chinese dissidents. Dave  
181. keeps drinking tea all the time.

As implied in the extract, the visitors were aware of Dave's anxiety. Yet they went on with their own talk, still ignoring the host. Language competence on the visitors' part may have very well played a key role here. Of the six members, only Liu spoke reasonable English, and the others were not in a position to engage Dave in conversation. Secondly, the relaxed, informal atmosphere, with no specific (business) topic, made it look like random talk before the main business talk, and the visitors may not have been aware that this was the formal session. Thirdly, the Chinese may hold the view that they were the guests, and it was the host's responsibility to look after them in every way, including effectively engaging them in talk.

But sometimes Dave did not appear keen to talk, as can be seen from Extract 4-12 below:

**Extract 4-12 (V1-manuf)**

149. **\*Dave: could you ask if what they have seen of England so far? is it as they**  
150. **imagined?**  
151. %add: Int1  
152. %exp: Int1 interprets into Chinese  
153. %exp: Dave looks round. Visitors are busily engaged in their own talk.  
154. **\*Yao: Gelinweizhi ya, na ge tianwentai.**

155. %exp: Yao gestures with hand.  
156. %eng: *Greenwich, the observatory*  
157. \*Int1: **yes, they are just impressed by the Greenwich.**  
158. \*Dave: **pardon?**  
159. \*Int1: **by the Greenwich. yesterday what they saw because I think it's about on**  
160. **Thursday. so they haven't got a chance.**  
161. %exp: Dave nods. he drinks coffee and watches on.

As lines 158-161 show, Dave seemed uninterested in carrying the topic any further, though he brought it up.

The silences also added to the awkwardness, especially the 24 second long pause before the conclusion of the session.

The Manufacturing Session caused some confusion. Dave did not tell the delegation of his plan at the beginning of the session. This may have left the visitors wondering when he was going to start the technical presentation, which they were expecting. The suspension was kept till late into the session when Dave told them that he had planned for them to have a tour of the factory.

#### 4.2.6 Closeout Meeting

The Closeout Meeting took place on the morning of the eleventh day, the last working day before the visiting team left Britain<sup>22</sup>. It was chaired by Sajid, the project engineer from the Sales and Marketing Department, with no other British staff present.

The meeting took the following form:

##### **Pre-meeting**

---

<sup>22</sup> The delegation were to leave at 8:30 on the next Monday morning.



Meeting (see Table 4-8 below)

**Table 4-8 V1-Closeout: Meeting Structure**

Stage	Duration	Start/End Time
<b>Start</b>		<b>10.11.49</b>
<b>Pre-meeting</b>	<b>4'45</b>	<b>10.11.49-10.16.34</b>
Preliminaries/serving drinks	1'55	10.11.49-10.13.44
Sorting out air ticket (Sajid's absence: 10.14.16-10.15.30 = 1'14)	2'50	10.13.44-10.16.34
<b>Meeting</b>	<b>73'47</b>	<b>10.16.34-11.30.21</b>
Farewell speech	1'30	10.16.34-10.18.04
Small talk	0'48	10.18.04-10.18.52
Sorting out spares	2'13	10.18.52-10.21.05
Arrangement for next 2 days	1'13	10.21.05-10.22.18
Other business (contact in SH and pledge of service)	6'07	10.22.18-10.28.25
Absence	24'58	10.28.25-10.53.23
Sorting out spares	17'08	10.53.23-11.10.31
Absence	18'28	11.10.31-11.28.59
Sorting out spares	0'17	11.28.59-11.29.16
Concluding	1'05	11.29.16-11.30.21
<b>Meeting Finish</b>		<b>11.30.21</b>
<b>Total</b>	<b>78'32</b>	

As shown in the table, the lengthy Meeting period lasted 73 minutes 47 seconds, accounting for 94% of the event (see Table 4-9 below). There was no Post-meeting period.

**Table 4-9 V1-Closeout: Meeting Structure**

Meeting	Pre-meeting Time/%	Meeting Time/%	Post-meeting Time/%	Total
V1-close	4'45/6	73'47/94	0/0	78'32

#### 4.2.6.1 The Pre-Meeting Phase

The Pre-meeting started with a round of serving drinks. Sajid then began to help confirm the delegation's return air tickets.

#### 4.2.6.2 The Meeting Phase

Sajid started the official Meeting period after his brief absence (1'14. see Table 4-9). He then gave a very brief farewell speech, as follows:

##### Extract 4-13 (V1-close)

80. %tim: 10:16:34
81. **\*Sajid: ok. lady and gentlemen # I'm we've decided to say a few words. firstly xxx**
82. **the visit and any other things you wish to discover ok we've enjoyed very**
83. **much having you over xxx you want to xxx you hope or want to see. if there**
84. **is anything else we can do to make your visit more comfortable # please ask.**
85. **or if there are any aspects of the programme # you want to #2 discuss farther**
86. **further # xxx or engineering or xxx or manufacturing # please xxx we'll**
87. **appreciate. today will be the last day (#) so we get an opportunity to just**
88. **discuss # um # see yourselves in BH.**
89. %tim: 10:17:30
90. %exp: most of the visitors are looking down in front of them. Yao writes.
91. %exp: Sajid gestures to Int1, who starts to interpret.
92. %tim: 10:18:04
93. **\*Sajid: has everyone enjoyed their visits?**
94. %exp: Int1 interprets.
95. **\*Yao: hen manyi.**
96. %eng: *very good.*
97. %exp: Int1 interprets.
98. **\*Sajid: is there anything we can do to improve it?**

The farewell speech itself only lasted 1 minute 30 seconds. From there the two sides engaged in exchanging views regarding spares and services, and problems the guests had experienced regarding the products they had purchased.

During the Meeting, Sajid left the delegation completely on their own in the conference room on two occasions (24'58 and 18'28 respectively) to get copies of their product brochure and the contract. This is more than half of the total meeting time.

The meeting was chaired by Sajid, the project engineer in charge of delegation receptions, with no other British members of staff present. Compared to the welcome meeting, where there were some middle officials present, the closeout meeting was somewhat desolate. Liu, deputy head of the delegation, was wondering before the meeting was to start if Sajid was the only British host to attend the meeting and asked the other delegation members and the interpreter:

Jiu ta yi ge ren ya?  
*Only he himself (present)?*

The query clearly indicated that they were expecting somebody of senior office and/or more people to turn up. They may have sensed something odd according to their own norms. In the Chinese context, for a formal delegation visit, higher officials normally attend the welcome meeting or reception and the close-out meeting as a mark of respect/politeness to the visiting guests and as an attempt to leave a positive impression, and leave more junior people to handle the main business and routine schedules. The Chinese normally try everything possible to avoid the situation of being "hu tou she wei" (meaning literally "tiger head and snake tail", and figuratively "fine start and poor finish"). Regardless of the success or failure of the business of the visit, there would always be one or more people of relative seniority at a closeout meeting, as a gesture of willingness for future contact and co-operation.

The lone chair of no or little seniority (a member of administrative staff) would, in the Chinese context, signal lack of interest in or no intention for further contact or co-operation. Though this was not, considering the business context the host company was in, the intended

message the hosts wanted to convey, it nevertheless was against the Chinese norms. It might be that the hosts did not pay enough attention to what seemed to be trivial, or that senior officials were busy with other obligations.

Though closeout meetings are different in nature from introductory meetings, they are presumably another opportunity for the two sides involved to consolidate their relationships. However, as indicated in the tables, on this occasion there were neither Pre-meeting nor Post-meeting exchanges. And the only occasion of some small talk lasted less than 1 minute. Neither side initiated any topics to engage their counterparts in small talk.

#### 4.2.7 Summary

The visit went seemingly smoothly in almost every respect. All the major programmes planned for the delegation were carried out, including the three training sessions.

The Chinese visitors were generally happy about their stay in Britain. In the follow-up interview they thought their hosts were generally friendly<sup>23</sup>. They commented that the visit was "generally good" and "fully scheduled", and the arrangement was "good". One member commented that:

Zhao: zhe ge ge fangmian bijiao manyi.  
*It is satisfactory on all aspects.*

(V1-chn)

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<sup>23</sup> Though they had negative impressions of two of the host company staff, saying they were arrogant.

The Chinese impressions of the arrangements were largely calculated on the basis of comparison with previous visits, as indicated in their comments:

Yao: zhe yinwei zan zhiqian lai de ren ye gei women zhe ge jiang le xie tamen dao zheli de qingkuang, jiu shi lai le yihou ne kandao de shenme changmian. mei xiang lai le yihou ba kan ge bumen dui women dou ting keqi de, he shang ji pi bu tong le.

*This because people from previous groups told us a little about things over here, that is, the events when they came over. But different from what we had expected, when we came people from different departments are very polite to us, which is different from previous visits.*

Zhao: bi qi women yiqian lai ting renjia jiang yiqian zenmeyang ah, zhe ci ganjue bi tamen yao hao de duo.

*Compared to descriptions by people who had previously come over of how they were received, I feel this time it is much better than the way they were treated.*

(V1-chn)

The delegation put the satisfactory arrangements down to two factors: that they had made some suggestions, and that the host company were more experienced as a result of having dealt with more delegation visits:

Yao: zai jia shang yiqian ba, he qian ji pi xiang bi, ye liaojie liaojie ren qianbian lai le yihou zhe ge anpai shenme ba, jiben dou hen manyi. tamen de gongzuo zenme zuo de dui women jiedai xxx gei tamen ti le ti, xx jiang si wu tian ke, zai jia shang zhe ge anpai zhe ge shenme bu da hao, xxx zhe yang jingguo gaijin.

*In addition, before, compared with previous visits, we had learned about the arrangements from previous groups, generally good. How they do it, to receive us, we made some suggestions to them, xxx 4-5 days' lecturing, and in addition the arrangements were not good xxx so it has been improved.*

Li: ta keneng ye you suo gaijin shi ba?

*They may have made some improvement [as a result of it], right?*

Liu: zhe ye shi ren lai duo le tamen you jingyan le tamen genju tichu de yaoqiu dui yiqian zongjie de jingyan, suoyi zhe ci lai bijiao hao.

*This is also because they are more experienced they have drawn some lessons from the requests proposed to them, so this time it is better.*

(V1-chn)

One member of the delegation showed her appreciation of the difficulty the hosts were faced with, and her view was shared by other members:

Li: fanzheng xianzai shuo shizai de ta shi bu hao anpai, fanzheng yi tian yi ge ye yanjiu lai yanjiu qu.

*Anyhow honestly it is not easy for them to make arrangements they discuss over and over again the arrangement for the day.*

Yao: zhe ge, keyi yuanliang, zhe ge, hai keyi.

*This, is understandable, it, is ok.*

(V1-chn)

However, they all maintained that in China the reception of foreign business people was generally better, that the Chinese were more friendly and hospitable. According to them, the treatment of foreigners in China could not be better. China paid more attention to foreign visitors' accommodation. The visitors privately complained about the poor condition of the hotel and about not having boiled water<sup>24</sup> at the hotel, but they never made any official complaints and requests.

The British side felt that the visit was successful, as indicated in Sajid's comments during the follow-up interview:

Sajid: the visit was a success in that we got what we wanted done. unfortunately the weather, climate restricted what we can do. um, it was as successful as we would have liked it to be, um from my own point of view because a lot of the time um the weather restricted

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<sup>24</sup> Chinese normally drink Chinese tea, hot boiled water, or cold boiled water. Unlike people in the West, they do not normally drink tap water.

what they could do what they couldn't do. But from my point of view they seemed very satisfied. they got to visit the places they wanted to visit, and they were genuinely happy so from that point of view yes we succeeded in achieving our goal.

(V1-sajid)

The British side thought this delegation were "generally good" and agreeable. There was "nothing particularly good or bad" about this visit. Steve's comments seemed to represent the host company's impression of this visit:

Steve: ... this particular delegation um were happy with the arrangements we made for them in most most cases and they expressed their satisfaction with with everything we arranged for them not really a problem.

(V1-steve)

Sajid also commented to this effect:

Sajid: ... not very demanding, pretty happy, quite easily pleased, um, fairly fine (?) group, that's basically what it is (?)... well they did really you know they accepted the programme I asked them on several occasions if they wanted me to change anything or if they wanted to change anything. they were pretty happy just to go along what we've laid down. From that point of view they weren't very demanding. they didn't ask for anything in it (?), they didn't ask for anything special.

(V1-sajid)

It is interesting to note that in the follow-up interview with Tim, he did not seem to readily believe in what the delegation openly expressed to them, as his colleagues did:

Tim: um, (3 secs) the true test is when I get back to China I visit the power stations and I hear what they think of us, um, from their colleagues, what they say to us here may be one thing, what is said when they return to China may be different. they would be very polite here. um, what do they truly mean, you only find that out when I go back to China.

(V1-tim)

Tim had been on business trips to China for dozens of times, and this shows his deep understanding of Chinese mentality and Chinese face and politeness.

The British also noted the delegation's lack of interest in the training sessions, as Sajid again commented:

Sajid: well with this particular group I would say that they enjoyed the visits more than the training. I did not notice that they were very interested in the engineering or aspects (?) of manufacturing. ok they showed some interest, but it wasn't, you know a hundred percent. whereas these other visits have been more interested in the technical aspect and the leisure aspect of the visit.

(V1-sajid)

From the British company's perspective, the reception, the sightseeing trips, and the entertainment programmes put a huge amount of strain on human resources. For this visit, the company even drafted retired former company employees to take the delegation on sightseeing trips. In the interview the programme administrator's comments may lend some insights in this respect:

Lynn: ... yeah it certainly would be very very busy and it's trying to sort of find the time to fit in the entertainment side of it you know because every company you know is not really fat [?] is it? you can, everybody's got a job to do, and there's not that much time. but you know we managed to fit in. we've had quite co-operative firm a lot of co-operation from other departments which's been a help...

(V1-lynn)

Yet, in spite of the inconveniences brought to them by the visit, the host company were



relationally-minded in their reception, as Tim again commented:

Tim: we we have a good product, we are a good company, and our price's very good, but that won't get you so far. you also need somebody in China, as you do in most of those countries, that has friends that could speak well of us, because our competitors have friends, that speak well of their competitors and badly of us. so the strength of the contact the strength of the friend is important...and the visitors that've come here have liked what they've seen and heard, and they liked us. um, we wouldn't be successful with only one of those two things. we need both.

(V1-tim)

## 4.3 Visit Two

### 4.3.1 Background Issues

This was again a standard contract-based delegation visit. Six people, two from the product X manufacturer and four from end-users, came over for a 10-day visit, from 1<sup>st</sup> to 10<sup>th</sup> June 1997.

The deal was for an order of 12 units of power product Y for HH Power Plant, 6 for Project Phase 1, and 6 for Project Phase 2. This was the second delegation under the HH contract.

#### 4.3.1.1 The Programme

Like for the first visit, the company had prepared a programme prior to the arrival of the delegation. The original programme included one and a half days' on site training (a manufacturing review, an engineering review, and a quality assurance review), and six days' local sightseeing trips and shopping tours, and two dinners, as shown in Table 4-10 below:

Table 4-10 V2: The Programme

Day	Time	Programme
Day 1	0600	- Rendezvous at Heathrow Airport to meet visitors

<b>Sunday</b> <b>01/06/97</b>	0730	- Return to Shannon Hotel for registration & allocation of rooms
<b>Day 2</b> <b>Monday</b> <b>02/06/97</b>	1030 1115 1215 1300 1400 1600 1845 1900	- Collection from Shannon Hotel - Introductions/coffee No. 1 Conference Room - Brief Tour of Factory - Buffet Lunch - Manufacturing Follow up - Visit to Arndale Centre for Shopping - Return to Shannon Hotel - Collect from Shannon Hotel - Dinner at Maple Cottage
<b>Day 3</b> <b>Tuesday</b> <b>03/06/97</b>	0930 1200 1300	- Collection from Shannon Hotel - Engineering Review - Buffet Lunch - Quality Review
<b>Day 4</b> <b>Wednesday</b> <b>04/06/97</b>	0930	- Collection from Shannon Hotel - Woburn Safari Park
<b>Day 5</b> <b>Thursday</b> <b>05/06/97</b>	0900	- Visit to Oxford
<b>Day 6</b> <b>Friday</b> <b>06/06/97</b>	0830	- Collection from Shannon Hotel - Visit to Alton Towers
<b>Day 7</b> <b>Saturday</b> <b>07/06/97</b>	0900	- Collection from Shannon Hotel - Visit to London
<b>Day 8</b> <b>Sunday</b> <b>08/06/97</b>	0900 1030	- Collection from Shannon Hotel - Visit to London
<b>Day 9</b> <b>Monday</b> <b>09/06/97</b>	0930 1700 1900	- Collection from Shannon Hotel - Visit to Windsor Castle - Return to Shannon Hotel - Dinner Meah
<b>Day 10</b> <b>Tuesday</b> <b>10/06/97</b>	1000 1130 1200 1300 1500	- Close out meeting - Photograph - Buffet Lunch - Return to Shannon Hotel - Collection from Shannon Hotel for trip to Heathrow

#### 4.3.1.2 The Arrival

The delegation again arrived in the early hours of the morning. Sajid, the project engineer mainly responsible for the reception, another member of staff from the Sales and Marketing Department and the local interpreter went to Heathrow Airport to meet the delegation on their arrival. The visitors were taken to their hotel from the airport. As they arrived on a Sunday, they had the day off to rest.

#### 4.3.1.3 Hotel Changes

Upon arrival the visitors were taken to a cheap hotel (of about two-star standard), which the company had previously used with other Chinese delegations. The British company had presumed that the visitors, like some of the previous visiting groups, would prefer to stay in relatively cheap accommodation so that they would have more pocket money at the end of the visit. The visiting group, however, were dissatisfied with the hotel, and complained that the rooms were small and the carpets old and worn-out. They thought the hotel was like "the guest houses during the years of the Cultural Revolution"<sup>25</sup>. They claimed that when they were on business trips in China, they would stay in at least four-star hotels, and felt that this poor quality hotel was beneath their status. They asked the host company the same evening to arrange for them to stay in a different hotel. The company moved them to a better quality family-style hotel the next morning.

To the Chinese, staying in a better hotel was more a face and status issue than for comfort. The Chinese generally pay attention to things that befit their status. For example, they go to places and do things that people of the same status do. Anything less would be beneath their status. In a newly opened market economy, sales managers are a privileged class, and they generally claim more self-importance. A poor quality hotel was surely felt as ill treatment by the hosts. However, the British hosts clearly failed to realise their importance of the hotel to their guests, and they decided on the initial hotel arrangement on the basis of their previous experience with Chinese delegation visits.

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<sup>25</sup> A period of 10 years from 1966-1976, when the living standard in China was very poor, and there were few hotels throughout the country.

### 4.3.2 Introductory Meeting

The introductory meeting took place on the morning of the second day of the delegation's visit. Jack, the company's Operations Director, chaired the meeting. Other people present were Dave, the Manufacturing Manager, Mike, the Quality Assurance Manager, Ray, the Engineering Manager, Dean, senior design engineer, Sajid, the project engineer of the Sales and Marketing Department, and Lynn, programme administrator of the Sales and Marketing Department. Tim, the sales and marketing manager, would normally have chaired the meeting, but he was away on an overseas visit at the time, and was not due to return until the middle of the delegation's visit.

Prior to the start of the meeting, after they were taken to the conference room, Sajid was discussing the programmes with the visitors. As explained above, the original programmes included one and a half days' on-site training. The visitors cancelled these training sessions, saying that they wanted more time for sightseeing and shopping.

The British hosts were offended by this, and in the follow-up interviews commented that this group showed no interest at all in their products and manufacturing, as shown below:

Sajid: um, off the record, they haven't any ethics, you know they had no due respect for their hosts, it was all sort of like we are more important than anything else. to me if I went to someone's house, or to travel and someone laid out a programme for me, I would xxx against that to say no I'm not interested in your product and I just want to go out and do things that I like.

Steve: they simply had no interest whatever in our product which they bought.

**(V2-group)**

The structure of the meeting is presented in Table 4-11 below:

**Table 4-11 V2-int: Meeting Structure**

Stage	Duration	Start/End Time
<b>Meeting Start</b>		<b>10.06.09</b>
<b>Pre-meeting</b>	<b>2'34</b>	<b>10.06.09-10.08.43</b>
Preliminaries (informal greetings and exchanging cards)	1'21	10.06.09-10.07.30
Waiting/sorting out seating	1'13	10.07.30-10.08.43
<b>Meeting</b>	<b>16'59</b>	<b>10.08.43 -10.25.42</b>
Formal Greeting and self introduction	'17	10.08.43 -10.09.00
Welcome/importance of visit/stressing relationship	2'39	10.09.00-10.11.39
Introductions of British staff	1'51	10.11.39-10.13.30
Introductions of Chinese delegation	2'27	10.13.30-10.15.57
Discussing with colleagues about proceedings/colleagues leaving	1'15	10.15.57-10.17.12
Introduction to the company	6'25	10.17.12-10.23.37
Concluding	2'050	10.23.37-10.25.42
<b>Post-meeting</b>	<b>3'58</b>	<b>10.25.42-10.29.40</b>
Talking about/getting ready for trip on site	'59	10.25.42-10.26.41
Small talk	'24	10.26.41-10.27.05
Getting ready/waiting for trip	1'58	10.27.05-10.29.03
Bidding goodbye		10.29.03
<b>Meeting Finish</b>		<b>10.29.40</b>
<b>Total Meeting Time</b>	<b>23'31</b>	

As is shown in the table above, there were no exchanges in the Pre-meeting phase, and very few exchanges in the Post-meeting phase. The Meeting phase accounted for 74% of the total meeting time (see Table 4-12).

**Table 4-12 V2-int Discourse: Meeting Structure**

Meeting	Pre-meeting Time/%	Meeting Time/%	Post-meeting Time/%	Total
V2-int	2'34/10	16'59/74	3'58/16	23'31

#### 4.3.2.1 The Pre-Meeting Phase

The initial stage of the meeting was awkward. When Jack entered the room, followed by the managers and key members from various departments, he did not acknowledge the presence of the

visitors, though some of them stood up. Instead, he went up to Sajid, who had been in the room with the delegation prior to his arrival. He greeted them only after he was introduced by Sajid.

Jack went on to present his name cards. He had to move round the table and squeeze past people because the room was cramped. The meeting took place in the host company's conference room, the same room as was used for the meetings during the first visit. The room was rather small in size, and had a large oblong table in the middle. There were chairs all around the table, and when everybody had arrived, there were 15 people in the room, either standing or seated (7 hosts, 6 visitors, 1 interpreter, and 1 researcher). The room arrangements made it physically difficult for people to move around to shake hands and to present business cards.

As Table 4-11 shows, there was a short period of confusion (1'13) after the exchange of name cards and before the Meeting phase started. This was again caused because of lack of space in the room: there were not enough seats for the host company staff. It took the managers and other British staff quite a while to sort out their seating, and Jack had to wait for chairs to be brought in and everybody to settle down. In fact they were still sorting out the seating problem after he had started to address his audience.

In the follow-up playback session, Jack thought the meeting should have started immediately, and regarded the first few moments as chaotic. He commented:

"... whereas here now we're sitting now waiting for people to come in now, which means the meeting is in chaos, people are doing their own things, xxx taking charge of the meeting, which is actually xxx strange xxx of getting things going. this might be the embarrassing few moments at the beginning, obviously you don't want."

(V2-jack)

Jack also attributed the confusion to the possible fact that the hosts were too familiar with this kind of event to treat it more seriously:

"when you get here, we're just, we're just waiting in this confusion while people are coming in, chairs being arranged things all really not cleared, and we all should have done and been prepared and planned before, it might be this time we are so familiar now we'd be xxx maybe we are a bit slack, we just treat it as an everyday occurrence now as opposed to being a formal, um, event."

**(V2-jack)**

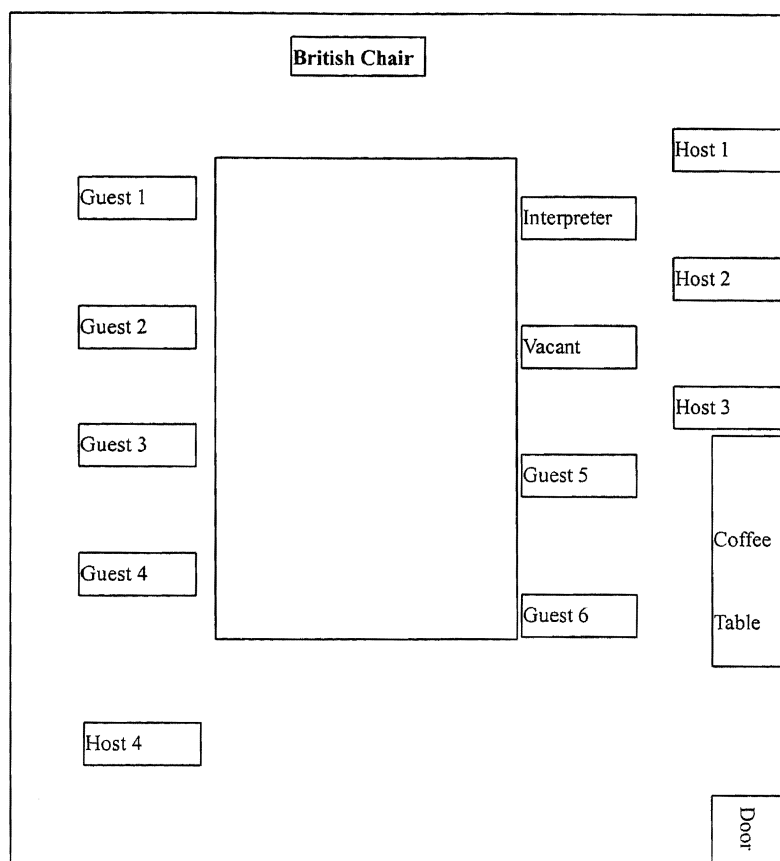
Both the British and the Chinese participants felt that the venue for the meeting was inappropriate. However, while the British chairman commented that it was "bad organisation" and "genuine chaos", the Chinese attributed much greater significance to the seating arrangements.

As Diagram 4-1 shows, when everybody was settled, the British chairman sat at the end of the table (the end further away from the door), four Chinese visitors sat on one side (facing the door) and two sat on the other side with the interpreter. Most of the other British staff were located away from the table, sitting behind the Chinese visitors, or at the corner<sup>26</sup>.

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<sup>26</sup> The project engineer and the administrator moved to and stayed near the door at the start of the Meeting phase. They occasionally went out and came back to get drinks etc.

**Diagram 4-1 Seating Arrangement**



To this visiting delegation, this seating arrangement signalled a difference in status. To them, the official duty of the delegation was supposedly to check and accept the products they had purchased. This was their paramount responsibility, though in fact the products had already been shipped to China and were operating in the power plants. They held on to their official responsibility, which was the only justification for their visit, and wanted their British hosts to think of them in official terms, and treat them accordingly. To them, this meant that they were of equal status, if not more powerful, than their hosts.

They felt that such a seating arrangement put them in an inferior position. To them, equal



status meant that the two teams should sit along the sides of the table, with the head of each side sitting opposite each other in the middle, with equal opportunity of speech. In the follow-up interview, Sun's comments were shared by his colleagues:

"... lingwai yi dian cong zhe zhong xingshi lai jiang ye bu shi ta zuo zai zhe ge zhuxi tai women liang bian fenkai de. dui yinggai duideng de xing shi shi ta zhuo zhe yi pai women zuo zhe yi pai, shi bu shi? shi yinggai zhe yang ma. ni kan xianzai shi, tamen zuo zhuxi women ting tamen jiang, danran jiu shi jiao ni zenmeyang zenmeyang..."

*...and another thing is, in terms of the seating arrangements, it shouldn't have been that that he sat in the chair position and we were seated along the sides of the table. The equal status should be they sit along this side and we sit along that side, shouldn't it? That should be the right way. You see now, they were chairing, and we were audience, which naturally means that you do what you are told to...*

(V2-chn)

#### 4.3.2.2 The Meeting Phase

The Chair started the meeting by briefly introducing himself and then welcoming the visiting delegation. This was followed by introductions of the people present. Much of the meeting period (6'25) was devoted to a presentation about the company:

##### The Welcome Speech

In his welcome comments, the British chairman drew attention to the importance of the Chinese contracts to his company, and expressed his company's hope that the good relationship between the two parties would continue in the future (see Chapter 5 for more discussion).

##### Introductions and Return Speech

After the chairman finished giving his welcome comments, the British staff introduced themselves, and then the chairman asked the Chinese delegation members each to introduce themselves. The head of the visiting delegation took this as an invitation to deliver a return speech, and talked to the rest of the team for a moment discussing what to say. They asked him to make the introductions on their behalf. So he started to express the group's appreciation to the hosts, intending, as head of the delegation, to make a return speech and then to introduce the members. However, he was cut short by the interpreter, who explained that they had been asked to introduce themselves, not give a return speech. After several minutes of uncomfortable discussion in Chinese by the visitors, each delegation member introduced himself.

The moment of confusion reflected two different issues. First, different norms came into play when the British chairman asked the Chinese delegation members to introduce themselves. First of all, being members of an individualistic society, the British hosts expected self introductions as the normal procedure, and each member of the host staff introduced themselves quite naturally. The Chinese guests, on the other hand, were from a collectivist society; and such a society dictates that the superior speaks on behalf of the subordinates. In this case, the head of the delegation was expecting to make the introductions on behalf of his delegation members. When it had been clarified that self-introductions were expected, each delegation member briefly introduced themselves. However, unlike the British team, who, in their introductions, gave their names, position in the company, and their responsibilities, most of the Chinese only gave their position and name of the company. One member only mentioned the name of his company, and only added his technical title (but not his name) when he was prompted by his colleagues:

**Extract 4-14 (V2-int)**

175. **\*Sun:** **wo shi SHB de # Sun**  
176. %exp: all visitors start looking at colleagues and Jack  
177. %eng: *I'm Sun from SHB*  
178. %exp: Int2 interprets into English  
179. **\*Chen:** **ganshenme de shuo**  
180. %eng: *what you do say*  
181. **\*Sun:** **gao sheji de**  
182. %eng: *involved in design*  
183. %exp: Jack nods at Sun  
184. **\*Xu:** **xingming # xingming # xingming # xxx shejishi**  
185. %eng: *name # name # name # xxx design engineer.*  
186. **\*Sun:** **shejishi**  
187. %eng: *design engineer*

In the follow-up interview, the visitors commented on this practice:

Xu: *zuihao shi ta yi ge ren jiang, zhe shi zui zhengchang de.*

*It would have been best for him to speak on our behalf. This is the normal way.*

**(V2-chn)**

In the follow-up interview with the British chairman, he admitted that he "really just asked them to introduce themselves out of politeness". However, this face-giving gesture may have worked to the opposite effect.

Secondly, the visiting delegation were expecting the chance to give a return speech. But, as with the Introductory Meeting in Visit One, the Chair did not give the delegation the opportunity for a return speech. Once again, the British and Chinese participants interpreted the issue very differently. In the follow-up interview with the Chinese, they all argued that it was normal and

polite for the head of the delegation to "say a few words of appreciation", and then introduce himself and each member of the delegation. The head of the Chinese delegation explained it as follows:

Sun: shijishang cong wo geren jiang wo ye bu zhi xiang jiang sha, zuihao bu jiang, dui ba? dan cong guonei de na ge (Xu: zunzhong lijie. = to honour protocol.) fengsu lijie jiang ne, ta zong shi duideng de jiang, ta jiang le wo ye yao you dian biaoshi.

*In fact from my point of view I didn't know what to talk about, ideally not to talk at all, right? But according to our home customs and protocol (Xu: to follow customs and protocol.), speech is delivered on the basis of reciprocity. He has made his speech, and I am expected to say something.*

Sun: wo jiang jiushi renjia bu yao wo jiang zhe ge ta ye shi dui de. ni, wo bu zhidao zhe'r, jiu shuo ni shi bu shi Yingguoren kanbuqi women Zhongguoren.

*I was speaking and if they didn't want me to he wasn't wrong. You, I am not familiar with things here, that is, do the British look down upon us Chinese.*

Sun: cong zhe fangmian jiang shi you dian zhe ge yisi. shijishang wo ye bu yuanyi jiang, wo jiang bu chu shenme lai. dan mei banfa de, shuo ge yi ju liang ju hua. na ge yisi, dui ba? dan ni bu rang wo jiang ni jiang wan le, nimen mei ren ziji jiang yixia, ni bu jiushi cheng le zhe ge yisi? jiushi kanbuqi nimen Zhongguoren.

*From this point of view this was implied. In fact I was reluctant to speak, and I had nothing to speak about. But I had to, to say a few words. Right for the occasion, right? But you had finished your speech, and you didn't give me the opportunity, and you each introduced yourself, wasn't this clearly implied? [we] do look down upon you Chinese.*

(V2-chn)

Clearly, he was bitterly hurt by not being given the chance to deliver a return speech. Yet in the interview with the British chairman, he claimed that current delegations are different from earlier ones, saying that they used to have return speeches, but that as the Chinese have become more familiar with them, "formalities have really eroded and sort of drifted away". He commented:

"... we've been, several of our people have been to China and gone through their banquets and the welcome ceremonies and everything else, and that's the perception they got, that's what we replicated. now over time, we established that the groups were not really interested, um, they just want to get in say how (?) find out how things go, agree with the programme, and get on with it. it seems to be a lot more casual in their approach now. I think that's probably due to seniority, it's also I think due to the youth. it seems that we are getting younger and younger people now, and I think to a certain degree these younger and younger people are much more exposed to say Western cultures, so there seems to be more, some of them seem to me a lot more familiar with Western cultures...

(V2-jack)

### Introduction to the Company

In his introduction to the company, Jack praised his company, saying that it was "a well established company and it has um a long experience of engineering and manufacturing" and that they were "obviously very experienced um in the design and the manufacture of these products". In the follow-up interview, the Chinese commented that it was all right for the British to praise their own product, as that was natural and expected. The deputy head of the delegation, however, did not regard this as an appropriate way of addressing them, as he saw a lack of appreciation on the hosts' side, as he and his colleague commented:

Xu: ... guang jiang ni ziji chanpin hao you shenme yong? shi bu shi ya? ni zhe ge chapin bie de difang meiyou xiaolu, zhiyou women guonei you xiaolu, erqie guonei zhiyou women SHB bang tamen zai ding tamen de chanpin. er zhe liang nian lai meiyou jihu meiyou xin de dingdan, wenti shi hen yanzhong de. qishi yinwei tamen hai mei hai mei yishi dao zhe ge wenti, shi ba? suoyi wo dangshi wo jiu ganjue dao zhe yang jiang, tamen zhe yang jiang, shi fan le yi ge da cuowu.

*...What is the use of only boasting of your own products? Right? There is no market elsewhere for your products, the only market is us in China, and in China only we SHB is helping them to get orders for their products. And they haven't got any new orders at all in the last two years, this is a serious problem. In fact they haven't realised this problem, right? So I at that moment I felt that say words like this, that they say words like this, is*

*committing a big mistake.*

Shen: xxx

Xu: dui, ta yinggai jiang, women de chanpin nimen nimen zuo le haoduo nuli, shi ba? xiwang jixu, yinggai zai zhe fangmian duo jiang.

*Yes, he should have said that, you have made great efforts regarding [the sale of] our products, right? And hope you continue. They should have said more in this respect.*

Lin: ta mei ti zamen dingdan zhe ge shiqing.

*He didn't mention our orders.*

Xu: suoyi zhe shijishang shi hen zhongyao de wenti, bu shi dandan jiedai women jiu xing le.

*So in fact this is a very important matter. It is not just a matter of receiving us.*

(V2-chn)

Clearly they felt that the Chair's comments on the Sino-British relationship had not been weighty enough. From the visitors' perspective, the host company did not show enough appreciation for their purchase of their products. They had heard on the grapevine that the British company was in serious financial difficulties, and they believed it was the Chinese contracts that had saved them from bankruptcy. So they felt that the British hosts should have expressed more sincere and greater gratitude to them for helping them so significantly.

The overall effect of all this was extremely negative. The Chinese delegation members reacted very strongly to the way in which the meeting was conducted. They felt the chair was "domineering", "condescending", "contemptuous". In the follow-up interview, Sun commented that:

"... tamen zuo zhuxi women ting tamen jiang, dangran jiu shi jiao ni zenmeyang zenmeyang..."

*... They were chairing, and we were audience, which naturally means that you do what you are told to...*

"ta jiu shi yi zhong, cong tou dou shi zai zhihui ni, kanbuqi ren. qishi shi duideng de. shijishang shi duideng de."

*They were, right from the start, they were commanding/in control, contemptuous. In*

*actual fact we should be equal status. In fact we should be equal status.*

(V2-chn)

They were expecting, as explained earlier, to participate as equals, yet their only involvement in the meeting was some self-introductions.

#### **4.3.2.3 The Post-Meeting Phase**

In the Post-Meeting phase, Jack attempted some small talk (23 seconds) when Dave was getting badges and safety glasses and distributing them to the visitors to get them ready for a factory tour. This was the only time when Jack attempted this throughout the meeting, but in this case, these exchanges were largely necessitated by the situation, when people were getting ready for a tour of the factories.

#### **4.3.3 Emergency Meeting**

##### **4.3.3.1 Background**

##### **Request to Stay in London**

After a few days, the visitors decided they wanted to have more time in London, and to stay in London for a night. They asked the company people accompanying them on different trips to pass on their message, but received no definite response. This irritated them, and so they decided to wait till Tim (the sales and marketing manager whom two of them had met in China) was back from his trip, and discuss with him issues regarding change of hotel, stay in London, meals, and the timetable for sightseeing trips for the remaining days.

It was not clear if the host company were deliberately ignoring their request, but when Xing talked to Sajid about their request, he commented that "we were selling our products, the product, not a holiday." Apparently the host company were annoyed at the visiting group's intense interest in the holidaying side of the visit, and their lack of interest in the product and business.

### **Request to See Tim and Tim's Delayed Presence During the Visit**

Two of the visiting delegation members had previously met the sales and marketing manager on one of his business trips to China. They thought he was a friend, and the whole delegation shared that thought. So they were expecting him, being a friend, to meet them and talk to them immediately after he got back, officially in the company, or unofficially at their hotel, or at least to phone them. But when he did not contact them immediately after getting back that Thursday, as they expected him to do as a friend, the visitors felt ignored, and were very disappointed.

This, along with the lack of response from the British company regarding their request to stay in London, led to the visitors repeatedly asking, and at one stage even demanding, the accompanying personnel to contact the manager, and when that failed, asking for his home telephone number.

On Friday they were taken to Alton Towers. They showed no interest in the towers and halls, and hurried at every stage to save time for shopping.

During lunch they asked Steve for Tim's home telephone number. Steve replied that he did not have it with him. Later when further pressed, he said he did not know it. Xing, the accompanying Chinese, explained to them that it was no use asking for his number, as it was



different here from China in that over here when people are off work they are off work. It would not help even if they had got his home number. But they persisted, and even demanded to be given Tim's telephone number. Xing felt it was embarrassing, and did not translate their demand. Both the visitors and Xing were annoyed. Steve sensed the tension and apologised for not knowing Tim's telephone number and his home address. He said if he knew his home address, they would be able to find out his telephone number. He did not understand why they were urgently asking for Tim's telephone number, and asked Xing why. Xing explained to him that because, according to them, Tim was their friend, at which Steve said: "Well, he is everybody's friend." At the end of the day they asked Steve to leave a message to Tim or Sajid that they wanted to meet Tim. Steve promised to leave a note for the person to accompany them the next day.

This continued for the next couple of days which were the weekend. On the trips on Saturday and Sunday they kept asking to see Tim, asking the people accompanying them to tell Tim to phone them, and asking them for his phone number and home address with a desperate hope of contacting him over the weekend. On Sunday they asked Kevin to take a message again to the company, requesting a meeting with Tim. Kevin said he would leave a note for Tim.

The visitors found it hard to believe that there was no communication or contact at all between the staff and the manager after work, and thought that the British staff were refusing to co-operate. To them there was no such thing as time off work. . In China there is no real distinction between working and off-work hours. A boss, for example, can ring up his/her subordinate at the weekend or in the evening and tell them to complete certain work or carry out a mission. And vice versa, an employee can also phone the boss with all sorts of problems. So to them, with a sizeable

delegation on hand, it was unbelievable, and absurd, not to (be able to) contact the higher official.

They suspected that the manager was deliberately avoiding them.

The visitors' persistence shows that they deemed themselves to have certain "rights". While it is true that they wanted to talk certain things over with Tim, the way they requested, and even demanded, the means of contacting, or meeting Tim, made it seem as if Tim was "indebted" to them. The Chinese hold the view that "When at home, rely on parents for support; when away, resort to friends". A friend in a distant and foreign place is normally a huge help and consolation. The sales and marketing manager's late appearance produced adverse effects on the visitors, and put their identity face needs at risk. Being the only person (some of) the visitors knew and regarded as a friend, his late involvement signaled disdain for and/or unworthiness of the visitors.

In the follow-up interview, Tim explained that he needed to spend time with his family, since he had been away on a long trip. But from the Chinese point of view, he had failed to act as a genuine friend.

When the manager finally turned up and arranged a meeting with them on the following Monday, one day before their departure, the tension seemed to be eased a little (see the next section for a discussion of the Emergency Meeting).

#### **4.3.3.2 The Emergency Meeting**

The Emergency Meeting, as discussed above, was requested by the visiting delegation. It took place on the 9<sup>th</sup> day of the visit, one day before they were scheduled to leave.

The meeting was hosted by Tim, with Sajid present, and it took the following form:

- **Pre-meeting Phase**
- **Meeting Phase**
- **Post-meeting Phase**

The Emergency Meeting very much followed the same pattern as that of his introductory meetings. It also began with a Pre-meeting period, but only much shorter (1'55. see Table 4-13) than that of V1 Introductory Meeting. The Chair immediately moved on to the Meeting stage with only some brief exchanges with the delegation, though he had met two of the members on his previous trips to China. Yet the Post-meeting period was even longer than the main Meeting (54%. see Table 4-14), after the main issues had been resolved.

**Table 4-13 V2-emerg**

Stage	Duration	Start/End Time
<b>Start</b>		<b>8.47.05</b>
<b>Pre-meeting</b>	<b>1'55</b>	<b>8.47.05-8.49.00</b>
Greetings	0'13	8.47.05-8.47.18
Small talk (guest initiated)	0'49	8.47.18-8.48.07
Talking to Sajid	0'10	8.48.07-8.48.17
Presenting cards	0'43	8.48.17-8.49.00
<b>Meeting</b>	<b>15'06</b>	<b>8.49.00-9.04.06</b>
Sorting out problem	15'06	8.49.00-9.04.06
<b>Post-meeting</b>	<b>20'18</b>	<b>9.04.06-9.24.24</b>
Tim absence: 3'19 (9.04.06-9.07.25). Sajid continues with other issues	3'19	9.04.06-9.07.25
Small talk by Tim/Sajid continuing	13'51	9.07.25-9.21.11
Silence	0'05	9.21.11-9.21.16
Sorting out other issues Silence 0'04 (9.21.54-9.21.58) Concluding (9.21.58) Sorting out other issues	0'55	9.21.16-9.22.11
Small talk	1'52	9.22.11-9.24.03
Silence	0'03	9.24.00-9.24.03
Concluding (Chinese initiated) Silence 0'08 (9.24.06-9.24.14)	0'12	9.24.03-9.24.15
Concluding	0'09	9.24.15-9.24.24

<b>Meeting Finish</b>		<b>9.24.24</b>
<b>Total</b>	<b>37'19</b>	

**Table 4-14 V2-emergDiscourse: Meeting Structure**

Meeting	Pre-meeting Time/%	Meeting Time/%	Post-meeting Time/%	Total
V2-emerg	1'55/5	15'06/41	20'18/54	37'19

#### 4.3.3.2.1 The Pre-Meeting Phase

The initial atmosphere was tense before Tim came into the room. The visitors and Sajid were all grim-faced. There was no sign of a smile. It all changed quite dramatically when Tim entered. All the visitors stood up and smiled. Tim then greeted each member in Chinese and English, and shook their hands. After the greetings and hand shaking, Shen, one of the two delegation members who had previously met Tim initiated some small talk, as shown in the next extract:

#### Extract 4-15 (V2-emerg)

58. %tim: 8.47.18>
59. \*Shen: ni wen ta (#) ta hai ren bu renshi wo?
60. %exp: pointing to Tim and back to himself, with pen in hand
61. %eng: you ask him # does he still know me?
62. %add: Int2
63. %exp: Int2 interprets into English
64. %tim: 8.47.22
65. \* Tim: yes I do. yeah.
66. %tim: 8.47.23
67. %par: laughter from visitors
68. %exp: Sajid has remained seated and concentrated on his own files. He looks up, rises and walks away from chair.
- 69.
70. %tim: 8.47.24
71. \*Tim: I remember him very well.
72. %exp: Ma and Chen take seat. Others remain standing.
73. %tim: 8.47.25
74. %par: laughter from visitors

Tim went on to ask how things were. After assuring the hosts that things were "fine" ("keyi", meaning "okay"), Xu began to express his appreciation to the company for hosting them, as line 89 in the following extract indicates:

**Extract 4-16 (V2-emerg)**

82. \* Tim: so # how is it going?  
83. %exp: Int2 interprets into Chinese  
84. %exp: Sun sits down.  
85. \* Xu: keyi.  
86. %eng: *it's going alright.*  
87. %exp: Int2 interprets into English  
88. \* Tim: yeah? fine.  
89. \* Xu: ganxie # ganxie BH gongsi # shi ba # zhe xie tian xxx  
90. %eng: *thanks # thanks to BH company right # these days xxx*  
91. %exp: Int2 interprets into English  
92. %tim: 8.48.06  
93. \* Tim: (nodding) good. take a seat # take a seat.  
94. %exp: the rest of the visitors sit down.  
95. %tim: 8.48.07  
96. \* Tim: have you talked about um  
97. %add: Sajid  
98. \* Sajid: we will talk about it +/.  
99. \* Tim: right.

As line 93 shows, after the guest's expression of appreciation, Tim simply acknowledged it, and asked them to be seated. Tim immediately moved on to the main issues of the day by talking to his colleague. This clearly shows that he did not have any intention of continuing the topic. And after some light jokes with his guests when he presented his cards, Tim brought up the issues of contention.

The short Pre-meeting exchanges were probably the result of the nature of the meeting. The

visiting team had on different occasions expressed their wish for the company to make changes to the scheduled programme and to sort out some problems, but felt that their requests had been ignored. Consequently they urgently and repeatedly requested a meeting with Tim to talk it over. As stated earlier, prior to the Emergency Meeting, the guests had complained about hotel conditions and asked to change hotels, and repeatedly asked the message to be passed on to higher officials that they wanted to move to and stay in London for a day or two. The hosts felt that they were too demanding, and presumably felt that they wanted to address the issues straightaway. Inevitably the atmosphere during the first half of the meeting was very tense.

#### 4.3.3.2.2 The Meeting Phase

As the meeting got under way, Tim began to talk about the visitors' request to stay in London for a night. He assured them that it was not a problem, but then raised the problem of cost, as shown in the next extract:

#### Extract 4-17 (V2-emerg)

170. \* Tim: in the van. so you're you're already checked out. #5 ok. #3 it's no  
171. problem. there is a hotel in London #2 we can # we can make the reservation.  
172. %tim: 8.50.19  
173. %exp: Int2 interprets into Chinese.  
174. %tim: 8.50.28  
175. \* Tim: but (#) you have to remember # we we have to pay this hotel (gestures) #2  
176. and we also have to pay this (!!) hotel. (gestures) so we have two hotels to  
177. pay now.

After explaining to the visitors that a double expense would be incurred as a result of the short

notice, Tim reassured them that "anyway never never mind. mei wenti [no problem]".

But the visitors confronted their hosts, claiming that they had made it known to the company several days ago, and that it was not their fault:

**Extract 4-18 (V2-emerg)**

215. \*Xu: **ruguo shi zheyang de hua (#) yinwei women tichulai ye bu shi jintian**  
216. **tichulai de (#) shi ba?**  
217. %eng: *well if that is the case (#) anyway it wasn't today that we raised it (#) was it?*  
218. %exp: Int2 explains again to visitors  
219. \*Chen: **na shi tamen de shiqing.**  
220. %eng: *that is their problem.*  
221. \*Sun: **women shi tiqian hao ji tian jiu tichulai xxx jiu shi he tamen da zhaohu shi**  
222. **Libaiwu da zhaohu de.**  
223. %eng: *it was several days ago that we raised it xxx we informed them last Friday*  
224. \*Xu: **zhe shi zheli meiyou meiyou fanying**  
225. %eng: *this here we didn't get any response from here.*  
226. \*Sun: **bu shi women de shi.**  
227. %eng: *we are not held responsible for that.*  
228. \*Xu: **women jintian lai jiu shi taolun zhe jian shi # bu shi women de shi # bu shi**  
229. **women jintian tichulai de.**  
230. %eng: *the purpose of us coming here today is to discuss this issue. it's not our fault # it*  
231. *isn't that we just raised the issue today.*

This was a direct accusation that the company had ignored their request and had not given it immediate attention. They thought that this had caused all the problem. Tim again reassured the visitors, in the following manner:

241. Tim: **anyway it doesn't matter. we we will take you to London # today. and**  
242. **we will arrange a hotel (#) in London (#) for them...**

**(V2-emerg)**

The visitors probably saw the double cost as the major reason for their hosts' reluctance, and offered to pay part of it:

**Extract 4-19 (V2-emerg)**

248. \*Xu: bu shi duo chu yi tian de qian ma # zhe qian shi you women lai chu ke bu  
249. keyi # Lundun de qian you tamen lai chu # shi ba?  
250. %eng: *so there is the extra day's rent. is it alright if we pay this extra day's rent # and*  
251. *they pay our hotel in London?*  
252. %exp: discussion goes on among visitors. Tim opens and reads through files.  
253. \*Sun: women bu xiang chong fu, jiu shi zhe ge yisi.  
254. %eng: *we don't want to pay two expenses, that is what it is all about.*

When Tim suggested that they would get less pocket money as a result of that, they realised that all the cost was going to be covered by themselves, and decided not to go and stay in London. The issue of the cost was at the centre of the whole debate. On the one hand, the Chinese were not clear about what was covered by the British company (see the next section for further discussion). On the other, the hosts may not have correctly picked up the visitors' offer to pay for the extra day's hotel bill, probably largely due to the interpreter's translation.

The conflict here was extremely uncomfortable, with both sides performing some face threatening acts. One member of the delegation later argued fiercely with the rest of the group, stopping them from making any further requests and persuading them to just follow the programme that had been arranged, as he saw that everything had been pre-arranged, and it was impossible to get it changed (see next extract).

Unlike in the V1 Introductory Meeting, where there were many silences when the guests were left unengaged, in the Meeting phase of the Emergency Meeting, there were long moments when



the visitors were talking and discussing among themselves, with the hosts merely watching, for example:

**Extract 4-20 (V2-emerg)**

303. **\*Tim:** where would you like to go today?  
304. %exp: Int2 interprets into Chinese  
305. %tim: 8.58.08  
306. **\*Tim:** we can drive you into London # you spend some time in London # and then  
307. come back. yeah?  
308. %tim: 8.58.12  
309. %exp: Int2 interprets into Chinese  
310. %exp: visitors discuss (8.58.25--8.59.03)  
311. %exp: Int2 asks about tomorrow's arrangement  
312. **\*Sajid:** tomorrow is a very short day because they have to be at the airport +/.  
313. %tim: 8.59.21  
314. %exp: discussion among visitors  
315. **\*Xu:** jintian ba zhe bian shiqing quan ban hao # women mingtian zaocheng yi zao  
316. zou (#) keyi de.  
317. %eng: we'll have everything settled here today # and leave early tomorrow (#) it should  
318. be ok.  
319. **\*Shen:** dui.  
320. %eng: that's right.  
321. **\*Xu:** ruguo jintian xiawu shijian duo de hua # nimen kan zenmeban? shi zai zheli  
322. # chuqu wan # haishi zenmeban?  
323. %eng: if there is some time this afternoon # what shall we do? shall we stay here # go  
324. out on a trip # or what?  
325. **\*Ma:** (to Xu) wo ting le zhe bantian # shijishang jiu shi # nimen yao qu Lundun #  
326. yinwei yao fu liang tian de qian # Lundun bu ke qu, zheyang jiu ding le. di  
327. er jian shiqing shi # anpai yijing anpai hao le # renjia shiqing dou shi anpai  
328. hao le de. ni ting wo shuo # wo yizhi zai ting tamen tanhua # ta shuo  
329. mingtian shi mingtian de shiqing jintian shi jintian de shi. jintian yao chuqu  
330. wan de hua # na jiu yixin yi de. ruguo bu chuqu wan de hua # jiu hui lushe  
331. shuijiao jiu wan shi.  
332. %eng: I have been listening to their talk # and the realities are that you first proposed  
333. staying in London # and # as you would have to pay a double expense # you've  
334. decided not to go # and that's it. the second thing is # everything has been  
335. arranged # they have arranged everything. you hear me out. I've been listening  
336. to them # and he said that they have arrangements for tomorrow # and they have  
337. arrangements for today. so if you want to go out on a trip today # we go and

338.           *enjoy ourselves. if you do not want to go out # we go back to the hotel and sleep*  
 339.           *in and that's it.*  
 340.   %exp:   Tim watches on. Sajid and Int2 discuss arrangement while Ma talks. Some  
 341.           visitors join in.  
 342.   %tim:   9.01.00

Clearly nobody was acting as spokesman for the visiting group, and everybody joined in the argument, causing moments of confusion.

Another remarkable feature of the Meeting phase is Tim's pressing the visitors for their decision on what they would like to do at moments when they were discussing among themselves, for example:

#### Lines

275.   \*Tim:    **so what do they want to do? do they want to stay here or do they want to go**  
 276.           **to London?**
287.   \*Tim:    **right. (tempo quickens) so what will they want to do today? to go into**  
 288.           **London today? (tempo slows down) stay here # stay in this hotel # and they**  
 289.           **want to travel into London?**
303.   \*Tim:    **where would you like to go today?**

The pressing showed, on the one hand, the visitors' indecision as to what to do next, and on the other, the hosts' impatience with the delegation, and it added to the confrontational atmosphere.

The visitors finally reached an agreement among themselves not to go ahead with their initial request and asked instead for a copy of the testing report. With the main issues of the meeting resolved, Tim left the room for more than 3 minutes (see Table 4-13) to make a copy of the testing report requested.

#### 4.3.3.2.3 The Post-Meeting Phase

Sajid was left to carry on discussing the programmes for the rest of the day. Like Tim, he also pressed the delegation for a decision on a number of occasions:

#### Lines

406. \*Sajid: xxx where do they want to go specifically? to Oxford Street # xxx

409. \*Sajid: because we want to make this visit as fruitful as possible for them. xxx but  
410. for now # what do they want to do specifically? they want to go to the Bank  
411. of China to change money? can you ask them?

429. \*Sajid: so where do they want to go? what do they want to do? they want to go to  
430. the Bank of China # to change your money # yes? can you ask them?

443. \*Sajid: so they want to go to the Bank of China?

444. \*Int2: no # they don't think they can change their money here.

445. \*Sajid: so what do they want to do?

When Tim returned to the meeting, he came back with some pictures taken during his negotiation trip to China, along with a copy of the testing report. Tim showed the visitors the pictures. Some of them were taken with one of the two visitors that Tim had met, others with people that some visitors knew. He engaged some of the visitors in talk about the people they both knew, while Sajid continued to discuss the issues with the interpreter and some other members of the delegation.

It seemed that only after the main issues had been resolved was he able to carry on with his usual rapport management strategies, and to freely socialise with the visitors. He may have felt the

damage done as a result of the conflict, and the extended period of the Post-meeting, especially the long small talk exchanges (about 16 minutes. see Table 4-13), was undoubtedly an effort on his part to repair the damage done as a result of the conflict. The long Post-meeting exchanges softened the atmosphere and eased the tension. Both sides were smiling during the second half and at the close of the meeting.

The Chinese may also have felt the tension. Probably with an intention to repair the damage, Ma later ventured some unsuccessful small talk with Sajid, as follows:

**Extract 4-21 (V2-emerg)**

402. \*Ma: (to Sajid) go shopping today # to London.  
403. \*Sajid: sorry?  
404. %exp: Ma stares at Sajid, clears his throat, and gives up

Though the effort failed in the end, it was no doubt a huge effort by Ma to endeavour some small talk.

Another member of the group felt extremely embarrassed. At the close of the meeting, he commented to the researcher that:

827. \*Chen: (to Xing as he leaves the room) *conglai mei gan guo zhe zhong shi, laihui*  
828. *daolaidaoqu de, zuo zai zhe'r zaozui, daolaidaoqu de xin li fan.*  
829. %eng: *never have done anything like this before, changing ideas all the time. it's*  
830. *suffering, sitting here. this constant changing makes you suffer.*

He felt it a loss of face to change their initial idea of staying in London when they were told there would be extra cost involved. To him, the change made it seem that all they were concerned

about was money, and that was a huge loss of face, a kind of humiliation. He commented that when the decision to go was made, they should have gone ahead with it, regardless of the cost involved.

#### 4.3.4 Closeout Meeting

The Closeout Meeting was chaired by Sajid, with no other host company staff present.<sup>27</sup> Though the visiting delegation did not openly query it,<sup>28</sup> as members of the previous delegation did, they did ask if the Sales and Marketing Manager would be present later. This again showed that they were expecting the presence of a higher official at the meeting. Perhaps the high-level-official-attending events at earlier stages of the visit presented too conspicuous a contrast to the now desolate farewell meeting.

The Closeout Meeting consisted of the Morning Session and the Afternoon Session, with a break for an early lunch in between.

As Table 4-15 illustrates, there were neither any Pre-meeting nor Post-meeting exchanges.

The whole meeting seems to be all in the Meeting stage.

**Table 4-15 V2 Closeout Meeting**

Stage	Duration	Start/End Time
Morning Session	83'50	9.02.50-10.26.40
Farewell speech	1'10	9.02.50-9.04.00
Silence	0'16	9.04.00-9.04.16
Issue of misunderstanding	1'48	9.04.16-9.06.04

<sup>27</sup> At one stage the company's financial controller came in briefly to present pocket money to the delegation. Another administrative member of staff of the Sales and Marketing Department joined the project engineer.

<sup>28</sup> The delegation were taken to the airport straight after the meeting, leaving the researcher no chance of asking for their comments on the closeout meeting.

(Chinese initiated)		
Small talk	0'12	9.06.04-9.06.16
Sorting out business issues	16'00	9.06.16-9.22.16
Sajid absence	62'52	9.22.16-10.25.08
Sorting out business issues	1'19	10.25.08-10.26.27
Concluding	0'13	10.26.27-10.26.40
<b>Group photo and early lunch</b>	<b>63'42</b>	<b>10.26.40-11.30.22</b>
<b>Afternoon session</b>	<b>149'06</b>	<b>11.30.22-13.59.28</b>
Presentation of pocket money (Phil)	1'16	11.30.22-11.31.38
Sorting out money issues	21'52	11.31.38-11.53.30
Sajid absence	19'21	11.53.30-12.12.51
Continuing to sort out money issues	106'05	12.12.51-13.58.56
<b>Concluding</b>		<b>13.58.56</b>
<b>Meeting Finish</b>		<b>13.59.28</b>
<b>Total</b>	<b>232'56 (Lunch excluded)</b>	

**Table 4-16 V2-close: Meeting Structure**

Meeting	Pre-meeting Time/%	Meeting Time/%	Post-meeting Time/%	Total
V2-close	0/0	232'56/100	0/0	232'56

#### 4.3.4.1 The Morning Session

At the start of the Morning Session Sajid delivered a very short farewell speech, in which he wished the visitors good luck and expressed his hope for the relationship between the two sides to grow stronger. He moved on to ask the delegation if they had any requests that they would like to make regarding the programme and the visit:

#### Extract 4-22 (V2-close)

21. \*Sajid: ok. now down to the programme # is there anything # or any questions that
22. you have about BH? or any part of the visit?
23. %tim: 9.03.45>
24. %exp: Int2 interprets into Chinese
25. %tim: 9.04.00>
26. #16 (9.04.00-9.04.16: visitors look at each other. light discussion among visitors.)
27. %exp: Chen shakes head slightly, and turns to Xu.
28. \*Chen: ni shuo ba.
29. %eng: you say something.

30. %exp: Chen turns to look at Sun. Ma looks at Xu. Xu looks at Sun, encouraging him to  
 31. speak  
 32. %tim: 9.04.16>  
 33. \*Sun: **zhe ci women lai zongdelaishuo haishi biaoshi manyi de**  
 34. %eng: *we are generally satisfied with this visit.*  
 35. %exp: Sun is not looking at Sajid.  
 36. %exp: Int2 interprets into English  
 37. \*Sajid: **(nodding) good.**  
 38. %exp: Lin and Chen move the mike closer to head of table.  
 39. \*Sun: **suiran you xie fangmian jiushishuo, jiushi shicha la, dengdeng, jiushishuo**  
 40. **wujie la, huozhe shenme, meiyou, meiyou goutong hao, you xie shiqing**  
 41. **meiyou ah, zenme shuo ne, jiu meiyou (grins)**  
 42. %eng: *though certain aspects, like jetlag, etc, and misunderstanding, or*  
 43. *miscommunication, certain things that are not, how to put it, not (grins)*  
 44. \*Xu: **mei nong mingbai**  
 45. %eng: *not very well understood*  
 46. \*Sun: **jiushi, en**  
 47. %eng: *yes, that's right.*  
 48. %exp: Sun looks at Xu, and smiles.

We can see from Extract 4-22 above that there was a silent period of 16 seconds (line 26) before the head of the visiting delegation, encouraged by his colleagues, attempted a return speech, in which he raised the issue of misunderstanding and miscommunication. When the delegation raised the issue of misunderstanding/miscommunication, it put them in direct confrontation with the host company. The long silence beforehand (16 seconds) signalled that something of a serious nature was going to be brought up. The encouragement from other members of the delegation showed that they had thought about it, and were prepared to raise the issue at the meeting.

This was quickly followed by Sajid's explanation, as follows:

**Extract 4-23 (V2-close)**

50. \*Sajid: **if we could see it**  
 51. %exp: Int2 continues interpreting

52. %tim: 9:04:56
53. **\*Sajid: would you explain to them that BH has entertained many groups here. it is**
54. **very difficult # to #2 guess # to make provision for them # various visits. we**
55. **could only I would assume # that this would be the best # programme.**
56. %tim: 9:05:17
57. %exp: Int2 interprets into Chinese
58. %exp: several visitors nod to acknowledge
59. **\*Sajid: we hope our end xxx and our intended programmes are also satisfactory to**
60. **them**
61. %exp: Int2 interprets into Chinese
62. %tim: 9.06.04
63. **\*Sajid: ok. alright. did they have a good meal yesterday?**
64. %exp: looking round to see reaction.
65. %exp: Int2 interprets into Chinese
66. %exp: several visitors nod
67. **\*Sajid: everyone enjoyed themselves?**
68. %exp: Int2 interprets into Chinese
69. %exp: several visitors nod
70. %tim: 9:06:16
71. **\*Sajid: good. right. ok. they asked us for two bits of information # (place) test**
72. **results #2 and packing lists. and except (?) for (product) three and four #**
73. **we'll do just for (product) three.**

As Extract 4-23 shows, in lines 50-60, Sajid tried to give some explanations. But he quickly went on to conduct some small talk (line 67), probably in an effort to soften the unpleasant atmosphere, and move on to resolve the business issues that the visiting delegation raised regarding the product, the installation, the relevant documentation, etc. Sajid and the visitors were mostly engaged in sorting out these issues, and conducted several rounds of questions and answers regarding product and quality assurance. The visitors seemed to be very active in asking questions and discussed a lot among themselves.

Like in the V1 Closeout Meeting, where Sajid left his guests in the meeting room on two occasions, in the Morning Session he was gone for about 63 minutes of the total 83 minutes 50



seconds (see Table 4-15) to get the product manual and other information the visitors requested, leaving them with nothing to do but to wait in the room for him, not knowing when he would return.

When Sajid returned to the meeting, he gave the delegation the information he had gathered, and asked the visitors to go out for a group photo before lunch.

#### **4.3.4.2 The Afternoon Session**

An early lunch was served between 10:30-11:30. As the delegation were leaving later in the afternoon, the British company had planned to end the closeout event at 13:00, take them back to the hotel to get ready, and pick them up at the hotel at 15:00 for the journey to Heathrow Airport for their flight<sup>29</sup>.

The host company's intention was apparently to make a presentation of the pocket money and to have possibly other loose-ends taken care of after the early lunch, to leave sufficient time for the preparation and the subsequent journey to the airport. But after the company's Financial Controller presented some pocket money<sup>30</sup>, a row over the cover of expenses broke out when the delegation found out that actually every cost was paid with the money provided by the Chinese side, money they regarded as their own.

The row lasted about two hours. The visitors challenged their host over the costs. They refused to sign the receipt, asked for an expense breakdown, demanded to see Tim, the Sales and

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<sup>29</sup> The flight departure time was 18:45, and the journey to the airport would take about an hour under normal circumstance.

<sup>30</sup> The company had previously given the visitors some pocket money for shopping.

Marketing manager, or senior management, questioned their host over the amount of money the Chinese side provided, cost of airfare, payment for the interpreter, and other expenses such as payment for meals. As the disagreement got more heated, both sides were deeply involved in the exchanges.

The series of face threatening events were as follows:

### Presentation and Counting of Money

At the beginning of the afternoon session, the company's financial controller came to the meeting to make a formal presentation of a gift of pocket money on behalf of the company, and spoke as follows:

#### **Extract 4-24 (V2-close)**

346. %exp: Lin gestures for Phil to sit down. Int2 gives up the chair's seat, which Phil takes.
347. **\*Phil: I just like to say it's a great pleasure to have you come here. thank you very**
348. **much for coming.**
349. %exp: Int2 interprets into Chinese
350. **\*Phil: I just like to make a presentation to each of you for BH**
351. %exp: Int2 interprets into Chinese
352. %tim: 11.31.20
353. %exp: Phil stands up and presents an envelope to Sun. Sun stands up, takes it, and
354. shakes hands with him. Phil hands one to Ma, who also stands up. They shake
355. hands.
356. **\*Chen: yiqi na de le**
357. %eng: *take them all together*
358. %exp: Int2 explains
359. %exp: Phil moves over to one side of the table, hands one to Chen, who takes it, still in
360. his seat. Phil hands one to Lin, Shen and Xu. Lin and Xu stand up. Xu says
361. thanks. Phil replies with "thank you".

When the visitors were given their pocket money, some of them opened the envelopes and started counting the money. The hosts were disgusted with this, as some of their post-event comments show:

Sajid: that's right, he took the envelope, and started counting! and I've never ever seen that.

Sajid: this is the first group that xxx, and even at the end I said to them there is the difference, he counted it, then he gave it to his friend to count

Lynn: they are not usually as blatant as that.

Sajid: now that's a lot of saying we don't believe you've given us what you say you've given us.

**V2-group**

To the host company, the pocket money was a gift from them to their guests, and believed that most other delegations regarded it as a gift. And the company conducted a decent presentation ceremony, with the company's financial controller making a formal presentation on behalf of the company.

The counting of the money struck a sharp contrast to the preceding friendly gesture and performance of the presentation, making it all the more conspicuous and offensive. However, the visiting delegation regarded the money as their own, as they had found out that actually all the costs for their visit were paid with the money provided by the Chinese side. Nevertheless, it was extraordinary for the Chinese to count the money in this kind of situation and in such a manner. Apparently they were prepared to confront their hosts over cost issues. To Sajid, however, this act conveyed tremendous distrust. Towards the end of the conflict, when he gave the visitors some extra money, he put it before them note by note, counting as he did so. He probably deliberately

did it to avoid mistakes or mistrust.

### **Refusing to Sign the Receipt**

When Sajid gave the head of the delegation a receipt for him to sign, Sun checked with his colleagues how much money they were given. When they told him that it did not seem to be "enough", he put his pen down, and did not sign it.

### **Asking for a Cost Breakdown**

Though Sajid tried to explain the costs and the situation the host company was in, the visitors questioned their host over the details of the costs of the visit and asked for a list of the costs, claiming that there was a huge gap between the amount provided by the Chinese side, and the actual costs plus the pocket money.

### **Dispute over the Amount Available for the Visiting Group**

The Chinese claimed that according to the contract, each member of the delegation had been allocated a given amount of money. However, Sajid dismissed this claim, saying that there was no such amount in the contract, and that the contract did not state that the British hosts should give the Chinese side pocket money.

The Chinese person who had been part of the negotiation team for the deal insisted that he himself was involved in the actual negotiation, and negotiated every detail with Tim, the British Sales and Marketing manager. He asked the hosts to check the contract, saying that there was a

separate sheet of agreement affixed to the contract. But when the contract was brought out and checked, they did not find the sheet.

Later Sajid found the figure in a different contract, but he said that the actual amount provided by the Chinese side was only half the amount they were claiming, and that the claimed amount was for two groups under one contract, not for one group.

945. \*Sajid: (speed slows) I found it very hard # to believe # that # on (#) the initial  
946. contract we'd allowed for ten thousand # and then on another contract  
947. we'd have allowed twenty-four thousand. that does not make logical sense.

#### Dispute over Cover of Cost of Interpreter

The visitors also accused the host company of breaching the contract when they found out that they were also paying for the cost of the interpreter. They claimed that it had been agreed in the contract that the British company would bear the cost of interpreter. Sajid again dismissed the claim, saying that it was a standard contract, the same as previous contracts, and a standard contract did not have those terms. However, the two Chinese members that were involved in the negotiation were sure of it, saying that there was a special clause entered in the contract. They argued as follows:

429. \*Xu: bu bu bu, women zhe ge hetong geng tamen jiang qingchu zongdelaijiang  
430. mianfei tigong fanyi. zhe BH gongsi, dangshi women jiang qingchu de, na  
431. you zhe zhong shiqing de?  
432. %eng: no no no, we made it clear in this contract, it was generally agreed that they  
433. provide free interpreting. the BH company, we made it clear, how could they say  
434. so?

The clause was eventually located in the contract, and Sajid acknowledged his mistake.

### Sajid's Impatience

The row lasted for about two hours, and at some stages Sajid got very impatient and was eager to get rid of the visitors. For example, he said on different occasions that "I don't want to go on with this discussion because this discussion is not to take place without my seniors", and later that "I may not continue with this discussion", and that what he had worked out was "final".

### Asking the Chinese delegation for the Amount Expected

As the visitors persistently demanded a breakdown of the costs, to see senior management, and to check the contract, Sajid asked them to suggest a figure that they were expecting. The Chinese told him bluntly that they were not going to suggest anything. They told Sajid that he did not have to look at the contract, and did not have to give them any money.

Both sides seemed to find it hard to comprehend the way the other was behaving. But while the British were somewhat annoyed and disgusted, the Chinese felt far more strongly and bitterly about it. This can be seen from Shen's remarks to the interpreter<sup>31</sup>:

### **V2-close**

977. \*Shen: ni rang ta qu tingting # Zhongguoren jiu zheme hao qifu # zheme hao  
978. hunong ah? benlai zhe jiu shi women huoshi li jieyue xia lai de qian. women  
979. zhengtian zai jia li chi fanbianmian # jieyue xialai de bei tamen lao pao le  
980. zhe xianghua ma?

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<sup>31</sup> At a number of times, the interpreter was reluctant to translate, probably feeling it too embarrassing. The visitors demanded him to translate what they were saying.

981. %eng: *you just tell him. is it so easy to bully us Chinese # so easy to fool us. this money*  
 982. *is what we have been saving out of our mouth. we have instant noodles every day*  
 983. *just to save some money # and now they have grabbed it. how mean of them to*  
 984. *do such a thing.*

However, despite the serious confrontations, both sides still kept their relationship in mind, and neither wanted it damaged. During the debate, Chen reminded his colleagues that:

**V2-close**

797. **Chen:** *yi ge shi bu yao rang ren shuo women xiaoqi, zai yi ge ye bu yao xian de*  
 798. *women tai wuneng, zai yi ge women yao youhao yi dian.*  
 799. %eng: *one thing is that we do not leave people saying that we are stingy, second, don't*  
 800. *give the impression of being too weak, and we should negotiate in a friendly*  
 801. *way.*

Shen also argued in the same manner:

**V2-close**

972. \*Shen: *xxx zhe shi benlai shi xiao shi # women bu xiwang yiwei zhe yingxiang*  
 973. *zanmen yingxiang zanmen jinhou de hezuo. #2 ni jiu gen ta shuo.*  
 974. %eng: *this is only a trifle thing. we don't want this to affect our future cooperation. #2*  
 975. *you tell him this.*

On the British side, Sajid, towards the end of the conflict, said:

**V2-close**

1071. \*Sajid: *alright then. xxx (smiling) they are our guests. we'll do anything xxx but*  
 1072. *I'm paid by BH to do my job # and my job doesn't entail me to xxx*

However, negative impressions had inevitably been projected. For example, one delegation member said the following to his colleagues about the lesson learnt:

#### V2-close

1132. \*Chen: hai you yidian jiushi shenme, yinwei ni xiangxin renjia. zai yi ge zanmen lai

1133. ni mei wen renjia zenme fu.

1134. %eng: *another point is, because we trust them right from the beginning. And again*

1135. *we didn't ask them how to pay when we came.*

He was clearly indicating that they should not have trusted their hosts, but should have made things clear from the beginning, and was thus accusing the hosts of breaching their trust. He had even formed a very negative impression of Sajid, believing that he was simply fooling them (though his colleague did not agree):

#### Extract 4-25 (V2-close)

1136. \*Chen: wo kan zhe ren you dian zhuangsha.

1137. %eng: *it seems to me this guy is pretending to be naïve/innocent.*

1138. \*Xu: bu dui, bu dui. tamen hen jixie de.

1139. %eng: *no, no. they are inflexible.*

1140. \*Chen: danshi qian ni gei ta le.

1141. %eng: *but you gave them the money.*

The row ended when Sajid worked out a new amount, and the visitors claimed that they would talk to Tim and sort it out with him on his coming trip to China.

The visitors' queries over the expenses substantially prolonged the farewell meeting, and it left them with barely enough time to get ready and travel to the airport to catch their flight.



Two issues seem to have been at the centre of the row. First was the disagreement over the amount of money available for the visit. The delegation claimed that the Chinese side paid US\$4000 for each person to cover the costs of the visit, the total amount being \$24,000. The British claimed that they had only paid \$2000 per person, making a total of \$12000 for the delegation.

The actual final amount of pocket money given to the delegation was £6,426 (about US\$10,282<sup>32</sup>). The airfare (£500 x 6 return tickets Shanghai-Hong Kong-London = £3,000) and hotel bills (£60/night x 3 rooms x 9 days = £1,620) came to about £4,620 (approx. \$7,392). This was far more than the amount (\$12,000) that the hosts claimed was in the contract for the whole delegation.

A conservative estimate of other costs is listed below:

Minibus rental: £30 x 10 days = £300?

Interpreter: £50 x 6 days = £300?

Meals: 2 dinners + lunches = £732?

Dinner 1 = £15 x 10 people = £150?

Dinner 2 = £15 x 10 people = £150?

Lunches = £6 x 8 people x 9 days = £432? (3 working lunches at the company for about 15-20 people)

Sightseeing tickets: £15 x 8 people x 6 days = £720?

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<sup>32</sup> Exchange rate at 1:1.60, as quoted by Sajid.

Total                      £2052 = \$3283?

The total estimate of the costs (including pocket money) for the visit was around \$20,957, much higher than the British company's claim of \$12,000 and lower than the Chinese claim of \$24,000.

It was impossible to find out which claim was correct (In the follow-up interview with the Sales and Marketing Manager, who negotiated the deal, he simply said "They misunderstood"). But if the British claim was true, then a huge concession was made, presumably to maintain the business relationships with the Chinese.

If the Chinese claim was true, then a series of other issues were relevant. For example, what was the point of the guests eating cup noodles and staying in cheap hotels when the Chinese side had paid sufficient money? What about the dozens of previous groups who were given much less pocket money? Why did not any of those groups raise the issue? It may have been for face considerations, as it is embarrassing for the Chinese to talk about money matters, unless it is of a business nature.

The second issue underlying the dispute was the discrepancies in the perceptions of the rights and obligations associated with the host-guest relationship (see Chapter 6 for a discussion in this respect). As stated earlier, the Chinese normally expect the host to bear the costs of everything. In this case, while they were expecting the airfare and hotel bills to be paid out of the money provided by the Chinese side, they assumed that the cost of other events, such as the welcome and farewell dinners, sightseeing trips, and so on, would be met by the hosts from a different budget.

They could not understand how the British could be "hosts" if the Chinese had to pay for everything, including the expenses (such as meals and sightseeing tickets) of accompanying British staff, and why they had to pay to treat the British to welcome and farewell dinners. This is shown in the remarks of one of the members:

#### V2-close

530. \*Xu: **genju guanli women zai zheli de feiyong zhuyao shi jipiao he zhusu fei,**  
531. **jiushi zhu zai luguan de zhusu fei, zhe shi siqian Meiyuan de, qita de dou shi**  
532. **BH gongsi tigong de, suoyi zheli meiyou qita kaixiao, suoyi**  
533. %eng: *according to practice our expenses are mainly the airfare and hotel fees, that is,*  
534. *payment for hotel rooms, these are covered by the US\$4000. other costs are*  
535. *covered by BH, so there are no other costs. thus*

And they vehemently demanded that their hosts deduct the welcome and the farewell dinners from the cost, believing that their hosts should be treating them, and that it was the least that they should do. The visitors clearly thought the British had failed in their responsibilities as hosts.

While these host-guest obligations are understandable to British people for "personal" visits, in a British business context, it is normal to add them in to the contract price, because the hosting costs have to be recovered from somewhere. Once again, each side seemed unable to grasp each other's cultural norms in this respect.

#### 4.3.5 Summary

This was a highly problematic visit. There were many incidents of disagreement and confrontation.

Neither the hosts nor the visiting team felt comfortable.

Numerous works on Sino-Western communication have claimed that the Chinese normally avoid direct confrontation with their counterpart, in order to preserve face (of self and/or other) and safeguard smooth and harmonious relationships. However, during this visit, the visitors asked to change hotels, cancelled some major programmes, made some requests, showed no interest in either the company or the places they were taken to, and challenged their hosts on certain terms of the contract and money issues.

The deviation from normality in this case could only signal either 1) loss of interest in maintaining the relationships, or 2) the graveness of the issue and possibly the intention to clarify things and to put it right. Considering the mutual business interest, the latter might be what spurred the Chinese to raise the issues and challenge their hosts. As discussed above, the visitors thought that their treatment was far from satisfactory, and that they deserved much better treatment. They felt that they were treated as inferiors.

The hosts, on the other hand, had very negative impressions of their guests. The British hosts were offended by their behaviour. In the follow-up interview with Sajid and other members of the Sales and Marketing Department, they commented:

Sajid: um, off the record, they haven't any ethics, you know they had no due respect for their hosts, it was all sort of like we are more important than anything else. to me if I went to someone's house, or to travel and someone laid out a programme for me, I would xxx against that to say no I'm not interested in your product and I just want to go out and do things that I like.

Sajid: they portrayed the image that they were not concerned with money, but when it came down to the point they were very interested in money.

Lynn: they were very demanding.

Steve: they thought they were important.

Steve: they simply had no interest whatever in our product which they bought.

Steve: they demand this and demand that.

(V2-group)

The Chinese belief and claim that they were important, and the British non-recognition of it, seemed to have played a major role in the disputes.

In terms of the official titles, this delegation seemed to be a low-level one. The six visiting Chinese appeared to be purely "technical" people, judging by the information the hosts were given on the guests' titles (information in the company circulation regarding the visit):

Name	Title	Company
Mr Sun	Senior Engineer	SHB
Mr Xu	Engineer	SHB
Mr Lin	Senior Engineer	HN
Mr Ma	Engineer	PHB Construction Company
Mr Shen	Economist Assistant	HN
Mr Chen	Economist <sup>33</sup>	PHB Bureau

In terms of seniority, the hosts involved at various stages of the reception were much higher in comparison to the titles/positions of the guests. For example, the operations director chaired the welcome meeting, with four managers attending; the managing director, the operations director, and the project engineer attended the welcome dinner; the Sales and Marketing manager, the Engineering manager, and the After Sales manager attended the farewell dinner.

In the follow-up interview with the operations director, when asked about the reception of the

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<sup>33</sup> "Economist" is used in this context as an academic title for people whose degree and possibly profession involve economics, and who work in businesses or other institutions rather than as teachers. It is equivalent to "lecturer" or

delegation, he said:

"... and it was just going through the pleasantries of actually ensuring that somebody of relatively higher office of the company here was here to actually welcome to the organisation..."

(V2-jack)

Clearly the hosting company paid full attention to the face needs of the visiting delegation. They were very careful with the choice of appropriate officials, and attached great attention to seniority. The involvement of more senior officials was a deliberate attempt to address the face needs of the visitors, by making them feel important. And the guests seemed generally happy with the arrangement, and never complained about it in terms of the seniority of their hosts.

However, the fact of the matter is, four of the six members of this group, apart from their technical titles, were also involved in sales/equipment purchasing. One of them was on the Chinese negotiating team involved in the purchase. They regarded themselves as more important and influential than previous groups, and wanted their hosts to know that. They believed they played an important and influential role in deciding which company they bought from.

Important as the guests claimed they were, the host company did not think so, or failed to understand their importance. Though Tim, the sales and marketing manager knew that two of them were involved in sales (Xu helped to facilitate the negotiation of the contract, and Shen was on the negotiating team), clearly the hosts did not fully grasp their involvement on the sales side. To the British company, this delegation's visit was just another customary one under a standard contract.

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"engineer" in terms of seniority. "Economist Assistant" is equivalent to "teaching assistant" in this context.

They did not regard the group as being any different from previous groups, and commented that although the Chinese visitors regarded themselves as important, "they were not much higher ranking" than other visitors. The British believed that most of the delegation members were engineers, who would be interested in receiving training; they did not regard most of them as salesmen who had played a key role in concluding the contract and who could be vital for future contracts.

Although it is hard to judge whether the British company genuinely underestimated the status of the visitors, it seems clear that they had difficulty identifying the roles/positions of the visitors. One reason for this could be the way in which jobs and positions are often identified in Chinese and translated into English.

It is normal practice for a Chinese person to have two titles on his name card, an "expertise" (technical) title, and a "position" (job) title. The former shows the area/field he is skilled or trained in, or his academic/technical capability, and the latter the position he holds within the organisation. So a person, for example, may be trained as an engineer but work as a sales manager. Unfamiliarity with this might have been the cause of the confusion over who the guests were. The British hosts were probably only given information on the delegation members' "expertise" titles, not their "position" titles.

The actual information regarding the visitors' titles was:

<b>Name</b>	<b>Expertise Title</b>	<b>Position Title</b>	<b>Department/Company</b>
Mr Sun	Senior Engineer	N/A	Design Department, Research Institute, SHB
Mr Xu	Engineer	Sales Manager	International Sales and Planning, SHB
Mr Lin	Senior Engineer	Director Of Office	HN Project Second Phase
Mr Ma	Engineer	Director/Manager	X Department, PHB/PHB Construction

			Company
Mr Shen	Economist Assistant	Head	Equipment Section, HN Project Second Phase Construction Department
Mr Chen	Economist	General Manager	PEHB Trading Company and TYPEHB Ltd

Clearly much was missing in the hosts' perception of the guests regarding their positions and importance. Compared with the information the company had regarding the visitors' titles, we can see that they completely missed out on the delegation members' "position" titles. It is not surprising, therefore, that the British hosts thought the visitors would be interested in technical training, and failed to realise the important roles they had played in concluding contracts. However, the British chairman did sense there was something a little strange, as can be seen from one of his comments in the follow-up interview. When asked whether he realised that most of the guests were involved in sales, he replied as follows:

"it's very it's very interesting, because one of the things that we have learnt is that when you read their job titles, and explain what they do within the company sometimes it doesn't seem to tie up. sometimes it doesn't seem to be believable, um, because sometimes you'll get for example a title like senior project engineer, and a project engineer, but you'll find the project engineer is actually more senior than the senior project engineer. so sometimes their titles and their job descriptions don't actually tie up with what they do. but I think sometimes it might be a purpose and I don't know whether that aids them in terms of getting a visa to leave the country. so maybe no I didn't I didn't pick up the fact that they were all in sales, um, I picked up actually they work in various companies, yet they also work in power stations, the (product) manufacturing and obviously to selling organisations as well. so there is a number of companies involved. um, I didn't know they were all in sales..."

**(V2-jack)**

It is apparent from these comments that the company were having difficulty with the titles of the visiting delegation members, and were unable to interpret them. It was difficult for the British



company to judge accurately the status, decision-making power, and professional interests of the delegation members. This ultimately led to problems. On the one hand, the Chinese, as stated earlier, thought they were important to the host company, and deserved better treatment. And as some of them were involved in sales and marketing, they thought they deserved better reception than previous groups<sup>34</sup>. Therefore, the hosts' face-giving efforts failed to result in any noticeable appreciation.

On the other, the hosts did not regard their visitors as important, and were disgusted by their requests and claims to self-importance. In the follow-up interview, some of the British hosts commented that

Steve: they thought they were [important]

Lynn: in fact they are not much higher ranking.

**(V2-group)**

In the follow-up interviews, Jack commented that knowing the accurate titles of the visitors would have helped them in terms of information, but it would not have changed much in terms of the reception, as "generally speaking we sort of reformulated programmes that we believe is most appropriate, in terms of the explaining the company and products to those individuals, and we come up with events which we think they would be interested in". Sajid also commented that " that [the visitors' importance] is beside the point, to us they are our customers, and we xxx irrespective

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<sup>34</sup> With the initiation of a market economy in China, people involved in sales and marketing are more important, and are generally very well accommodated on trips, especially on visits to their customers, as they are regarded as the key to good business deals as well as to the success of a business.

of their position."

Another factor that might have triggered the confrontational behaviour of the visitors was the discrepancy in deeply rooted cultural values, reflected in this case the different attitude to work and life and human interaction, and in the different understandings of friendship. In the post-event playback session, comments by a member of the delegation in this respect highlighted the difference:

Ma: ... ni jiu ba xiaoshi yinei jiusuan ni gongzuo, ba xiaoshi yiwai shenme dou bu gan, chu ci zhi wai wo guo wo de ni guo ni de. shizhi shang zuowei xiang Ribenren huozhe shi Meiguoren de hua ne ta youshihou hai zhongshi yixia yeyu yeyu de shijian huxiang jiaoliu yixia yinwei jiaoliu yixia you ganqing. ren shi jiang ganqing de. ni zuo zai duo de guanggao dongxi zai hao ne meiyou ganqing wo bu yong nide shi yidian banfa meiyou. Yingguoren jiu bu zhongshi zhe wanyi'r. biyushuo wanshang ya, Tim (surname) xianzai de lao pengyou lai le zheme jiu Tim xianzai dou bu lou bu lou mian. qian hetong shi nali shi qian (?) le yidadui.

*... Within the eight hours it is your work, outside it it has nothing to do with me, and apart from that I live my life and you live yours. In fact even the Japanese or the Americans they sometimes stress "communication" in one's own off-work time, as "communication" can lead to warm/friendly "feelings"/friendship. Human beings can't survive without warm/friendly "feelings"/friendship. However much advertisement you put up, however good your product is, without warm/friendly "feelings"/friendship, I don't want to use yours, and what can you do about it? The British don't see the importance of such things. For instance, in the evening, Tim's old friends have been here for so long, and he hasn't showed up. He signed a lot of contracts over there.*

These comments show the typical Chinese understanding of how and why relationships are built. Numerous studies have noted the importance Chinese business people attach to friendship and how they value it. The British failure in understanding the importance of friendship and in acting like friends, clearly exasperated the situation.

## **4.4 Visit Three**

### **4.4.1 Background Issues**

This visit was different from previous ones in that the costs were covered by the British host company, not the Chinese side. As a separate agreement from the contract, the British company agreed to host a five-member group for up to eight days, with flights and accommodation covered by the British company. The proposed visit was for 6 days, from November 1<sup>st</sup> to 6<sup>th</sup>, 1997.

For the reception of this delegation, the British company set up the same action group, as for previous visits. The company again made hotel bookings, hired a minibus for transport, booked the conference room, and employed an interpreter specifically for the visit, prior to the delegation's arrival.

### **The Delegation**

The delegation was a relatively high level one. The five members were:

Mr Yao: Deputy Managing Director of MEPCO (a big state-owned company)

Mr Yu: Business Manager of MEPCO

Mr HQ: Manager of PQD Plant

Mr Lei: Deputy Director of PWF

Ms Ye: Manager of EPSD Group Corporation

### **Upon Arrival at the Airport/Change of Period of Stay**

Sajid, the project engineer in charge of receiving delegation visits, another member of staff from the Sales and Marketing Department, and a local interpreter went to Heathrow Airport to meet the visitors.

Sajid formally greeted four of the 5 visitors, and after translation, there were no return greetings and no reaction from them. Sajid was visibly displeased.

The lack of return greetings in this case was impolite, and caused a certain amount of offence. It so happened that Yu, the only speaker of English in the group, was away making enquiries about tax issues with airport officials. The language incompetence of the other members of the delegation was probably a major contributing factor to the lack of response to Sajid's greetings.

Prior to their visit to Britain, the delegation had visited a supplier in a continental country. They were not very well hosted there, and were left completely on their own. Foreign to the place, and not knowing the language, they did not enjoy their stay there. Upon arrival at Heathrow Airport, they were met by two members of staff from the host company and an interpreter. They were very pleased, and decided on the spot to extend the proposed stay of six days to eight days (the period of stay allowed in the contract), thinking that they now at least had their hosts to look after them, and that this would almost certainly guarantee a pleasant stay.

Yet to many members of staff from the host company involved with the visits, the delegations had become a burden. But as it was laid down in the contract, they had to do it. They did not expect much of the visitors, as they had hosted many groups of Chinese visitors, and had a negative impression of them (especially the last few groups). So when Sajid had the tickets extended and was told that the visitors thought the changed flight was too late, he showed his

impatience and displeasure. He said that it was not indicated in the fax, and that it was too complicated to change flights, that there was no time for it that day and the earliest time would be Monday. The visitors noticed Sajid's displeasure, and were not happy.

### **The Programme**

The original programme for the 6-day visit included 1 day's on-site training, 2 days' sightseeing in London, and 1 free day. There were no Introductory Meeting and Closeout Meeting planned.

**Table 4-17 V3: The Programme**

<b>Day</b>	<b>Time</b>	<b>Programme</b>
<b>Day 1</b> <b>Saturday</b> <b>01/11/97</b>	1900	- Leave for Heathrow Airport to meet visitors arriving at 19:50 - Return to Leaside Hotel for registration & allocation of rooms.
<b>Day 2</b> <b>Sunday</b> <b>02/11/97</b>	0930 1700 1800	- Collection from Leaside Hotel - Take to London (tour only) - Pick up from London/Return to Leaside Hotel
<b>Day 3</b> <b>Monday</b> <b>03/11/97</b>	0900  1500	- Collection from Leaside Hotel - Visit to Factory Brief Manufacturing Presentation/Tour Brief Engineering Presentation - Buffet Lunch Brief Quality Review - Return to Shannon Hotel
<b>Day 4</b> <b>Tuesday</b> <b>04/11/97</b>	0930 1800	- Collection from LeasideHotel - Take to London (drop off/pick up only) - Return to Shannon Hotel
<b>Day 5</b> <b>Wednesday</b> <b>05/11/97</b>	1930	- Free Day - Dinner at Meah Restaurant, Park Street
<b>Day 6</b> <b>Thursday</b> <b>06/11/97</b>	1830	- Collection from Leaside Hotel - Take to London Heathrow to catch Flight BA027 departing 2130 for Hong Kong

After the delegation extended their stay to 8 days, the British company readjusted the programme, to include another free day and 1 shopping day, as shown below:

<b>Day</b>	<b>6</b>	- Free Day
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<b>Thursday</b> <b>06/11/97</b>			
<b>Day</b> <b>7</b>	1000	-	Shopping Day (Take to Milton Keynes)
<b>Friday</b> <b>07/11/97</b>	1500	-	Pick up from M.K. & return to Leaside Hotel
<b>Day</b> <b>8</b>	1830	-	Collection from Leaside Hotel
<b>Saturday</b> <b>08/11/97</b>		-	Take to London Heathrow to catch Flight BA027 departing 2130 for Hong Kong

### Trip to London and Decision to Cut Short the Period of Stay

On the second day, a member of staff from the Sales and Marketing Department (who met the delegation at the airport when they arrived) drove the visitors to London, hurriedly took a couple of pictures, and left them there with the interpreter. As the interpreter did not know London very well, they had difficulty finding their way around. They did not enjoy the London tour, and especially did not like being taken to London and left there on their own, just like their previous experience in Vienna. They were disappointed that their hosts did not show them around London.

They were also not happy about the hotel, saying it was not good enough. The researcher explained that there were only a few (nice) hotels in or near the town centre area, and the company could not put them in a hotel further out as it would be inconvenient<sup>35</sup>.

These, and their query about payment for meals (see 4.4.2), led to their decision to change their stay a second time. Apparently they were not happy with the way things were. They decided to cut short their stay and stick to the original 6 days, saying that "it would not mean much (being treated) in this way".

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<sup>35</sup> The researcher was told this by the company on previous visits. There was only one 4-star hotel in the whole locality, and it was in the town centre.

#### 4.4.2 The Introductory Meeting

The meeting took place on the third day of the visit. It was again chaired by Tim, the company's Sales and Marketing manager, with Sajid and Lynn present. Unlike the previous two visits, there were no other British managers present.

Again unlike the previous two introductory meetings, this one turned out to be rather informal<sup>36</sup>. The whole meeting seems to be small talk and casual talk, with no clear indications of the Pre-Meeting, the Meeting and the Post-Meeting phases, as is shown in Table 4-18 below:

**Table 4-18 V3-int Discourse Structure**

Stage	Duration	Start/End Time
<b>Before the Chair's Arrival</b>	7'03	<b>9.01.19-9.08.22</b>
Sajid talking about programme/flight		9.01.19-9.06.40
Sajid's absence		9.06.40-9.07.19
Small talk and introductions with Lynn		9.07.19-9.08.22
<b>After the Chair's Arrival</b>	<b>40'21</b>	<b>9.08.22-9.48.43</b>
<b>Pre-meeting Phase</b>	<b>9'00</b>	9.08.22-9.17.22
Preliminaries (Chair greetings and exchanging of cards)	0'47	9.08.22-9.09.09
Small talk by Yu	0'13	9.09.09-9.09.22
Small talk by Chair	1'20	9.09.22-9.10.42
Guest introductions	1'07	9.10.42-9.11.49
Small talk by Chair	3'43	9.11.49-9.15.32
Sorting out air tickets	1'50	9.15.32-9.17.22
<b>Meeting</b>		
Welcome	0'42	9.17.22-9.18.04
Small talk	1'56	9.18.04-9.20.00
Silence	0'09	9.20.00-9.20.09
Chinese enquiry about spares/cooperation	2'46	9.20.09-9.22.55
Small talk	2'01	9.22.55-9.24.56
Talking about programme (Chinese initiated) (Tim absence: 14'02 = 9.29.52-9.43.54)	18'58	9.24.56-9.43.54
Small talk	0'53	9.43.54-9.44.47
Sorting out air tickets	2'52	9.44.47-9.47.39
Concluding	1'04	9.47.39-9.48.43
<b>Meeting Finish</b>		9.48.43
<b>Total</b>	<b>47'24</b>	

<sup>36</sup> The meeting was not on the official programme, and might be intended to be an informal event.

Tim was late for the meeting, as he was still in another meeting. Prior to Tim's arrival, Sajid was in the room with the visitors. The latter informed him of their decision to change the stay back to the original 6-day plan, and urged him to change their flights. They also requested a trip to Manchester (see below for discussion).

Sajid then left the room to deal with the flight changes. Lynn, who had come in with drinks before Sajid left the room, was in the room. The visitors noticed her presence, and the interpreter introduced the two sides.

When Tim eventually came into the room, he greeted each member of the delegation in either Chinese or English, and shook their hands. He then presented his business cards to each member.

Tim eventually sat by the side of the table, between the interpreter and two visitors. The different seating from the previous two occasions, where he took the chair's position at the top end of the table, signalled an informal occasion<sup>37</sup>.

After the initial greetings and exchange of name cards, Yu first initiated some small talk, as shown below:

#### **Extract 4-26 (V3-int)**

268. %exp: Yu looks at Tim again, who looks back.

269. %tim: 9.09.09

**270. \*Yu: have you been in Beijing?**

271. \*Tim: yes.

272. %exp: Yu sits down.

**273. \*Yu: Wen # Miss Wen?**

**274. \*Tim: Miss Wen. and Mr (full name) yeah?**

275. %exp: Yu nods.

---

<sup>37</sup> A member of the delegation was sitting in the chair's seat, probably unaware that it was the chair's seat. Tim might have had no choice but sat elsewhere.



276. %tim: 9.09.22  
277. %exp: Tim and Lynn sit down. Tim sits by the door. Lei is still in the chair's seat.  
278. \*Tim: **how is everybody? it's good. yeah? how was Vienna?**

Tim went on to engage the visitors in some small talk. Interestingly, it was the visiting delegation that took the initiative to introduce the members of the delegation:

**Extract 4-27 (V3-int)**

310. %tim: 9.10.42  
311. \*Yu: **yes. #4 may I introduce the group. this is our group leader Mr Du xxx**  
312. **(pointing to Du)**  
313. \*Tim: **hello (nodding) uhhuh**

When Yu finished introducing the visiting team, Tim simply left it there, and did not follow it up with introductions of his own team, as shown below:

**Extract 4-28 (V3-int)**

324. \*Yu: **wo xiang tamen jieshao yixia zanmen ji ge de qingkuang.**  
325. %eng: *I have just introduced ourselves to them.*  
326. %add: Chinese delegation members.  
327. %tim: 9.11.49  
328. \*Tim: **I went to PQD.**  
329. \*Int3: **when?**  
330. \*Yu: **when?**  
331. \*Tim: **it was last year? #3 I met many many different people at the power**  
332. **station.**

As the extract indicates, Tim started another round of small talk immediately after Yu's introductions (line 328). It might be that the group had met Sajid and Lynn, but the Chair would

not have known for sure that they had officially introduced themselves (The interpreter introduced Lynn to the group, before Tim came into the meeting room.).

Tim carried out about 4 minutes of small talk (see Table 4-18) before he briefly welcomed the visiting delegation (less than 1 minute).

Throughout the rest of the meeting, the hosts mainly engaged the visitors in small talk, discussions about the plan for the next few days, and resolving the problems the visitors had. Again it was the visiting team that initiated such topics as co-operation between the two sides, business issues, and arrangements for the visit. In contrast, Tim did not seem to be interested in any of the serious business talk, but was more inclined to do some small talk.

Even when the visitors initiated the subject of co-operation, Tim was still not impressed. Again he did not follow it up:

#### Extract 4-29 (V3-int)

528. \*Du: **jiaqiang hezuo.**  
529. %eng: *to further our co-operation.*  
530. \*Int3: **they've already bought some (product) from your company.**  
531. \*Tim: **yes.**  
532. \*Int3: **buy more xxx they hope the co-operation with you xxx**  
533. \*Tim: **me already.**  
534. %par: Int3 laughs.  
535. \*Yu: **because the just like xxx if you do become a power plant xxx we supply it**  
536. **xxx**  
537. %tim: 9.22.55  
538. %exp: other visitors read brochures.  
539. \*Tim: **so what what is your impression of England so far?**

As can be seen from line 539, Tim did not further elaborate on the subject of co-operation, and

quickly changed topics and resorted to more small talk. This clearly indicated Tim's persistence in casual small talk.

Tim left the room for about 14 minutes. During this time Sajid and the delegation continued the discussion about the programme for the next few days. The latter also asked about shipment of the product and requested some business-related information.

When Tim came back into the room, he showed the visitors some business cards of people he had met in China, whom some of the visitors also knew.

The meeting ended with Tim asking the delegation to go on a tour of the factory.

During the meeting, there were some sensitive moments, including the following:

#### Change to Period of Stay

As discussed above, because of the unpleasant London trip the day before and their dissatisfaction with their accommodation, at the start of the meeting, the visitors asked Sajid to change their period of stay back to the original six days and urged him to sort out the flight tickets.

Whereas the change in the first instance was an expression of the visitors' pleasure, the change the second time was clearly an expression of the opposite. When Tim was later informed of the change, he said:

#### **Extract 4-30 (V3-int)**

**440. \*Tim: so they seem already not happy.**

441. %par: laughter from Int3

442. %tim: 9.16.38

443. #6

444. %tim: 9.16.44

The interpreter's laughter and the subsequent silence might indicate her acknowledgement and her embarrassment.

### **Programme Cancellation**

Before Tim's arrival, the delegation told Sajid that they would like to finish the training programmes in the morning, and do some shopping in the afternoon. As a result, the company arranged for a tour of the factory (may be counted as Manufacturing Session) and an Engineering Session after the Introductory Meeting. The Quality Assurance Session did not go ahead as planned.

### **Going Places**

The delegation requested a trip to Manchester, quite a long way north of the city where the British company was located. Realising that it would be difficult for the company to get somebody to accompany them on the trip, they said they could ask, and pay for, the interpreter or the researcher to go with them. Sajid did not commit himself, only raising some difficulties, as shown in the extract:

#### **Extract 4-31 (V3-int)**

82.    **\*Int3:** they want to go to Manchester. if you can not afford anybody to accompany  
83.            them they would hope they would invite one of us  
84.    **\*Sajid:** that is a long distance.  
85.    **\*Int3:** can you pay the tickets tomorrow? and take them  
86.    %tim: 9.03.21

87. %exp: Lynn comes in and places some biscuits on table. Lynn starts to get cream and  
 88. cups on to the table.  
 89. \*Sajid: **oh we have to change the plans.**

The request probably put the hosts in a difficult situation. On the one hand, they would like to meet the delegation's requests and make them happy, on the other, it would put a huge demand on their financial as well as human resources. The Chinese were apparently aware of this, and offered to pay for the tickets and for the interpreter or the researcher to accompany them on the trip.

When the same request was later put to Tim, he tried to dissuade them from going there (and Liverpool, which the delegation later suggested), and advised them to go instead to Oxford or Cambridge, which are in the vicinity.

#### Extract 4-32 (V3-int)

624. \*Tim: **Manchester is an industrial city. there are also lots of factories. so it's very  
 625. industrialised there's nothing to see. whereas in Oxford**  
 626. %tim: 9.26.16  
 627. \*Yu: **na ni gen ta shuo Liwupu zenmeyang?**  
 628. %eng: *then ask him if we could go to Liverpool.*  
 629. \*Int3: **(interpreting what Tim said earlier) ta jiu shi shuo na shi yi ge gongye  
 630. chengshi # meiyou duoshao jingdian.**  
 631. %eng: *he said that is an industrial city. There isn't much scenery there.*  
 632. \*Yu: **qu Liwupu zenmeyang?**  
 633. %exp: Int3 interprets  
 634. \*Tim: **the same. Liverpool is worse.**  
 635. %par: laughter from Tim, Int3, Lynn, etc.  
 636. \*Int3: **geng zao. shi gongye cheng # meiyou jingdian # dou shi gongchang.**  
 637. %eng: *it's worse. It's an industrial city. No much scenery. Lots of factories.*  
 638. \*Tim: **they they are choosing the # the bad parts of England.**  
 639. \*Int3: **maybe Liverpool and Manchester are very famous to Chinese people.**  
 640. %tim: 9.26.38  
 641. \*Tim: **yeah but if if they went to Cambridge or Oxford # these are two very  
 642. famous (#) university cities. very very old # very famous.**  
 643. %tim: 9.26.51

644. \*Ye: dao Jianqiao ye xing.  
 645. %eng: *Cambridge is fine.*  
 646. \*Int3: yeah # I mentioned to them I said the buildings are very  
 647. \*Tim: beautiful yeah?  
 648. \*Int3: beautiful.  
 649. \*Lynn: xxx  
 650. \*Int3: yeah. then they change they take your advice and they would go to either  
 651. Cambridge or Oxford.  
 652. \*Tim: believe me it is much better.

We can see here Tim used a different strategy. He did not mention any of the potential inconveniences it would cause the company. In stead, he persuaded them from the perspective of tourist "value". Tim's underlying concerns were no doubt the same as Sajid's. But whereas Sajid weighed the request from the host company's perspective, Tim took the other alternative and showed his concerns about the visitors by standing in their shoes. It was no doubt a better way to avoid being face threatening. It proved more effective when the visitors, after their trip to Oxford, commented that they were happy to have taken Tim's advice, and that they were well advised, as they found out that Oxford was worth visiting.

The visitors further requested to go to both Cambridge and Oxford in one day, as they only had three more days in Britain, including their day of departure. Sajid again expressed the difficulty, as shown in the extract:

#### Extract 4-33 (V3-int)

717. \*Int3: they want to go to Oxford and Cambridge tomorrow and go to  
 718. %tim: 9.30.15  
 719. \*Sajid: we can't go to both one time because they are not linked to each other. it's  
 720. difficult to do both in one day # because of their locations.  
 721. %tim: 9.30.23  
 722. \*Int3: they said how about in the morning probably they go to Cambridge and in

723.           the afternoon go to Oxford.
724. %tim: 9.30.29
725. \*Sajid: very tight. you know if they locate close together yes you can do it but they
726.           are not close together.
727. %tim: 9.30.35
728. \*Int3: yinwei zhe liang ge difang bijiao yuan ta jiu fei de anpai liang ge shijian.
729. %eng: *because the two places are far apart he has to arrange two times.*
730. \*Sajid: xxx
731. \*Int3: how about this afternoon?
732. \*Sajid: this afternoon.
733. \*Du: laibuji ba?
734. %eng: *would it be too much of a rush?*
735. \*Lei: nimen juezhe houtian ne?
736. %eng: *how about the day after tomorrow?*
737. \*Sajid: by the time they get there # it's time they come back.
738. \*Yu: si hao si hao.
739. %eng: *the fourth the fourth.*
740. \*Int3: xxx
741. \*Sajid: (high-pitched, showing disbelief) half an hour!
742. \*Int3: yeah.
743. \*Sajid: where to?
744. \*Int3: to Oxford to
745. %par: Sajid laughs
746. \*Lynn: half an hour? (laughing)
747. %par: Sajid, Int3 and Lynn laugh loudly
748. \*Int3: xxx ta kaiche yao liang ge xiaoshi.
749. %eng: *xxx it takes them two hours to drive you there.*
750. %exp: Yu talks to Sajid. Visitors discuss.
751. \*Int3: I think we went to Cambridge it takes us one hour
752. %add: Lynn
753. \*Lynn: oh no.

Sajid was working on a plan for the trips as the discussions went on. Yu was talking to Sajid and was showing him a piece of paper. Just as he was about to write on it, Sajid stopped him, as shown below:

**Extract 4-34 (V3-int)**

755. %exp: Yu talks to Sajid. He pulls a piece paper from his notebook and shows it to  
 756. Sajid. He is about to write something on it when Sajid stops him.  
 757. %tim: 9.31.16  
 758. \*Sajid: (hand gesture to stop him) **this is what we can do then you could make**  
 759. **suggestions. ok tomorrow # we take you to London # earlier suggestion ok?**  
 760. **Wednesday take you to Oxford # and Thursday take you to Cambridge.**  
 761. **after this is done you have only this afternoon for shopping. xxx it's not**  
 762. **possible to do these two places**

It was impolite to stop the guest when he was in the middle of something. But it clearly showed Sajid's impatience. In the follow-up interview with the interpreter, she commented that when the visitors put a request to Sajid to go to Scotland, Sajid complained that the visitors were "demanding" and "exacting". She further commented that the British staff were prejudiced against Chinese visitors. If things were properly explained it would facilitate understanding. She cited as example Tim persuading the visitors to go to Oxford, saying that the visitors "understood, accepted and were very happy".

### Evasive Reply by the Visitors

At one moment, Tim asked the delegation their impression of England:

#### **Extract 4-35 (V3-int)**

539. \*Tim: **so what what is your impression of England so far?**  
 540. %exp: Int3 interprets  
 541. \*Yu: **gen tamen (pointing to Du, Ye and Lei) shuo tamen xxx**  
 542. %eng: *ask them (pointing to Du, Ye and Lei) ask them to say xxx*  
 543. \*Du: **bu cuo bu cuo.**  
 544. %exp: Du looks at the pages which he is turning, without looking at Tim and Sajid,  
 545. who are looking at him.  
 546. \*Int3: **gen ta shuo.**  
 547. %eng: *talk to him.*



548. \*Du: [nodding] yinxiang hen hao.  
 549. %eng: *a very good impression.*  
 550. %exp: Du still looks away from Tim and Sajid. He then puts down the pages.  
 551. \*Int3: yeah very good impression.  
 552. \*?: xxx  
 553. \*Int3: you know because it's the first time. they have just arrived.  
 554. \*Yu: London is very famous. Xxx a lot of time.  
 555. \*Du: cong feiji shang kandao xxx  
 556. %eng: *looking out of the plane we could see xxx*  
 557. %exp: Du now looks at Tim and Sajid as he speaks.

As the extract indicates, Du, head of the delegation, seemed reluctant to reply. When urged by Yu, he replied, but kept his eyes on the handouts. It seemed as if he was deliberately avoiding looking at the hosts, and he even looked away for a moment. The interpreter tried to explain to the British that they had not seen much (line 553), and Yu had to come in and add his own remarks (line 554).

### Payment for Meals

After the arrangement for the next couple of days had been worked out, Sajid asked about the hotel. The head of the delegation wanted to discuss the issue of payment for meals with the Sales and Marketing manager, Tim, and did not give any response to Sajid's question. This is shown in the next extract:

### **Extract 4-36 (V3-int)**

988. \*Sajid: any other questions? # is the hotel ok?  
 989. %exp: Int3 interprets  
 990. \*Du: ta wen luguan zenmeyang?  
 991. %eng: *he was asking about the hotel?*  
 992. \*Int3: luguan de qingkuang.

993. %eng: *things at the hotel.*
994. \*Du: **deng jingli jinlai zai jiang.**
995. %eng: *wait till the manager comes back.*
996. %exp: Du talks to Yu in low voice.
997. \*Du: **xxx**
998. \*Int3: **um # is Tim coming?**
999. \*Sajid: **yes xxx**
1000. \*Int3: **xxx**
1001. %par: loud laughter from Int3, Ye and Lynn
1002. \*Int3: **they just want to ask him about the tickets I said that you are dealing with**
1003. **with their suggestions.**
1004. \*Lynn: **xxx**
1005. \*Du: **ta tamen gongsi you duoshao ren?**
1006. %eng: *how many employees do they have in the company?*

The lack of response again constituted a face threatening act. When the interpreter asked if Tim was coming back to the meeting, it was probably more threatening to Sajid's face. Int3 had to lie about the visitors' real intention behind the question (line 1002). And instead of answering the question, Du asked about the number of staff in the company (line 1005).

The visitors had expected the hosts to take care of everything during the visit. But they soon found out that meals were not covered, and they were not sure if they should pay for them, or if the company was paying. They consulted the interpreter, who reminded them to check the contract and see if it was full accommodation. The problem probably resulted from unfamiliarity with terminology, as can be seen from Yu's discussion with the interpreter:

**Extract 4-37 (V3-int)**

20. \*Int3: **ta you. Ranhou ta shuo haoxiang bu shi full # wo shuo # ni shuo de shi full**
21. **accommodation.**
22. %eng: *has he? He said it didn't seem to be full # I said # that you said it was full*
23. *accommodation.*
24. \*Yu: **zhe ge accommodation shenme yisi dou bu zhidao.**

25. %eng: *this word accommodation I don't even know what it means.*
26. \*Int3: **ruguo guang shi accommodation jiu keneng jiu bu yiyang.**
27. %eng: *if it is simply accommodation that may mean differently [from full*
28. *accommodation].*
29. \*Yu: **keneng shi accommodation.**
30. %eng: *maybe it is accommodation.*
31. \*Int3: **na meiyou full # na wo jiu bu zhidao le. zhe ge wenti wo hai teyi qu wen**
32. %eng: *then there isn't [the word] full # then I don't know. I even consulted*
33. \*Yu: **zhe ge Yingwen wenzi zamen ye bu ye meiyou yaowenjiaozhi de # ni zhidao**
34. **ma.**
35. %eng: *this this English word we didn't pay much attention to the wording # you know.*

When the interpreter later asked Sajid about the accommodation issue, he told her that it did not seem to be full accommodation, and that they were responsible for their own lunches and dinners. They decided to talk it over with Tim, probably because they felt that Sajid did not have sufficient authority to solve such issues.

When Tim came back, they brought up the topic again, and he agreed that the company would buy them lunches when they took them out, and they could have their dinners at the hotel restaurant. But Tim also raised the issue of extra costs:

#### Extract 4-38 (V3-int)

1090. \*Tim: **when when we take you out # we'll buy you lunch. yeah? the dinner you**
1091. **have at the hotel.**
1092. \*Yu: **but xxx**
1093. \*Tim: **alright.**
1094. \*Yu: **xxx**
1095. %tim: 9.46.25
1096. \*Tim: **uhhuh. yes ok. yes. now remember the flights from China originally**
1097. **Beijing-London-London-Beijing. now it is Beijing-Vienna-London-**
1098. %tim: 9.46.38
1099. \*Yu: **maybe it's extra fees**
1100. \*Tim: **yeah.**
1101. \*Yu: **so xxx**

1102. \*Tim: uhuh. I hope so. #5 [turning to Sajid] so when we need to get them some #  
 1103. lunch yeah?  
 1104. \*Sajid: right.  
 1105. %exp: the other group still talking  
 1106. \*Tim: right.  
 1107. %exp: Yu talks to Tim again.  
 1108. \*Yu: ok. no problem.  
 1109. \*Tim: xxx  
 1110. \*Yu: xxx  
 1111. \*Int3: they are worried about that.  
 1112. \*Tim: don't worry.

Unfamiliarity with practices also led to the confusion. Even when Tim told them to have their dinners at the hotel, by which he meant they could charge them to the hotel bills, they still were not sure what that meant.

#### 4.4.3 The Engineering Session

The Engineering Session took place the same morning as the Introductory Meeting, after the tour of the factory. It was again presented by Dean, and it consisted of a long Meeting period (52'21) and a very short Post-meeting phase (1'16). There were no Pre-meeting exchanges (see Table 4-19 below).

**Table 4-19 V3-eng**

Stage	Duration	Start/End Time
<b>Start</b>		<b>13.00.00</b>
<b>Meeting</b>	<b>52'21</b>	<b>13.00.00-13.52.21</b>
Sajid/Dean talking	0'10	13.00.00-13.00.10
Self introduction	1'20	13.00.10-13.01.30
Technical presentation	36'30	13.01.30-13.38.00
Brief introduction of product development		13.01.30-13.03.28
Reply to question		13.03.28-13.14.15
Audience interruption		13.14.15
Questions/answers		13.14.23-13.38.00
Chinese signalling end	0'14	13.38.00-13.38.14
Technical presentation	6'14	13.38.14-13.44.28

Small talk (guest initiated)	6'44	13.44.28-13.51.12
Sorting out spares	0'56	13.51.12-13.52.08
Concluding		13.52.21
<b>Post-meeting</b>	<b>1'16</b>	<b>13.52.21-13.53.37</b>
Casual talk with Sajid	1'14	13.52.21-13.53.35
Concluding by Sajid		13.53.35
<b>Meeting Finish</b>		<b>13.53.37</b>
<b>Total</b>	<b>53'37</b>	

**Table 4-20 V3-eng: Discourse: Meeting Structure**

Pre-meeting Time/%	Meeting Time/%	Post-meeting Time/%	Total
0/0	52'21/98	1'16/2	53'37

Sajid was in the room at the start of the session, but he neither introduced Dean, the presenter, nor initiated the start of the session. He simply talked to him when Dean was starting the session. At the end of the session, Sajid came in to bring it to a close.

#### 4.4.3.1 The Meeting Phase

Dean started the technical presentation after his self-introduction (see Table 4-19). As Table 4-19 shows, the body of his presentation lasted about 52 minutes. The audience asked a number of questions, and throughout the presentation they were discussing technical issues whilst Dean was presenting. But very soon (about 12 minutes into the technical presentation) they were uninterested, as can be seen from the next extract:

#### **Extract 4-39 (V3-eng)**

197. %exp: visitors talk lightly while Dean is working out the figures.  
 198. %tim: 13.13.56  
 199. \*Du: ta na jiang ke ne.  
 200. %eng: he is really giving a lecture.  
 201. %par: Ye yawns

202. \*Yu: ta shuo jiu wan ye mei wan.  
 203. %eng: he said he would end soon and he is still talking.  
 204. \*Int3: ta jiu shi shuo nimen yao you wenti jiu wen ta.  
 205. %eng: he said if you have questions you ask him questions.  
 206. \*Lei: ta zhi ge xiangxi jieshao qilai tai fuza. xxx ge ge yuanli dou jiang jiang yi  
 207. ge shangwu yi tian  
 208. %eng: this a detailed introduction is too complicated. xxx to talk about every  
 209. principle would take a whole morning a whole day.  
 210. \*Yu: zanmen yaoshi gao jixie xxx de hua hai neng  
 211. %eng: we would be able to if we were involved with engineering and xxx  
 212. %tim: 13.14.15  
 213. \*Int3: Dean (Dean turns back, still looking at the calculator in hand) they want  
 214. to ask some questions.  
 215. %add: Dean  
 216. \*Dean: yeah # ok # yeah. carry on.

The talk amongst themselves clearly shows that they were not really interested in the presentation. In line 213, the interpreter stepped in and interrupted.

The audience asked quite a number of questions in the next 15 minutes. They also discussed quite a lot among themselves as Tim explained. The visitors then began to take photographs. This again shows the lack of interest. As the presentation moved along, they could not really stand it, and Du, head of the delegation, wanted an end to it, as is shown below:

#### Extract 4-40 (V3-eng)

440. %tim: 13.38.00  
 441. \*Du: hao le.  
 442. %eng: let's call it a day.  
 443. %exp: Du nods and looks at Int3.  
 444. \*Int3: Dean thank you very much.  
 445. %tim: 13.38.05  
 446. \*Dean: ok?  
 447. \*Int3: they enjoyed it.  
 448. \*Dean: have you any more questions? I enjoy answering your questions. come on  
 449. # more questions!

450. %tim: 13.38.12  
 451. %exp: Ye smiles and looks round. Several voices say "xing le" (= that's it)  
 452. %tim: 13.38.14  
 453. **\*Dean: oh I was just going to can I just explain one more thing. you know we were**  
 454. **saying (turning to draw on the board) you know we were saying about the**  
 455. **xxx**  
 456. %exp: Dean continues.

The interpreter stopped Dean from going on (line 444). Yet, as can be seen from lines 448-455 in the extract, Dean failed to take the signal, and went on with his presentation. After another 6 minutes' talk, Lei interrupted by introducing a small talk topic, and engaged Dean in about 7 minutes' small talk, as Extract 4-41 shows:

**Extract 4-41 (V3-eng)**

475. %tim: 13.44.28  
 476. **\*Lei: ta qu guo Zhongguo ma?**  
 477. %add: Int3  
 478. %exp: Int3 interprets.  
 479. **\*Dean: no I've never been to China. they don't let me go anywhere.**  
 480. %exp: Int3 interprets. She laughs.  
 481. %par: visitors laugh loudly and heartily.  
 482. **\*Int3: you are working too hard you see.**  
 483. %tim: 13.44.42  
 484. **\*Dean: yeah yeah # I work I work on these firms for countries all over the wor:ld**  
 485. **(gesturing) but I never get to see any of them.**

Despite the visitors stopping him, Dean somewhat ignored it, and carried on with his presentation until Lei initiated some social talk.

The lack of interest on the visitors' side may indicate either that the presentation was poorly delivered, or that the content was not right for them. In this case, as the visitors' comment among

each other showed, most of them did not fully understand it, as they were not involved in engineering. Only one member, Lei, showed considerable interest, and asked most of the questions. Apparently the host company failed to recognise the positions of the delegation members: they were either in sales or management (3 managers, 1 deputy director, 1 deputy managing director), and were not very involved in the technical side.

#### **4.4.3.2 The Post-Meeting Phase**

In the short Post-meeting period, some casual talk was exchanged mainly between Dean and Sajid, hardly involving the visiting team at all.

#### **4.4.4 The Remainder of the Visit and the Closeout Meeting**

The visitors began to feel very happy after the on-site day on Monday. They went to Oxford, and felt they were well advised by Tim, and commented that the trip was worthwhile. They thought Tim's idea was "very good" and that places like Oxford were something they "should learn about".

The hosts treated the visitors to a dinner on the evening of the fifth day, an event that was added when the delegation extended their stay, and that stayed after they changed back to the original 6 days. The atmosphere was pleasant, and both sides had a good time.

Whereas with both Visit 1 and Visit 2, the absence of relatively high officials at the Closeout Meeting might have signalled a lack of respect, importance, or interest, in this particular case there was simply no closeout meeting arranged. This could again signal no interest on the hosts' side, or that the visitors were not important, or that the hosts did not wish to build up relationships with the



visitors. It might be that this particular group were not like other groups who were regular, substantial buyers. Or, the hosts might think that it was a real big favour to invite the delegation over at their costs. However, an invitation for a delegation to come over for a visit is a formal occasion. And the absence of a closeout meeting would leave the visitors suspicious and concerned.

#### **4.4.5 Summary**

The overall tone of this visit was rather informal. There was no formal welcome meeting, no closeout meeting, and the programmes were not carefully worked out. This informal form might have very well evidenced the hosts' intention to make the visitors more relaxed and comfortable. However, though the visit (and the meeting) seems to be rather casual and poorly planned, the delegation did not seem to have minded the informality.

The delegation's high hopes upon their arrival for a pleasant stay were clearly dashed at the early stage. Again though they did not openly complain, they were unhappy about the reception, and their decision to cut short their stay in the early stages of the visit spoke of their strong silent complaints<sup>38</sup>. However, the visitors began to feel happy after the Introductory Meeting.

#### **Participants' Perceptions**

The British hosts had no particular impression of their guests. They just felt that they were "good,

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<sup>38</sup> On the evening of the second day, the researcher went to the hotel to meet the delegation. They told the researcher that after one day here they wanted to go back "as soon as possible" and "the sooner the better", and asked him to pass on the message to the hosts. They raised the issue and asked the company to change their flights as soon as they were taken to the company the next morning for the day on site.

different from previous groups".

The Chinese side felt that Tim was very friendly, sincere, quick and decisive, and that he knew much about China (people and culture etc.). However, they did not think much of Sajid (they felt he was "not good").

The interpreter, however, had different impressions of BH staff involved in the visit. Though she seemed to appreciate Tim's way of handling things as against Sajid's (for example, when the delegation asked the company to pay for their meals, Sajid told them to pay for their own lunch and dinner whereas Tim said "no problem"; when they requested a trip to Scotland, Sajid complained that they were "demanding" and "exacting".), she seemed to doubt Tim's sincerity. In the post-event interview, she commented that:

" [Tim behaving the way he was] because of his position, not necessarily wanting to be friendly. he was playing host on behalf of the company. he had the company's reputation to think about. his wording was formal. can't tell whether he has a good or bad impression of the Chinese visitors. he knows China, Chinese culture and people, and knows how to handle official occasions. he is always formal -- impossible for him to be close to others."

(V3-int3)

Her overall impression of BH staff was that they were "biased against Chinese visitors". She felt that there was a lack of willingness to communicate and explain things on the hosts' side when queries arose. She commented that:

"If things were properly explained, it would facilitate understanding, for example, Tim persuaded the visitors to go to Oxford -- the visitors understood, accepted and were very happy."

(V3-int3)

She further commented that "they [the British hosts] do what they are doing, what they have to do, but not willingly". However, she seemed to imply that degrees of willingness, or of difference in attitude, could lead to bad impression management. She commented that "... if Tim had gone to meet them at the airport instead, things would have been different. It would have gone very well right from the start".

Her impression of Sajid was that he was "detached", and that he "kept distance".

## **4.5 Discussion**

### **4.5.0 Review of the Three Visits**

Chapter 4 has discussed the major events that happened during the three visits, and the discourse and participation management issues in the meetings and training sessions. As has been discussed in this chapter, Visit 1 seemed to have gone very smoothly, Visit 2 witnessed a number of serious problems and confrontations, and Visit 3 saw some unarticulated dissatisfaction on the side of the visiting delegation.

### **4.5.1 Discourse Management Issues**

Discourse management strategies are not typically analysed within politeness theory, and hence are not conventionally regarded as of direct relevance to relational management. However, analysis of the data presented has revealed that the management of discourse and participation related issues may have played a very important role in relational management during the three delegation visits.

For instance, the pre- and post-meeting exchanges, and the lack of them, could have made a difference in this respect.

The level of participation of the interactants may also have had relational implications. For example, how much each side contributed to the interactions, how much the hosts engaged their guests in conversation, etc., could all be relationally significant.

The analysis in this respect has shown difference in the following two aspects:

#### **4.5.1.1 Analysis by Meeting Type**

Analyses of four kinds of events have been presented in this chapter, namely, the introductory meetings, the emergency meeting, the training sessions, and the closeout meetings. A summary and comparison of the discourse and participation structures of the four types of events is presented below:

##### **Introductory Meetings and Emergency Meeting**

The three introductory meetings and the emergency meeting bore a similar structure, that is, they all had Pre-meeting or Post-meeting exchanges, or both.

A summary of the discourse structures of the four meetings (see Table 4-21 below) show that the Pre- and Post-meeting periods accounted for most of V1 Introductory Meeting (61%) and V2 Emergency Meeting (59%) chaired by Tim. In V3 Introductory Meeting, though there was no clear indication of the ending of the Meeting phase and the beginning of the Post-Meeting, there was a long period of Pre-Meeting exchanges (9'00). Whereas in the meeting chaired by Jack the Pre- and

Post-meeting exchanges accounted for 26% of the whole meeting.

**Table 4-21 Discourse: Meeting Structure**

Meeting	Pre-meeting Time/%	Meeting Time/%	Post-meeting Time/%	Pre-meeting + Post-meeting Time/%	Total Time	Chair
V1-int	14'42/42	13'58/39	6'39/19	21'21/61	35'19	Tim
V2-int	2'34/10	16'59/74	3'58/16	6'32/26	23'31	Jack
V2-emerg	1'55/5	15'06/41	20'18/54	22'13/59	37'19	Tim
V3-int	9'00/22				40'21	Tim

While the second introductory meeting may be more formal, with a longer formal welcome speech and formal introductions, the long Pre- and/or Post-meeting exchanges of the two introductory meetings and the Emergency Meeting chaired by Tim, helped with the light topics and humorous way of delivering (see Chapter 5 for a detailed discussion of SM strategies), may have made the visiting teams more relaxed and created a lighter and more friendly atmosphere for the occasions. The latter may, judging by the facial expressions of the visiting teams, have proved more effective in terms of relational management.

### Training Sessions

The training sessions were different from the introductory meetings and the emergency meeting particularly in terms of discourse and participation structure. In most sessions there were either no or very little Pre-meeting and/or Post-meeting exchanges, and very little small talk throughout the sessions. The body of the meeting was technical presentation. The only exception is Visit 1 Manufacturing Review, where there was a long period of free exchanges. However, this all happened before a tour of the factories, which was the main agenda planned for this session. The

structures of these sessions are presented in Table 4-22 below:

**Table 4-22 The Training Sessions**

	Pre-meeting/%	Meeting/%	Post-meeting/%
V1-eng	0.3	93.2	6.5
V1-qa	0	100	0
V1-manuf	100		
V3-eng	0	98	2

Technical presentation dominated three of the four sessions, and quite rightly so, considering the nature of these sessions. V1-manuf was an exception in that the presentation was scheduled to take place in the factories. Hence the in-house session was only the Pre-meeting period. The small talk that took place there was more necessitated by the occasion rather than a deliberate attempt to build rapport, as the two sides were getting ready for the factory tour.

### Closeout Meetings

In the closeout meetings, again there were no Pre- and Post-meeting exchanges. Except for a brief farewell speech from the Chair, the whole time was dedicated to sorting out visit or business related problems.

The closeout meetings were presumably another good opportunity to further develop relationships after the introductory meetings. Yet the summary of the two meetings in Table 4-23 below shows that there were no Post-meeting exchanges at all on either occasion, and only a very little Pre-meeting in V1-close.

**Table 4-23 Meeting Structure**

Meeting	Pre-meeting	Meeting	Post-meeting	Total	Chair
V1-close	4'45	73'47	0	78'32	Sajid

V2-close	0	232'56 (Lunch time excluded)	0	232'56	Sajid
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Throughout the meetings, apart from the brief farewell speech period (1'30 and 1'10 respectively), there was hardly any small talk (0'48 and 0'12 respectively). Most of the meetings were dedicated to resolving visit-related or product-related issues, apart from the long absences of the Chair (44'41 and 82'13 respectively).

From a relational management perspective, the introductory meetings were first-time encounters, and hence were more important. A positive impression may provide a starting point for good relationships. In this sense, the paramount purpose of the training sessions seemed to be less relationally oriented. The closeout meetings were the last chance to enhance the relationship that had been established during the events, and to successfully round up the visits. Of a rather different nature, the emergency meeting was more delicate in that it needed to successfully resolve the issues under discussion and avoid a negative impression.

#### **4.5.1.2 Differences between Speakers**

The analysis has also shown remarkable speaker difference in discourse management strategies. Of the chairs and presenters of these events, Tim seemed to have consistently engaged the visitors in long small talk in all three visits (V1 Introductory Meeting, V2 Emergency Meeting, V3 Introductory Meeting). He even talked about the same or similar people and/or incidents to the different groups of visitors (see Chapter 5 for detail analysis of small talk topics). The differences in initiations of topics in the Pre/Post-meeting exchanges in the three meetings he chaired, where in the last two cases the Chinese initiated almost as many topics as Tim did, also have clear

indications that previous (before each individual visit) relationships between the participants may have affected the participation structure. As discussed earlier in this chapter, two of the second delegation members, and Yu, the "spokesman" of the third group, had previously known Tim. They were thus in the position to deploy the strategy of "claiming common ground" (see Chapter 6). In contrast, none of the other main British participants had previously known any of the members of the three teams. There were few, if any, topic initiations. The only exception is V1-manuf, where Dave initiated 4 topics, while the Chinese team did 2.

#### 4.5.1.3 Variations within Speakers

A comparison of the structures of the two introductory meetings and the Emergency Meeting chaired by Tim shows some similarities and differences. The Pre- and Post-meeting phases in all three meetings accounted for more than half of the total meeting time (61%, 59% and 98% respectively). This is shown in Table 4-24 below:

**Table 4-24 Discourse: Meeting Structure**

Meeting	Pre-meeting Time/%	Meeting Time/%	Post-meeting Time/%	Pre-meeting + Post-meeting Time/%	Total Time	Chair
V1-int	14'42/42	13'58/39	6'39/19	21'21/61	35'19	Tim
V2-emerg	1'55/5	15'06/41	20'18/54	22'13/59	37'19	Tim
V3-int	9'00/22	0'42/2	30'39/76	39'39/98	40'21	Tim

In the Emergency Meeting there was a much shorter Pre-meeting exchange (5%). As discussed in 4.3.3, this might be the result of the serious nature of the meeting. Any chance of small talk could only be possible after the issue at hand had been successfully resolved. Whereas at



the welcome meetings the Chair took full liberty to build up rapport with the visiting delegation. In V3-int, the whole meeting was actually devoted to free talk, with only a very brief welcome speech. These long exchanges were opportunities for the two sides, especially the hosts, to establish and/or further develop the relationships with each other. It can be argued, though, these exchanges were the hosts' effort in this respect, but it could leave the impression of the hosts' lack of preparedness and of the hosts' not paying enough attention.

From the perspective of topic initiation, Tim rather consistently initiated quite a number of topics in the Pre- and Post-meeting periods in the three meetings he chaired to engage the visiting team in conversations, as indicated in Table 4-25 below:

**Table 4-25 Topic Initiation**

Speaker	V1-int (Pre/Post-meeting)	V2-emerg (Pre/Post-meeting)	V3-int (Pre/Post-meeting)	Total
Tim	11 (7/4)	13 (2/9)	10 (6/4)	34
OB	4 (4/0)	0		4
CHN	3 (2/1)	13 (2/9)	11 (2/9)	27
Total	18	26	21	65

On the Chinese side, whereas the first group was somewhat passive, in contrast to both Tim and to the later two groups, the last two groups seemed to be more actively participating in the interactions. As discussed above, the fact that some members of the last two delegations had previously known Tim may be a very important contributing factor.

# **Chapter 5 Sociality Management: Relational Talk and Accommodation Behaviour**

## **5.0 Overview**

This chapter focuses on two aspects of sociality management in the meetings and training sessions: relational talk (henceforth RT) and accommodation behaviour.

The data are analysed to investigate 1) the use of relational talk in such meetings and training sessions and its effect; and 2) communication accommodation features, specifically speech rate.

## **5.1 Relational Talk**

### **5.1.0 Relational Talk**

The analysis of relational talk particularly focuses on the content and topic. For relational talk strategies, this section will look at the elements of the interactions in the meetings and training sessions that may have particular effects on the management of relationships, and investigate how RT strategies were employed to manage relationships. Only the relational speech in the meetings and sessions will be analysed. Hence "small talk" both in the Pre- and Post-meeting exchanges and in the main business of the meetings and sessions, and speech that occurred in the main Meeting period that is more relationally oriented, will be examined.

The analysis will focus on the key British participants (chairpersons and presenters) in these

meetings and training sessions. The Chinese side will be referred to as a group.

### **5.1.1 Coding Relational Talk**

To analyse relational talk, I first intuitively identified all utterances in the meetings and training sessions that, in terms of topic content, incorporated a relational element. Unlike small talk in other contexts, in the workplace (cf. Holmes, 2000) for example, where people are familiar with each other and would talk handily about not only the weather but also pets, clothing, sports, shopping, etc., in this case, the two sides did not have the common ground or common background to readily fall on such topics. More importantly, relationship building was top priority for the two sides, or at least for the hosts. Thus, the coding of relational talk included phatic talk such as greetings, introductions and comments on the weather; comments showing concern for the other person, such as offers of help; comments on relationships, such as stressing importance of relationship and hope for future relationship; talk about experience and people that the other party were familiar with; expressing gratitude; and wishing good luck, etc.

During the process I also paid attention to the way the message was delivered. Though arguably it does not have much to do with the actual content and topic of the talk, it may affect relational management. For example, a friendly and comfortable atmosphere may make it easier for both sides to build better relationships, whereas a less friendly or a serious/depressive environment would render it more difficult. Hence joking is included as another relational talk strategy to investigate.

Working from the data, I have developed a taxonomy of the RT strategies, illustrated as

follows:

Table 5-1 Taxonomy of RT Strategies

STRATEGIES	EXAMPLES
<b>ESTABLISHING CONTACT</b>	
Greetings	<p><i>*Jack: good morning.</i>            %exp: nods at visitors and smiles  <i>*Ma/Xu: good morning.</i></p> <p style="text-align: right;">V2-int</p>
Introductions (Self-initiated introductions)	<p><i>*Jack: good morning. my name is Jack (surname) # and I'm the operations director at BH.</i></p> <p style="text-align: right;">V2-int</p>
Familiarity Checks (Checking if interactants have met or not; if addressee speaks a certain language, etc.)	<p><i>*Tim: good. I # I visited Qingdao</i>            %tim: 11.24.09  <i>*Liu: oh.</i>            %tim: 11.24.11  <i>*Tim: um #2 last year I think. and I'm looking to see (=! gestures &amp; looks at visitors) if I recognise some faces but um I'm not sure.</i></p> <p style="text-align: right;">V1-int</p>
<b>SHOWING CONCERN/INTEREST</b>	
Social Talk (Talk for the purpose of socialising, such as talking about the weather)	<p><i>*Jack: can you ask them if they feel very tired after their journey or are they rested now?</i></p> <p style="text-align: right;">V2-int</p>
Making Caring Comments (Comments that showed the speaker was concerned)	<p><i>*Tim: I hope the the cold weather (#) will not spoil your visit.</i>            %tim: 11.35.07            %ssg: speaks very slowly            %exp: Xing interprets into Chinese            %tim: 11.35.14  <i>*Tim: and and we hope that it will improve (#) quickly for you.</i></p> <p style="text-align: right;">V1-int</p>
Offers of Help (Offers of help or service. Offers of refreshments not counted)	<p><i>*Jack: um but the important thing is if there's any general questions they wish to ask of me (#) you wish to ask me now then (#) please do so. but any time during the next two weeks if there is any questions you have (#) anything you would like to know (#) just ask me or any one of the team (#) that are helping you.</i></p> <p style="text-align: right;">V2-int</p>
Welcoming	<p><i>*Tim: can I um extend a a warm welcome (#) to (#) our visitors from China # from # PQD # and one visitor from SHB. it's a pleasure (#) to see you all in England # and I'm I'm assuming this is your first # visit to to England. # I'm I'm sorry that the weather is very poor. this is (#) very typical (#) English weather for this time of the year.</i></p> <p style="text-align: right;">V1-int</p>
<b>DISCUSSING RELATIONSHIPS</b>	
Complimentary Comments (Utterance containing a positive evaluation by the speaker to the addressee. see Wolfson, 1989)	<p><i>*Tim: we we met three years ago # and he looks still the same. no change.</i>            %tim: 9.18.18            %exp: Xing interprets into Chinese            %par: laughter from Shen            %tim: 9.18.27</p>

	<p><i>*Tim: with me my hair has changed colour. white.</i>  %exp: touches his hair  %tim: 9.18.30  %par: laughter from Shen, Xing, Tim  <i>*Shen: ta ye mei shenme bianhua.</i>  %eng: he hasn't changed either.  %tim: 9. 18.40  <i>*Tim: I think maybe his family is looking after him better than my family's looking after me.</i></p> <p style="text-align: right;">V2-emerg</p>
<p><b>Stressing Relationships</b>  (Stressing good relationships/the importance of the relationship with the addressee)</p>	<p><i>Jack: we we've over the last probably 4 or 5 years had quite quite a good relationship with with China and have people from SHB and HN and and the the various power stations in the various provinces of China.</i></p> <p style="text-align: right;">V2-int</p>
<p>Hoping/Wishing for Future Relationships  (Hoping/wishing for continuation or further development of future relationships)</p>	<p><i>*Sajid: ok. we may be very distant # in # destination # (stretching right arm to indicate distance) but with technology we are only a phone call away (gesturing: making a phone call).</i>  %tim: 9:03:05  %exp: Int2 interprets into Chinese  %tim: 9:03:16  <i>*Sajid: we hope the relationship between the two companies # between the two countries grows stronger</i></p> <p style="text-align: right;">V2-close</p>
<p><b>Talking about Co-operation</b></p>	<p><i>*Shen: xiwang jinhou women nenggou changqi hezuo xiaqu.</i>  %eng: hope in the future we can keep long term cooperation.  %exp: Int2 interprets into English  %tim: 9.20.41  <i>*Tim: yes (#) me too (#) me too.</i></p> <p style="text-align: right;">V2-emerg</p>
<p><b>Future Contact</b>  (Expressing hope/wish for future contact, or establishing ways for contact in the future)</p>	<p><i>*Shen: xiwang ta qu Wuhan zuoke.</i>  %eng: hope he could go to Wuhan as my guest.  %exp: Xing interprets into English  <i>*Tim: right (#) good</i></p> <p style="text-align: right;">V2-emerg</p>
<b>CLAIMING COMMON GROUND</b>	
<p><b>Displaying Shared Knowledge /Experiences</b>  (Knowledge, incidents or experience, or places that addressee also knows)</p>	<p><i>*Tim: I've been to your factory. many times.</i>  %tim: 11.23.32  <i>*Liu: oh very familiar.</i>  %tim: 11.23.34  <i>*Tim: well (#) it's a big factory</i>  %tim: 11.23.36  <i>*Liu: yes a big factory.</i>  %tim: 11.23.38  <i>*Tim: and of course you have # many people there.</i></p> <p style="text-align: right;">V1-int</p>
<p><b>Mentioning Shared Relationships</b>  (Talking about people that addressee also knows)</p>	<p><i>*Tim: how is # how is Dr Liu? I heard he was in hospital.</i>  %tim: 11.23.00  <i>*Liu: oh you know?</i>  <i>*Tim: yes.</i>  %exp: Xing moves to the door to see why drinks are still not served. He sees nobody outside the room, and moves over to talk to Dean.  %tim: 11.23.03  <i>*Liu: last month (#) he went to hospital. last month. he is my leader.</i></p>

	<p>%tim: 11.23.08  <b>*Tim: yes (#) yes.</b>  V1-int (Also coded as Asking Social Questions)</p>
<p><b>Stating Assumptions /Beliefs</b></p>	<p><b>*Tim: we we had originally arranged # this evening for you to have a a Chinese meal. but the restaurant we had chosen # is very close to (#) a football (#) ground (#) soccer ground. and tonight there is a very big match.</b>  %tim: 11.51.57  <b>*Liu: oh</b>  %tim: 11.51.58  <b>*Tim: so there will be (#) many um big crowds of people.</b>  %tim: 11.52.02  %exp: Xing interprets into Chinese.  %tim: 11.52.16  <b>*Tim: so we have changed # um # the restaurant # so we will go to a a Thai restaurant.</b>  %tim: 11.52.23  %exp: Xing interprets into Chinese.  %exp: Lynn moves towards the door, stops and talks to Sajid, and leaves the room.  %tim: 11.52.30  <b>*Tim: it has been (#) popular # with um (#) other visitors from China # so I'm sure (#) I'm sure you will like it. I hope so.</b>  V1-int</p>
<p><b>Recourse to Relatedness</b>  (Talking about things that are related to addressee)</p>	<p><b>*Ray: good morning (#) my name is Ray (surname) (#) I'm engineering manager for BH. it's my # um (#) responsibility to look after the products that are used in your power stations.</b>  V2-int</p>
<p><b>Use of Chinese</b></p>	<p><b>*Tim: ni hao.</b>  %eng: hello.  V2-emerg</p>
<p><b>EXPRESSING GRATITUDE</b>  (Expressing appreciation. Thanking addressee for acts, such as for cards presented or drinks, are not included)</p>	<p><b>*Xu: ganxie # ganxie BH gongsi # shi ba # zhe xie tian xxx</b>  %eng: thanks # thanks to BH company right # these days xxx  %exp: Int2 interprets into English  %tim: 8.48.06  <b>* Tim: (nodding) good. take a seat # take a seat.</b>  V2-emerg</p>
<p><b>WISHING GOOD LUCK</b></p>	<p><b>*Sajid: ... wish you the very best of luck # in your future # and if we have to raise discussions in any way in the future # xxx PHN or SHB xxx we'll be happy to do so.</b>  V2-close</p>
<p><b>JOKING</b></p>	<p><b>*Tim: why is it # that I have just arrived back # from a trip # and you all want to leave?</b>  V2-emerg</p>

(see Appendix E for transcription conventions)

The coding process strictly followed this taxonomy. All the interactional speech in the meetings and training sessions were carefully coded, using the text analysis software WinMax. A speaker turn of any one of such relational talk topic is treated as one strategy until change of

speaker turn, or, in the case of a strategy spanning across a number of speaker turns, till change of topic. As some strategies overlap, a topic may be coded as different strategies, for example:

94. \*Tim: how is # how is Dr Liu? I heard he was in hospital.  
95. %tim: 11.23.00  
96. \*Liu: oh you know?  
97. \*Tim: yes.

(V1-int)

This exchange was coded as "showing concern/interest - social talk" and also as "claiming common ground - mentioning shared relationships". This is because, first of all, such a topic seems to be natural and appropriate enough for small talk. Secondly, Dr Liu was vice present of SHB, where some members of the delegation were from, and Tim knew that they must know him.

For another example, the following was coded as "discussing relationships - complimentary comments" and as "showing concern/interest - making caring comments":

606. Tim: whenever I've been to China (#) I have always been very well looked after  
607. by # um my hosts # and I hope that while you are here we can make you  
608. feel (#) happy # and we hope you enjoy your stay.

(V1-int)

In this example, the first part is regarded as a compliment to the Chinese side (attending to group face. see Chapter 6 for a discussion), while the second part shows the speaker's concern for the visitors.

Multiple-coded segments such as these were counted as many times as they were coded.

In the process of coding, only the speaker-initiated strategies were counted. Relevant talk in

response to the initial topic was not counted. For example, speaker requested introductions were attributed to the strategies by that speaker, not to those people who actually carried out the introductions. Similarly, greetings in response to greetings were also left out. The reason for this selection criteria is that the initiator of the topic was presumably more relationally oriented (whether forced into the position or out of his/her own will), whereas the respondent was in a more passive position.

### 5.1.2 Tim: Visit 1 Introductory Meeting, Visit 2 Emergency Meeting, Visit 3 Introductory Meeting

As discussed in Chapter 4, Tim, the Sales and Marketing Manager of the British host company, chaired Visit 1 Introductory Meeting, Visit 2 Emergency Meeting, Visit 3 Introductory Meeting during the three visits.

As was discussed in Chapter 4, Tim carried out a significant amount of Pre-/Post-Meeting exchanges in the three meetings he chaired. Analysis shows that much of the talk during the meetings stayed within "safe" and familiar areas (e.g. Giles and Williams, 1992). In addition to the small talk, he carried out other relational speech during the Meeting periods. The strategies he used fall into five of the seven categories described in Table 5-1. Table 5-2 below shows the details of the RT strategies used by all participants in the three meetings.

**Table 5-2 Frequencies of RT Strategies in the Three Meetings**

	V1-int			V2-emerg			V3-int		
	Tim	OB	CHN	Tim	OB	CHN	Tim	OB	CHN
<b>ESTABLISHING CONTACT</b>									
Greetings		1		6			6		
Introductions	3								4
Familiarity Checks	4	1	1			2	1		1



<b>SUBTOTAL</b>	7	2	1	6	0	2	7	0	5
<b>SHOWING CONCERN/INTEREST</b>									
Social Talk	3	3	1	8			5	1	1
Making Caring Comments	7								
Offers of Help	3			1	1				
Welcoming	1						1		
<b>SUBTOTAL</b>	14	3	1	9	1	0	6	1	1
<b>DISCUSSING RELATIONSHIPS</b>									
Complementary Comments	1		3	2		1			
Stressing Relationships						1			
Hoping/Wishing for Future Relationships									
Talking about Co-operation						3			1
Future Contact				1		1			
<b>SUBTOTAL</b>	1	0	3	3	0	6	0	0	1
<b>CLAIMING COMMON GROUND</b>									
Displaying Shared Knowledge/Experiences	4			2		2	3		
Mentioning Shared Relationships	1			4		1	2		2
Stating Assumptions/Beliefs	3			2					
Recourse to Relatedness	7		1	6		2	5		1
Use of Chinese	4			7			5		
<b>SUBTOTAL</b>	19	0	1	21	0	5	15	0	3
<b>EXPRESSING GRATITUDE</b>									
<b>SUBTOTAL</b>	0	0	1	0	0	1	0	0	0
<b>WISHING GOOD LUCK</b>									
<b>SUBTOTAL</b>									
<b>JOKING</b>	3	1		5		1			
<b>SUBTOTAL</b>	3	1	0	5	0	1	0	0	0
<b>TOTAL</b>	44	6	7	44	1	15	28	1	10

(see Appendix G for table coding)

As Table 5-3 shows, a considerable number of RT strategies were used by all participants in all three meetings (156 in total), but the British clearly used far more than the Chinese did (79% versus 21%).

**Table 5-3 Total Frequencies of RT Strategies Used**

	V1-int/%	V2-emerg/%	V3-int/%	Total/%
<b>British</b>	50/88	45/75	29/74	124/79
<b>Chinese</b>	7/12	15/25	10/26	32/21
<b>Total</b>	57	60	39	156

As shown in Table 5-3, in V1-int, of the total number of 57 RT strategies, the British hosts used 50, accounting for 88%, and the Chinese delegation used 7, 12%. In V2-emerg, the British used 45 of the total 60, accounting for 75%, and the Chinese 15, 25%. In V3-int, the British used

29 of the total 39, accounting for 74%, and the Chinese 10, 26%.

The British chairman, Tim, used most of these strategies. As Table 5-4 shows, Tim used 44 of the 57 RT strategies in Visit 1 Introductory Meeting (V1-int), 44 of the 60 in the Emergency Meeting (V2-emerg), and 28 of the 39 in Visit 3 Introductory Meeting.

**Table 5-4 Frequency of Types of RT Strategies Used by Tim**

	Establishing Contact	Showing Concern /Interest	Discussing Relationships	Claiming Common Ground	Expressing Gratitude	Joking	Total
V1-int	7	14	1	19	0	3	44
V2-emerg	6	9	3	21	0	5	44
V3-int	7	6	0	15	0	0	28

Breaking these strategies down according to the types used by the key British participant, the analysis finds that Tim showed some consistency not only in his total frequency of usage of RT strategies but also in the choice of strategies. As Table 5-4 shows, Tim used quite a number of "establishing contact" (7/6/7 respectively) strategies in all the three meetings. For example, at the initial contact stage, he often did some familiarity check work like this:

**Example 5.1-1: Establishing Contact: Familiarity Check (V1-int)**

- 68. %tim: 11.21.57
- 69. \*Tim: *I # I have not seen you before (#) in Shanghai.*
- 70. %tim: 11.22.01
- 71. \*Liu: yes.
- 72. \*Tim: yeah?
- 73. %tim: 11.22.04
- 74. \*Liu: yes. I'm in pressure (?) parts. maybe (product) in another group.

He also used a significant number of "showing concern/interest" (14/9/6 respectively). For

example, he made frequent comments like this:

**Example 5.1-2: Showing Concern/Interest: Making Caring Comments (V1-int)**

528. \*Tim: *um # today we have kept # very simple # because we know you've had a*  
529. *long journey from China.*  
530. %tim: 11.43.26  
531. %exp: Xing interprets into Chinese.  
532. %tim: 11.43.35  
533. \*Tim: *so we do not wish to give you too much work today.*

Table 5-4 also shows that Tim used a far greater number of "*claiming common ground*" strategies. He made particularly frequent use of these strategies, using them 19 times in V1-int, 21 times in V2-emerg, and 15 in V3-int. For example, he often developed the conversation in ways such as the following:

**Example 5.1-3: Claiming Common Ground: Displaying Shared Knowledge/Experiences (V1-int)**

155. \*Tim: *but the the thing I remember about Qingdao is the beer.*  
156. %tim: 11.24.33  
157. %par: Liu, Helen, Xing laugh  
158. %tim: 11.24.38  
159. \*Liu: **Qingdao beer is famous beer**  
160. \*Tim: **yes.**  
161. \*Liu: **in China. and also in the world.**  
162. %tim: 11.24.43  
163. \*Tim: **yeah**  
164. %tim: 11.24.45  
165. \*Tim: *but there their colleagues # they they took me to dinner # um #2 two times*  
166. *#2 and they they tell me # that it is a a custom in Qingdao # that # each*  
167. *time # a local person # toasts (#) one glass # the foreigner has to drink two*  
168. *glasses.*  
169. %tim: 11.25.11  
170. %ssg: Tim speaking very, very slowly

171. %exp: Xing interprets into Chinese, and asks if that is a custom.  
 172. %par: laughter  
 173. \*Liu: **keneng keneng**  
 174. %eng: *that's possible quite possible*  
 175. %exp: Xing interprets what Tim said earlier, & Chinese visitors comment that they  
 176. hadn't seen him in China.  
 177. %tim: 11.25.39>  
 178. \*Tim: *so you can imagine # um # all of the time I was in Qingdao # my head +/-*  
 179. *(=! gestures)*  
 180. %tim: 11.25.44  
 181. %par: laughter from audience

**Example 5.1-4: Claiming Common Ground: Mentioning Shared Relationships (V2-emerg)**

478. \*Tim: *so where is the lady? # in the photograph # you see the lady from the design*  
 479. *institute. I didn't see her either.*  
 480. %tim: 9.08.27  
 481. %exp: Xing interprets  
 482. \*Shen: **hai zai shejiyuan.**  
 483. %eng: *she is still in the design institute.*

The number of strategies used within this category indicates that Tim made special efforts to talk about things and people that the visitors were familiar with, or had knowledge of. He seemed to be very consistent in using some of the "Claiming Common Ground" strategies in the meetings. For instance, he asked after a Dr (surname), Vice President of SHB, during the two visits that involved staff from that Chinese company (V1-int and V2-em). Whereas in the first case, the employment of such strategy, may, like any other "mentioning shared relationships" strategies, have the same effect, it seems that in the second case it went way beyond the scope of simply maintaining/establishing good relations. As explained in Chapter 4, in the latter case, the emergency was called as a result of the Chinese dissatisfaction with the hosts' arrangements. In the follow-up interview, Tim explained why he mentioned the Vice President, as follows:

"... the reason for mentioning Dr (Chinese surname), was to show them that, my discussions are at a high level. within SHB Dr (Chinese surname) is the vice president of the company. he is Dr, he is Mr Xu's not immediate boss, but above him, um, so the intention there is to um, calm him to say your boss's aware of but you are here, um, your boss is my friend, the boss is your boss, he likes my company my product, and you should also. (laughs) but also Dr (Chinese surname) had been unwell, so I wanted them to communicate, when they saw him, that I was enquiring about his health."

(V2-tim)

With this he obviously sought to achieve multiple goals: 1) to build up rapport with the visitors by mentioning shared relationships; 2) to maintain/strengthen his relationships with the vice president by enquiring about his health; and probably most important of all, 3) to manipulate the relationships to his advantage by placing the visitors in a complicated multiparty relationship. In this respect it was clearly intended as a "warning" or "threat" to the "troublesome" visitors.

Tim also showed some pictures to two of the three visiting groups (different pictures) and talked about the people that were known to him and some of the visitors. It can be argued that the Chinese are more obsessed with taking pictures of events or on a tour, and are more likely to show them to the people involved. Tim's "claiming common ground" strategies may have helped to reduce the distance between the two sides and draw them closer.

In the meetings, Tim used "*joking*" strategies 3 times in V1 Introductory Meeting and 5 in V2 Emergency Meeting. He even used it during the Meeting phase, as follows:

#### **Example 5.1-5: Joking (V1-int)**

439. \*Tim: can I introduce Dave. (surname) is our manufacturing manager.  
440. %tim: 11.39.45  
441. %par: gestures towards Dave.

442. %exp: Xing interprets into Chinese.
443. %tim: 11.39.57
444. **\*Tim:** **Dave will be spending # quite a bit of time (#) with you. um # in fact #**
445. **after our brief (#) meeting here # Dave's going to give you a quick tour of**
446. **the factory.**
447. %tim: 11.40.09
448. %exp: Xing interprets into Chinese.
449. %tim: 11.40.20
450. **\*Tim:** ***Dave has the easiest job in the company.***
451. %tim: 11.40.23
452. %par: loud laughter from Dave, who claps his hands, and then from others.
453. %exp: Xing interprets into Chinese.
454. %exp: Zhao smiles slightly, Wang doesn't smile. Can't see others.
455. %tim: 11.40.34
456. **\*Tim:** ***it is it is my job to sell the (product)***
457. %tim: 11.40.36
458. %exp: Xing interprets into Chinese.
459. %tim: 11.40.40
460. **\*Tim:** ***it is Dean's job to design the (product).***
461. %tim: 11.40.42
462. %exp: Xing interprets into Chinese.
463. %tim: 11.40.47
464. **\*Tim:** ***and of course these tasks are very hard.***
465. %tim: 11.40.48
466. %par: laughter from Dave
467. %tim: 11.40.50
468. **\*Tim:** ***to make it # (interrupted by Dave's laughter) to make the (product) is very***
469. ***easy.***
470. %tim: 11.40.53
471. %par: laughter
472. **\*Dave:** **yes Tim (=! laughs)**

The "joking" strategies seemed to have helped revive the atmosphere and made it more friendly and harmonious. As mentioned earlier, the first group of visitors arrived in the early hours of the morning, after a 17 hour flight, and they were taken to their hotel for only a couple of hours before the meeting. They appeared gloom-faced and tired, and lacking concentration, probably because of jetlag. Tim's humorous way of delivery seemed to make them relaxed and interested.

While in the second visit, after the serious confrontations, the jokes may have helped to laugh off the tension, and repair to some extent the damage done.

Strangely, Tim used very few of the "discussing relationships" strategies (1 "complimentary comments" strategy in V1-int, 2 "complimentary comments" and 1 "future contact" strategies in V2-emerg, and 0 in V3-int). He did not directly touch on relationships with his guests and the importance of such relationships. He seemed to prefer silently building up the relationships to directly talking about them or stressing the importance. In contrast, the Chinese side used relatively more frequent use of "discussing relationships" strategies, using them 3 times in V1 Introductory Meeting, 6 times in V2 Emergency Meeting, and 1 time in V3 Introductory Meeting, about half of all strategies they used and the most frequent.

It should be noted that Tim used more "familiarity check" strategies in V1-int (3) than in the other two meetings (0 and 1 respectively). This may have to do with the fact that V1-int was his first-time encounters with the visiting group, whereas he had previously known some of the members of the second and third group (see Chapter 4).

It is also worth noting that the last 2 Chinese delegations used considerably more strategies in V2 Emergency Meeting and V3 Introductory Meeting than the previous group did in V1 Introductory Meeting (15/25%, and 10/26%, as against 7/12%). It is likely that the fact that the British chair and two of the visitors had previously known each other provided the two sides with more common ground.

### 5.1.3 Jack: V2 Introductory Meeting

Analysis of V2 Introductory Meeting shows that the participants used RT strategies in the following categories:

**Table 5-5 Frequencies of RT Strategies in V2-int**

	Jack	OB	CHN
<b>ESTABLISHING CONTACT</b>			
Greetings	2		
Introductions	3	1	
Familiarity Checks	0	0	0
<b>SUBTOTAL</b>	<b>5</b>	<b>1</b>	<b>0</b>
<b>SHOWING CONCERN/INTEREST</b>			
Social Talk	1		
Making Caring Comments	4		
Offers of Help	3		
Welcoming	1		
<b>SUBTOTAL</b>	<b>9</b>	<b>0</b>	<b>0</b>
<b>DISCUSSING RELATIONSHIPS</b>			
Complementary Comments	4		
Stressing Relationships	2		
Hoping/Wishing for Future Relationships	1		
Talking about Co-operation			
Future Contact	2		
<b>SUBTOTAL</b>	<b>9</b>	<b>0</b>	<b>0</b>
<b>CLAIMING COMMON GROUND</b>			
Displaying Shared Knowledge/Experiences			
Mentioning Shared Relationships			
Stating Assumptions/Beliefs			
Recourse to Relatedness	1	1	
Use of Chinese			
<b>SUBTOTAL</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>EXPRESSIONG GRATITUDE</b>			
<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>WISHING GOOD LUCK</b>			
<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>JOKING</b>			
<b>SUBTOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>24</b>	<b>2</b>	<b>1</b>

As Table 5-5 shows, a total number of 27 RT strategies were used in the meeting. Jack used 24 of them, while the Chinese only used one, when the head of the delegation attempted to express his gratitude to their hosts and to deliver a return speech (see Chapter 4).



**Table 5-6 Total Number of RT Strategies used by Individual Participants**

Participant	Frequency/Percentage
Jack	24/88
OB	2/8
CHN	1/4

As Table 5-5 shows, Jack's use of RT strategies mainly fell in the categories of "establishing contact" (5), "showing concern/interest" (9) and "discussing relationships" (9) RT strategies. The following are some examples of these:

**Example 5.1-6 Establishing Contact: Introductions (V2-int)**

60. %exp: Mike remains standing. Jack looks at visitors.  
 61. \*Jack: *good morning. my name is Jack (surname) # and I'm the operations*  
 62. *director at BH.*  
 63. %tim: 10.08.49

**Example 5.1-7 Showing Concern/Interest: Offers of Help (also coded as Making Caring Comments) (V2-int)**

96. \*Jack: *all of the people that you see here today (#) are here to to make sure that*  
 97. *your visit is very profitable # very enjoyable # and that you may learn many*  
 98. *things about the company (#) and also our country.*  
 99. %tim: 10.10.28  
 100. %exp: Int2 interprets into Chinese  
 101. %tim: 10.10.44>  
 102. \*Jack: *in a moment I will ask everybo- (#) member of our team to introduce*  
 103. *themselves and afterwards I would also ask that you introduce yourselves as*  
 104. *well so that we can get to know each other. but before that (#) it is very*  
 105. *important that as we progress through this this 2-week programme (#) that*  
 106. *if there's anything you need or anything that you want to know # please just*  
 107. *ask any person that you see in this room.*

**Example 5.1-8 Discussing Relationships: Stressing Relationships (V2-int)**

76. **\*Jack:** *i()it is extremely important for us at BH to make a special effort to welcome*  
 77. *(#) all of our Chinese friends and colleagues*  
 78. %tim: 10.09.24  
 79. %exp: Int2 interprets into Chinese  
 80. %tim: 10.09.34  
 81. **\*Jack:** *as you and your company are very important to us.*  
 82. %tim: 10.09.36  
 83. %exp: Int2 interprets into Chinese  
 84. %tim: 10.09.42  
 85. **\*Jack:** *we we've over the last probably 4 or 5 years had quite quite a good*  
 86. *relationship with with China and have people from SHB and HN and and*  
 87. *the the various power stations in the various provinces of China.*  
 88. %tim: 10.09.54  
 89. %ssg: tempo quickens  
 90. %exp: Int2 interprets into Chinese  
 91. %tim: 10.10.07  
 92. **\*Jack:** *and we hope this will continue in the future.*

Jack's consistent use of "showing concern/interest" and "discussing relationships" strategies might have reflected his intention to strike a good impression on the visiting delegation. In the follow-up interview with the British chairman, he pointed out that his company wanted to make the visit memorable for the Chinese visitors, so that they would have a good impression of his company and remember them on their return.

However, as discussed in Chapter 4, Jack's stress on the relationships between the two sides, the importance the British attached to and the hope to continue such relationships, did not very much impress the visiting delegation. From the visitors' perspective, during the meeting the host company did not show enough appreciation for them purchasing their products (see 4.3.2). In other words, the hosts did not employ enough Expressing Gratitude strategy.

Only one instance of "claiming common ground" and none "joking" strategies were used during the meeting. This might be because it was the first time for both the hosts and the visitors to

meet. Still strangers to each other, they had no or little common ground to claim and were not well acquainted enough for jokes.

#### 5.1.4 Chris, Dean, and Dave: The Training Sessions

Analysis of the four training sessions shows that the three presenters used sparse RT strategies in only 5 sub-categories, namely, "greetings" and "introductions" ("Establishing Contact"), "social talk" and "offers of help" ("Showing Concern/Interest"), and "Joking", as indicated in Table 5-7 below:

**Table 5-7 Frequencies of RT Strategies in the Training Sessions**

	V1-eng			V1-qa			V1-manuf			V3-eng		
	Dean	OB	CHN	Chris	OB	CHN	Dave	OB	CHN	Dean	OB	CHN
<b>ESTABLISHING CONTACT</b>												
Greetings		1		1								
Introductions	1			1	1					1		
Familiarity Checks												
<b>SUBTOTAL</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>				<b>1</b>	<b>0</b>	<b>0</b>
<b>SHOWING CONCERN/INTEREST</b>												
Social Talk	1						4		1			1
Making Caring Comments												
Offers of Help	1				1							
Welcoming												
<b>SUBTOTAL</b>	<b>2</b>	<b>0</b>	<b>0</b>		<b>1</b>		<b>4</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>EXPRESSIONG GRATITUDE</b>												
<b>SUBTOTAL</b>					<b>1</b>							
<b>JOKING</b>												
<b>SUBTOTAL</b>							<b>1</b>			<b>2</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>1</b>

Table 5-7 shows that Dean used 3 strategies in the 2 engineering sessions respectively (1 "introductions", 1 "social talk", 1 "offers of help" in V1-eng, and 1 "introductions", 2 "joking" in V3-eng). Chris used 2 in the Quality Assurance Session, including 1 Introductions strategy. Dave used 5 in the Manufacturing Session.

Of Dave's strategies, 4 were Social Talk strategies, and 1 Joking strategy. It seemed that he was more deliberate and determined in his use of RT strategies. But, as discussed in Chapter 4, the Manufacturing Session was, unlike the other two sessions, just random chat with no technical presentation.

The hugely reduced number of RT strategies used in the training sessions might have to do with the special type of events that they were. The technical presentations (except in the case of V1-manuf) left them with little room for much use of such strategies (for example, Stressing Relationships). Secondly, at this stage of the visits, when most presenters had met the guests, certain strategies (such as some of the "Establishing Contact" strategies) were virtually excluded from the context. And the fact that none of them had been to China or had met any of the visitors eliminated the possibility of using any of the "Claiming Common Ground" strategies.

#### 5.1.5 Sajid: Visit 1 Closeout Meeting, Visit 2 Closeout Meeting

Analysis of the two closeout meetings chaired by Sajid shows that a relatively small number of RT strategies were used during the meetings, as is illustrated in Table 5-8 below:

**Table 5-8 Frequencies of RT Strategies in the Closeout Meetings**

	V1-close			V2-close		
	Sajid	OB	CHN	Sajid	OB	CHN
<b>ESTABLISHING CONTACT</b>						
Greetings						
Introductions				1		
Familiarity Checks						
<b>SUBTOTAL</b>				<b>1</b>	<b>0</b>	<b>0</b>
<b>SHOWING CONCERN/INTEREST</b>						
Social Talk	2			1		
Making Caring Comments	1					
Offers of Help	6			4		
Welcoming						
<b>SUBTOTAL</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>

<b>DISCUSSING RELATIONSHIPS</b>						
Complementary Comments	1		3			
Stressing Relationships				1		
Hoping/Wishing for Future Relationships				1		
Talking about Co-operation						
Future Contact	3			1		
<b>SUBTOTAL</b>	<b>4</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>
<b>EXPRESSIONG GRATITUDE</b>					1	
<b>SUBTOTAL</b>				<b>0</b>	<b>1</b>	<b>0</b>
<b>WISHING GOOD LUCK</b>				1		
<b>SUBTOTAL</b>				<b>1</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>13</b>	<b>0</b>	<b>3</b>	<b>10</b>	<b>1</b>	<b>0</b>

In V1-close, a total number of 16 strategies were used by the two sides in just 2 categories.

Sajid used 13 of them, accounting for 81% of them, and the visiting delegation 3, 19%. The

analysis is presented in Table 5-9 below:

**Table 5-9 V1-close**

	<b>Establishing contact</b>	<b>Showing concern /interest</b>	<b>Discussing inter-participant relationships</b>	<b>Wishing good luck</b>	<b>Total</b>
<b>Sajid</b>	0	9	4	0	13/81%
<b>CHN</b>	0	0	3	0	3/19%
<b>Total</b>	0	9	7	0	16

In V2-close, Sajid used 10 RT strategies, while the visiting group did not use any, as shown in Table 5-8.

From the analysis presented in Table 5-8 above, we can see that most of the RT strategies used by Sajid fall within the categories of "showing concern/interest" and "discussing relationships". There were understandably few "establishing contact" strategies (1 in V2-clsoe), as these were the closing stages of the visits, where participants would have known each other and would not need, in particular, "introduction" and "familiarity check".

Sajid did not use any "claiming common ground" and "joking" strategies.

As discussed in Chapter 4, technically, Sajid's main responsibility at the meetings was to resolve business related issues. Though the handling of these issues may affect the business relationships with their Chinese counterparts, there does seem a lack of involvement interactionally.

As discussed in Chapter 4, confrontations started right from the beginning of the meeting. This might be a contributing factor to the relatively few strategies used throughout the long event.

## 5.1.6 Discussion

### 5.1.6.1 Comparative Analysis: Differences in Use of RT Strategies

Detailed analysis of the data shows that there are significant differences in the types of and the frequencies of strategies used by different speakers. Table 5-10 presents a summary of this:

**Table 5-10** Frequencies/Types of RT Strategies by Key Speakers

Meeting Speaker Strategy	V1-int	V1-eng	V1-qa	V1-manuf	V1-close	V2-int	V2-emerg	V2-close	V3-int	V3-eng
	Tim	Dean	Chris	Dave	Sajid	Jack	Tim	Sajid	Tim	Dean
<b>ESTABLISHING CONTACT</b>										
Greetings			1			2	6		6	
Introductions	3	1	1			3	0	1		1
Familiarity Checks	4						0		1	
<b>SUBTOTAL</b>	<b>7</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>6</b>	<b>1</b>	<b>7</b>	<b>1</b>
<b>SHOWING CONCERN/INTEREST</b>										
Social Talk	3	1		4	2	1	8	1	5	
Making Caring Comments	7				1	4	0			
Offers of Help	3	1			6	3	1	4		
Welcoming	1					1			1	
<b>SUBTOTAL</b>	<b>14</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>5</b>	<b>6</b>	<b>0</b>
<b>DISCUSSING INTERPARTICIPANT RELATIONSHIPS</b>										
Complementary Comments	1				1	4	2			
Stressing Relationships						2		1		
Hoping /Wishing for Future						1		1		

Relationships										
Talking about Co-operation	0						0			
Future Contact	0				3	2	1	1		
<b>SUBTOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>9</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>
<b>CLAIMING COMMON GROUND</b>										
Displaying Shared Knowledge /Experiences	4						2		3	
Mentioning Shared Relationships	1						4		2	
Stating Assumptions /Beliefs	3						2			
Recourse to Relatedness	6					1	6		5	
Use of Chinese	4						7		5	
<b>SUBTOTAL</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>21</b>	<b>0</b>	<b>15</b>	<b>0</b>
Wishing Good Luck								1		
<b>SUBTOTAL</b>								<b>1</b>		
<b>JOKING</b>	<b>3</b>			<b>1</b>			<b>5</b>			<b>2</b>
<b>SUBTOTAL</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>TOTAL</b>	<b>44</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>13</b>	<b>24</b>	<b>44</b>	<b>10</b>	<b>28</b>	<b>3</b>

### Differences in Terms of Total Frequencies

Comparing the meetings and training sessions we can see that the number of RT strategies employed by each interacting party varies considerably. Among the key British participants, Tim used most RT strategies, with an average number of 34 in the three meetings that he chaired. Jack used 22. Sajid used an average of 11.5 in the two closeout meetings. Of the four training sessions, the three presenters used an average of 3.25 RT strategies between them in each session. Table 5-11 presents the analysis:

**Table 5-11 Average Number of RT Strategies in Meetings and Sessions**

Participant	Meeting/Session	Total Number	Average
Tim	V1-int	44	34
	V2-emerg	44	
	V3-int	28	
Jack	V2-int	24	24
Sajid	V1-close	13	11.5
	V2-close	10	

<b>Dean/Chris/Dave</b>	V1-eng	3	3.25
	V3-eng	3	
	V1-qa	2	
	V1-manuf	5	

### Differences in Choice of Strategies

The key British participants also varied greatly in their use of strategies. Some used certain strategy (strategies) more frequently than they did others. This is shown in Table 5-12 below:

**Table 5-12 Frequency by Strategy**

		<b>Establishing Contact</b>	<b>Showing Concern /Interest</b>	<b>Discussing Relationships</b>	<b>Claiming Common Ground</b>	<b>Wishing Good Luck</b>	<b>Joking</b>	<b>Total</b>
Tim	V1-int	7	14	1	19	0	3	44
	V2-emerg	6	9	3	21	0	5	44
	V3-int	7	6	0	15	0	0	28
Jack	V2-int	5	9	9	1	0	0	24
Sajid	V1-close	0	9	4	0	0	0	13
	V2-close	1	5	3	0	1	0	10
Dean	V1-eng	1	2	0	0	0	0	3
	V3-eng	1	0	0	0	0	2	3
Chris	V1-qa	2	0	0	0	0	0	2
Dave	V1-manuf	0	4	0	0	0	1	5

Taking into consideration that "Establishing Contact" and "Wishing Good Luck" are only applicable to certain types of meetings (introductory and closeout meetings respectively), we can see from Table 5-12 that the strategies that most participants used were "Showing Concern/Interest". The average number of these strategies by the chairs of the meetings was about 8.7, with the average of Tim being approximately 10, that of Jack 9, and that of Sajid 7 (see Table 5-13 below). Only 6 were used in two of the four training sessions.



**Table 5-13 Showing Concern/Interest**

Speaker	Meeting/Session	Strategy	Average
		Showing Concern/Interest	
Tim	V1-int	14	10
	V2-emerg	9	
	V3-int	6	
Jack	V2-int	9	9
Sajid	V1-close	9	7
	V2-close	5	
Dean	V1-eng	2	0.75
	V3-eng	0	
Chris	V1-qa	0	
Dave	V1-manuf	4	
<b>Total</b>			58

Tim used a considerable number of strategies (average of 18 in each meeting) within the categories of "claiming common ground" and "joking". Of the other British participants, Jack used "claiming common ground" once, and Dean and Dave used "Joking" 3 times between them.

The analysis also shows that Jack and Sajid used more "Discussing Relationships" strategies than Tim did, an area where Tim used relatively few.

### Difference in Development of RT Strategies

In spite of the number of strategies used by the key British speakers, there are, however, differences in terms of strategy development. Tim's relational talk, for example, seemed to be much longer than that of his colleagues. On many occasions he conducted the strategies in a story-telling fashion (see Examples 5.1-3 and 5.1-5), especially with "claiming common ground" strategies. As Coupland (2000) has argued, "narrative in general offers rich relational opportunities in small talk settings" (Coupland, 2000: 10). Tim's persistent (see Chapter 4-3), extended and strategic use of the strategies showed, to a certain extent, his interest and intention to engage his

guests in interaction. Whereas the short, and sometimes out-of-place use of the strategies, followed by abrupt change of topic without any further development (for example, Sajid. see Chapter 4, Extract 4-23, lines 63-73) appeared insincere and lack of interest.

It is worth noting that Jack elaborated on the relationship with the Chinese customers in V2-int (see Chapter 4). This is perhaps in line with his intention and eagerness to get his keynote message across.

#### **5.1.6.2 Factors Affecting the Use of RT Strategies**

Some comments by the key British participants seem to suggest that they were conscious of using RT strategies. For example, Sajid, made the following comment concerning a social question he asked at a close-out meeting:

"basically at the close-out meeting all I was trying to do is to make sure that they were happy, just to make a conversation, but generally to make sure that they were all happy and that sort of thing."

(V2-group)

And Tim, the sales manager, when commenting on his mention of shared relationships and jokes, said his motive was "just to make them feel comfortable".

However, various factors may have affected the individual participants' use of the RT strategies in terms of the frequency and/or the type. The following may have had major contribution to it:

### **Event Type**

The analysis of the data has shown that the type of the event affected the participants' use of RT strategies. As discussed in the previous chapter, the introductory meetings were presumably better opportunities for the two sides to establish and/or consolidate their relationships. And this is where most strategies were employed. The closeout meetings provided a good chance to further develop or consolidate the relationships. Relatively the training sessions understandably did not allow much room for use of RT strategies.

### **Participant Role**

The roles of the participants naturally had a significant effect on people's use of RT strategies. The Chinese, for example, were in the positions of buyers and of guests, and this no doubt contributed to their infrequent use of RT strategies. The British, on the other hand, were suppliers and hosts, making it both more likely and more necessary for them to use an appropriate number of RT strategies.

Comparing the key British participants, both Tim and Jack acted as chairmen of the introductory meetings and thus had equivalent roles. Sajid, on the other hand, played an administrative/supportive role, and this could partly explain his very infrequent use of RT strategies. In the case of Chris and Dean, their primary role was to make technical presentations within a certain time slot, which made it difficult for them to dedicate much of their talk to relationship building. Of the three technical presenters, Dave used most strategies in terms of small talk. Most of this was achieved while they were having drinks prior to his showing the visitors

round the factories, though against all expectations.

### **Interparticipant Relationships**

The relationships between the participants may have affected their use of strategies in the meetings and training sessions. For example, Tim used more "familiarity check" strategies in V1-int (3) than in the other two meetings (0 and 1 respectively). This may have to do with the fact that V1-int was his first-time encounters with the visiting group, whereas he had previously known some of the members of the second and third group (see Chapter 4).

And the more frequent use of RT strategies (in particular, the use of "claiming common ground" strategies) by the second visiting team in the Emergency Meeting (than in other meetings) and by the third group (in the Introductory Meeting), may have much to do with the previously established relationships (acquaintance/friendship) between the two sides.

### **Personal Factors**

Differences in people's personalities, knowledge and experience are also an important explanatory factor. For example, Tim, the sales and marketing manager, has made about 18 business trips to China, and so is very familiar with Chinese culture and customs, and ways of handling Chinese business people. He was able to draw on this experience in interacting with the Chinese visitors, and thus make extensive use of "*claiming common ground*" RT strategies. For instance, he displayed his knowledge of basic Chinese by using simple phrases such as "ni hao" (how are you), "xiexie" (thank you) and "meiwenti" (no problem). And he drew on his previous experiences in

China in a variety of ways, including using it to pay compliments and to joke, as illustrated below:

660. **\*Tim:** we we met three years ago # and he looks still the same. no change.

661. %tim: 9.18.18

662. %exp: Xing interprets into Chinese

663. %par: laughter from Shen

664. %tim: 9.18.27

665. **\*Tim:** with me my hair has changed colour. white.

666. %exp: touches his hair

667. %tim: 9.18.30

668. %par: laughter from Shen, Xing, Tim

669. **\*Shen:** ta ye mei shenme bianhua.

670. %eng: *he hasn't changed either.*

671. %tim: 9. 18.40

672. **\*Tim:** I think maybe his family is looking after him better than my family's

673. looking after me.

(V2-emerg)

Clearly Tim was much better resourced to manipulate the strategies to manage relationships, as he was familiar with Chinese customs and practices, had visited their Chinese customers and was in more contact with them. The others had not visited China, and it was therefore more difficult for them to use "*claiming common ground*" RT strategies.

The Chinese are renowned for the importance they attach to relationships (see, for example, Chang and Holt, 1991), and in business settings they typically prefer to include non-business or personal matters in the proceedings. For example, a meeting may start and end with extended periods of small talk, in which the host asks polite questions of the visitor, covering a range of topics such as from travel issues to family matters (see, for example, Harris and Moran, 1987: 404). So the Chinese visitors to the UK probably appreciated the use of RT strategies by their hosts, and especially Tim, as it fitted in with their norms for handling business relationships.

## 5.2 Accommodation Behaviour

### 5.2.0 Overview

This section sets out to investigate the accommodation behaviour of key participants in the meetings and training sessions during the three visits.

As discussed in Chapter 2, communication accommodation theory (CAT, after Giles, 1987; Giles, Coupland and Coupland, 1991) assumes that "communicators are motivated to adjust their speech styles with respect to one another as a means of expressing values, attitudes and intentions" (Street and Giles, 1982: 205). The adjustments or accommodations may include paralinguistic indices (e.g., speech rate), micro-level linguistic indices (e.g., syntax and lexical selection), and more global-level linguistic indices (e.g., topic management) (Chen and Cegala, 1994: 391).

Accommodation behaviour can be significant in managing relationships in that either or both sides in the interaction may accommodate to gain social approval, or simply to ensure a smooth and successful interaction. However, up to now CAT has focused on linguistic adjustments only. A broader perspective can be taken on accommodation (see Chapter 6 for further discussion).

In this section I am adhering to the linguistic perspective, and will only investigate one specific feature of accommodation: speech rate. This selection was made for several reasons. First of all, this study was to investigate the overall management of relationships between the two sides, and cannot cover every aspect of accommodation. Secondly, some other features of accommodation, such as selection of conversation topics (and claim common ground strategies), have been sufficiently dealt with in Chapter 5 (from a different perspective. see Chapter 6 for

discussion). Thirdly, as an important paralinguistic feature of CAT (see Putman and Street, 1984), speech rate can have a significant impact in NS-NNS interaction. Specifically the proper slow-down on the NS's part to attend to the NNS's interpretive competence could facilitate communication. In an interview with a senior Chinese business official<sup>39</sup>, he specifically picked out speech rate and commented that most (British) native speakers he dealt with paid no attention to the language competence of non-native speakers, and he found this offensive. And fourthly, when part of the data was shown to some native speakers of English, they all noted the noticeable slow speech of one of the key British participants.

Theoretically, a number of researchers have noted that accommodation in terms of speech rate can have an impact on the interpersonal relationship between the interlocutors. Buller and Aune (1988/1992), for example, have suggested that the similarity of the speaker's speech rate relative to the listener's rate can improve compliance, because it makes the speaker more socially attractive" (1992: 38). Buller and Burgoon (1986) and Buller and Aune (1988) have also noted that changes in speech style, for instance, the tone of voice or speech rate, can alter listeners' interpretations of the speaker's intimacy and immediacy.

Thus it would be interesting to just focus on the speech rate features, and investigate the possible impact on relational management.

### **5.2.1 Analytic Procedure**

For speech rate features in this study, I will in particular look at the speech of the key British

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<sup>39</sup> This is a separate study on British-Chinese communication. The official was based in London.

speakers in the three introductory meetings, one emergency meeting, two closeout meetings, and one manufacturing session. The Chinese participants were left out of the analysis because as NNSs, and as buyers and guests, they were not in the position to accommodate in terms of speech rate. The British, on the other hand, were NSs, and suppliers and hosts, making it both more likely and more necessary for them to use an appropriate number of CAT strategies.

The analysis focuses on four key British participants in these meetings, namely Tim, the Sales and Marketing manager of the British host company, who chaired the first and third introductory meetings and the emergency meeting; Jack, the Operations Director of the host company, who chaired the second introductory meeting; Dave, the Manufacturing Manager, who chaired the manufacturing review; and Sajid, a project engineer from the Sales and Marketing Department in charge of receiving group visits to the company, especially delegations from China and other Asian countries, who chaired two closeout meetings.

Two Engineering Reviews by Dean, the company's Engineering Manager, and one Quality Assurance Review, by Chris, a quality engineer of the Quality Assurance Department were not included. This is because these reviews were technical presentations, assisted with the speaker's illustrations on white board or with OHPs. As the body of the talk was technical, the speech was presumably different from that in the meetings, and was not comparable.

### **Sample Selection and Speech Rate**

Goldman Eisler (1968) has noted that speech rates fluctuate greatly depending on the length of utterances (short utterances are usually produced at greater speed and usually fluctuate more than



long utterances) and the frequency and duration of internal pausing (cited in Street and Brady, 1982: 298). Street and Brady (1982) claim that utterances longer than 100 syllables can better guarantee the stability of speech rate. Yet in the data for this study, there were rarely speaker turns longer than 100 syllables. So instead, speaker turns that comprised 20 words or more were selected for speech rate analysis. Speech that has untranscribable words in it was not selected. Shorter speech turns were eliminated because of the difficulty of accurately estimating speech rate. However, in the detail analysis of a specific speaker's speech during certain stages of the meetings, for instance, the Pre-meeting and Post-meeting exchanges, the actual speech of each turn was generally shorter, and there were not significantly sufficient number of extracts that meet the sampling criteria. In this case shorter turns (ten words or more) were selected.

Initially the number of words of each speaker turn were counted, and those that met the sample criteria were selected. The number of syllables of each speaker turn were then counted, and were divided by the time (number of seconds) the turn was articulated in. This figure was then converted into a syllables/60 seconds score for each extract. An average speech rate was also worked out for all the turn extracts.

Pause fillers such as "um", "hm", "uhhuh" or "ah" were treated as pauses and were not counted as syllables, but "well" at the beginning of a speaker turn or utterance was included. False starts, stammers and single- or two-word repetitions, such as "in in London" or "we go we go on holiday", were excluded when it came to the counting of syllables. Some other repetitions may be functional, for example: " yeah # yeah" and "strange the sounds seem to be taking very very fast". In this case they were included in the counting.

Street and Brady (1982), in their study on Speech rate acceptance ranges, excluded pauses longer than two seconds from their time score, as they believe "such periods of silence tend to indicate reflection on what to say next and thus are not actually part of the speech rate" (Street and Brady, 1982: 299). In this study, in-turn pauses were included in the time, as these pauses helped to slow down the speech, and hence reflected actual speech rate.

### **Frame of Reference**

It is always difficult to define fast speech and slow speech. Yet it would be meaningless to work out a speaker's speech rate alone without a frame of reference to compare it against. Nevertheless, a number of researchers on communication accommodation have examined speech rate to decide the level of accommodation and to measure speech compliance between speech partners (Street & Brady, 1982; Street et al., 1983; Buller & Aune, 1992). In Buller and Aune's (1992) study to test speech rate compliance, the test message was recorded at four speech rates, as follows:

Very slow	= 159 syllables/minute
Moderately slow	= 208 syllables/minute
Moderately fast	= 343 syllables/minute
Very fast	= 425 syllables/minute

Their classification of speech rates was used in this analysis as a frame of reference for speech rate. These are NS-NS rates, but can still provide a baseline for comparison.

In the analysis I take these values as the upper ceilings of each category. The redefined categories are as follows:

Very slow = below 159 syllables/minute

Moderately slow = 160-208 syllables/minute

Moderately fast = 209-343 syllables/minute

Very fast = 344-425 syllables/minute

### 5.2.2 Tim: V1-int, V2-emerg, V3-int

A total number of 32 extracts of Tim's speech in three meetings (V1-int, V2-emerg, V3-int) met the sampling criteria and were selected for analysis (14 from V1-int, 12 from V2-emerg, 6 from V3-int).

The analysis of Tim's speech shows that the overall speech rate during the three meetings was moderately slow. Of the 32 extracts of speech studied, the speech rate ranges from 105.48 syllables per 60 seconds to 280.08 syllables per 60 seconds (see Table 5-14).

**Table 5-14 Tim**

Meeting	Extract	Rate (syllables/60 seconds)
V1-int	1	105.48
	2	174.00
	3	182.22
	4	123.12
	5	259.98
	6	190.92
	7	186.00
	8	247.68
	9	183.96
	10	168.72
	11	191.40
	12	155.40

	13	173.28
	14	169.08
<b>Average</b>		<b>179.37</b>
<b>V2-emerg</b>	1	135.00
	2	188.58
	3	137.16
	4	198.00
	5	280.08
	6	180.00
	7	264.00
	8	233.34
	9	182.28
	10	133.86
	11	225.00
	12	120.00
<b>Average</b>		<b>189.78</b>
<b>V3-int</b>	1	137.76
	2	120.00
	3	144.00
	4	128.58
	5	150.00
	6	175.38
<b>Average</b>		<b>142.62</b>
<b>Total Average</b>		<b>176.38</b>

As Table 5-14 shows, the average speech rate is 176.38 syllables per 60 seconds, below Buller and Aune's 208 syllables per 60 seconds speech rate.

Analysis of the percentages of speech in each category is shown in Table 5-15 below.

**Table 5-15 Tim: By Category**

<b>Category</b>	<b>No. of Extracts</b>	<b>%</b>
< 159	12	37.50
160-208	14	43.75
209-343	6	18.75
344-425	0	0

As Table 5-15 shows, 81.25% of Tim's speech studied falls in the Very Slow and Moderately Slow speech rate ranges, with 37.50% below the <159 mark and 43.75% in the 160-208 category. Only 18.75% of the speech fell in the Moderately Fast category.

### Meeting versus Pre/Post-Meeting

As discussed in Chapter 4, some meetings and training sessions consisted of 3 phases. In line with this, of the 32 extracts of speech examined, 14 happened during Pre/Post-Meeting phases, accounting for 44% of the sample, and 18 occurred during the main Meeting phase, accounting for 56%.

Analysis of Tim's Meeting and Pre/Post-Meeting speech found that the Pre/Post-Meeting part of his speech was much slower than the Meeting part. Table 5-16 below shows the speech rate features of the two types of speech.

**Table 5-16 Meeting vs. Pre/Post-Meeting Speech**

Mode	Meeting	Extract	Rate (syllables/60 seconds)	
<b>Meeting</b>	<b>V1-int</b>	2	174.00	
		3	182.22	
		4	123.12	
		5	259.98	
		6	190.92	
		7	186.00	
		8	247.68	
		9	183.96	
		10	168.72	
		<b>V2-emerg</b>	1	135.00
	2		188.58	
	3		137.16	
	4		198.00	
			5	280.08
		6	180.00	
		7	264.00	
		8	233.34	
		9	182.28	
		<b>Average</b>	<b>195.28</b>	
<b>Pre/Post-Meeting</b>	<b>V1-int</b>	1	105.48	
		11	191.40	
		12	155.40	
		13	173.28	
			14	169.08
	<b>V2-emerg</b>	10	133.86	
		11	225.00	
		12	120.00	
	<b>V3-int</b>	1	137.76	
		2	120.00	
3		144.00		

		4	128.58
		5	150.00
		6	175.38
		<b>Average</b>	<b>152.09</b>

As is shown in Table 5-16, the rate of the Meeting speech ranged from 123.12 to 280.08 syllables per 60 seconds. 17% of it falls below 159 syllables per 60 seconds, 55% between 160 and 208 syllables per 60 seconds, and 28% between 209-343 syllables per 60 seconds. The average rate of Tim's Meeting speech is 197.87 syllables per 60 seconds (see Table 5-17). In comparison, the rates of the Pre/Post-Meeting speech range from 105.48 to 225.00 syllables per 60 seconds, with 64% of it below 159 syllables per 60 seconds, 29% between 160 and 208 syllables per 60 seconds, and 7% between 209-343 syllables per 60 seconds. The body of the Pre/Post-Meeting speech (64%) was in the Very Slow category, whereas that of the Meeting speech (55%) in the Moderately Slow category. The rate of the Pre/Post-Meeting speech is 152.04 syllables per 60 seconds (see Table 5-16), within the Very Slow range, more than 43 syllables lower per 60 seconds than that of the Meeting speech, which falls in the Moderately Slow category.

**Table 5-17 Meeting vs. Pre/Post-Meeting: Breakdown**

Category	Meeting		Pre/Post-Meeting	
	No. of Extracts	%	No. of Extracts	%
< 159	3	17	9	64
160-208	10	55	4	29
209-343	5	28	1	7
344-425	0	0	0	0

Table 5-14 also shows some variations in Tim's speech rates in the three meetings. So I will next analyse the meetings one by one.

### 5.2.2.1 V1-int

Table 5-14 shows that Tim's average speech rate in V1 Introductory Meeting is 179.37 syllables per 60 seconds.

Analysis of the percentages of speech in each category is shown in Table 5-18 below.

**Table 5-18 V1-int: By Category**

Category	No. of Extracts	%
< 159	3	21
160-208	9	65
209-343	2	14
344-425	0	0

As Table 5-18 shows, 86% of Tim's speech studied falls below the Moderately Slow speech rate mark, with 21% below the <159 mark and 65% in the 160-208 category. Only 14% of the speech fell in the 209-343 category. There was no speech in the Very Fast category.

But, as discussed in Chapter 4, V1 Introductory Meeting chaired by Tim consisted of the Pre-Meeting phase, the Meeting, and the Post-Meeting phase. In line with the three phases (see Chapter 4), of the 14 extracts of speech examined, 5 happened during pre/post-meeting exchanges, and 9 occurred during the Meeting phase. Analysis of Tim's speech at different stages shows differences in speech rate, as illustrated in Table 5-19 below:

**Table 5-19 V1-int: Meeting vs. Pre/Post-Meeting**

V1-int	Extract	Rate (syllables/60 seconds)
Pre-Meeting	1	105.48
	<b>Average</b>	<b>105.48</b>
Meeting	2	174.00
	3	182.22
	4	123.12
	5	259.98
	6	190.92
	7	186.00

	8	247.68
	9	183.96
	10	168.72
	<b>Average</b>	<b>190.73</b>
<b>Post-Meeting</b>	11	191.40
	12	155.40
	13	173.28
	14	169.08
	<b>Average</b>	<b>172.29</b>
<b>Total Average</b>		<b>179.37</b>

As Table 5-19 shows, the lowest speech rate occurred during the Pre-Meeting phase, and the highest during the Meeting stage. It appears that Tim was even more accommodating in his direct interactions (not through the interpreter) than during the Meeting phase, when the interaction was carried out with the assistance of the interpreter. Yet unfortunately there was only one extract of speech that met the sampling criteria. In order to conduct a more careful study, the criteria were broadened to include extracts of 10 words or more.

Analysis in this way backs the overall trend in speech rate, though with a slight increase in the average speech rate at all the three stages, as shown in Table 5-20.

**Table 5-20 V1-int-Tim**

<b>V1-int</b>	<b>Extract</b>	<b>Rate (syllables/60 seconds)</b>
<b>Pre-Meeting</b>	1	105.48
	2	128.58
	3	156
	4	120
	5	112.5
	6	204
	<b>Average</b>	<b>137.76</b>
	<b>Original Average</b>	<b>105.48</b>
<b>Meeting</b>	7	174.00
	8	182.22
	9	123.12
	10	259.98
	11	190.92
	12	186.00
	13	247.68
	14	183.96
	15	168.72



	16	180
	17	180
	18	180
	19	173.28
	20	192
	21	265
	22	214.26
	23	229.98
	24	113.34
	25	139.98
	26	390
	27	188.58
	28	210
	29	240
	30	300
	31	270
	32	276
	33	156
	34	225
	35	153.36
	<b>Average</b>	<b>206.67</b>
	<b>Original Average</b>	<b>190.73</b>
<b>Post-Meeting</b>	36	191.40
	37	155.40
	38	173.28
	39	169.08
	40	120/60
	41	270/60
	42	154.26
	43	166.62
	44	279.96
	<b>Average</b>	<b>186.67</b>
	<b>Original Average</b>	<b>172.29</b>
<b>Overall Average</b>		<b>193.18</b>
<b>Original Overall Average</b>		<b>179.37</b>

In the exchanges prior to the formal Meeting, of the 6 passages examined (of 10 words or more), his speech rate varied between 105.48 to 240 syllables per 60 seconds. 83.33% of his speech was below 159 syllables per 60 seconds, 16.67% between 159-208 syllables per 60 seconds, and none between 208-343 or 343-425 syllables per 60 seconds (see Table 5-21).

**Table 5-21 Pre-Meeting**

<b>Category</b>	<b>&lt; 159</b>	<b>160-208</b>	<b>209-343</b>	<b>Average</b>	<b>No. of Extracts</b>
<b>%</b>					
<b>Stage</b>					
<b>Pre-Meeting</b>	83.33	16.67	0	137.76	6

This might be because that at the initial stage of the interaction Tim was trying to get a feel for the visitors, especially their language competence, as can be seen from the actual exchange:

**Example 5.2-1 (V1-int)**

- 60. %exp: Tim looks carefully at visitors
- 61. %tim: 11.21.51
- 62. \*Tim: Mr Liu (#) d'you do you speak English?
- 63. %tim: 11.21.54
- 64. %ssg: Tim speaks very slowly
- 65. \*Liu: a little.
- 66. \*Tim: a little.
- 67. \*Liu: yes.
- 68. %tim: 11.21.57
- 69. \*Tim: I # I have not seen you before (#) in Shanghai.
- 70. %tim: 11.22.01

His speech rate was even lower than that of Liu, the Non-Native Speaker (Tim's average rate of 137.76 syllables per 60 seconds as against Liu's 196.01 syllables per 60 seconds. see Table 5-22).

**Table 5-22 Pre-Meeting: NS and NNS**

Category %	Category				Average	No. of Extracts
	< 159	159-208	208-343	343-425		
Speaker						
Tim	83.33	16.67	0	0	137.76	6
Liu	25	25	50	0	196.01	4

During the Meeting phase, of the 29 extracts studied (of 10 words or more), the rate was slightly faster, ranging between 113.34 and 390 syllables per 60 seconds (see Table 5-20). 17% of

his speech is below 159 syllables per 60 seconds, 42% between 159-208 syllables per 60 seconds, 38% between 208-343 syllables per 60 seconds, and 3% between 344-425 syllables per 60 seconds (see Table 5-23 below). The average rate is 206.67 syllables per 60 seconds.

In the subsequent exchange with Liu, the speech rate was slightly lowered. Of the 9 passages studied (of 10 words or more), speech rate below 159 syllables per 60 seconds is 33%, that between 159-208 syllables per 60 seconds 45%, and that between 208-343 syllables per 60 seconds 22%. The percentage of speech below 159 syllables per 60 seconds is higher than that of the preceding Meeting phase, but with the rate between 209-343 syllables per 60 seconds lower, and no speech in the 344-425 syllables per 60 seconds category (see Table 5-23). The average rate is 186.67 syllables per 60 seconds.

**Table 5-23 Speech Rates at Different Stages**

Category		%				Average	No. of Extracts
		< 159	160-208	209-343	344-425		
Stages							
	Pre-Meeting Phase	Tim	83.33	16.67	0	0	137.76
Liu		25	25	50	0	196.01	4
Meeting	Tim	17	42	38	3	206.67	29
	Liu	50	50	0	0	169.97	2
Post-Meeting Phase	Tim	33	45	22	0	186.67	9
	Liu	100	0	0	0	124.26	1

This clearly gives the impression that at the initial stage of the meeting, Tim was more accommodating in terms of speech rate. This can be seen from his 83.33% Very Slow speech and the average rate of 137.76 syllables per 60 seconds. As the formal welcome speech got under way, his rate increased, with the majority of speech ranging between Moderately Slow to Moderately Fast. After the formal proceedings, the speech became somewhat evenly distributed between the

Very Slow, the Moderately Slow and the Moderately Fast categories.

Long (1983) suggests that in native speaker (NS)-nonnative speaker (NNS) situations, NSs have to rely on other factors in choosing their speech style. Once they begin to get NNS feedback on comprehension, they use it to "adjust their linguistic and conversational performance accordingly" (Long, 1983: 187).

This was probably the case with Tim. At the start of his exchanges with Liu, he asked if Liu spoke English. Clearly he had no idea if Liu spoke English at all, or how competent a speaker he was.

#### 5.2.2.2 V2-emerg

As explained in Chapter 4, there were no real Pre-Meeting exchanges in V2 Emergency Meeting apart from brief greetings, hand shaking and exchanging of cards. The meeting got right under way, and it was only after the problems were solved that the chair had the chance for some small talk.

Of the 12 extracts studied, 9 occurred in the formal Meeting phase. As Table 5-24 shows below, the average rate of Tim's speech during the Meeting is 199.83 syllables per 60 seconds.

**Table 5-24 V2-emerg: By Phase**

<b>V2-emerg</b>	<b>Extract</b>	<b>Rate (syllables/60 seconds)</b>
<b>Meeting</b>	1	135.00
	2	188.58
	3	137.16
	4	198.00
	5	280.08
	6	180.00
	7	264.00
	8	233.34
	9	182.28
	<b>Average</b>	<b>199.83</b>
<b>Post-Meeting</b>	10	133.86
	11	225.00

	12	120.00
	<b>Average</b>	<b>159.62</b>
<b>Total Average</b>		<b>189.78</b>

And of the 9 extracts in the Meeting, 2 were in the <159 category, accounting for 22%; 4 in the 160-208 category, 45%; and 3 in the 209-343 category, 33% (see Table 5-25 below). The fastest two instances of Tim's speech (280.08 and 264.00 syllables per 60 seconds) occurred in this part of the meeting. This stands in contrast to the considerably lower speech rate in the Post-Meeting phase, where the average is 159.62 syllables per 60 seconds.

**Table 5-25 Meeting Phase: Breakdown**

<b>Category</b>	<b>Number of Extracts</b>	<b>%</b>
< 159	2	22
160-208	4	45
209-343	3	33
343-425	0	0

The high percentage of speech within the 209-343 category (33%), the highest of Tim's speech, could be associated with the nature of the business under discussion in the meeting. As explained in Chapter 4, the visiting delegation had made some repeated requests, and feeling that they were ignored by their hosts, requested this meeting with Tim, the company's Sales and Marketing Manager. Neither side was in a pleasant mood at the meeting. There were face-threatening moments, and moments when the two sides were in direct confrontation. This may have affected the speed of the speech at the meeting.

**5.2.2.3 V3-int**

The speech rates of the 6 extracts sampled in this meeting range from 120 to 175.38 syllables per

60 seconds, with the average being 142.62 syllables per 60 seconds (see Table 5-14). 83% of Tim's speech falls below 159 syllables per 60 seconds, as Table 5-26 shows:

**Table 5-26 V3-int: By Category**

Category	Number of Extracts	%
< 159	5	83
160-208	1	17
209-343	0	0

The speech rate is the lowest of the three meetings. As was discussed in Chapter 4, the Introductory Meeting for this particular visiting group took the form of an informal chat (see Chapter 4). This may be accountable for Tim's very slow speech.

#### 5.2.2.4 Summary

The analysis of Tim's speech in the three meetings shows that his speech rate was lowest in V3-int, and fastest in V2-emerg. This seems to suggest a tendency of slow speech in small and informal talk and faster speech in formal talk. The speech rate seems to be in proportion with the amount of Pre/Post-Meeting and Meeting speech. The rate of the speech in the Pre- and Post-meeting phases seems to be slower than that of the speech of the Meeting phase.

The overall rate of Tim's speech was very slow in terms of Buller and Aune's criteria, but he was not just an unusually slow speaker. On one occasion during V1 Introductory Meeting Tim was caught talking to the manufacturing manager, and the NS-NS speech rate was much faster, at 420 syllables per minute (see Example 5.2-2 below). This is very close to the very fast rate (425 syllables/minute) by Buller and Aune's standard.

**Example 5.2-2 (V1-int)**

202. %tim: 11.26.32

203. \*Tim: I don't think there are too many others coming today. we kept the

204. numbers down because of the size of the room.

205. %tim: 11.26.36

[28/4 = 420/60]

**5.2.3 Jack: V2-int**

The speech rates of a total number of 23 extracts sampled from Jack's speech in V2 Introductory Meeting range from 175.62 to 375 syllables per 60 seconds, as is shown in Table 5-27. The average rate is 260.33 syllables per 60 seconds, in the 209-343 category.

**Table 5-27 Jack: V2-int**

<b>Extract</b>	<b>Rate</b>
1	282.84
2	255
3	270
4	222.84
5	342.84
6	375
7	232.5
8	321.78
9	240
10	261.78
11	246
12	240
13	217.5
14	245.4
15	240
16	175.62
17	217.86
18	216.9
19	313.8
20	249.96
21	295.98
22	243.96
23	279.96
<b>Average</b>	<b>260.33</b>

As Table 5-28 shows, the majority of his speech (91.30%) falls within the Moderately Fast category. There was no speech in the Very Slow category.

**Table 5-28 Percentage of Speech by Category**

Category	No. of Extracts	%
< 159	0	0
160-208	1	4.35
209-343	21	91.30
343-425	1	4.35

As discussed in Chapter 4, Jack began the formal meeting after a brief period of greetings and presentation of cards, and he did not leave time for small talk. The analysis of his Meeting speech does not show much difference from the overall speech rate features, with the same speech rate range and similar average speech rate (see Table 5-29).

**Table 5-29 Meeting vs Pre/Post-Meeting Speech**

Phase	Extract	Rate (syllables/60 seconds)
<b>Meeting</b>	1	282.84
	2	255
	3	270
	4	222.84
	5	342.84
	6	375
	7	232.5
	8	321.78
	9	240
	10	261.78
	11	246
	12	240
	13	217.5
	14	245.4
	15	240
	16	175.62
	17	217.86
	18	216.9
	19	313.8
	20	249.96
	21	295.98
	22	243.96
	<b>Average</b>	<b>259.43</b>
<b>Pre/Post-Meeting</b>	23	279.96



	24 (10 words or more)	315.00
	<b>Average</b>	<b>297.48</b>
<b>Total Average</b>		<b>260.33</b>

The whole meeting was in fact in the Meeting phase, with only a very brief Post-Meeting phase. As Table 5-29 indicates, only one extract occurred after the main meeting. In order to have a fuller picture of his speech in the Post-Meeting Exchange, the sampling criteria were again lowered to include extract of 10 words or more. And the analysis does not suggest that Jack lowered his speech rate in the Post-Meeting Exchange (see Table 5-29). On the contrary, the average is higher than both the overall average rate and the average rate of the Meeting speech.

It should be pointed out though, Jack's highest rate seemed to be NS-NS speech, when he was asking his British colleague to make a self introduction, as illustrated below:

**Example 5.2-3 (V2-int)**

111. %tim: 10.11.39

112. \*Jack: (turning to Mike) so can I ask (#) Mike would you like to start and just

113. introduce yourself and just (#) quick go round the room?

114. %tim: 10.11.43

[25/4 = 375/60]

**5.2.4 Sajid: V1-close, V2-close**

Sajid chaired two closeout meetings during Visit 1 and Visit 2. All the 24 extracts of Sajid's speech in the 2 meetings seem to be in the Meeting phase, as he talked about the programmes, and sorted out various issues regarding the visits and/or relating to the products. His speech rates range from 150 to 353.34 syllables per 60 seconds, with an average of 219.39 syllables per 60 seconds (see

Table 5-30 below).

**Table 5-30 Sajid**

Meeting	Extract	Rate
<b>V1-close</b>	1	193.32
	2	310.00
	3	189.24
	4	193.80
	5	258.00
	6	171.42
	7	199.98
	8	244.98
	9	193.32
	10	189.48
	11	293.34
	12	252.00
	13	211.86
	14	185.22
	15	204.00
	<b>Average</b>	215.33
<b>V2-close</b>	1	226.68
	2	153.14
	3	150.00
	4	225.00
	5	223.62
	6	235.98
	7	211.56
	8	196.02
	9	353.34
	<b>Average</b>	219.48
<b>Total Average</b>		219.39

The majority of his speech falls in the Moderately Slow and Moderately Fast categories (42% and 46% respectively), with 8% in the Very Slow and 4% in the Very Fast categories respectively, as is shown in Table 5-31 below.

**Table 5-31 Speech Rate by Category**

Category	No. of Extracts	%
< 159	2	8
160-208	10	42
209-343	11	46
344-425	1	4

His speech in the two closeout meetings he chaired in Visit 1 and Visit 2 seems to be statistically similar (average rates being 215.33 and 219.48 syllables per 60 seconds respectively. (see Table 5-30). But a closer study shows that his speech remained somewhat even throughout V1-close with no obvious fluctuations (see Table 5-30). His speech rates in V1-close range from 171.42 to 310 syllables per 60 seconds, with an average of 215.33 syllables per 60 seconds. 60% of his speech falls in the Moderately Slow category, 40% in the Moderately Fast category, with no speech in the <159 and the >344 categories, as is shown in Table 5-32 below.

**Table 5-32 V1-close: Speech Rate by Category**

Category	No. of Extracts	%
< 159	0	0
160-208	9	60
209-343	6	40
344-425	0	0

Whereas in V2-close his speech seemed to have increased in the second half (see Table 5-33 below).

**Table 5-33 V2-close: Stages**

Stage	Extract	Rate
Stage 1	1	226.68
	2	153.14
	3	150.00
	4	225.00
	5	223.62
	<b>Average</b>	<b>195.67</b>
Stage 2	6	235.98
	7	211.56
	8	196.02
	9	353.34
	<b>Average</b>	<b>249.23</b>
<b>Overall Average</b>		<b>219.48</b>

As Table 5-33 shows, the average speech rate in the second stage of the Closeout Meeting is

approximately 54 syllables faster than that in the first stage. The change in speed seemed to have happened after a dispute broke out over the cost of the visit and the head of the visiting delegation refused to sign the receipt (see Chapter 4 for a detailed discussion), which put face at risk. It can certainly be argued that participants in an argument or dispute speak faster and more forcefully.

### 5.2.5 Dave: V1-manuf

As discussed in Chapter 4, Dave had a free chat with the delegation at the Manufacturing Session which he was supposed to present during the first visit.

Of the 6 extracts of Dave's speech that met the sampling criteria, the average rate is 235.76 syllables per 60 seconds. As can be seen from Table 5-34 below, his speech ranges from 156 to 289.98 syllables per 60 seconds. Apart from 1 extract (17% see Table 5-35) that falls below 159 syllables per 60 seconds, all the other 5 fall in the 208-343 range (83%), with no speech in the 159-208 range.

**Table 5-34 Dave: V1-manuf**

Extract	Rate
1	245.46
2	289.98
3	156.00
4	286.68
5	228.40
6	208.02
<b>Average</b>	<b>235.76</b>

**Table 5-35 By Category**

Category	No. of Extracts	%
< 159	1	17
160-208	0	0
209-343	5	83
344-425	0	0

## 5.2.6 Discussion

Analysis of the speech of the key speakers shows that their speech rates varied significantly, as is presented in Table 5-36 below:

**Table 5-36 Differences in Speech Rates between Speakers**

Speaker	Average Speech Rate	Breakdown	
		Category	%
Tim	176.38	< 159	37.50
		160-208	43.75
		209-343	18.75
Jack	260.33	< 159	0
		160-208	4.35
		209-343	91.30
		344-425	4.35
Sajid	219.39	< 159	8
		159-208	42
		209-343	46
		344-425	4
Dave	235.76	< 159	17
		159-208	0
		209-343	83

As is shown in Table 5-36, 81.25% of Tim's speech ranges from Extremely Slow to Moderately Slow, with 18.75% between Moderately Slow and Moderately Fast. Sajid's speech was more widely distributed, with 8% below 159 syllables per 60 seconds, 42% between 159-208 syllables per 60 seconds, 46% between 209-343 syllables per 60 seconds, and 4% between 344-425 syllables per 60 seconds. Still, Sajid's speech tended to be on the fast side. With Jack only 4.35% ranges between Very Slow and Moderately Slow, with the majority between Moderately Slow to Very Fast (91.30% in the 208-343 range). With Dave, the body (83%) of his speech ranges between 209-343 syllables per 60 seconds. As can be seen from the table, Tim's speech rate is the slowest, Sajid's is higher, Dave's is still higher, and Jack's is the highest.

As was discussed in Chapter 4 and Chapter 5.1, both Tim and Dave were involved in a large

amount of small talk (in proportion to the their total amount of talk), whereas in the cases of Sajid and Jack, little, if any, small talk was initiated. Tim's speech rate patterns seem to coincide with the content of his talk: the rate of his Pre/Post-Meeting speech seems to be lower, and that of his Meeting speech is generally higher. Yet in the cases of Sajid and Jack, there is no sufficient Pre/Post-Meeting data to support a similar claim.

Yet despite of the analysis and comparison, one of the problems with investigating accommodation behaviour is that it is difficult to define the standard norms. Without clear-cut definitions of these norms, it is therefore difficult to determine whether interactants are accommodating or not, and if they are, to measure the degree of accommodation.

Comments in follow-up interviews with the key British speakers indicate that they were, to varying degrees and for different reasons, conscious of their speech. Tim, for example, when asked about his speech rate, commented:

"yes, I think it's important, um, when I am, when somebody's speaking to me in a foreign language, it would be very difficult for me to understand if all the words, if they speak fast because all the words merge, so I put myself in their shoes, in their position, and I believe that if I speak slowly they have a better opportunity to understand what I'm saying. that is why I speak slowly (laughs) ."

"deliberately, yes, again so that it's easy for them to understand, um, I could have made all those comments in one sentence, probably using longer English words and saying it much quicker, but maybe it would be more difficult for them to understand, so it was a deliberate attempt to allow them to understand what I was saying."

(V2-tim)

And Jack, when asked if he normally spoke in that manner, said:

"no, no, usually you purposely slow down and try to make things clearer, because again, until

you know the abilities of the interpreter, um, you just ensure efficient and more concise communication...because, um, one of the things I've learned previously is that if not careful you speak too quickly, sometimes interpreters can't interpret, they are quick, and then you get miscommunication."

**(V2-jack)**

Platt and Weber (1984) have proposed the concepts of objective and subjective dimensions of accommodation. Their definition of subjective accommodation is "that the speaker did in fact want to accommodate to the other interlocutor(s)" (Platt and Weber, 1984: 132). Referring back to the analysis, in the case of Tim, his comments seem to explain the reason for his very slow speech, especially in the Pre/Post-Meeting phases. It was a clear effort on his part to slow down his speech to match the listener's interpretive competence. Jack somewhat adjusted his speech solely for the interpreter. In the case of Sajid, in the follow-up interview, he named language as the biggest barrier to successful communication with the Chinese visitors, and realised that it had caused misunderstandings. He cited one incidence of misunderstanding, and commented:

"oh, there's misunderstandings because, again it's just the language barrier, like when I took them to London, when I brought round (?) to collect them I asked them how they got on, what they saw, and instead of answering that question, they told me something totally different. xxx, and that was purely because they didn't understand, exactly what I had said. possibly I could have spoken slower, clearer they maybe they would have understood. But obviously I was speaking normally."

**(V1-sajid)**

However, without the knowledge of each individual speaker's normal speech rate, it is very difficult to decide how much the speakers accommodated in the interactions.

Giles et al. (1991) argue that "convergence may plausibly be considered a reflection of an

individuals' desire for social approval", and that " the greater the speakers' need to gain another's social approval, the greater the degree of convergence there will be". In the case of the key British participants, both the analysis and individual comments seem to suggest that Tim made greater efforts to accommodate in terms of speech rate.



## Chapter 6 Discussion

### 6.0 Overview

This study has focused on relational management issues from a variety of perspectives, for instance, the procedural aspects, the discourse and participant issues, the relational talk topic content, and the accommodation behaviour. The analyses have shown that each of these aspects played their own part in the overall management of relationships between the two sides. Whereas proper handling of these aspects positively affected the negotiation of relationships, improper handling had negative effects.

### 6.1 Face, Politeness and Sociality Rights

#### 6.1.1 Face Matters

##### 6.1.1.1 Face Factor in the Visits

Face and politeness has been claimed to play a major role in the negotiation of relationships in human interactions. Chang and Holt (1994) claim that the Chinese face can function both as a barrier and a lubricant in interaction. They argue that the constraining power of *mien-tzu*<sup>40</sup> (everyone is concerned about face loss and tries to protect self face) may pose interpersonal difficulties in interaction and curtail interaction, while the proper handling of *mien-tzu* may increase interpersonal effectiveness. In these visits, face and politeness were undoubtedly a major

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<sup>40</sup> Cantonese for "*mianzi*".

consideration for both sides.

The analysis of the data has suggested that the British were attentive to the face needs of the visiting delegations. The Sales and Marketing manager, for example, specifically invited Xu to come over to Britain, as a "thank-you" for his help to secure the business contract, and made sure that he was included in the delegation. This show of gratitude was a face-giving gesture, in the sense that it was recognition of his work (although the British probably would not have explained it in these terms). And in Visit 2, the Operations Director claimed that asking the delegation to make self-introductions, was purely "out of politeness" (see Chapter 4-2).

The face-giving mechanism is perhaps better exemplified by Tim's mentioning of the Vice President of SHB (see Chapter 4-2). Instead of a straightforward warning to the visitors' behaviour, his mild way of calming them down clearly aimed to save their face.

The Chinese, on the other hand, were also concerned about face. In the playback session held with the second delegation, they mentioned the issues of image, respect and self-esteem on a couple of occasions. For example, Chen commented as follows:

"... suoyi Zhongguoren shi jiang xingxiang de, zai zhe fangmian women bu qu jijiao. fanguolaishuo ta ya dui zanmen keqi dian'r. jiu shi shuo women xian bu shuo women you shenme yaoqiu, bu tan zhe ge fangmian, zhe ge fangmian bu yinggai tan. shijishang women ye meiyou shenme yaoqiu, genben ye meiyou yaoqiu. women zhe yi xing lai de shihou, ta jiu ba women anpai dao name ci de yi ge difang, wo jiu juede zanmen ke qi..."

*... So we Chinese care about our image. We don't haggle in this respect. But on the other hand they should show their appreciation/respect. That is to say, we, don't talk about what requests we have, don't talk about this, and this shouldn't be talked about. In fact we don't have any specific requests, we don't have any. Upon our arrival, they put us into such a bad place [hotel], and I felt then that we are easily fooled/bullied...*

(V2-chn)

The Chinese delegation's face concerns clearly stand out from their comments. First of all, they were constantly conscious of the face thing, and they cared about their own image. Secondly, the face factor, to a certain extent, governed their behaviour. By not talking about their requests ("*this shouldn't be talked about*"), they attended to their own as well as their hosts' face. Talking about them would be face threatening to both sides. And thirdly, they felt they were not given enough face (or respect), as they were taken to "such a bad" hotel.

In the light of these comments, and given the strong reactions of the second group towards the "unfair" treatment they received, the first and third delegations may share some of the same feelings, as they were also given poor hotel accommodation, not given a chance to make a return speech (especially Visit 1), and not taken good care of (especially Visit 3). That they did not openly complain might be a face-giving mechanism, as it would damage their hosts' face, as well as their own.

Hence the face factor may have affected the participants' behaviour during the visits, and their use of RM strategies.

#### **6.1.1.2 Type of Face at Risk**

However, during the three visits, individual face never seemed to come into the equation. The face concerns of both the British and the Chinese participants seemed to be group-oriented. The British were concerned about their company's reputation: they wanted the visitors to learn more about their company, and to go back to China with a deep and positive impression, firstly of the company and secondly of Britain. Although this naturally involved individual staff members behaving

appropriately, the focus of concern seemed to be more on the company than on people's individual face. During the visits, the British constantly used terms such as "we", the company, BH, and "them". For example:

53. \*Sajid: would you explain to them that BH has entertained many groups here. it is  
54. very difficult # to #2 guess # to make provision for them # various visits. we  
55. could only I would assume # that this would be the best # programme.  
56. %tim: 9:05:17  
57. %exp: Int2 interprets into Chinese  
58. %exp: several visitors nod to acknowledge  
59. \*Sajid: we hope our end xxx and our intended programmes are also satisfactory to  
60. them

(V2-close)

On the other hand, the Chinese presented themselves as a group, and were concerned about the group's face, and the reputation of Chinese people in general. They often used terms like "them", "the British", "we Chinese". For example:

977. \*Shen: ni rang ta qu tingting # Zhongguoren jiu zheme hao qifu # zheme hao  
978. hunong ay? benlai zhe jiu shi women huoshi li jieyue xia lai de qian. women  
979. zhengtian zai jia li chi fanbianmian # jieyue xialai de bei tamen lao pao le  
980. zhe xianghua ma?  
981. %eng: you just tell him. is it so easy to bully us Chinese # so easy to fool us around?  
982. this money is what we have been saving out of our mouth. we have instant noodles  
983. every day just to save some money # and now they have grabbed it. how mean of  
984. them to do such a thing.

(V2-close)

### 6.1.1.3 Chinese Face Threatened

During the three visits, it seems that threats to their identity face (Spencer-Oatey and Xing, 2000)

were the main concerns for their complaints, requests and confrontational behaviour. The following are some examples of these moments:

When they were taken to cheap hotels, their identity face was threatened, as they expected better treatment (Visits 1-3).

When they were welcomed in a cramped room in which they were seated in a "superior-subordinate" arrangement (from their perspective), their identity face was threatened once again, because they regarded themselves as being at least equal with their hosts (Visit 2).

When the British chairmen omitted to allow the Chinese heads of delegation to give a return speech, they felt that they had been regarded with disdain and treated as inferiors, thus threatening their identity face once more (Visit 2 in particular).

When the British chairman (Jack) failed to express deep-felt gratitude towards them for helping to save his company financially, they felt that their importance to the company had been underestimated and unacknowledged, and that their identity face had thus been insufficiently honoured (Visit 2).

When the Sales and Marketing manager failed to make contact with them as soon as he arrived back from his trip, they felt that he had not fulfilled his obligations of friendship towards them, and this threatened their identity face in terms of their role as friends (Visit 2).

#### **6.1.1.4 British Face Threatened**

Brown and Levinson's negative face (Lim and Bowers' autonomy face and Spencer-Oatey's (2000)

*autonomy rights*) seemed to have played a major role in the visits. The overall face concerns of the British hosts were freedom from imposition. The visits, first of all, threatened their right of freedom. The company staff had to take on extra amount of work, making the arrangements, booking hotel rooms, taking them on sightseeing trips, etc. They even drafted in some retired former employees. Over the weekends, sometimes the family members of those involved with the trips also went along, a time when the families should spend their own time together. Tim's failure to contact the visitors during the second visit was a reflection of this. In that case, he wanted to spend some time with his family, especially after a long trip abroad. From Tim's point of view, he might have felt being "imposed upon" by the delegation's demand for courtesy (see Chapter 4-2).

Their negative face concerns (autonomy rights) may have been put in greater danger when further requests were made, such as trips to places out of the locality.

The British face was under threat again when the delegations made requests (such as changing hotels), and when the delegations challenged and confronted them (Visit 2).

### **6.1.2 Sociality Rights**

However, face was not the only consideration in these visits. Members of the first two delegations all agreed that the Chinese generally treat foreign visitors much better. They seemed to be claiming that they had not received reciprocal treatment from their British hosts. For example, one member of the second delegation commented:

Ma: ... ta dao wo na qu de shihou, ta xihuan chi na de jiangyou. ta hui shuo Zhongguo hua jiangyou, Zhongguoren he cu, ta jiu he jiangyou. yao chi yu, haixian, xiang chi zhu zhugan, lever [liver], xiang chi zhe wanyi, ta jiu gei wo, yong Hanzi xie hao le gei ge

caidan, wo meitian jiu rang canting de chushi gei ta zuo. Jintian zuo zhe ge mingtian zuo na ge, hai bian huayang. he jiu shi suibian he, yao shenme na shenme, wo gei ni yubei yi ge bingxiang, xiang he baijiu he baijiu, he hongjiu he hongjiu, he pijiu he pijiu. tamen yiban he pijiu. na wo bi zhe'r yao...

*...When he was visiting us, he liked the local soy sauce. He could speak soy sauce in Chinese. We Chinese have vinegar, he would have soy sauce. He would like to have fish, and seafood, pig liver, he wanted that, and he gave me a menu, in Chinese. I would every day ask the chef in the canteen to cook for him, cooking this today and that tomorrow, and changing varieties. Drinks were freely available, taking whatever he would like. I had a fridge there for him, [he could] take Chinese spirit, wine or beer, as he would like. They usually have beer. Compared with here, over there I...*

**(V2-chn)**

Spencer-Oatey's (2000) notion of Equity Rights claims that:

"We have a fundamental belief that we are entitled to personal consideration from others, so that we are treated fairly: that we are not unduly imposed upon, that we are not unfairly exploited."

(Spencer-Oatey, 2000: 14)

The complaints during the visits and the comments above clearly show that the guests felt that their equity rights were violated, that they were not given due consideration and equal treatment in terms of these rights. And Tim's failure to act in accordance with the obligations of a friend may have left the guests feeling that their entitlement to these rights was ignored. And the conflict escalated in the Closeout Meeting (Visit 2) when they felt that their hosts, rather than meeting the obligations of a host and giving them reciprocal treatment, took advantage of them.

When these rights are violated to the extent that outweighs face considerations, challenge and confrontation may happen, as in the case of the second visit.

### **6.1.3 Power and Distance**

Power and distance have always been claimed to be important variables in face and politeness theory (e.g. Brown and Levinson, 1987). Brown and Levinson argue that the greater the power differential between speaker and hearer, the greater the potential face threat of a communicative act. So it is possible that a higher status participant may perceive a certain act as threatening, whereas a lower status participant may not.

Power and distance seemed to have played some role in the negotiation of relationships between the two sides.

#### **6.1.3.1 Buyer/Supplier**

As buyer/customer, the Chinese delegation members believed they were in a favourable "bargaining" position, as is generally the case with a buyer market. This added force to the Chinese claim/belief that they should deserve better treatment.

This had a particular influence over the second delegation. As mentioned earlier, the first two delegations had learnt that the Chinese contracts had saved the host company from bankruptcy. Though the company denied the claim, the Chinese belief had nevertheless added bargaining power to their self-claimed importance. However, the first group of visitors do not seem to have been affected in this way.

#### **6.1.3.2 Guest/Host**

Hosts are normally bound by certain obligations to look after their guests, for example regarding



accommodation and hospitality. As guests, the Chinese expected everything to be taken good care of. In the Chinese concept, the responsibilities of picking up the guests at the airport, providing meals and accommodation and transport, arrangements for personnel to accompany them, customarily rest with the hosts, and the full costs are borne by the hosts. This preoccupation cast more influence over the second delegation, who eventually challenged their hosts over the expenses, and the third, who felt disappointed with their hosts and cut short their visit.

### **6.1.3.3 Status Issues**

Status is an important parameter in the power structure. The status difference in the participants gave them unequal power during the three visits. The first group, for instance, consisted mostly of technical personnel, and were thus in a low-power position in comparison to the second and the third delegations, the members of which were mostly managers. In the negotiation of relationships, the latter were apparently invested with more power. This may particularly explain, for example, why the second delegation openly claimed and let their hosts know that they were very important, and that they deserved better treatment. The beliefs that the Chinese contracts were crucial to the British company, and that they (some of them) played a very important role in the deal (and would probably do so in future business with the host company), might have carried added weight in the negotiation of relationships. The matter can be particularly complicated if the two sides in the negotiation failed to reach an agreement over the status issue. The confrontations during this visit may have resulted from the visitors' self perception of their status.

#### **6.1.3.4 Other Power Factors**

Financial factors may also have played a part in the negotiation of power distance. The fact that the Chinese side paid for the costs of the first two visits may have put the delegations in a stronger bargaining position than the third delegation, for whom the host company bore the costs. This may shed light on the strongly confrontational behaviour of the second group and the reticent approach of the third one, with similar treatment and similar power.

#### **6.1.4 Cost and Benefit**

The cost and benefit variables raised a number of other issues. How was relational management affected by business considerations, or business interests, or material gains? We have already discussed that the invitations for these visits were of a promotional nature, and that the hosts were keen to create a positive image in the eyes of their guests, out of business considerations. But how far would they be inconvenienced or go against their own interests?

For example, in the three visits, the British hosts were only prepared to host their guests locally. Anything more than that would pose further difficulty to them in terms of finance and resources. Requests to go out of the regions were all turned down, or dissuaded, including the second delegation's request to stay in London for a night.

In the final settlement of the pocket money in the second visit, how much did the hosts concede to the visitors for the sake of the relationship? For instance, if the British claim was true, then the total expenditure for the visit was much more than the amount the Chinese side had paid (see Chapter 4-2), a clear gesture of the importance they attached to the relationships with their

Chinese customers.

The first two Chinese groups, on the other hand, stayed in poor hotels for more pocket money.

This meant that they had given up their right to complain about room conditions and hotel service.

Again, how much would they tolerate for the sake of financial considerations, as against face considerations? The second group, for example, decided not to go to stay in London after their initial request to do so. Worries over the costs seemed to have deterred them from going. This ultimately led to loss of face, as a member of the delegation commented:

827. \*Chen: (to Xing as he leaves the room) *conglai mei gan guo zhe zhong shi, laihui*

828. *daolaidaoqu de, zuo zai zhe'r zaozui, daolaidaoqu de xin li fan.*

829. %eng: *never have done anything like this before, changing ideas all the time. it's*

830. *suffering, sitting here. this constant changing makes you suffer.*

(V2-emerg)

### 6.1.5 Discrepancy in Expectancies in Terms of Face and Sociality Rights

As discussed in Chapter 2, Lim (1994) defines face as "the positive public image that a person claims for him/herself", and Brown and Levinson (1987) define it as "the public self-image that every member wants to claim for himself". From the analysis of the data, we can argue that there is another aspect of face, that is, the face that one *can* actually claim. There is a discrepancy between Lim's and Brown and Levinson's face and the face that one is entitled to claim, in other words, a discrepancy between the face (public self-image) one claims or believes one has, and the self-image actually perceived by the public. This is evidenced by the second visit, where the visitors believed that they were important, and expected better treatment to match their self-claimed importance, whereas their hosts clearly did not agree.

Two notions should be introduced into relational management: the notion of self-image, and the notion of attributed image. Self-image refers to what the person perceives and believes himself to be. Attributed image is the image that the individual poses in the eyes of others. The discrepancy between the self-image and the attributed image may be what really matters in the negotiation of relationships.

The discrepancy is closely linked with differing expectancies, in terms of face needs as well as in sociality rights. The management of relations is in fact the management of differences in the expectancies of the interactants. The greater the discrepancy, the higher the dissatisfaction is likely to be, whether publicly manifested or silently held.

Spencer-Oatey points out that the management of sociality rights is the "management of social expectancies" (Spencer-Oatey, 2000). In both politeness theory and CAT, the significant key element is the difference in expectancies. When a certain condition or way of behaviour is different from what is expected, it conveys a positive or negative "message" to one or both of the parties involved. For instance, the seating arrangement that caused so much offence to the second group of visitors seemed perfectly all right to many Chinese, and even to the first group of visitors. Why should not the host take the chair, since he was the host? Somebody had to be in charge of the progress of the meeting. The issue arose only because the visitors envisaged the meeting as a kind of "negotiation", as to them, their official mission was to inspect the products, the quality and other related issues. They saw themselves as having the power to decide to accept or reject the products.

Take again the example of the sales manager's not calling upon them. The Chinese hold the view that "When at home, rely on parents for support; when away, resort to friends". A friend in a

distant and foreign place is normally a huge help and consolation. The sales and marketing manager's not contacting them immediately after he came back produced adverse effects on the visitors. Being the only person (some of) the visitors knew and regarded as a friend, it appeared to them that his not calling upon/phoning them signalled his disdain and/or their unworthiness. They did not and found it hard to believe (and in fact did not believe) that there was no communication and contact at all between the staff and the manager after work. To them there was no such time as off-work hours. In China there is no real distinction between working and off-work hours. A boss, for example, can ring up his/her subordinate at the weekend or in the evening and tell them to complete certain work or carry out a mission. And vice versa, an employee can also phone the boss with all sorts of problems. So to them, with a sizeable delegation on hand, it was unbelievable, and absurd, not to be able to contact, and not to contact the higher official. They suspected that the manager was deliberately avoiding them.

The speaker's psychological orientation toward rapport is one thing, and the effect thereof on the hearer is quite another. Face is threatened because the speech or behaviour is deviant from the hearer's expectancies. An act that a speaker may not consider to be face threatening may in fact be perceived as face threatening by the hearer, all depending on the expectancies of the latter. For instance, the British hosts wanted to create an informal and relaxed atmosphere, as they believed that that was what the guests would have liked<sup>41</sup>. The visitors, on the other hand, were expecting a formal occasion, and thus felt uncomfortable with the way the meetings were conducted.

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<sup>41</sup> The hosts believed that the groups that came over were becoming younger and younger, and assumed that the younger generations would prefer a more informal way.

Thus, effective management of differences in expectancies is crucial to relational management.

## **6.2 Communication Accommodation Theory**

As discussed in Chapter 2, CAT features include decreased complexity of speech (e.g., by decreasing diversity of vocabulary, or simplifying syntax), increased clarity (by changing pitch, loudness, and/or tempo), and/or selection of conversational topics (by staying in "familiar areas" for the other)" (Giles and Williams, 1992).

In the data for this study, apart from speech rate, other features were also salient, for instance, selection of conversational topics (which was analysed in Chapter 5-1, under Relational Talk), simple vocabulary and short utterances. Unfortunately, not all of these features can be covered within the space of this thesis.

In terms of speech rate, the analysis of the data has shown that some of the British hosts made noticeable linguistic adjustments during the meetings and training sessions, more to facilitate communication/understanding and out of consideration for the NNSs' language competence. This may have contributed to the positive impression that the visiting guests held of certain individuals.

CAT theorists have noted that too little accommodation, or under-accommodation, and too much accommodation, or over-accommodation (e.g., Coupland et al. 1988), can be offensive (see below for a discussion). In the three visits, neither Tim's noticeably slow speech, nor that of the less accommodating British participants, seemed to have caused any negative feelings. However, some linguistic experts who saw the data, felt either that Tim was too condescending or else

controlling.

Apart from the linguistic (speech) accommodation, the data in this study has suggested that there were instances of non-linguistic (non-speech) accommodation. For example, the hosts took the visiting delegations to Chinese meals and/or meals of other East Asian cuisine, such as in a Thai or Indian restaurant. Members of the first delegation observed that, at the Chinese meal, all the British participants who could use Chinese chopsticks used them, though some did not use them very well and others were trying to learn<sup>42</sup> (see Appendix D: Visit 1 Questionnaire Interview-Chinese Delegation). Non-linguistic/non-speech accommodation of this kind may also help facilitate the interactions between the two sides.

There is evidence to suggest that the British hosts had learnt from their Chinese counterparts, and accommodated in different aspects, though it is not clear exactly in what aspects. For example, Jack, the company's Operations Director, commented in the after-event interview that:

"... we've been, several of our people have been to China and gone through their banquets and the welcome ceremonies and everything else, and that's the perception they got, that's what we replicated..."

(V2-jack)

It needs to be pointed out that convergence implies accommodation by both parties in interaction. However, in NS-NNS settings, it tends to be one-sided. The analysis of the data has shown that the British made more linguistic adjustment in the meetings and training sessions.

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<sup>42</sup> In the post-event interview, one British participant commented that "it's not seen right to go into Chinese restaurant and ask for fork and knife", and that "the fun of it is also eating with the chopsticks". No particular reference was made in regard of the visitors.

"Attuning" is a better term in this kind of setting, as (some of) the British tried to attune to the Chinese visitors' proficiency in English, and topics that would interest them.

## **6.3 Discourse Content**

### **6.3.1 Interactional Role**

Tyler (1995) argues that "studies of NS-NNS dyads in which there is no clear institutional status difference (Arthur et al., 1980; Beebe & Giles, 1984; Gass & Varonis, 1985; Scarcella & Higa, 1982) have indicated that NS's linguistic and cultural advantages tend to result in the NS assuming higher status in the conversations as indicated by the amount of talk, number of interruptions, responses to interruptions, and initiations of topic." (Tyler, 1995: 132) In terms of discourse and participation structure, this study has shown that the host participants took a dominant role in the meetings and sessions, as they presided over meetings, or made technical presentations.

A number of factors may have affected the interaction between the visiting delegation and the British hosts. Language proficiency was the main problem obstructing free interaction. On each of the three delegations there was one member who could speak reasonable English<sup>43</sup>. Most other members could, to a varying degree, understand a certain amount of the talk, but their English was not good enough to hold conversations. So on all the three visits an interpreter was employed. This may arguably have affected the visitors' participation, especially when the visitors' weakness in language ability and cultural knowledge is taken into consideration.

Secondly, the meetings invariably involved relatively formal speech, with the hosts chairing

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<sup>43</sup> This member came over as Interpreter, but they didn't do any interpreting.



the meetings and addressing the audience. There was not much chance for free interaction.<sup>44</sup>

Thirdly, the host-guest nature of the visits determined that the hosts played a major role and the visitors a lesser one. Whereas at the negotiation table the two sides are opponents and fight for their own interests, the Chinese guests do not normally disagree with their hosts, or do not openly express their disagreement. They tend to accept what is offered to them. When it comes to interacting, it has been observed that the Chinese tend to stay passive/submissive, and they are more so as guests in a guest-host relationship. They normally take initiatives and are more active when they are hosting. But, the role of the delegation as "guests", put them into the more passive and withdrawn position, though the second delegation were strongly opposed to such a role. The fact that they were looked after, their language disadvantage (non-native speakerness; see Zuengler, 1989) and the greater cultural and technical knowledge that their counterparts enjoyed, all worked to put them in a lesser role. These factors to a great extent limited the Chinese visitors' active participation during the visits, especially in the meetings.

### **6.3.2 Relational Talk: A Tool or a Trait**

The functions of small talk have typically been associated with the "tool" effect; in other words, with the instrumental purpose of managing relations. Some linguists, such as Tracy and Naughton (2000), have also shown small talk as a personal trait of the speaker. It is claimed that the tendency to carry out, or the ability of carrying out small talk is also a personal attribute. According to them, some speakers are natural small talkers, while others may be small talk avoiders.

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<sup>44</sup> Except at the welcome meeting during the first visit when the chair tried to involve the visitors in pre-meeting/post-meeting small talk, and the welcome meeting during the third visit which took the form of a random chat.

Although the conception of relational talk in this study is broader than small talk, the RT strategies can be reasonably conceptualised in a similar fashion, that is, they may have been intended as a tool either for relationship management purposes, or simply for facilitation of communication, or they may be the display of a personal characteristic.

What is difficult, however, is to decide how much of the relational talk was used as a tool and how much could be attributed to personality. In this study, although Tim clearly and somewhat systematically used more RT strategies than other British participants, there is not evidence to suggest this was simply a result of his personality. Judging from his comments (see Chapter 6), it may be very likely that he deliberately used them as a tool in his relationship manufacturing factory.

Tracy and Naughton (2000) have also noticed, however, the down side impact of an effective small talker: "Exceptionally good small talkers run the risk of being seen as slick, insincere or superficial" (Tracy and Naughton, 2000: 68). Interestingly, when some of the data (V1 Introductory Meeting) was shown to some senior Western academics (1 British, 2 Americans), one American professor reacted strongly against Tim's way of interaction, saying that it was native speaker "acting", "taking home court advantage", and Tim being "pretentious" and "condescending". However, none of the three delegations made any comments to this effect.

What is clear though, is that the emphasis given to relationship matters by both sides was instrumental. This was in line with the goals of the hosts in particular.

## 6.4 Factors Affecting the Use of RM Strategies

### 6.4.1 Rapport Orientation

Spencer-Oatey (2000) suggests four types of rapport orientations:

- 1) Rapport-enhancement orientation: a desire to strengthen or enhance harmonious relations between the interlocutors;
- 2) Rapport-maintenance orientation: a desire to maintain or protect harmonious relations between the interlocutors;
- 3) Rapport-neglect orientation: a lack of concern or interest in the quality of relations between the interlocutors;
- 4) Rapport-challenge orientation: a desire to challenge or impair harmonious relations between the interlocutors.

Spencer-Oatey, 2000, 29-30

She claims that speakers can hold any of these orientations, and that people holding different orientations may use different strategies to manage rapport.

In the case of these visits, effective rapport management was a top priority for the key British participants. In the follow-up interviews held with the British hosts, Tim, Jack and Sajid all commented explicitly on the importance of establishing and maintaining good relations with their Chinese importers and end-users. In other words, they all held a rapport-enhancement orientation.

For example, the operations director, Jack, commented as follows:

"... primarily it's our concern that that is our aim to establish that all those individuals know about us, uh, because those people have worked in their organisations for a great number of years, absolutely the more they know about us about what we do the better, and the more memorable this visit is, the more likely they are to remember us, uh, so it is important when they go back..."

"... and also I suspect that to some extent the Chinese delegation because they actually come

a long way, there is the tendency to try and overemphasise and make them feel at home or more at home, and just to let them know that if they've got any problems to ask, and not actually just worry about it..."

(V2-jack)

But Tim showed a deep understanding of the importance of effective rapport management. In a post-event interview for example, he made the following comments:

"... and now I spend a lot of time in China, I've had many discussions to many Chinese, and, uh, I think I know what to expect, and I have experience so, the worst thing I think you can do is to get angry or to show anger. you have to keep calm, uh, be polite. get these people on your side, then if they like you if they trust you, then they will agree with what you say."

(V2-tim. Emphasis added)

This might be what drove him to employ the somewhat complex use of SM strategies in the meetings he chaired. Neither Jack nor Sajid seemed to use SM strategies with such complex motives and goals.

None of the Chinese made comments like this.

#### **6.4.2 Participant Relationships**

The relationships between the two sides proved to have an impact on the use of the RM strategies in the interactions. The relationships between the Chinese delegations and the British company were: 1) buyer/supplier; 2) host/guest; and 3) friends. In this context, all the three delegations enjoyed the first two relationships with the British company. The second delegation also had the friendship variable involved in the relationships.

### **Buyer/Supplier Relationship**

As buyer/customer, the Chinese delegation members believed they were in a favourable "bargaining" position, as is generally the case with a buyer market. This added force to the Chinese claim or belief that they should deserve better treatment.

The British hosts, on the other hand, needed to please their customer, out of business considerations. The nature of hosting the delegations (see Chapter 1) and comments from some British participants (see above) proved this.

### **Guest/Host**

Hosts are not only bound by certain obligations regarding accommodation and hospitality to their guests, they are also in a position to play a more active role in interactions.

### **Previous Relationships**

Previous contact and relationships between the two sides also seem to have affected use of RM strategies. Two members of the second delegation, for instance, knew the Sales and Marketing Manager, Tim, and regarded him as a friend. This could account for the visitors' more active participation in the interaction in the subsequent meeting with Tim. Similarly, a member of the third delegation, Yu, had had correspondence with a member of the British staff (Lynn), and may have met Tim, and he also took the initiative to make conversations in the encounters by talking about previous contact.

### **6.4.3 Event Types**

The different types of events affected the participants' use of RM strategies, especially in terms of discourse and participation structures, the topic content, and accommodation behaviour.

### **6.4.4 Personal Factors**

As discussed previously, personal factors seem to have influenced the way the participants interacted. As indicated in previous discussion, Tim, with his knowledge of China and of their Chinese customers, his resourcefulness, his deeper understanding of the importance of relationship management, and his previous relationships with their customers and some of the delegation members, seemed to have used more strategies in all the aspects that have been investigated, and have handled things much better and much more skillfully than the other key British participants. Int3, interpreter in Visit 3, commented that things would have been very different if Tim had gone to the airport to meet the visitors, that "it would have gone very well right from the start". Her comments suggest the difference that personal factors and personality could make in interactions.

Yet, much as Tim was familiar with Chinese ways, and much as he seemed to have made efforts to use RM strategies, mostly appropriately, he nevertheless failed to recognise the Chinese expectation of him to pay them a visit or give them a phone call after he came back from his trip abroad, out of courtesy (Visit 2. see Chapter 4-2). His failure in this respect seems to be one of the major causes of the confrontational behaviour of the visiting delegation.

#### **6.4.5 Occasion Prompts**

Some RM strategies were apparently prompted by the occasion. For example, at the beginning of Visit 1 Introductory Meeting, the chairman was waiting for some of his colleagues to arrive. Some small talk might be the only option to avoid the terrible silence (and the silences were already uncomfortable). Similarly, in Visit 2 Introductory Meeting, the chair carried out some additional talk at the end of meeting, when they were getting ready for a factory tour. In the Emergency Meeting, though the RT strategies were employed to re-establish relationships after the confrontation, the chair went on to talk about the person who had been previously talked about, when he saw that some of the visitors were still clarifying certain issues with Sajid.

### **6.5 Impact on Relational Management**

#### **6.5.1 Chinese Perceptions and Impressions**

Holtgraves (1992) argues that "[i]mpressions of others arise largely from direct social interactions and an important interaction-based source of information is the manner in which individuals communicate with others." (Holtgraves, 1992: 152) In line with this, the follow-up interviews with the Chinese visitors suggest that the impressions formed of the key British participants were closely associated with the amount of relational enhancing work they employed. The data have found that the more attention a person paid to such work, the "better" the impression he seemed to have had on the other party. The Chinese visitors' general impression of Tim was "warm and friendly", "easy to get along with" (Visit 1), "sincere" and "quick and decisive" (Visit 3); that of Jack was "sincere" and "honest" (Visit 2); and that of Sajid was "arrogant" (Visit 1), "brain

damaged" (Visit 2), and "not good" (Visit 3) (see also Chapter 4-3 for the interpreter's comments).

However, although differences in the British participants' use of RM strategies seemed to have affected the Chinese visitors' overall impressions of them, other factors, especially people's attitude, also seemed to be responsible. In the case of Dean, for instance, though he did not use as many RM strategies during the two engineering sessions he presented, and seemed to have "bored" both groups (see Chapter 4), the third delegation remarked that he would make an "excellent" sales manager, with his expertise and his pleasant personality. This was not surprising, as Dean was always pleasant, patient, engaged and concerned, sincere, and attentive and caring, in all the occasions that he was involved. It is worth noting that during Visit 1, he "bothered" to interrupt the Quality Assurance Session that followed his own, just to say goodbye to the audience, as shown below:

- 295. %tim: 13:38:42
- 296. %exp: Dean comes in to say goodbye
- 297. **\*Dean: there is a convenient point? or could you stop because I I didn't say**
- 298. **cheerio or anything.**
- 299. **\*Chris: yes sure.**
- 300. **\*Dean: thank you very much everyone for um listening to me # so attentively this**
- 301. **morning. and um # I'll away now so thanks very much. ok.**
- 302. %exp: Int1 interprets into Chinese
- 303. %tim: 13:38:42
- 304. %exp: visitors all stand up
- 305. **\*Dean: any problems # as I say # during the week # you know where I am. all**
- 306. **right?**
- 307. %exp: Int1 interprets into Chinese
- 308. %exp: Dean shakes hands with visitors
- 309. **\*Dean: thank you.**
- 310. **\*Li: thank you.**
- 311. **\*Dean: thank you. thank you.**
- 312. **\*Qian: thank you.**
- 313. **\*Dean: thank you. thank you very much. bye-bye**



314. \*Liu: bye  
315. \*Chris: thank you Dean.  
316. \*Dean: bye. see you soon. all right. I'll shut the door # ok?

(V1-qa)

On this occasion, he thanked the delegation for listening to him attentively during the morning session, and offered his service. His special effort and sincerity was clearly appreciated, as the visitors all stood up, and shook hands.

Dean's attitude was in sharp contrast to that of Sajid and Mike, the Quality Assurance Manager. Sajid remained constantly businesslike, and rarely smiled, whereas Mike was very serious, did not smile at all (and showed no other emotions either), and made no effort to engage and showed no interest in engaging the visitors in interaction during his two brief encounters. The latter was perceived as "very arrogant", "behaving like that". This seems to echo Int3's comments (Visit 3) on the impact of attitude on impression management and the lack of willingness to communicate shown by some of the British staff (see Chapter 4-3).

However, characteristics such as sincerity, honesty, hard work, and goodwill were also appreciated over time. For example, after the close-out meeting of the second visit, a member of the delegation commented to his colleagues that his impression of Sajid had been wrong, and that he now realised that Sajid was actually "very honest", and "trying to do everything he could for us within his authority".

A number of interrelated issues arise from this. First of all, what are the reasons for using RM strategies? Are they used out of sincerity, goodwill and as an expression of willingness to build up relationships? Are they just a tool to give the other party a false impression? Or do they just

facilitate smooth communication? How sincere is the speaker? It must be recognised that people may have different and/or multiple reasons. Secondly, what impact do they have on people's perceptions? How do different people perceive them? We have already seen that, though the visitors were comfortable with Tim's way of handling things and dealing with them in the last visit, Int3, the interpreter, doubted Tim's sincerity, and suspected that he was behaving the way he did because of his position and because he knew how to deal with Chinese (see Chapter 4-3). This coincided with some of the comments made by the American professor (see 6.3.2). Clearly different people may have different perceptions.

However, Int3 also suggested that a friendly attitude would make difference in terms of impression management (see Chapter 4-3). This seems to be contradictory, as a friendly attitude can be sincere or insincere.

### **6.5.2 Consequence of Relational Management**

Proper handling of face and sociality issues can lead to smooth and pleasant relationships, while improper handling of them may have adverse effects. Take, for example, Visit 3. Prior to meeting with Tim, the delegation had made requests to go to Edinburgh, and later to go to Manchester or Liverpool. Sajid turned them down, simply stressing the long distance and the difficulty it would pose to the company. Their enquiry about payment for meals was met with a blunt "No, they pay for their own meals" from Sajid. This exasperated the visitors, increasing their dissatisfaction with the way they were being treated and with the hotel. Up to the time when they met Tim, their dissatisfaction had been mounting. However, Tim handled these issues delicately and successfully

(see Chapter 4-3). This became a turning point of the visit: after this, the visitors felt happy.

Neglect of face needs and sociality rights can also be held responsible for the confrontational behaviour of the second group. The cancellation of the training sessions, the demanding approach over arrangements for sightseeing and shopping, and the arguments over money and costs, were presumably the Chinese visitors' ways of attempting to redress the balance. Unfortunately, however, the British hosts were oblivious (apart from knowing that they were dissatisfied with the hotel) to the Chinese concerns over status and to the offence they felt from the threats to their identity face.

In the playback session (Visit 2), comments by one of the visitors explain the importance of face issues:

Sun: ... yinwei Zhongguoren ta shi yi zhong zizunxin hen qiang. yiqian bu yushuo na ge shuiping di ya huo jingji tiaojian cha ya huozhe dengdeng dengdeng, ni lai jiu cheng shou zhe ba (?). sui zhe women de jingji shuiping tigao yihou, ta de zizunxin ye jiu zai tigao, dui ba? ni dui wo bu pingdeng ya bu deng ya shi bu xing de, yihou ye tongyang fanguolai dui ni kanbuqi dui ba? na ge shihou ni yinwei ni zhe shiqing jiushi zheyang, biyushou xiang women chang, tamen yao shi lai, lai women de maizhu shi ba, women dui ta hen zunzhong, shi ba? xianzai bu zunzhong ta bu xing ya. ni bu zunzhong ta ta shijishang shi bu yao ni ya. women zai guonei shi xiangdang xiangdang zhongyao de kehu. you shihou, ni shuo gangcai shuo de you de hua, jiu shuo women xianzai shi mei mei dingdan, women jingchang shi xiang yonghu jiang women de, xiwang. zhe shuo zhe hua da yixi jiu shuo ne xiwang ta ding huo. Shi zai zhe ge mei shenme tai cha de...

*... but they have a kind of they don't need this kind of xxx. Because we Chinese care so much about self-esteem. Before, for example, because of the low level or poor economic conditions or whatever, [we] had no way but to stand [humiliation]. But as the economic level is improving, his sense of self-esteem is also rising, right? You treat me on unequal terms, that won't do, and it will come back to you and you'll be looked down up, right? You have to respect him, if you don't you will in fact lose him. And we are a very very important customer in the China market. Sometimes, just now what we said, that is we don't have orders at the moment, we often tell our customers our, hope. The message is hope they place orders. It is nothing bad at all.*

(V2-chn. Emphasis added)

His comments echo Tim's earlier comments (see above) on the importance of winning people over.

Relational management can also have long-term effects, especially in terms of business, as another member of the second delegation commented:

Ma: danshi wo jiu you zhe zhong ganjue ya Yingguoren ya ta haoxiang meiyou Zhongguoren huo shi Ribenren de na zhong jingye de na zhong jingshen. ni jiu ba xiaoshi yinei jiusuan ni gongzuo, ba xiaoshi yiwai shenme dou bu gan, chu ci zhi wai wo guo wo de ni guo ni de. shizhi shang zuowei xiang Ribenren huo zhe shi Meiguoren de hua ne ta youshihou hai zhongshi yixia yeyu yeyu de shijian huxiang jiaoliu yixia yinwei jiaoliu yixia you ganqing. ren shi jiang ganqing de. ni zuo zai duo de guanggao dongxi zai hao ne meiyou ganqing wo bu yong nide shi yidian banfa meiyou. Yingguoren jiu bu zhongshi zhe wanyi'r. biyushuo wanshang ya, Tim (surname) xianzai de lao pengyou lai le zheme jiu Tim xianzai dou bu lou bu lou mian. qian hetong shi nali shi qian (?) le yidadui.

*But I have the feeling that the British they don't seem to have the commitment to work as the Chinese or the Japanese. Within the eight hours it is your work, outside it it has nothing to do with me, and apart from that I live my life and you live yours. In fact even the Japanese or the Americans they sometimes stress "communication" in one's own off-work time, as "communication" can lead to warm/friendly "feelings"/friendship. Human beings can't survive without warm/friendly "feelings"/friendship. However much advertisement you put up, however good your product is, without warm/friendly "feelings"/friendship, I don't want to use yours, and what can you do about it? The British don't see the importance of such things. For instance, in the evening, Tim's old friends have been here for so long, and he hasn't showed up. He signed a lot of contracts over there.*

(V2-chn. Emphasis added)

The consequences of poor relational management can be serious, especially in business settings. Many studies on negotiation have noted the sacrifices people are willing to make in good relationships. For example, Adler and Graham (1989), claim (quoting McQuire, 1968) that "when people are attracted to each other they will make sacrifices (i.e., concessions in a negotiation) to

preserve the gratifying personal relationship. *Thus an individual bargainer may give up economic rewards for the social rewards of a relationship with an attractive partner*" (Adler and Graham 1989: 523. Emphasis added). Though the events in this study were not exactly the same as business negotiations, the effect on relationships can be very similar. In the playback session with the second group, prior to talking about the poor treatment they received (see comments quoted in Section 6.1.1), Chen commented:

"... zhiyao xiao de jijian (?), birushuo ta hen duo xiao de maobing hen duo xiao de qita difang zan ziji jiu jiejie jiu xiaohua le. ziji jiejie, jiu shi shuo women ziji gei ta xiaohua le. ruguo zhe ge maobing jiu gei ta liao zai na'r, ni rang ta zige'r lai, lai jiejie, feiyong ta jiu yao hua hen duo le, dui ba?..."

*...as long as [the faults are with] small parts, for example there are many minor faults and minor faulty things, we solve them, we resolve them ourselves, solve them ourselves, that is, we sort them out ourselves. If we simply leave them there, for them [the British company] to come and sort them out, there will be a lot of expenses incurred for them, right? ...*

(V2-chn. Emphasis added)

Put in the context, the following messages were clearly indicated:

- 1) The Chinese customers were willing (given good working relationships) to make sacrifices, and had done so, in order to facilitate business;
- 2) The facilitation, or the sacrifices, would depend on the relationships between the two sides.

## 6.6 Summary

As discussed in earlier chapters, the focus of most of the research on rapport, face and politeness,

small talk, and accommodation has been on discourse and speech acts. This study, however, has included as an important aspect of relational management the contextual features, for example, the background information of events and participants, the programme, and events that happened out of the meetings and training sessions.

Mitchell (1957) believes that contextual features are relevant to the understanding of linguistic (lexico-grammatical) forms. In his analysis he included "spatio-temporal features of context (the 'where and when' of speech events), the activities being performed (e.g. lecturing, eating, buying and selling), the 'attitude' (Mitchell, 1957: 33) of participants (including the kinds of speech acts performed, such as boasting, blaming, cursing, etc.), their professions, social class etc." (Quoted by McCarthy, 2000: 85) Both Holmes et al. (2000) and Pan (2000) also argue for inclusion of the setting (situation) and social factors in the analysis of linguistic behaviour.

In the case of this study, these aspects had a very significant impact on the overall management of relationships, which could not be accounted for adequately simply by describing speech and speech acts alone. What was articulated was certainly important in terms of the negotiation of relationships between the two sides, and what was done was equally important in this respect. Similarly, what happened in the meetings and sessions was important, but what happened outside them was just as important. Even the accommodation arrangements, for instance, had an impact on the management of relationships.

The focus of this study has been on the British hosts' relational management during the three visits and the Chinese delegations' perceptions. This focus was made on the following presumptions:

- 1) The British, being hosts, would be expected to take the initiative in looking after their guests. They would show their hospitality to impress their guests, so as to maintain and/or further build up the relationships.
- 2) The British, being supplier, would be in a position to "please" their customers, in order to maintain or develop a good working relationship with them, with a view of promoting their product. This is particularly important in a buyer market.
- 3) The Chinese, on the other hand, being guests and customers, would be in a less active role in the interaction.

The analysis of the data has justified this. It has shown that the British played a dominant role in the three visits, sometimes as required by the occasions (for example, the roles of chairs and presenters). The Chinese generally played a lesser, passive role.

## **Chapter 7 Theoretical Implications and Concluding Comments**

This chapter discusses the theoretical implications of my research, and suggests some possible areas for further study.

### **7.1 Theoretical Implications**

#### **7.1.1 Relational Management in Intercultural (Business) Settings: Deliberation on**

##### **Perspectives**

This study has shown that a variety of aspects can have a major impact on the management of relationships in intercultural settings. On a macro level, linguistic features alone cannot adequately explain the process of negotiating relationships in formal intercultural settings, such as the ones under discussion. It also involves the non-linguistic perspective, such as the arrangements and procedural issues.

From a linguistic perspective, attending to face needs is not the sole agent for relational management. Respect for sociality rights also plays an important part in it.

#### **7.1.2 Face and Politeness in Intercultural Settings**

##### **7.1.2.1 Face: Different Perspectives**

Face has been shown to have played a major role in the management of relationships between the



British hosts and their Chinese customers. However, as discussed in 6.1.1.5, the face value that people claim may not be the same as that acknowledged by another party. Thus, in intercultural settings, both the self-claimed face (self-image) and the attributed face (attributed image) need to be brought into consideration. The former influences the extent to which people feel their face needs have been satisfied and hence influence the management of relations; for instance, a participant may feel happy when he/she deems enough, or more than enough, face has been given him/her, and may feel offended when he/she thinks too little face has been granted. The latter influences the extent to which people are willing to "give" others face, and the effort they are willing to put into the relationship.

In these events, both the British hosts and the Chinese guests were more concerned with their group face rather than their individual face. Group face is more likely to surface in group-versus-group, individual (group identity marked)-versus-group, or individual (group identity marked)-versus-individual (group identity marked or unmarked) settings. More research is needed to further explore this feature.

#### **7.1.2.2 Face and Sociality Rights**

Spencer-Oatey's (2000) conceptualisation of face management and sociality rights management has opened up a new channel for investigating relational management issues in intercultural settings. However, though the notions do lend considerable insights into the management of relationships, the conceptualisation remains debatable. It is very difficult to clearly differentiate these notions. For example, the Chinese visitors were given poor accommodation, and were not

allowed a chance for a return speech: were they violations of face or sociality rights? It requires further research in this respect.

### **7.1.3 CAT in Intercultural Settings: An Expanded Scope**

Though CAT provides some insights into relational management in intercultural contexts, it needs to be conceptualised in a different and much broader sense. First of all, in intercultural settings, CAT does not so much involve the taking on or avoiding the speech styles of the speech partner's, or trying to be different from his/her own speech style. In terms of interaction in intercultural settings, Approximation has little role to play. Take, for example, slow speech. In intercultural settings, the slowing down of speech by the NS is less likely to be an Approximation strategy. It is more an Interpretability strategy, attending to the NNS's interpretive competence and aiming to facilitate the NNS speech partner's interpretation and mutual communication. In the case of NS-NNS settings, appropriate slow-down of speech may be perceived positively by the NNS, whereas if the NS maintains his/her normal speed, or even increases it, it can not only disrupt smooth communication but can also be perceived negatively, or even cause offence.

Secondly, in intercultural settings, CAT does not only include speech accommodation, verbal or non-verbal, but also non-speech (i.e. culture specific) accommodative behaviour. This is because, first of all, culture specific accommodation is an important part of human communication, and without this, the theory of communication accommodation would not be strictly complete. Secondly, culture specific accommodation or non-accommodation plays an important part in the management of relations, particularly in intercultural communication. Accommodation theory

needs to incorporate the cultural, non-linguistic (non-speech) aspect into the existing framework, as this too, has a significant impact on interaction, especially in intercultural settings.

Consequently, the currently prevailing notions of communication accommodation theory should incorporate convergence, maintenance or divergence along the line of culture specific general behaviour; for example, following the communication partners' own customs and practices, or ignoring them and maintaining one's own customs and practices. In other words, converging or diverging culturally or customarily<sup>45</sup> is a type of communication accommodation. Accommodation in this respect may positively affect the relationship between communication partners, while non-accommodation may have adverse effects.

This new perspective on CAT involves both speech and non-speech accommodative features. Speech accommodative features refer to any linguistic adjustments, verbal or non-verbal, made in speech during an interaction. Non-speech accommodation refers to accommodation in aspects of interaction other than speech accommodation, particularly cultural assimilation. These features are different from non-verbal behaviour in that while the latter mainly concerns such communication significant behaviour as gestures, body movements, eye contact and other proxemics, the former focuses more on the procedural aspects, the way things are conducted. Accommodation in this respect attends to the interactants' non-speech needs.

#### **7.1.4 CAT and Politeness**

Although politeness and communication accommodation appear to be two distinct theories,

---

<sup>45</sup> The term "customarily" in this context specifically refers to customs or practices.

recent developments of communication accommodation theory have suggested some possible links between politeness theory and CAT (after Giles et al., 1987; Coupland et al., 1988). Although communication accommodation theory is not directly relevant to face and face-threatening acts, or politeness theory, the attuning strategies of CAT do facilitate communication, enhance interpersonal relations, and create the image of being cooperative. There are clearly areas where these two overlap. As Giles and Coupland (1991) point out, Brown and Levinson's positive politeness strategies, employed to address the interlocutors' positive face wants, "would appear to fall well within the remit of traditionally invoked accommodative motives (to gain approval and increase communication efficiency)" (Giles and Coupland, 1991: 92). Indeed, attending to the addressee's communicative performance, interpretive competence, conversational needs and control itself is attending to his/her face wants. Use of CAT strategies can be face threatening. For example, studies have already shown that maintenance or divergence is often seen by the recipient as insulting, impolite, or even hostile.

Coupland et al. (1988) have also outlined possibilities of under- or over-attuning, when interactional strategies deemed appropriate by one or other party are perceived (by the recipient) to have been under- or over-played. Relating to politeness theory, either over-attuning (over-accommodation) or under-attuning (under-accommodation), where the interactants make more adjustments than necessary, or less, is an instance of face threat. As Coupland et al. (1988) have pointed out, overaccommodation may be interpreted as being condescending or controlling, or even insulting, to a fluent nonnative speaker in NS-NNS situations.

High attuning along various dimensions can attenuate sociolinguistic distance, bring the other

person psychologically closer, and can also enhance conversational effectiveness and smoothness. Of course, the reverse can occur by means of counter-attuning.

Apparently certain issues addressed in the two theories also coincide. For example, selecting safe topics is listed as a positive politeness strategy, while CAT includes selection of conversational topics (by staying in familiar areas) as an interpretability strategy.

This study has attempted to explore the role that politeness and CAT strategies played in the management of social relations. It aims at combining the two theories, drawing on their basic concepts, and attempting to develop a framework suitable for investigating relational management in cross-cultural business settings, especially in British-Chinese business settings. The analysis has suggested that these two frameworks both played a part in the management of relationships, and it has further investigated the link between the two theories.

## **7.2 Limitations of the Study**

There were a number of limitations of this study. First of all, the time constraint rendered it impossible to get more complete feedback from the Chinese delegations. As mentioned earlier, they had very tight schedules during these visits, and left Britain normally right after the last event arranged for them. As the post-event interviews/playback sessions had to be conducted in the middle of their visits, the comments used in this study may be partial, as they might have changed their impressions as the visits progressed, and had different comments.

Secondly, the long recordings of the events, and the tight schedules of the delegations, and the fact that the British participants all had their own jobs to attend to, made it impossible to play

back all the meetings and sessions.

Thirdly, the English language proficiency of most of the visitors was low, which affected the communication between the two sides. Better language skills would have facilitated the negotiation of relationships.

In addition, the length of the thesis did not permit more detailed analysis in certain aspects, for example, CAT features. There were clear indications of modification in terms of vocabulary, sentence length and complexity, etc. in the data; however, this study could only focus on the most important features, speech rate and topic selection.

### **7.3 Suggestions for Further Research**

Research on communication accommodation theory has mainly focused on speech/linguistic accommodative features, and the effect thereof on speech partners, for example, speech rate and compliance (Giles, 1980; Giles et al., 1987; Street, 1982; Street and Brady, 1982; Street and Giles, 1982; Buller and Aune, 1988/1992). Research in intercultural settings has just recently started. There is a clear need to expand the conventional concepts of CAT to allow room for intercultural interaction, and a need for a framework for analysing interactional data in intercultural settings.

More work also needs to be done to investigate the possible link between politeness theory and CAT, as Coupland and Giles (1988) have pointed out:

"Brown/Levinson's emphasis on communicative strategies, mediating intention and speech, itself aligns well with the fundamental design of the accommodation model. Future theoretical work could well explore the degree of detailed fit between the strategies B/L taxonomize as "positive politeness" and the dimensions of accommodative discourse identified in the Coupland et al. (1988) paper."

In terms of British-Chinese business interaction, this study has investigated relational management issues in British hosting Chinese events. A similar study in contrasting events, i.e. Chinese hosting British, would be a complement to this, and could provide a fuller picture of relational management issues in British-Chinese business interactions.

Relational management is not just the management of positive relationships. In many occasions, the participants may choose to manage relationships in such a way as to "distance" the other party. This study failed in this respect, as the participants were eager to maintain the good relationships, out of business considerations. Research in a different context, particularly a negative relationship management context, could be valuable.

#### **7.4 Final Comments**

This study aimed to investigate the management of relationships during three Chinese delegation visits to a British host company. In the process of the research, no framework was found broad enough to cover some of the important aspects of relational management. Hence this study has attempted to incorporate certain concepts of some of the influential theories within the area, particularly politeness theory, communication accommodation theory, and rapport management theory.

No detailed analysis was conducted from a discourse analysis or speech act perspective, and there was never an intention to do this, as it was only part of the wide RM domain.

The research has only covered certain aspects of relational management issues significant in

the events under investigation. There are undoubtedly other aspects. Different events and different settings may involve different relationship negotiation processes.

More research is needed to integrate the perspectives used in this study, and to develop a comprehensive and appropriate framework applicable to the analysis of intercultural interactions.



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## Appendix A

### Visit 1: Meetings, Training Sessions and Follow-ups

#### Visit 1 Introductory Meeting

@Begin

@Filename: v1-int.doc

@Source: videotape 1

@Participants:

BH Staff:

Tim: Sales and Marketing Manager; Sajid: Project Engineer, of Sales and Marketing Department; Dave: Manufacturing Manager; Dean: Senior Design Engineer; Lynn: Project Administrator, of Sales and Marketing Department

Chinese Delegation:

Liu: Senior Engineer, SHB; Yao: Under-Chairman, Heating Automatic Control Department, PQD; Wang: PQD; Zhao: PQD; Li: Senior Engineer, PBSB; Qian: Engineer and Director, Operation Department No.2, PQD

Researchers:

Xing: researcher and on-spot interpreter

Helen: researcher and camcorder operator

@Nationality of Tim, Sajid, Dave, Dean, Lynn, Helen: British

@Nationality of Liu, Yao, Qian, Li, Zhao, Wang, Xing: Chinese

@Sex of Lynn, Li, Helen: female

@Date: morning 12/11/1996

@Location: BH Conference Room

@Duration: 35 minutes

1. %tim: 11.19.21>
2. %exp: Visitors and Xing talk, Xing and Zhao standing, other visitors seated. Dean is seated in the corner opposite the door. Tim is at the deep end of the room.
- 3.
4. %tim: 11.19.26>
5. %exp: Lynn comes in to ask about drinks. Xing asks visitors and is told that they all want tea.
- 6.
7. \*Xing: tea please.
8. %add: Lynn
9. %tim: 11.19.32>
10. %exp: Tim distributes cards, putting cards in front of Zhao and Wang, who barely acknowledge. He reaches across the table to present cards to Yao and Liu with both hands. The former takes it with both hands. Can't see the latter.
- 11.
- 12.
13. %tim: 11.19.45>
14. %exp: Liu stands up and presents card to Tim with both hands. Others seated.
15. %exp: Tim receives card with both hands, bowing head
16. \*Tim: xiexie. (nodding)
17. %eng: thank you.
18. %exp: Tim studies card
19. \*Tim: ah # Mr Liu.
20. \*Liu: thank you.
21. %tim: 11.19.55
22. %exp: Yao stands up to present his card, but stops halfway when he realises Tim isn't

23. paying attention. He reaches out again when Tim realizes and presents card with  
 24. both hands, bowing head.
25. **\*Tim:** ah # xiexie.
26. %eng: ah # thank you.
27. %exp: Tim takes card with both hands, bowing head
28. %exp: Tim studies card, moving slowly towards the front.
29. %exp: Yao presents card to Xing
30. %tim: 11.20.10>
31. %exp: Yao sits down.
32. %exp: Qian stands up and presents card with both hands
33. **\*Tim:** ah # xiexie.
34. %eng: ah # thank you.
35. %exp: Xing exchanges cards with visitors.
36. %tim: 11.20.23>
37. %exp: Sajid comes in and presents his cards to the two visitors closest to him. Wang  
 38. takes his card and nods slightly. Yao stands up when Sajid is presenting his to  
 39. Zhao, and before he is presented one with, to present his. Sajid takes Yao's card,  
 40. but doesn't present his.
41. %exp: Sajid takes card
42. **\*Sajid:** thank you very much.
43. %exp: Li stands up to take Sajid's card
44. %exp: Qian stands up and exchanges cards
45. %tim: 11.21.12>
46. **\*Tim:** Jerry did you explain what the camera's and the microphone's about?
47. **\*Xing:** yes of course I did. (laughing)
48. **\*Tim:** good.
49. **\*Xing:** and they they agreed.
50. **\*Tim:** they're happy?
51. **\*Xing:** yes of course.
52. **\*Tim:** good.
53. **\*Helen:** yes we talked to them.
54. **\*Sajid:** Jerry can you ask them about drinks # if they want anything.
55. **\*Xing:** I think the lady is taking care of that.
56. **\*Sajid:** right. ok.
57. %exp: Sajid leaves.
58. #18 (11.21.34-52)
59. %tim: 11.21.49>
60. %exp: Tim looks carefully at visitors
61. %tim: 11.21.51
62. **\*Tim:** Mr Liu (#) d'you do you speak English?
63. %tim: 11.21.54
64. %ssg: Tim speaks very slowly
65. **\*Liu:** a little.
66. **\*Tim:** a little.
67. **\*Liu:** yes.
68. %tim: 11.21.57
69. **\*Tim:** I # I have not seen you before (#) in Shanghai.
70. %tim: 11.22.01
71. **\*Liu:** yes.
72. **\*Tim:** yeah?
73. %tim: 11.22.04
74. **\*Liu:** yes. I'm in pressure (?) parts. maybe (product) in another group.
75. %tim: 11.22.09
76. %tim: 11.22.10
77. **\*Tim:** right. so you're connected with the um #3 evaporator (??)?
78. %tim: 11.22.15
79. **\*Liu:** design the pressure parts.
80. **\*Tim:** fine.

81. %tim: 11.22.22

82. \*Liu: **but including that (product) and duct some piping.**

83. %tim: 11.22.26

84. \*Tim: **uhhuh.**

85. \*Liu: **piping. some piping.**

86. \*Tim: **right.**

87. #5 (11:22:30-35)

88. %tim: 11.22.35

89. \*Tim: **we're we're just waiting (#) for some colleagues to come. # and then # we**

90. **will start.**

91. %tim: 11.22.42

92. #13 (11:22:42-55)

93. %tim: 11.22.55

94. \*Tim: **how is # how is Dr Liu? I heard he was in hospital.**

95. %tim: 11.23.00

96. \*Liu: **oh you know?**

97. \*Tim: **yes.**

98. %exp: Xing moves to the door to see why drinks are still not served. He sees nobody

99. outside the room, and moves over to talk to Dean.

100. %tim: 11.23.03

101. \*Liu: **last month (#) he went to hospital. last month. he is my leader.**

102. %tim: 11.23.08

103. \*Tim: **yes (#) yes.**

104. %tim: 11.23.12

105. \*Liu: **oh # oh you you are often to China?**

106. %tim: 11.23.16

107. %tim: 11.23.18

108. \*Tim: **I I go # to Shanghai maybe # six times each year.**

109. %tim: 11.23.22

110. \*Liu: **six six times each y()**

111. \*Tim: **yes**

112. \*Liu: **each year (!)**

113. \*Tim: **each year.**

114. \*Liu: **many many times. (laughs)**

115. %tim: 11.23.28

116. \*Tim: **yeah.**

117. \*Liu: **oh**

118. \*Tim: **I've been to your factory. many times.**

119. %tim: 11.23.32

120. \*Liu: **oh very familiar.**

121. %tim: 11.23.34

122. \*Tim: **well (#) it's a big factory**

123. %tim: 11.23.36

124. \*Liu: **yes a big factory.**

125. %tim: 11.23.38

126. \*Tim: **and of course you have # many people there.**

127. %tim: 11.23.41

128. %tim: 11.23.43

129. \*Liu: **that's why we want to use this company's (product). the quality is very very**

130. **good.**

131. %tim: 11.23.49

132. \*Tim: **good.**

133. %tim: 11.23.50

134. \*Liu: **they are (place) power power province (?) yes power plant. they use your**

135. **company (product)**

136. %tim: 11.24.00

137. \*Tim: **uhhuh**

138. %tim: 11.24.02

139. \*Liu: they're said the quality is very good.  
 140. %tim: 11.24.05  
 141. \*Tim: good. I # I visited Qingdao  
 142. %tim: 11.24.09  
 143. \*Liu: oh.  
 144. %tim: 11.24.11  
 145. \*Tim: um #2 last year I think. and I'm looking to see (=! gestures & looks at  
 146. visitors) if I recognise some faces but um I'm not sure.  
 147. %tim: 11.24.22  
 148. \*Liu: maybe you forget. you forgot.  
 149. %tim: 11.24.23  
 150. \*Tim: yeah.  
 151. #2  
 152. %tim: 11.24.26  
 153. %exp: Lynn comes in with drinks.  
 154. %tim: 11.24.28  
 155. \*Tim: but the the thing I remember about Qingdao is the beer.  
 156. %tim: 11.24.33  
 157. %par: Liu, Helen, Xing laugh  
 158. %tim: 11.24.38  
 159. \*Liu: Qingdao beer is famous beer  
 160. \*Tim: yes.  
 161. \*Liu: in China. and also in the world.  
 162. %tim: 11.24.43  
 163. \*Tim: yeah  
 164. %tim: 11.24.45  
 165. \*Tim: but there their colleagues # they they took me to dinner # uh #2 two times  
 166. #2 and they they tell me # that it is a a custom in Qingdao # that # each time  
 167. # a local person # toasts (#) one glass # the foreigner has to drink two  
 168. glasses.  
 169. %tim: 11.25.11  
 170. %ssg: Tim speaking very, very slowly  
 171. %exp: Xing interprets into Chinese, and asks if that is a custom.  
 172. %par: laughter  
 173. \*Liu: keneng keneng  
 174. %eng: *that's possible quite possible*  
 175. %exp: Xing interprets what Tim said earlier, & Chinese visitors comment that they  
 176. hadn't seen him in China.  
 177. %tim: 11.25.39>  
 178. \*Tim: so you can imagine # um # all of the time I was in Qingdao # my head +//.  
 179. (=! gestures)  
 180. %tim: 11.25.44  
 181. %par: laughter from audience  
 182. %exp: Xing interprets into Chinese & discusses with Liu for 13 secs  
 183. %tim: 11.25.36>  
 184. %exp: Dean stands up and walks over to help Lynn with drinks.  
 185. %exp: visitors' faces begin to brighten up a little.  
 186. %time: 11.26.07>  
 187. \*Xing: people in Shandong are very hospitable  
 188. \*Tim: yes.  
 189. \*Xing: so even um # um people from other provinces they are also afraid of being  
 190. there.  
 191. %exp: Lynn starts serving drinks  
 192. \*Tim: yes.  
 193. %tim: 11.26.13  
 194. %exp: Dave stands at door  
 195. %exp: Sajid whispers to Tim  
 196. \*Tim: ah # excuse me # one second.

197. %exp: Tim goes to door  
198. %exp: Lynn puts drinks on the table in front of Yao. Yao bows and touches the cup  
199. with his hand to acknowledge in the Chinese way. Meanwhile Dean takes one to  
200. Liu, who acknowledges it with a slight bow and an effort to touch the cup with  
201. both hands.  
202. %tim: 11.26.32  
203. \*Tim: **I don't think there are too many others coming today. we kept the numbers**  
204. **down because of the size of the room.**  
205. %tim: 11.26.36  
206. %add: Dave who is standing in the doorway  
207. %exp: Dave comes in after Tim goes out of the room.  
208. %tim: 11.26.38>  
209. \*Dave: **hello. # hello.**  
210. %exp: Dave shakes hands with Li. Li stands up.  
211. \*Liu: **hello.**  
212. %tim: 11.26.44  
213. \*Dave: **he'll i() he'll introduce us when we've all come in.**  
214. %exp: Dave takes the seat at the end opposite to chair.  
215. %tim: 11.26.46  
216. \*Liu: **yes.**  
217. \*Lynn: **do you want some coffee?**  
218. \*Dave: **yes please. black and no sugar.**  
219. %tim: 11.26.51  
220. \*Sajid: **Dean have you introduced yourself? do they know who you are?**  
221. %tim: 11.26.54  
222. \*Dean: **no.**  
223. \*Sajid: **Dean? (Laughs)**  
224. %tim: 11.26.58  
225. \*Dean: **I'm Dean (surname) I'm eh responsible for the mechanical design of the**  
226. **(product).**  
227. %tim: 11.27.01  
228. %exp: Xing clarifies Dean's name and interprets into Chinese  
229. \*Dean: **responsible for the mechanical design**  
230. \*Xing: **yeah # yeah**  
231. %exp: Xing repeats.  
232. %tim: 11.27.16  
233. \*Dave: **hello. good morning to you. my name's Dave (surname). I'm the**  
234. **manufacturing manager. I'm responsible for the manufacture of your parts.**  
235. %tim: 11.27.23  
236. %exp: Xing clarifies and interprets into Chinese  
237. %tim: 11.27.44>  
238. \*Sajid: **as you will see from your program # later this morning # Dave will give you**  
239. **a brief tour of the facilities # showing what our manufacturing capacity or**  
240. **capabilities consist of. okay? # and he will also be spending a day with you**  
241. **(#) later on in the week to give you an in-depth # review of manufacturing.**  
242. %tim: 11.28.05  
243. %ssg: Sajid standing. Couldn't see him before.  
244. %exp: Xing interprets into Chinese  
245. %tim: 11.28.17  
246. \*Sajid: **and you also get a day with the engineering department so you can ask in-**  
247. **depth questions from a technical point of view with respect to the design of**  
248. **your products.**  
249. %tim: 11.28.24  
250. %exp: Xing interprets into Chinese  
251. \*Sajid: **any questions?**  
252. %exp: Xing interprets into Chinese  
253. %tim: 11.28.36  
254. #3

255. %tim: 11.28.39
256. \*Sajid: right okay. we'll wait for Tim (surname) to come back # then we will go
257. through the program # just to give you a brief idea of what we have planned
258. for you during the two-week period. we have uh selected a variety of venues
259. to give you a better # understanding of Britain and the British culture.
260. %tim: 11.28.57
261. %exp: Xing interprets into Chinese
262. #3 (11.29.09-12)
263. \*Sajid: we'll wait till John comes in.
264. %exp: Sajid leaves room. Can't see when he comes back in.
265. #12 (11:29:14-26)
266. \*Dave: how was your trip over? was it a good flight?
267. %add: Xing
268. \*Lynn: he's from the college.
269. \*Dave: oh right. xxx
270. %par: several people laugh
271. \*Lynn: Jerry do you want +...
272. \*Xing: no thank you.
273. #4
274. \*Helen: Jerry you go ahead and just translate that # sort of # ask ask them.
275. \*Dave: how was their trip? xxx
276. \*Xing: oh I see. I see. that question wasn't directed at me.
277. %exp: Xing interprets into Chinese
278. \*Liu: Very good.
279. \*Liu: feiji feichang kong, suoyi women shui le yi jiao, jiu shi cong Mangou dao
280. Lundun, feiji hen kong de # zhiyou sanfenzhiyi hai bu dao, suoyi women dou
281. shui le yi jiao. you shi san ge xiaoshi.
282. %eng: *the plane was sparsely seated, so we had a sleep on it, that was from Bangkok to*
283. *London, very empty, only one third of the seats occupied, so we had a sleep. it*
284. *took 13 hours.*
285. \*Xing: it took them actually 13 hours from Bangkok to Heathrow UK, and actually
286. the plane was only one third full. so they
287. \*Dave: had plenty of room.
288. %par: gestures to show plenty of space.
289. \*Xing: yes yes. so they all had a sleep
290. \*Dave: yes
291. \*Xing: on the plane.
292. \*Dave: good.
293. \*Xing: yes.
294. \*Dave: good.
295. #7 (11:30:42-49)
296. \*Dave: do they like our English weather? can you ask them that.
297. %add: Xing
298. %par: laughter from British and Xing
299. \*Dave: do they like our English weather?
300. %exp: weather is overcast & (?) raining
301. %ssg: speaking louder
302. %par: laughter from British and Xing again
303. %exp: Xing interprets into Chinese
304. \*Liu: dou shi yizhi shi zhe yang ma?
305. %eng: *is it always like this?*
306. %exp: Xing interprets into English
307. \*Dean: no.
308. \*Dave: no:. just most of the time.
309. %par: laughter
310. \*Lynn: should have come in the summer.
311. %exp: Xing interprets into Chinese & comments that summer isn't particularly nice.
312. \*Liu: dui.

313. %eng: yes.  
 314. #4  
 315. \*Dean: summer lasts thirty six hours.  
 316. \*Dave: yes.  
 317. %par: laughter  
 318. \*Dave: autumn  
 319. \*Liu: yes.  
 320. \*Dave: tell them uh yesterday was very cold over here, it's warmed up a bit today.  
 321. %par: laughter  
 322. %exp: Xing interprets into Chinese  
 323. #8 (11:31:39-47)  
 324. \*Dave: can anybody speak any English?  
 325. %add: Xing  
 326. \*Xing: yeah # I think some of them do xxx # and Mr Liu actually speaks excellent  
 327. English.  
 328. \*Liu: Mr Li # Miss Li can speak. and then Miss Qian. Mr Qian.  
 329. %exp: identifies these members of the group  
 330. #6  
 331. \*Liu: we are all speak English a little.  
 332. \*Dave: sorry?  
 333. \*Liu: only a little.  
 334. \*Dave: I speak no Chinese.  
 335. %par: laughter from British  
 336. \*Lynn: yes you do.  
 337. %exp: Lynn serves cookies. Li, Qian, Liu each take one, others decline.  
 338. #17 (11.32.26-43)  
 339. \*Dave: where's Tim disappeared to?  
 340. %add: Sajid  
 341. \*Sajid: I think we'd better continue xxx  
 342. \*Dave: yeah yeah  
 343. \*Sajid: he's got a phone call come from Japan.  
 344. %exp: Sajid walks to other end of room to collect folder.  
 345. #15 (11.32.50-33.05)  
 346. %exp: Sajid returns to the chair's end of the table and takes chair  
 347. %tim: 11.33.05  
 348. \*Sajid: okay. # you've all got um in your packages a program (#) along with some  
 349. literature (#) general literature on BH  
 350. %tim: 11.33.15  
 351. %exp: Tim comes back from phone  
 352. \*Tim: sorry Sajid.  
 353. \*Sajid: there you go.  
 354. %exp: Sajid gives up chair  
 355. \*Lynn: any coffee Tim?  
 356. \*Tim: ah thanks Lynn.  
 357. %exp: Tim takes seat  
 358. #22 (11:33:24-46)  
 359. \*Tim: than() thank you all for your (#) for your patience. I'm sorry (#) I had a (#)  
 360. an urgent telephone call to um receive.  
 361. %tim: 11.33.53  
 362. %ssg: speaks very slowly  
 363. #5  
 364. %exp: Lynn serves Tim coffee  
 365. \*Tim: thanks Lynn.  
 366. %add: Lynn  
 367. %tim: 11.34.03  
 368. \*Tim: can I um extend a a warm welcome (#) to (#) our visitors from China # from  
 369. # PQD # and one visitor from SHB. it's a pleasure (#) to see you all in  
 370. England # and I'm I'm assuming this is your first # visit to to England. # I'm

371. I'm sorry that the weather is very poor. this is (#) very typical (#) English  
372. weather for this time of the year.
373. %tim: 11.34.33  
374. %ssg: speaks very slowly  
375. #6  
376. %exp: Xing interprets into Chinese  
377. %tim: 11.35.03  
378. \*Tim: I hope the the cold weather (#) will not spoil your visit.  
379. %tim: 11.35.07  
380. %ssg: speaks very slowly  
381. %exp: Xing interprets into Chinese  
382. %tim: 11.35.14  
383. \*Tim: and and we hope that it will improve (#) quickly for you.  
384. %tim: 11.35.18  
385. %ssg: speaks very slowly  
386. #6  
387. %tim: 11.35.30  
388. \*Tim: this is um # it's quite unusual for us to receive a delegation (#) from China  
389. (#) that is already operating our (product). normally you arrive before the  
390. (product) are shipped. but in the case of (place) # both (product) I believe  
391. are now operating. and and our (product) are already installed. and I hope  
392. working (#) satisfactorily. .  
393. %tim: 11.35.57  
394. %exp: Xing starts to interpret into Chinese, but has difficulty  
395. \*Tim: no I'm sorry Jerry that I'm (#) relying on you.  
396. \*Xing: oh I really can't do it actually. I think there is an interpreter here, so if you  
397. could do the interpreting I can help a little.  
398. #3  
399. \*Helen: normally they first # er before they sell the equipment, they meet the  
400. delegations. this time # they # have already got the equipment and are now  
401. meeting the delegation. so it's different from normal.  
402. \*Xing: oh I see.  
403. %exp: Xing interprets into Chinese.  
404. %tim: 11.37.07  
405. \*Tim: so so of course we are unable to show you (#) your (product) in our factory.  
406. %tim: 11.37.13  
407. %exp: Xing interprets into Chinese.  
408. %tim: 11.37.27  
409. \*Tim: but we have (#) going through the factory today (#) and this week # um  
410. many other (product) #2 some for # use in Philippines # some for use I think  
411. (place) (product) are still here Dave?  
412. %tim: 11.37.46  
413. \*Dave: yeah.  
414. %exp: Xing interprets into Chinese.  
415. %tim: 11.38.12  
416. \*Tim: the the (product) is not being supplied by SHB. the (product) is supplied by  
417. Stein (?) Stein Industry.  
418. %tim: 11.38.21  
419. %exp: Xing interprets into Chinese.  
420. %tim: 11.38.34  
421. \*Tim: anyway # there will be a big opportunity for you to see many different  
422. (product) (#) and (product). they're very similar to the ones out at (place).  
423. %tim: 11.38.43  
424. %exp: Xing interprets into Chinese.  
425. %tim: 11.39.01  
426. \*Tim: we are # currently manufacturing some (product) for (place).  
427. %tim: 11.39.06  
428. %exp: Xing interprets into Chinese.



429. %tim: 11.39.18  
430. \*Tim: **these (product) aren't due for delivery until next year.**  
431. %tim: 11.39.22  
432. %exp: Xing interprets into Chinese.  
433. %tim: 11.39.29  
434. \*Tim: **but you will be able to see # them partially manufactured.**  
435. %tim: 11.39.34  
436. %exp: Xing interprets into Chinese.  
437. #3  
438. %tim: 11.39.41  
439. \*Tim: **can I introduce Dave. (surname) is our manufacturing manager.**  
440. %tim: 11.39.45  
441. %par: gestures towards Dave.  
442. %exp: Xing interprets into Chinese.  
443. %tim: 11.39.57  
444. \*Tim: **Dave will be spending # quite a bit of time (#) with you. um # in fact #**  
445. **after our brief (#) meeting here # Dave 's going to give you a quick tour of**  
446. **the factory.**  
447. %tim: 11.40.09  
448. %exp: Xing interprets into Chinese.  
449. %tim: 11.40.20  
450. \*Tim: **Dave has the easiest job in the company.**  
451. %tim: 11.40.23  
452. %par: loud laughter from Dave, who claps his hands, and then from others.  
453. %exp: Xing interprets into Chinese.  
454. %exp: Zhao smiles slightly, Wang doesn't smile. Can't see others.  
455. %tim: 11.40.34  
456. \*Tim: **it is it is my job to sell the (product)**  
457. %tim: 11.40.36  
458. %exp: Xing interprets into Chinese.  
459. %tim: 11.40.40  
460. \*Tim: **it is Dean's job to design the (product).**  
461. %tim: 11.40.42  
462. %exp: Xing interprets into Chinese.  
463. %tim: 11.40.47  
464. \*Tim: **and of course these tasks are very hard.**  
465. %tim: 11.40.48  
466. %par: laughter from Dave  
467. %tim: 11.40.50  
468. \*Tim: **to make it # (interrupted by Dave's laughter) to make the (product) is very**  
469. **easy.**  
470. %tim: 11.40.53  
471. %par: laughter  
472. \*Dave: **yes Tim (=! laughs)**  
473. %exp: Xing interprets into Chinese.  
474. %tim: 11.41.04  
475. \*Tim: **but I'm sure Dave will tell you more about this # during the course of**  
476. **your stay here.**  
477. %tim: 11.41.08  
478. %exp: Xing interprets into Chinese.  
479. %tim: 11.41.15  
480. \*Tim: **we've # can I also introduce Dean (surname) (gesturing toward Dean). Dean**  
481. **is our # senior design engineer. Dean has been with the company many**  
482. **years.**  
483. %tim: 11.41.25  
484. %exp: Xing interprets into Chinese.  
485. %tim: 11.41.37  
486. \*Tim: **and Dean is the person (#) to whom you should direct (#) any design**

487. questions any engineering questions.
488. %tim: 11.41.44
489. %exp: Xing interprets into Chinese.
490. %tim: 11.41.50
491. \*Tim: Dean will be making a presentation to you and during the course of your visit # on on the detail of the design.
- 492.
493. %tim: 11.41.57
494. %ssg: tempo quickens
495. %exp: Xing interprets into Chinese.
496. %tim: 11.42.16
497. \*Tim: um you've met Sajid. Sajid met you at the airport this morning # and I hope he has introduced himself.
- 498.
499. %tim: 11.42.22
500. %exp: Xing interprets into Chinese.
501. %tim: 11.42.29
502. \*Tim: and and Helen and and Jerry have introduced themselves earlier.
503. %tim: 11.42.32
504. %exp: Xing interprets into Chinese.
505. \*Xing: Helen do you want to introduce yourself?
506. \*Helen: bu yaojin. wo shi ludun daxue # yiqian wo zai shanghai jiaotong daxue gongzuoguo # zai shanghai jiaole qi nian # qi nian shu.
- 507.
508. %eng: *It doesn't matter. I'm from Luton University. in the.past I worked at Shanghai Jiaotong University, I taught in Shanghai for seven years, seven years*
- 509.
510. \*Xing: shanghai jiaoda gongzuo qi nian.
511. %eng: *worked at Shanghai Jiaotong University for seven years.*
512. \*Liu: jiao yingyu ma?
513. %eng: *teaching English?*
514. \*Helen: jiao yingyu, dui.
515. %eng: *teaching English, yes.*
516. \*Xing: Helen stayed in Shanghai for seven years
517. %add: BH staff
518. \*Liu: suoyi ni zhongwen jiangde hen hao.
519. %eng: *that's why you speak very good Chinese.*
520. \*Helen: bu (=! laughs)
521. %eng: *no*
522. %tim: 11.43.01>
523. \*Tim: um we # have prepared for you um a program for the next two weeks of your stay.
- 524.
525. %tim: 11.43.10
526. %exp: Xing interprets into Chinese.
527. %tim: 11.43.17
528. \*Tim: um # today we have kept # very simple # because we know you've had a long journey from China.
- 529.
530. %tim: 11.43.26
531. %exp: Xing interprets into Chinese.
532. %tim: 11.43.35
533. \*Tim: so we do not wish to give you too much work today.
534. %tim: 11.43.37
535. %exp: Xing interprets into Chinese.
536. %tim: 11.43.43
537. \*Tim: um # after we have finished # as I've mentioned Dave will give you a brief tour of the factory.
- 538.
539. %tim: 11.43.50
540. %exp: Xing interprets into Chinese.
541. %tim: 11.43.59
542. \*Tim: then we have arranged a a light # lunch.
543. %tim: 11.44.02
544. %exp: Xing interprets into Chinese.

545. %tim: 11.44.08  
546. \*Tim: **and this you will find very strange**  
547. %tim: 11.44.11  
548. %exp: Xing interprets into Chinese.  
549. %tim: 11.44.14  
550. \*Tim: **because the # your method of eating with chopsticks**  
551. %tim: 11.44.18  
552. %exp: Xing interprets into Chinese.  
553. %tim: 11.44.22  
554. \*Tim: **but our light lunch we eat with our fingers.**  
555. %tim: 11.44.24  
556. %exp: Xing interprets into Chinese.  
557. %par: very slight laughter (not from Zhao or Wang)  
558. %tim: 11.44.31  
559. \*Tim: **after lunch we will take you back to your hotel to rest.**  
560. %tim: 11.44.35  
561. %exp: Xing interprets into Chinese.  
562. %tim: 11.44.39  
563. \*Tim: **and this evening we have arranged a a welcome dinner (#) for you.**  
564. %tim: 11.44.43  
565. %exp: Xing interprets into Chinese.  
566. %tim: 11.44.48  
567. \*Tim: **and we will be joined at that dinner by um Mr (surname) who is our**  
568. **managing director.**  
569. %tim: 11.44.53  
570. %exp: Xing interprets into Chinese.  
571. %tim: 11.45.04  
572. \*Tim: **he would like to come and meet you and just welcome you (#) and say a few**  
573. **words.**  
574. %tim: 11.45.08  
575. %exp: Xing interprets into Chinese.  
576. %tim: 11.45.15  
577. \*Tim: **and we'll also you'll also be meeting Jack (surname) (#) who is our**  
578. **operations director.**  
579. %tim: 11.45.20  
580. %exp: Xing interprets into Chinese.  
581. %tim: 11.45.35  
582. \*Tim: **the #2 rest of the program # is a blend of #2 technical and engineering**  
583. **discussions (#) and presentations**  
584. %tim: 11.45.45  
585. %exp: Xing interprets into Chinese.  
586. %tim: 11.46.02  
587. \*Tim: **mixed with some visits to (#) some of our customers and suppliers.**  
588. %tim: 11.46.06  
589. %exp: Xing interprets into Chinese.  
590. %tim: 11.46.15  
591. \*Tim: **also some recreation activities and some sightseeing.**  
592. %tim: 11.46.18  
593. %exp: Xing interprets into Chinese.  
594. %tim: 11.46.24  
595. \*Tim: **um please study the program. um # we hope you will be satisfied with it. but**  
596. **if you have any specific wishes # let us know and we will try to # rearrange**  
597. **to accommodate # your wishes.**  
598. %tim: 11.46.39  
599. %exp: Xing interprets into Chinese.  
600. %tim: 11.46.56  
601. \*Tim: **that's all I want to say for the moment # other than please relax # please**  
602. **make yourself feel at home. um**

603. %tim: 11.47.05  
604. %exp: Xing interprets into Chinese.  
605. %tim: 11.47.14  
606. \*Tim: whenever I've been to China (#) I have always been very well looked after  
607. by # um my hosts # and I hope that while you are here we can make you  
608. feel (#) happy # and we hope you enjoy your stay.  
609. %tim: 11.47.30  
610. %ssg: slightly faster tempo  
611. %exp: Xing interprets into Chinese.  
612. %tim: 11.47.45  
613. \*Tim: please have (#) have your coffee.  
614. %tim: 11.47.47  
615. %exp: all reach for their drinks  
616. #12 (11.47.49-48.01)  
617. \*Dave: so you are studying at the college?  
618. %add: Xing  
619. \*Xing: yes.  
620. \*Dave: what # are you lecturing or are you studying or what?  
621. \*Xing: I'm a research student and um xxx  
622. \*Dave: yeah right. so that's why you've got the camera going.  
623. \*Xing: yeah xxx  
624. %exp: drinking coffee  
625. %exp: Sajid goes out.  
626. %tim: 11.48.27  
627. \*Liu: we're # we're +...  
628. %tim: 11.48.30>  
629. \*Tim: sorry I didn't introduce Lynn. this is Lynn. Lynn's our project  
630. administrator # and she organised your flights (#) your hotels # and um  
631. you'll see a lot of her during your trip. and if she can help in any way (#)  
632. please # don't hesitate to ask her.  
633. %tim: 11.48.51  
634. %tim: 11.48.52  
635. \*Liu: we're very thank you for you tell us something and um # um # mister  
636. (gesturing toward where Sajid and Lynn are) and another people here  
637. arranged us the hotel is very good. uh very good.  
638. %tim: 11.49.04  
639. \*Lynn: oh good.  
640. %tim: 11.49.06  
641. \*Liu: and um this list (#) this arrange (#) we will discuss and after discuss # we  
642. will give you um +...  
643. %tim: 11.49.12  
644. \*Tim: uhhuh. okay.  
645. \*Lynn: yes right.  
646. %tim: 11.49.18  
647. \*Tim: we we have tried to select um a number of places (#) in England # to give  
648. you an idea # of what England is like. (Liu: ah okay.) um (#) England is of  
649. course very small compared with China. but we've tried to keep (#) the  
650. visits (#) fairly local (#) so that you'll not spend all of the time (#) travelling.  
651. but there are many nice places # very close by. um we're sure you'll you'll  
652. enjoy it.  
653. %tim: 11.49.50  
654. %ssg: speaking very slowly  
655. %exp: Sajid comes back in while Tim is talking, and stands at the door.  
656. \*Liu: okay. thank you.  
657. %exp: Xing interprets into Chinese, waits a while, and, seeing nobody is taking the  
658. turn, adds some comments of his own.  
659. %tim: 11.50.28  
660. \*Tim: Mr Liu # um I I assume # you met # your colleagues #2 for the first time

661. before leaving China.
662. %tim: 11.50.38
663. \*Liu: yes.
664. %tim: 11.50.40
665. \*Tim: so you are still getting to know each other.
666. %tim: 11.50.42
667. \*Liu: yes okay.
668. %exp: Liu tells his colleagues what Tim has just said, and Xing checks in Chinese whether this is really the case.
- 669.
670. %tim: 11.50.58
671. \*Tim: but as as well as being my customer # they are also your customer.
672. %tim: 11.51.02
673. \*Liu: yes (#) yes.
674. %tim: 11.51.04
675. \*Tim: so you have a big responsibility.
676. %tim: 11.51.06
677. %par: Xing and Liu laugh, Sajid and Tim smile.
678. %tim: 11.51.08
679. \*Liu: when I in China (#) some um leader said to me # you are you must um
680. service these men better. because they are our customer.
681. %tim: 11.51.22
682. \*Tim: yes.
683. %exp: Xing interprets into Chinese.
684. %tim: 11.51.39>
685. \*Tim: we we had originally arranged # this evening for you to have a a Chinese
686. meal. but the restaurant we had chosen # is very close to (#) a football (#)
687. ground (#) soccer ground. and tonight there is a very big match.
688. %tim: 11.51.57
689. \*Liu: oh
690. %tim: 11.51.58
691. \*Tim: so there will be (#) many um big crowds of people.
692. %tim: 11.52.02
693. %exp: Xing interprets into Chinese.
694. %tim: 11.52.16
695. \*Tim: so we have changed # um # the restaurant # so we will go to a a Thai
696. restaurant.
697. %tim: 11.52.23
698. %exp: Xing interprets into Chinese.
699. %exp: Lynn moves towards the door, stops and talks to Sajid, and leaves the room.
700. %tim: 11.52.30
701. \*Tim: it has been (#) popular # with um (#) other visitors from China # so I'm sure
702. (#) I'm sure you will like it. I hope so.
703. %tim: 11.52.39
704. %exp: Xing interprets into Chinese.
705. #5 (11.52.45-50)
706. %tim: 11.52.50
707. \*Tim: what what was your first impression when you came from the airport?
708. %tim: 11.52.53
709. %exp: Xing interprets into Chinese.
710. %exp: Yao leans forward and leans back again.
711. \*Liu: maybe London is bigger. London. London City is bigger. drive a long time.
712. and also in xxx.
713. \*Xing: bigger than Shanghai?
714. \*Liu: um maybe.
715. %tim: 11.53.19
716. \*Yao: (leaning forward) wo (+/.)
717. %eng: I (+/.)
718. \*Tim: I think there was a prob (+/.)

719. %tim: 11.53.21  
 720. \*Yao: wo wo juede dao qing, dao lundun lai ba, cong women zhe liu ge tongzhi  
 721. shou geji lingdao de weituo, dao zhe lai kan yi kan, erqie women dou shi tou  
 722. yi ci lai, dou feichang gaoxing. lai diyi ge yinxiang, juede feichang reqing,  
 723. tebie, (pointing to Lynn and Sajid), liang ge, ah, feichang reqing. Zai yi kan  
 724. chengshi feichang meili, feichang ganjing.  
 725. %tim: 11.53.41  
 726. %eng: *I think, I think that we six are entrusted by authorities to come and see how  
 727. things are over here, and it is the first time to be here, we are very pleased. the  
 728. first impression is that the people in this country are very warm and friendly,  
 729. especially (pointing to Lynn and Sajid) very warm and friendly. and the cities  
 730. are very beautiful, very clean.*  
 731. %exp: Xing interprets into English  
 732. \*Tim: thank you. xiexie (nodding)  
 733. %eng: thank you.  
 734. #4 (11.54.03-07)  
 735. %tim: 11.54.07  
 736. \*Tim: we'll um # if you are happy then # Dave # will give you a (#) quick tour #  
 737. so you can (#) see the factory. and then we'll come back (#) and have some  
 738. lunch.  
 739. %tim: 11.54.18  
 740. %exp: Xing interprets into Chinese.  
 741. %tim: 11.54.30  
 742. \*Dave: right.  
 743. %par: claps hands loudly  
 744. \*Tim: thank you.  
 745. %exp: Tim stands up.  
 746. \*Dave: are you coming round?  
 747. %add: Xing  
 748. \*Xing: don't know. have to ask my boss.  
 749. %par: laughter  
 750. %exp: Dave talks to Helen.  
 751. \*Helen: yeah I think so don't you.  
 752. %exp: all rise and begin to move out.  
 753. %tim: 11.54.40<  
 @End

## Visit 1 Engineering Review

@Begin

@Filename: v1-eng.doc

@Source: Videotapes 1-3

@Participants:

BH Staff:

Dean: Engineering Manager

Chinese Delegation:

Liu: Senior Engineer, SHB; Yao: Under-Chairman, Heating Automatic Control Department, PQD; Wang: PQD; Zhao: PQD; Li: Senior Engineer, PBSB; Qian: Engineer and Director, Operation Department No.2, PQD

Int1: on-spot interpreter

Helen: cameraman

@Nationality of Dean: British

@Nationality of Liu, Yao, Qian, Li, Zhao, Wang, Int1: Chinese

@Sex of Li: female

@Date: 13/11/1996

@Location: BH Conference Room

@Duration: 137 minutes

@Coder: Xing

1. %tim: 10.15.44>
2. %exp: visitors are all seated. Int1 stands. They are having a random talk.
3. %tim: 10.17.06>
4. %exp: Dean comes in and asks if Helen would like some drinks. Helen declines.
5. %exp: Dean walks up to the front.
6. %tim: 10.17.28
7. **\*Dean: ok # right # um let me introduce myself.**
8. %exp: Dean rolls up the screen to reveal the white board. He goes to the window, takes a pen, and writes on the board.
- 9.
10. %exp: Int1 explains to visitors.
11. %exp: Dean turns and points to himself.
12. **\*Dean: that's me. I'm Dean (surname) # mechanic designer. right? #2 for**
13. %exp: light talk among some visitors. Dean turns back to write.
14. %tim: 10.18.03
15. **\*Dean: for #2 contraction (?) and (product) # (writing dots) etc. etc.**
16. %exp: Int1 interprets.
17. %tim: 10.18.33
18. **\*Dean: alright? I have a few drawings here xxx**
19. %exp: Dean hands out drawings to visitors one by one.
20. %exp: Int1 interprets.
21. %exp: Dean asks if Helen wants one, who declines.
22. %exp: Dean returns to front. He sorts out other materials while visitors studying drawings. He hands out some more drawings. He doesn't have enough in his hand for all the visitors, and goes back to look for more. He goes through the handouts, only to realize that he has left them on the other side of the table.
- 23.
- 24.
- 25.
26. **\*Dean: remember I have some more about. where are they? (?) oh here.**
27. %exp: Dean goes round to hand out to the others left.
28. %tim: 10.20.06
29. %exp: Sajid comes in.
30. **\*Sajid: morning everybody <Liu: morning (nodding)> ok? xxx**
31. %exp: Sajid goes to the front and puts some materials on the table in front of Dean.
32. **\*Sajid: xxx**
33. %add: Dean
34. %exp: Sajid leaves. He says something about the light in the room. Dean switches on the light, has a look round, and switches it off.
- 35.
36. %exp: Dean puts materials in place.

37. %tim: 10.20.29

38. \*Dean: right. #7 I'll first of all (looking around, as if looking for something) #2 I'll

39. tell you a little bit about the company # the development um # of the design

40. of the (product).

41. %tim: 10.20.44

42. %exp: Int1 interprets. Dean gets a white board cleaner to clean the board, but the

43. writing stays. He puts it down.

44. \*Dean: used the wrong pen.

45. %exp: Dean turns and grins to Helen.

46. \*Helen: oh dear (very low voice)

47. %exp: Dean picks up the pen and checks. He gets another pen and returns to the board.

48. \*Dean: right.

49. %tim: 10.21.06

50. %exp: Dean looks in the direction of the door. Lynn brings in drinks.

51. \*Dean: thanks Lynn

52. %add: Lynn

53. %exp: Dean writes on board. He explains while writing.

54. %exp: visitors take notes.

55. %exp: Int1 explains. Dean turns to face the visitors, and turns to write again, again

56. explaining while he writes

57. %exp: Int1 explains.

58. \*Dean: rubber insulation. (turning) rubber being a material it deteriorates badly...

59. %tim: 10.22.10

60. %exp: Dean goes on to talk about history of insulation, including experiments with

61. plastics, PVC, etc. visitors busy taking notes.

62. %tim: 10.24.21

63. %exp: Shen takes off his coat.

64. %exp: Dean talks about history of (product).

65. %tim: 10.29.15

66. %exp: turns and makes some remarks. Helen laughs. Dean goes back to writing and

67. explaining.

68. %tim: 10.30.48

69. %exp: Li takes off her coat.

70. %tim: 10.31.30

71. %exp: Dean goes on to talk about radiation (ways heat travels)

72. %tim: 10.35.23

73. %exp: Dean turns to face the (product) model at the corner of the room and explains

74. radiation device in it, pointing closely to the relevant parts.

75. %exp: Int1 in his translation says if they are interested they can come up and have a

76. look at the (product), which Dean didn't say.

77. %tim: 10.35.51

78. %exp: Dean cleans the board. Li rises and walks to the front to look at the model

79. \*Dean: (turning round) any questions?

80. %exp: Dean turns back to clean the board

81. %tim: 10.36.06

82. %exp: Dean finishes cleaning and turns round. Li starts to walk back to seat.

83. \*Dean: questions? any questions? No?

84. %tim: 10.36.10

85. %exp: Liu and Wang discuss.

86. %exp: Int1 clarifies with Wang and interprets

87. %exp: Dean goes to the model and explains that there is no seal etc. he turns to draw on

88. the board

89. %exp: Int1 explains to visitors

90. %exp: Dean goes on to explain about the gasket.

91. %tim: 10.41.40

92. %exp: Dean goes on to talk about the (product).

93. %tim: 10.45.58

94. %exp: Yao, Liu have stopped taking notes and are sitting back



95. %tim: 10.49.40  
 96. %exp: Dean turns to visitors.  
 97. **\*Dean:** any questions?  
 98. %exp: Int1 interprets  
 99. #2  
 100. %exp: Qian asks a question  
 101. %exp: Int1 interprets. In the meantime Wang, Zhao and Li discuss among themselves.  
 102. %exp: Dean explains  
 103. %tim: 10.55.47  
 104. %exp: Int1 finishes interpreting.  
 105. **\*Dean:** ok? (looking round). (pointing to coffee table) we need to have a cup of tea.  
 106. it's getting cold.  
 107. %exp: Int1 goes to the coffee table and takes a pot. Dean goes to coffee table. Visitors start to stand up.  
 108.  
 109. **\*Dean:** (looking at the pots) um # one's coffee one's tea. (pointing to the pot Int1 is taking) it's tea.  
 110.  
 111. %exp: Dean talks to Helen.  
 112. %exp: Int1 asks how much milk they would like in their tea. Li goes up to help.  
 113. %tim: 10.56.54  
 114. %exp: Dean puts biscuits on table. He offers Helen drinks, who again declines.  
 115. %tim: 10.57.21  
 116. %exp: Dean goes back to front to clean board. Int1 serves drinks. Wang asks if Helen would like one, who declines.  
 117.  
 118. %tim: 10.57.44  
 119. %exp: Dean walks to coffee table to make his own drink.  
 120. %tim: Int1 asks if they would like to add more sugar and cream to their drinks. Dean takes his drink to the front.  
 121.  
 122. %tim: 10.58.57  
 123. %exp: Dean takes a biscuit and turns to clean the board.  
 124. %exp: Dean turns round. Visitors are still busy adding sugar and cream to their drinks.  
 125. %tim: 10.59.38  
 126. %exp: Dean starts his lecture.  
 127. %tim: 11.03.57  
 128. **\*Dean:** is it clear? xxx right. any questions?  
 129. %exp: Int1 interprets.  
 130. %exp: Dean looks round.  
 131. #11  
 132. %time: 11.04.15  
 133. **\*Dean:** xxx  
 134. %exp: Helen and Int1 laugh. Dean makes some remarks to Int1  
 135. %exp: Zhao smiles  
 136. %tim: 11.04.45  
 137. **\*Dean:** well let's get down to xxx  
 138. %tim: 11.04.46  
 139. %exp: Li rises and goes to coffee table.  
 140. **\*Dean:** (distributing handouts) xxx  
 141. %exp: Dean goes back to front and starts drawing on board. Visitors study handout.  
 142. %exp: Dean starts his lecture. Visitors no longer take notes.  
 143. %tim: 11.10.08  
 144. %exp: Dean is about to clean the board when he suddenly turns  
 145. **\*Dean:** right? any questions?  
 146. %exp: Int1 interprets. Dean looks round. He puts down the cleaner, has a look at visitors, walks to the window and disappears out of sight.  
 147.  
 148. #7  
 149. %tim: 11.10.18  
 150. %exp: Li and Wang discuss. Int1 listens to them attentively and explains. Dean walks back to front.  
 151.  
 152. %exp: Dean cleans the board.

153. %tim: 11.11.02
154. \*Dean: **now comes the difficult area.**
155. %exp: Int1 interprets.
156. %exp: Dean gives out handout.
157. %tim: 11.11.57
158. %exp: Dean draws on the board and explains.
159. %tim: 11.12.44
160. %exp: Yao begins to take notes
161. %tim: 11.13.02
162. %exp: Liu begins to take notes. Li and Qian follow.
163. %tim: 11.24.02
164. %exp: Dean looks at his watch
165. #5
166. %tim: 11.24.07
167. \*Dean: **ok well this is a very brief outline of of some of these is there any area you want explained? Any part of the (product) # (picking up the drawing and putting it down) um #2 that you want explained um particularly to um to your own?**
- 168.
- 169.
- 170.
171. %tim: 11.24.22
172. %exp: Int1 interprets
173. %tim: 11.24.34
174. \*Dean: **we've got all these different types of (product) designs if you want what they're like what they do anything like that? this is general information it depends on what you want to know.**
- 175.
- 176.
177. %tim: 11.24.44
178. %ssg: quick tempo
179. %exp: Int1 interprets
180. %tim: 11.25.00
181. %exp: Dean waits
182. #2
183. %tim: 11.25.02
184. %exp: Wang asks a question.
185. %exp: Int1 interprets
186. \*Dean: **right. the material. (turning round to draw on the board) if we look at the thrust bearing**
- 187.
188. %exp: Dean goes on to explain the material
189. %tim: 11.31.11
190. %exp: Wang goes on to ask. Dean explains.
191. %tim: 11.34.12
192. %exp: Li plays with pen, twirling it round on paper
193. %tim: 11.34.23
194. \*Dean: **ok?**
195. %exp: Dean turns to write on board and continues to explain
196. %tim: 11.34.29
197. %exp: Qian asks a question. Dean stops in the middle of his explanation when he realizes there is a question. Int1 interprets the question. Dean explains. Visitors discuss.
- 198.
- 199.
200. %exp: Dean talks about materials (stainless steel)
201. %tim: 11.37.06
202. %exp: visitors discuss. (11.37.06-11.39.09). they occasionally listen to Int1's translation.
- 203.
204. %tim: 11.39.19
205. #7
206. %tim: 11.39.26
207. %exp: Dean continues with his talk about materials.
208. %exp: Dean gives advice as to the service after 3 or 4 years
209. %tim: 11.42.07
210. %exp: Wang asks about supply of spares. Visitors discuss about it. Int1 interprets. Dean

211. explains. Visitors continue their discussion while Dean explains to Int1.
212. %exp: Dean continues to talk about spares
213. %tim: 11.44.45
214. \*Dean: **right.**
215. %exp: Dean looks at visitors for 12 seconds. Low voice from Qian, which does attract
216. any attention.
217. %tim: 11.44.57
218. \*Dean: **so far you are very happy with the units so far one year old and no**
219. **problems yes?**
220. %exp: Int1 interprets
221. \*Wang: **dangran cong yong shang yi touru ba yijing yong shang yi nian duo le ba,**
222. **cong ge fangmian lai kan bijiao bu cu xxx**
223. %eng: *certainly since put into use into operation more than a year ago, everything has*
224. *been running smoothly.*
225. %exp: Int1 interprets
226. \*Dean: **good # excellent.**
227. %exp: Qian raises a question of the vibration of the three (product) used in
228. PQD, and comments that it may have nothing to do with the quality of the
229. product.
230. %exp: Int1 interprets.
231. \*Dean: **well in all three (product) or one? Or when**
232. %exp: Int1 interprets.
233. \*Qian: **san ge (product) tongshi gongzuo.**
234. %eng: *when three (product) work together.*
235. \*Dean: **monitor the vibration carefully and and if it gets any worse #2 try and find**
236. **out which unit that is # and xxx that's the first unit to take apart # 3 when**
237. **you service the units.**
238. %exp: Int1 interprets
239. \*Dean: **does it only do it on two (product) operation? or three (product) operation?**
240. %exp: Int1 interprets. Qian explains. Int1 interprets.
241. \*Dean: **xxx how often does the vibration happen? every week?**
242. %exp: Int1 interprets. Qian explains. Int1 interprets.
243. %exp: Wang, Liu and Li engage in talk while Dean explains.
244. %tim: 11.49.00
245. %exp: Dean continues to explain, and answer more questions from Qian.
246. %tim: 11.56.03
247. %exp: Dean starts to talk about (product)
248. %tim: 11.56.27
249. %exp: Liu looks round, rises and goes to draw the blinds. Yao turns to see what he is
250. doing.
251. %tim: 11.57.00
252. %exp: Yao turns round to look at the window. He puts one leg up on the other and his
253. hand to his mouth. He turns back to look at the board.
254. %tim: 11.57.16
255. %exp: He puts down his leg and hand, picks up Dean's calculator and examines it.
256. %tim: 11.58.18
257. %exp: Yao puts the calculator back on table. He keeps fidgeting.
258. %tim: 12.01.29
259. %exp: Yao fidgets again. He touches his glasses with both hands, adjusts his posture,
260. and adjusts his wristbands. Dean keeps looking his way.
261. %tim: 12.02.36
262. %exp: Yao stops adjusting his wristbands. He leaves one hand on his lap, and puts the
263. other up on his chin, only for a short time. He keeps moving his hands. Li also
264. starts to fidget, putting her hand here and there, and adjusts her posture in her
265. seat.
266. %exp: Dean continues
267. %tim: 12.06.52
268. %exp: Qian adjusts his posture in chair, and looks at Liu.

269. %tim: 12.08.23  
 270. %exp: Yao collects his handouts and other materials and puts them together, making  
 271. noises. Dean looks at what he is doing.  
 272. %tim: 12.08.39  
 273. %exp: Int1 finishes interpreting. Yao puts things together. Dean watches.  
 274. #11  
 275. %tim: 12.08.50  
 276. %exp: Dean moves to look at his materials. Qian asks if they could have a copy of the  
 277. design of the (product) used in PQD. Dean collects the pages and give them to  
 278. him. He says there is a copy in Chinese, Liu says they've got one. Int1 asks if  
 279. they could have another copy in Chinese, and Dean replies that he would have a  
 280. word with Sajid.  
 281. %tim: 12.10.38  
 282. %exp: Dean looks on  
 283. **\*Dean:** ok?  
 284. %exp: light conversation by visitors. Dean watches on.  
 285. %tim: 12.10.54  
 286. %exp: Dean turns round, as if to write, but turns back, has a look at his material, turns  
 287. back to board, but turns back to take the page, and turns back to draw on board.  
 288. %exp: Dean continues.  
 289. %tim: 12.12. 52  
 290. %exp: Yao keeps fidgeting  
 291. %exp: Qian explains the drawing Dean has showed him. Dean looks at him, pausing his  
 292. own talk. Dean continues.  
 293. %exp: Yao keeps fidgeting.  
 294. %tim: 12. 13. 43  
 295. %exp: Int1 finishes translating.  
 296. #7  
 297. %tim: 12.13.50  
 298. **\*Dean:** ok?  
 299. %exp: Dean gets cleaner  
 300. **\*Dean:** xxx I'm afraid.  
 301. %exp: no reaction from Int1 and visitors. Dean cleans board.  
 302. %tim: 12.14.08  
 303. %exp: Dean turns round, putts away the cleaner  
 304. %tim: 12.14.10  
 305. **\*Dean:** well # (looking at his watch) I don't know what else to talk about really. it's  
 306. up to you if you if have any questions just um  
 307. %tim: 12.14.15  
 308. %exp: Int1 interprets  
 309. %exp: Yao looks at Liu. A low voice from one or two visitors  
 310. %tim: 12.14.27  
 311. **\*Dean:** so they went to a Chinese meal yeah?  
 312. **\*Int1:** yeah.  
 313. %tim: 12.14.31  
 314. **\*Dean:** um  
 315. #7  
 316. %tim: 12.14.38  
 317. **\*Dean:** if you have got any questions at all during the time of your visit any time of  
 318. your visit # I'm always down stairs through the doors with Sajid you'll get  
 319. me. um # we'll go through anything at all.  
 320. %tim: 12.14.49  
 321. %exp: Int1 interprets.  
 322. %tim: 12.15.06  
 323. #6  
 324. %tim: 12.15.12  
 325. **\*Dean:** how about the CAD system? anyone any interest in the CAD system want to  
 326. see how our CAD system works? no? (looking round)

327. %tim: 12.15.18  
 328. %exp: Int1 interprets  
 329. %tim: 12.15.24  
 330. %exp: Dean looks round. No reaction from audience.  
 331. #4  
 332. %time: 12.15.28  
 333. \*Dean: xxx  
 334. %tim: 12.15.30  
 335. #6  
 336. %tim: 12.15.36  
 337. %exp: Liu, Qian, Li look at each other and nod.  
 338. %tim: 12.15.39  
 339. \*Liu: keyi le.  
 340. %eng: *it's all right for today.*  
 341. \*Qian: keyi le.  
 342. %eng: *it's all right for today.*  
 343. %exp: Int1 interprets.  
 344. \*Dean: fine? ok (pointing to Liu) I know SHB has always a very um very  
 345. sophisticated CAD system  
 346. %exp: Liu nods.  
 347. \*Dean: CAD tier (?) is it? yes?  
 348. %exp: Int1 interprets.  
 349. \*Liu: dui women na ge jisuanji keneng shi jiu de, xianzai mashang huan xin de le.  
 350. %eng: yes but our computers may be out of date. We are updating them now.  
 351. \*Int1: shi ma?  
 352. %eng: *are they?*  
 353. \*Liu: na dou shi jiu de.  
 354. %eng: *they are outdated.*  
 355. %exp: Int1 repeats what Dean has said, and comments that as Dean is involved in  
 356. designing, he has some interest in CAD, and that if they are interested he would  
 357. like to talk about it.  
 358. %exp: Qian, Liu and Wang talk. Qian suggests that they ask if they could have a look at  
 359. the host company's CAD system. Dean looks on.  
 360. %exp: Int1 doesn't interpret  
 361. %exp: Dean then turns, as if to write on the board, but turns back to face the audience.  
 362. \*Dean: do you understand about things about the thrust bearings about what they  
 363. require xxx something like that? xxx  
 364. %exp: Int1 interprets.  
 365. %exp: Dean turns to draw on the board.  
 366. %tim: 12.17.02  
 367. %exp: Dean talks about thrust bearings  
 368. %tim: 12.18.13  
 369. %exp: Dean picks up his calculator and starts calculating.  
 370. %tim: 12.18.23  
 371. %exp: writes figure on board, saying it as he writes.  
 372. %tim: 12.18.29  
 373. %exp: Dean starts working at the calculations again.  
 374. #22  
 375. %tim: 12.18.51  
 376. %exp: Liu reads notes in his notebook hidden under the handouts. Others listen,  
 377. not taking notes.  
 378. %exp: Dean continues.  
 379. %tim: 12.22.11  
 380. %exp: Int1 finishes translating.  
 381. #11  
 382. %tim: 12.22.22  
 383. %exp: Dean looks round, and continues.  
 384. %tim: 12.22.32

385. %exp: Int1 interprets  
386. %exp: Dean puts calculator and pen on table, turns round and picks up cleaner, and  
387. faces the board while Int1 is interpreting.  
388. %tim: 12.22.59  
389. **\*Dean:** (turning round to face audience) right? #2 no more questions to ask. just sit  
390. down there and wait for lunch should we (?)?  
391. %exp: Dean cleans board  
392. %tim: 12.23.06  
393. **\*Dean:** (putting down the cleaner) I'll go see Sajid and see if he's got the Chinese  
394. copy ready (looking at watch, and leaving, saying "excuse me" as he leaves)  
395. %tim: 12.23.25.  
396. %exp: visitors begin to talk about heating and temperature in the room. Li smiling  
397. %tim: 12.24.24  
398. **\*Li:** jiang de hen xiangxi ya  
399. %eng: a very detailed presentation, isn't it?  
400. %exp: visitors talk about the make of the camera. Li and Qian look at the calculator  
401. Dean was using, and notice that it is Sharp. They talk about Japanese products.  
402. %tim: 12.25.13  
403. %exp: Yao rises and goes to the front to look at the model.  
404. %tim: 12.25.20  
405. %exp: Dean comes in. visitors look round.  
406. **\*Dean:** oh oh.  
407. **\*Int1:** oh so quick.  
408. **\*Dean:** I don't know how good the translation is. It looks like double Dutch to me.  
409. (going up to the front)  
410. %exp: Dean puts the Chinese version on the table, and looks for a certain page.  
411. **\*Dean:** xxx which is the right xxx  
412. %exp: Yao, Qian and Int1 go to his help. Dean is sorting out the pages, and Liu and Li  
413. start to talk about CAD in SHB.  
414. %tim: 12.25.50  
415. **\*Dean:** yeah # that's it. yeah. (putting it in order and handing it to Qian) you have a  
416. look at that one. # and if it is right we'll get it bound for you. (taking back  
417. the English version) help you guys xxx  
418. %exp: Int1 interprets.  
419. %tim: 12.26.12  
420. %exp: Dean points to the Chinese version and gestures with his hands possibly to mean  
421. "I have no idea what they mean", and shakes his head.  
422. %exp: Liu and Li still engaged in talk. Int1 and Qian study the Chinese version, and  
423. Int1 finds it is in traditional Chinese characters. Dean looks at the Chinese copy.  
424. %tim: 12.26.26  
425. **\*Dean:** it's very difficult for us to proof-read that. (gesturing with hands)  
426. %add: Helen  
427. **\*Helen:** well right.  
428. **\*Dean:** so we were in the hands of # whoever # translated it for us really.  
429. %exp: Helen goes up to look at the copy.  
430. %exp: visitors all pay attention. All talk about the Chinese copy.  
431. %exp: Dean comments that since the products have been running in PQD for already a  
432. year, they must have a copy. Visitors say that only the people that came to install  
433. the units have it.  
434. %tim: 12.27.18  
435. %exp: Dean sits down.  
436. %exp: visitors still talk about the problem.  
437. %exp: Int1 explains to Dean. Visitors continue  
438. %tim: 12.28.00  
439. **\*Dean:** (hearing what Int1 has translated) (pointing to the copy) yours. you keep it.  
440. %add: Qian  
441. %exp: Int1 interprets. Qian laughs lightly. Dean smiles and shakes his head.  
442. %tim: 12.28.10

443. %exp: Liu and Li still talk.  
 444. %tim: 12.28.31  
 445. #5  
 446. %tim: 12.28.36  
 447. %exp: Dean looks on. Yao has a look at Dean, turns back  
 448. \*Yao: **meishenme (letting out a sigh)**  
 449. %eng: *nothing else*  
 450. %tim: 12.28.39  
 451. \*Dean: **xxx we expect someone to knock on the door and bring in the lunch any**  
 452. **minute. we expect the lunch to be a half past twelve. so um**  
 453. \*Int1: **zai zhe duan shijian dajia you shenme wenti huo dui shenme gan xingqu jiu**  
 454. **zhe xianzai jiu shi deng deng zhongwu fan (laughing) yinwei zuo zhe deng ye**  
 455. **shi deng jiu gen ta liao**  
 456. %eng: *during this time if you have any questions or you are interested in anything now*  
 457. *we are only waiting for lunch. (laughing) because we have nothing to do but*  
 458. *wait so you can talk to him.*  
 459. %tim: 12.29.22  
 460. %exp: Qian rises and goes to look at another model.  
 461. \*Qian: **ta zhe shi ge shenme dongxi?**  
 462. %eng: *what is this?*  
 463. %exp: Int1 interprets.  
 464. \*Dean: **this's a that's a sub submersible (product) for for the xxx hole.**  
 465. %exp: Int1 interprets.  
 466. %exp: Dean continues to explain  
 467. %exp: Qian still looking at it.  
 468. %tim: 12.30.02  
 469. %exp: Li goes up to look at it.  
 470. %exp: Dean continues to explain  
 471. %tim: 12.30.23  
 472. %exp: Qian goes to the other corner to look at the model Dean was explaining earlier.  
 473. %tim: 12.30.49  
 474. %exp: Li goes to look at the other model. Wang stands up and goes up to look at the  
 475. model.  
 476. %exp: Dean continues to explain  
 477. %tim: 12.31.08  
 478. %exp: Yao stands up and goes up to look at the model.  
 479. %exp: Dean continues to explain  
 480. %tim: 12.31.17  
 481. %exp: Liu stands up and goes up to Dean with the handout. He waits till Dean finishes.  
 482. He asks questions. Dean explains. Wang, Yao and Li discuss the model.  
 483. %exp: Wang goes to look at the other model.  
 484. %time: 12.32.08  
 485. %exp: Li goes out.  
 486. %tim: 12.32.13  
 Recording stops  
 @END

## Visit 1 Quality Assurance Review

@Begin

@Filename: v1-qa.doc

@Source: Videotape 3 & 4

@Participants:

BH Staff:

Mike: Quality Assurance Manager; Chris: Quality Assurance Engineer; Dean: Engineering Manager

Chinese Delegation:

Liu: Senior Engineer, SHB; Yao: Under-Chairman, Heating Automatic Control Department, PQD; Wang: PQD; Zhao: PQD; Li: Senior Engineer, PBSB; Qian: Engineer and Director, Operation Department No.2, PQD

Int1: on-spot interpreter

Xing: researcher

@Nationality of Mike, Chris, Dean: British

@Nationality of Liu, Yao, Qian, Li, Zhao, Wang, Int1: Chinese

@Sex of Li: female

@Date: 13/11/1996

@Location: BH Conference Room

@Duration: 35 minutes

@Coder: Xing

1. %tim: 13:19:29>
2. %exp: Mike stands in front. Overhead projector is on. Mike adjusts the projector. Chris sits at the chair's end of the table. Visitors are seated. Int1 stands.
- 3.
4. %tim: 13:20:03>
5. \*Mike: **I'm Mike (surname) quality manager # xxx engineer that we oversee this**
6. **type of contract. we will run through how our company will handle or has**
7. **handled your contract # and these are laid out # a brief seminar # just to**
8. **run through how we control # the quality of the work in the shop and some**
9. **interests etcetra etcetra.**
10. %exp: Int1 interprets into Chinese
11. %exp: Mike gestures to Chris
12. \*Mike: **so when you uh**
13. %tim: 13:21:03>
14. %exp: Chris stands up, smiling, and walks to the front. Mike retires to the back.
15. %exp: Int1 explains in Chinese
16. %tim: 13:21:11>
17. \*Chris: **ok. good afternoon. my name is Chris (surname) # quality engineer.**
18. **(presenting a card to Qian, who takes it with both hands, and one to Li, who**
19. **stands up and takes it with both hands) this is my card. pass some on over**
20. **there. take one # pass it along. (handing the rest to Wang, with one hand.**
21. **Wang rises, takes cards, and starts to distribute them. Mike walks to the**
22. **front and over to the window to adjust the blinds) um I've worked for the**
23. **firm for approximately ten years. in the last few months um I recently #**
24. **took up my new position as a quality engineer # um I'll # be giving you an**
25. **oversight of how the quality works through the firm. hopefully it won't be**
26. **too boring. um you can get to ask your questions either as we go along or at**
27. **the end.**
28. %tim: 13:21:42
29. %exp: Int1 interprets into Chinese
30. %exp: Chris faces Int1 while talking
31. %exp: Mike walks back. Some visitors look down, writing or looking at the materials
32. or at Chris's card.
33. %tim: 13:22.02
34. %exp: Chris adjusts overhead.
35. \*Chris: **basically we have a managing director # in overall charge of the firm.**



36. obviously reporting to him we have managers of the particular divisions  
 37. within the firm. as you can see from the quality point of view # there's the  
 38. quality manager who does actually report to the engineering manager who  
 39. also has a direct line to the actual managing director.
40. %exp: Chris talks to Int1, not looking at visitors.  
 41. %exp: Int1 interprets into Chinese
42. \*Chris: thank you. um # Mike as the quality manager has um # ten people that  
 43. report to him. they are six quality support engineers # um three # quality  
 44. engineers and also one secretary. between them they ensure all the  
 45. components going through the shop # with correct specifications # um the  
 46. company is actually accredited to ISO 9000 # which I'll show you in  
 47. another slide in a minute. um later on if you like we can actually walk down  
 48. the shop # and you can ask me any more questions if you like as well.  
 49. because that would be a bit more interesting for you.
50. %exp: Chris faces Int1 while talking, casting an occasional look at audience.  
 51. %exp: Int1 interprets into Chinese
52. %exp: Chris picks up a slide and looks at it while Int1 is interpreting. He changes  
 53. slides.
54. %exp: Chris points to a slide  
 55. \*Chris: can you see this ok?
56. %par: Chris smiles  
 57. %exp: Int1 interprets into Chinese
58. \*Qian: kan bu qingchu.  
 59. %eng: *can't see clearly.*
60. \*Chris: yes? as I was saying um quality manager # quality support engineers # these  
 61. actually shopfloor based. and we will actually um # follow the components  
 62. through the shop # we will measure it # to make sure it obviously conforms.  
 63. there is anything that actually goes wrong # he'll raise a nonconformancy  
 64. # NCR # and um we then can actually decide corrective action.
65. %exp: Chris talks to Int1, and blocks the vision of the three visitors on one side of the  
 66. table.
67. %exp: Int1 interprets into Chinese
68. \*Chris: any questions so far?  
 69. %exp: still talking to Int1  
 70. %exp: Int1 interprets into Chinese  
 71. %exp: Chris looks round for reaction.
72. \*Wang: dou mei yi ge chengxu xxx  
 73. %eng: *without a procedure xxx*
74. \*Li: zheyang kan qingchu.  
 75. %eng: *it looks clearer this way.*
76. \*Chris: the company BH is actually accredited to ISO 9000 # M1. the company  
 77. obviously has to have a company policy which hopefully we'll be able to  
 78. read.
79. %exp: Int1 interprets into Chinese
80. \*Wang: kan de qingchu  
 81. %eng: *I can see it clearly.*
82. \*Wang: bu yaojin, bu yaojin.  
 83. %eng: *it doesn't matter, it doesn't matter.*
84. \*Liu: bu yaojin.  
 85. %eng: *it doesn't matter.*
86. \*Int1: yes, fine, but it's not clear, but, but anyway  
 87. \*Chris: can you (!) read that?  
 88. \*Int1: um, # yeah (laughs)  
 89. \*Chris: my own # I guess I guess it doesn't make much sense to you. no?  
 90. \*Yao: xing, xingxing, xingxing.  
 91. %eng: *it's all right, it's all right.*
92. \*Chris: basically what it says is it's a management objective that the company will  
 93. be produce products and all services and all quality related aspects to

94. ensure that the product we manufacture is to the correct specification and  
95. um correct time agreed with the customers # and any after sales um  
96. problems they may have.
97. %exp: Int1 interprets into Chinese
98. \*Chris: no doubt your companies must have something similar.
99. %exp: Int1 interprets into Chinese
100. %exp: Chris looks at audience and nods at researcher.
101. \*Liu: jiu shi, dui, dou you.
102. %eng: yes, that's right, we all have.
103. \*Int1: yes.
104. #7 (13:28:06-13)
105. \*Chris: this is an extract from ISO 9001. basically it just gives um um # ISO 9001 as  
106. you know is actually a model # quality role system that um basically # if you  
107. have ISO 9001 accreditation # you have auditors coming to your firm and  
108. actually check out your quality system to ensure that you conform to it.
109. %exp: Int1 interprets into Chinese
110. \*Chris: as you know ISO 9000 is a European standard which actually originated  
111. from BS5750 um in 1989 I think # it actually got changed over. see this.
112. %exp: Int1 interprets into Chinese
113. #5 (13:29:23-28)
114. \*Chris: ok? # this here is our current certificate of approval. just to show you  
115. actually that we actually have got it. um in case I was telling you porkies or  
116. not the truth.
117. %exp: Int1 interprets into Chinese
118. %tim: 13:29:58
119. \*Chris: you all look quite bored. are you alright? yeah? (laughs)
120. %exp: Int1 interprets into Chinese
121. \*Qian: bu kun
122. %eng: not sleepy
123. \*Liu: bu kun, bu kun.
124. %eng: not sleepy, not sleepy.
125. \*Chris: is that no they're alright or yes they are?
126. %exp: Int1 interprets into Chinese
127. %tim: 13:30:12
128. %exp: Chris looks around
129. \*Wang: bu, ren zhe shi guocheng, ren gei jieshao tamen zhe ge jianyan bumen dou  
130. you xie shenme, jiu xiang zanmen ganhuo yiyang, gongye shenme de, ren jiu  
131. xian jieshao jieshao, zhe bu yaojin de, ta jieshao dui de.
132. %eng: no, this is the process. he is introducing this QA department, what they have, just  
133. like what we do in industries. this is an introduction. it doesn't matter. he is  
134. right doing so.
135. \*Yao: women jiu shi xuexi.
136. %eng: we are here to learn.
137. \*Liu: women jiu shi xuexi.
138. %eng: we are here to learn.
139. \*Int1: tamen laowai jiu xihuan ni ti wenti, ruguo ta lao jiang ni bu ti wenti de hua,  
140. ta jiu ganjue haoxiang ni bu gan xingqu.
141. %eng: they foreigners would like it if you ask them questions. if he talks on and on with  
142. no questions from you, he feels as if you are not interested.
143. \*Wang: bu shi, zhe ge dongxi zan mei fa ti wenti, xiang renjia zhe guanli, zenme  
144. guanli, zhe zenme ti?
145. %eng: not that. we can't ask questions about this, their management, how the  
146. company is run. how can we?
147. \*Int1: they said it's ok, it's just because in China we might um follow different  
148. standard, I mean
149. \*Chris: uhuh
150. \*Int1: it's just like like the ISO or we might call something else.
151. \*Chris: yeah. we're actually accredited to this but obviously we can actually

152. manufacture to any requirement the customer wants. you know # as I-E  
 153. ASME. um # or NUCLEAR code. anything.
154. %tim: 13:31:04  
 155. %exp: Dean comes in with tea and coffee. Visitors look round.
156. \*Dean: sorry about this. you've got um some new glasses have you cups whatever?  
 157. so you're alright?
158. \*Chris: thank you Dean. very decent of you.  
 159. \*Dean: so you're quite happy now?
160. %exp: Dean leaves  
 161. %tim: 13:31:48
162. \*Chris: what what standards do you use then?  
 163. %exp: Int1 interprets into Chinese
164. \*Liu: women ye yong zhe ge biao zhun.  
 165. %eng: we use the same standards.
166. \*Li: guoji ISO  
 167. %eng: international ISO
168. \*Liu: yiyang de.  
 169. %eng: the same.
170. \*Qian: guoji biao zhun.  
 171. %eng: international standards.
172. \*Int1: they also use ISO.  
 173. %tim: 13:31:27
174. \*Li: ye yong zhe zhong, xianzai ye yong zhe zhong, jingguo zhe zhong renzheng.  
 175. %eng: also use this standard, now also use this, get creditation
176. \*Chris: most firms interpret it to actually # meet the actual requirements of their  
 177. business.  
 178. %exp: visitors talk among themselves and with Int1 about quality code they use in  
 179. China.
180. \*Li: yao jingguo zhe zhong renzheng, yao dedao zhe zhong renzheng.  
 181. %eng: must go through the creditation, must get the creditation
182. \*Chris: xxx  
 183. \*Int1: guoji biao zhun bu shi zhe ge ASME  
 184. %eng: international standard isn't ASME
185. \*Qian: bu, bu, bu.  
 186. %eng: no, no, no.
187. \*Liu: women yong ASME he ISO9001 yiqi yong de, xianzai.  
 188. %eng: we now use both ASME and ISO9001
189. \*Int1: oh.  
 190. \*Liu: zhuyao shi ISO9001, xianzai quan jiegui le.  
 191. %eng: ISO9001 is more in use. all standardized now.
192. \*Int1: dou yiyang.  
 193. %eng: the same
194. \*Liu: dou yiyang.  
 195. %eng: the same
196. \*Int1: yes, it's the same.  
 197. \*Chris: the same. ok.
198. %tim: 13:31:50  
 199. %exp: Chris looks down at his slides. Visitors continue with their own talk.
200. \*Liu: xianzai bu jiegui zhe ge (product) bu hao chukou.  
 201. %eng: without standardisation it's difficult to export (product).
202. \*Wang: jiu shi.  
 203. %eng: that's right.
204. \*Liu: chanpin bu hao chukou. tamen di yi bu jiu wen zhibao xiangmu zenmeyang.  
 205. %eng: products are difficult to export. the first thing they ask about is quality assurance  
 206. system.
207. \*Int1: oh.  
 208. \*Liu: yiding yao yiyang de. # women keneng hai bijiao xin ne, 1994 nian. (Laughs)  
 209. %eng: it has to be standardised. # our standard may be a more recent version, 1994

210. *version.*
211. \*Li: zhe ge, wo kan xianzai zanmen guonei dedao zhe ge renzheng de bu duo  
212. genben jiu.
213. %eng: *this, I don't think many factories have been credited to this standard.*
214. \*Liu: dui.
215. %eng: *that's right.*
216. \*Li: ISO9001
217. \*Liu: dui, dui.
218. %eng: *that's right., that's right.*
219. %tim: 13:32:12
220. \*Chris: once an order has been placed # we in the quality department will actually  
221. write a quality plan. from engineering we get all the materials specified to  
222. actually make your (product) and (product) # and the quality plan will have  
223. them listed # and also what processes we are going to use to manufacture  
224. the (product) and (product).
225. %exp: Int1 interprets into Chinese
226. \*Chris: here you can see # contract # SHE # packing xxx number # the actual work  
227. station that's being crewed out. this is just an example of xxx order  
228. number # and the actual number of pages down here. which you can't see  
229. very well. and the dates. as well.
230. %exp: Int1 interprets into Chinese
231. \*Chris: ok? #3 this would then be # so the next page where you had all the materials  
232. listed which would be used in in the (product) and (product) assembly.
233. %exp: Int1 interprets into Chinese
234. \*Chris: for example # one may now look through the (product) case # actually list  
235. the actual material # and over here you have PS67. PS standing for product  
236. specification. that there is another specification # usually about four five  
237. pages long. and that actually um is one that we send out when we actually  
238. procure the items to ensure that the material will conform to the heat  
239. treatment. details of mechanical properties # tensile strengths # xxx  
240. strengths # and stuff like that.
241. %exp: Int1 interprets into Chinese
242. \*Chris: and as you can appreciate # certain components are more important and  
243. critical than others. so obviously certain items have more # um certification  
244. with them than others.
245. %exp: Int1 tries to interpret but is interrupted
246. \*Chris: <that's what this column is here.>[<]
247. %exp: Int1 tries again and is interrupted again
248. \*Chris: <I'll go on to>[<] in a minute. I'm sorry.
249. %par: laughs
250. \*Chris: go on.
251. %exp: Int1 interprets into Chinese
252. %tim: 13:36:00
253. \*Chris: everybody happy so far?
254. %exp: Int1 interprets into Chinese
255. %exp: Chris looks at audience.
256. \*Liu: shi bu shi quan shi ASME cailiao, zhe ge qingkuang?
257. %eng: *are they all ASME materials, in this case?*
258. \*Int1: (not hearing clearly) shenme?
259. %eng: *excuse me?*
260. \*Liu: ASME cailiao ba, shi?
261. %eng: *are they ASME materials?*
262. \*Int1: is this the ASME standard of materials?
263. \*Chris: ASME # American Society of Mechanical Engineers. it's American  
264. standard.
265. \*Int1: (sensing that Chris didn't get the question) so is this according to the  
266. American standard or?
267. \*Liu: cailiao

268. %eng: *material*  
269. \*Chris: um ASME # is (#) just a (#) standard for actually  
270. \*Int1: material  
271. \*Chris: yes. it's basically for nuclear code work. well # it can be nuclear code work.  
272. and also power (product) and so on.  
273. \*Int1: yes.  
274. \*Chris: just that some customers ask for it and some don't.  
275. \*Int1: yeah, that's depend on the customer.  
276. \*Chris: yeah (#) that's right.  
277. %exp: Int1 interprets into Chinese  
278. %exp: Chris looks at Liu  
279. \*Chris: yeah.  
280. \*Liu: xxx  
281. \*Chris: is that ok?  
282. %exp: Chris looks at Liu and nods.  
283. \*Liu: ok.  
284. \*Chris: ok. um as I was saying # from that # you get your product specifications #  
285. which is # this is the front sheets # the lighting in here is actually terrible  
286. isn't it? so you put product specifications. this will actually tell the supplier  
287. exactly what we're asking for. in the form of heat treatment (#) chemical  
288. requirements (#) etcetera.  
289. %exp: Int1 interprets into Chinese  
290. \*Chris: this is another page from the same # ha [realising he has put on the wrong  
291. slide and changing it] # from the same product spec. and # as you can see  
292. listed # we have heat treatment requirements # chemical requirements #  
293. acetone [?] the actual material that needs to be repaired by welding. then  
294. you have your NDE # non destructive examination # that can either be xxx  
295. or anything of that nature.  
296. %exp: Int1 interprets into Chinese  
297. %tim: 13:38:42  
298. %exp: Dean comes in to say goodbye  
299. \*Dean: there is a convenient point? or could you stop because I I didn't say  
300. cheerio or anything.  
301. \*Chris: yes sure.  
302. \*Dean: thank you very much everyone for um listening to me # so attentively this  
303. morning. and um # I'll away now so thanks very much. ok.  
304. %exp: Int1 interprets into Chinese  
305. %tim: 13:38:42  
306. %exp: visitors all stand up  
307. \*Dean: any problems # as I say # during the week # you know where I am. all  
308. right?  
309. %exp: Int1 interprets into Chinese  
310. %exp: Dean shakes hands with visitors  
311. \*Dean: thank you.  
312. \*Li: thank you.  
313. \*Dean: thank you. thank you.  
314. \*Qian : thank you.  
315. \*Dean: thank you. thank you very much. bye-bye  
316. \*Liu: bye  
317. \*Chris: thank you Dean.  
318. \*Dean: bye. see you soon. all right. I'll shut the door # ok?  
319. \*Chris: or leave it open actually it's quite warm in here.  
320. \*Dean: yeah? do you need any windows opening then.  
321. \*Chris: yeah # I'll do that in a minute yeah?  
322. \*Dean: right.  
323. %exp: Dean leaves the room  
324. \*Chris: are you a bit warm?  
325. \*Int1: yes

326. %tim: 13:39:39

327. \*Chris: open a window then.

328. %exp: Yao wipes face with handkerchief. Chris walks to the window and opens it. he

329. squeezes through to open another.

330. \*Chris: excuse me.

331. \*Liu: ba nuanqi guan le.

332. %eng: *I turned the heating off.*

333. \*Qian: guan le?

334. %eng: *turned off?*

335. \*Liu: guan le

336. %eng: *yes.*

337. %exp: Int1 bends over and looks at the slide on the plate. Chris walks back to front.

338. \*Chris: this is um continuing on on the quality specifications. it's also asking the

339. supplier to actually supply certification with the material # and actually list

340. there mechanical properties # heat treatment # repairs # xxx particles #

341. ultrasonics # stuff like that. which will get put into the documentation

342. package and then you would have a copy of that also.

343. %exp: Int1 interprets into Chinese

344. #8 (13:40:40-48)

345. \*Chris: going back to what I was saying earlier # we produce a quality plan. this is

346. in fact the sequence of manufacture. here will actually list down all the items

347. that you have made # and actually the actual operations and sequence of

348. events. this is um a bit later on # and this is the assembly stage. for example

349. # we'd assemble it # then you'd performan() th() performance test it #

350. over here # obviously your um hydraulic things # the head of the flow. then

351. we'd take it apart # just to make sure there's nowhere and everything's

352. fine as it should be. you then build it # pressure test it # and then we'd do

353. an insulation test. just to ensure the windings are ok so the insulation

354. doesn't break down.

355. %exp: Int1 interprets into Chinese

356. %tim: 13:42:33

357. \*Chris: ok? #3 it isn't very interesting really is it?

358. %exp: Int1 interprets into Chinese

359. %par: Chris laughs

360. \*Chris: it is (!) but not in the presentation that I'm giving.

361. \*Int1: (laughs) it's ok. (=! laughs)

362. \*Chris: it's ok yeah? right. um if for some reason any # um # component's going

363. through the shop # say we drop something or: # if it's not # say we

364. machine it wrongly # and then we have to raise an NCR. a nonconformancy

365. report.

366. \*Int1: yeah.

367. \*Chris: which is what I'm going to show you yeah? NCR. nonconformancy report.

368. on here. we'd have to write exactly what's wrong with component #

369. whether it be we've machined it over or under size # say we dropped it #

370. not that we normally do drop them yeah? (laughs) um and things of that

371. nature. then the actual job would have a whole label put on it # and that

372. then we'd have to wait until the action has been deemed # so that we can

373. actually put it back into the system. say for example # if the machine is

374. oversized # we might have to wi() weld an inlay back on it so to bring it back

375. up to um big enough so you can actually machine it again to the correct size.

376. or something of that nature. so therefore we give it to engineering or the

377. relevant department and then they will actually deem the action to be

378. required. sometime the component will be scratched. and we'll have to go

379. back to the supplier and ask for a new one. this very rarely happens. but

380. you know we have to have it in place should it arise.

381. %exp: Int1 interprets into Chinese

382. %tim: 13:45:10

383. \*Chris: you seem to say a lot of words for my few.

384. %add: Int1  
385. \*Int1: yeah (=! laughing)  
386. \*Chris: why is this?  
387. \*Int1: difficult (laughs) too difficult.  
388. \*Chris: <too difficult yeah?> (=! laughing)  
389. \*Int1: yeah. (=! laughing)  
390. \*Chris: it's alright. I'll make it easier. um this is just an example of a mechanical  
391. test report we'd get from the supplier. you know I was speaking earlier  
392. about the product spec xxx I was showing you a bit earlier # and it should  
393. actually tell you the chemical composition of the material we're asking for  
394. a report. this is the actual chemical analysis. carbon # silicon # manganese #  
395. silicon chromium # xxx it actually gives you um minimum maximum limits  
396. that you are allowed. on the actual standards. and then actually what the  
397. actual um # figures are for the actual material that we've ordered. to  
398. actually show that it conforms and actually falls within the minimum  
399. maximum, because these er certs when they come from the foundry will  
400. actually get checked off by ourselves. and we actually issue a batch number  
401. so that we can ensure traceability from the foundry throughout the shop so  
402. that when it gets into um the (product) (product) we know exactly what's  
403. in there.  
404. %exp: Int1 interprets into Chinese  
405. \*Chris: that batch number is very important. um to actually ensure that batch  
406. number goes with the component # it will actually get stamped on the  
407. material. etched on the material written on the material. or have some  
408. documentation with the material to ensure that batch number always stays  
409. there.  
410. %exp: Int1 interprets into Chinese  
411. %exp: Chris has a quick look at audience  
412. \*Chris: ok?  
413. \*Liu: na ta zai lingjian shang ye you zhe ge ma ma?  
414. %eng: *do the spare parts bear the number then?*  
415. \*Int1: dui, ta zhe ge cailliao yi mai lai ba, jiu biao ma le.  
416. %eng: *yes, the material is stamped with the number as soon as it is purchased.*  
417. \*Liu: chanpin shang kan de chu ma?  
418. %eng: *do products bear it?*  
419. \*Int1: um do you # put #2 that stamp on the product? and  
420. \*Chris: xxx  
421. \*Int1: you put xxx? er  
422. \*Chris: batch number?  
423. \*Int1: yes, batch number put on  
424. \*Chris: material batch number. material batch number. we receive the material  
425. into the stores  
426. \*Int1: yeah.  
427. \*Chris: that's when the storemen give it a batch number.  
428. \*Int1: but for the final product, do you  
429. \*Chris: the final product. yes could be (product) case # (product) cases # um heat  
430. exchangers #2 anything that you can see from the outside # will have a batch  
431. number stamped on it.  
432. \*Int1: yeah.  
433. %exp: Int1 interprets into Chinese  
434. \*Chris: also with the (product) and (product) case it will also have the um design  
435. and # test pressures stamped on it as well. because one of the last things we  
436. do is to actually xxx test the (product) case and the (product) case. one and a  
437. half times the design pressure to ensure that the components are ok.  
438. %exp: Int1 interprets into Chinese  
439. \*Liu: danshi ta zhe ge, danshi zhibaoshu li ye tigong ba, zhe ge shuju?  
440. %eng: *but this, the data, is it provided in the quality assurance booklet?*  
441. \*Int1: do you supply this uh alphabeta (?) to the customer?

442. \*Chris: I believe so. (laughs) yes.
443. %exp: Int1 interprets into Chinese
444. \*Chris: what we'll do. we'll have a walk down the shop floor # and I'll show
445. you and find out anything that you want to know # and also
446. \*Int1: they just would like to know do you supply all this test list in the instruction
447. manual, all the new products.
448. \*Chris: n:ot in the instruction manual. no. I um I'll find out. <(laughs) ok?>
449. \*Int1: <ta, ta bu da qingchu, ta qu wenwen.>
450. %eng: *he, he isn't quite clear. he'll find out.*
451. \*Chris: I'll find out. #3 don't forget to remind me.
452. \*Int1: yeah, ok. (laughs)
453. \*Liu: rang ta tigao dian xingqu.
454. %eng: *just to make him more interested.*
455. #9 (13:45:02-11)
456. \*Chris: um right. #2 this is an example of (product) performance test which you do
457. (!) get yeah? definitely I know because I used to do this. um let's see #2 you
458. can't really see it here very well.
459. %exp: Int1 interprets into Chinese
460. \*Chris: yeah your heat # measures which is your pressure. along the bottom. X scale
461. is the actual quantity the actual flow. most, in fact on this example there's
462. not a GT point. but all (product) are actually designed to run at a specified
463. point. we actually need a xxx specify the actual point it took. which actually
464. xxx actually run at a certain specific place which we have to ensure that it
465. meets.
466. %exp: Int1 interprets into Chinese
467. \*Chris: so you have your heat quantity curve # overall efficiency # power factor # in
468. kilowatts. you can see there # and also your (product). here. as you can see #
469. they run almost parallel to each other. those two. but the main thing that
470. you're interested in would be the heat quantity and the efficiency. because
471. obviously you want it nice and efficient.
472. %exp: Int1 interprets into Chinese
473. %tim: 13:53:05
474. \*Chris: would you like to have a walk round the shop floor and get a bit of fresh
475. air?
476. %exp: Int1 interprets into Chinese (laughs)
477. \*Chris: yes?
478. \*Liu: xing
479. %eng: *all right.*
480. \*Int1: xing ma?
481. %eng: *is it alright?*
482. \*Liu: xing, xing, xianzai jiu qu ma?
483. %eng: *alright, alright. are we going now?*
484. \*Wang: jiang wan le ba, jiang wan le ba.
485. %eng: *after the presentation. After the presentation.*
486. \*Liu: jiangwan yihou qu ba.
487. %eng: *let's go after the presentation.*
488. \*Int1: we will finish. they would like to go then.
489. %tim: 13:53:26
490. \*Chris: I am finished. (laughs)
491. \*Int1: oh, is it?
492. \*Chris: yes, unless you have any questions.
493. \*Liu: you shenme wenti ya? mei wenti.
494. %eng: *what questions? no questions.*
495. \*Chris: also um xxx once you come back # um # I believe we have a day out
496. tomorrow. because I'm coming with you tomorrow and Richard who will
497. be taking us tomorrow. we'll pop up and we'll decide where we are going
498. 'cos he's got a map to show us exactly what itinerary is planned.
499. \*Int1: for tomorrow you mean



500. \*Chris: that's for tomorrow. yes.  
 501. %exp: Int1 interprets into Chinese  
 502. \*Liu: ah  
 503. \*Chris: London  
 504. \*Liu: ah # tomorrow # London  
 505. \*Chris: me. I'm coming.  
 506. %exp: Chris faces audience while talking.  
 507. \*Liu: hao wa.  
 508. %eng: good.  
 509. \*Int1: ta lai fuze, jiushi you tamen zhe ge bumen lai fuze, name tamen zhe ge  
 510. bumen jiu ba zhe ge jiaogei ta, ta jiu shuo ta, ta tongshi jiushi yao you  
 511. shenme hao de jihua ta shuo ta ye xiwang gen ta lai ti jiu xing, you shenme  
 512. jihua fangmian de shi.  
 513. %eng: he is responsible, his department is responsible, and he is entrusted with this  
 514. task, and he said if you have any suggestions regarding the visit just let him  
 515. know.  
 516. \*Liu: hao de, hao de.  
 517. %eng: all right, all right.  
 518. \*Int1: you shenme wenti ni wen ta ji ge wenti, zhe yao bu ta juede jiang le dajia  
 519. dou bu ti  
 520. %eng: ask him some questions if you have any, or he would feel that after all the talk  
 521. nobody ask  
 522. \*Wang: xxx you wenti ti chu lai xxx  
 523. %eng: ask him if you have any  
 524. \*Xing: ta gangcai shuo ye keyi zai gongzuojian wen ta.  
 525. %eng: he just said you can ask him questions when touring the work shop.  
 526. \*Chris: so xxx when we come back. yeah?  
 527. \*Int1: yeah, ok.  
 528. \*Chris: yeah. ok.  
 529. \*Int1: zou, na zou.  
 530. %eng: let's go then, let's go.  
 531. \*Liu: shenme, ta shuo shenme qian?  
 532. %eng: what, what money was he talking about?  
 533. \*Wang: mei qian, ta jiao zan ti wenti.  
 534. %eng: no money, he asked us to ask questions.  
 535. \*Li: jiushi ganhuo de difang, ganhuo de difang.  
 536. %eng: where work is done, where work is done.  
 537. \*Liu: oh.  
 538. \*Wang: zhengchang ganhuo de difang, qu kankan hao, kankan ba. renjia reqing,  
 539. zan bu ti yijian renjia haoxiang juezhe bu heshi de xxx  
 540. %eng: where work is normally done, it's good to have a look round. they are  
 541. hospitable, it seems that they do not feel right if we do not ask questions.  
 542. \*Chris: we'll have a walk around. um later xxx answer some questions for you.  
 543. %tim: 13:54:53  
 @End

## Visit 1 Manufacturing Review

@Begin

@Filename: v1-manuf.doc

@Source: Videotape 4

@Participants:

BH Staff:

Dave: Manufacturing Manager

Chinese Delegation:

Liu: Senior Engineer, SHB; Yao: Under-Chairman, Heating Automatic Control Department, PQD; Wang: PQD; Zhao: PQD; Li: Senior Engineer, PBSB; Qian: Engineer and Director, Operation Department No.2, PQD

Int1: on-spot interpreter

Xing: researcher

@Nationality of Dave: British

@Nationality of Liu, Yao, Qian, Li, Zhao, Wang, Int1: Chinese

@Sex of Li: female

@Date: 15/11/1996

@Location: BH Conference Room

@Duration: 18 minutes

@Coder: Xing

1. %tim: 9:50:00
2. %exp: visitors are seated, except Liu who stands in front, talking in Chinese about a
3. Japanese English-speaker they have met. Dave is not yet in the room.
4. %exp: Camera lapsed out and didn't capture Dave entering.
5. %exp: Dave sitting at front end of table.
6. %tim: 9:55:58
7. **\*Dave:** **I like fishing. I go fishing I go fishing in the Thames.**
8. %exp: Dave gestures with hands to mean "me" and "fishing"
9. **\*Liu:** **oh # go fishing here # in the Thames?**
10. %exp: Liu gestures to mean 'go fishing here/in the Thames?'
11. **\*Dave:** **oh yeah yeah yeah.**
12. **\*Liu:** **no people go fishing.**
13. **\*Dave:** **sorry?**
14. **\*Liu:** **no people go fishing.**
15. **\*Dave:** **lots of people?**
16. **\*Liu:** **not no people.**
17. **\*Dave:** **<not not>**
18. **\*Liu:** **<yesterday>**
19. %tim: 9:56:11
20. **\*Dave:** **in the # in London the fishing is not very good. going out towards Oxford #**
21. **the fishing is very good. it's further out of London. too much pollution #**
22. **in the London area.**
23. %tim: 9:56:22
24. %exp: Dave does a lot of gesturing
25. %exp: visitors all look at Dave, showing interest.
26. **\*Liu:** **oh yes.**
27. **\*Dave:** **but it's it's good nevertheless.**
28. %tim: 9:56:25
29. %exp: Liu explains to other Chinese visitors
30. **\*Liu:** **ta shuo diaoyu, zai Lundun diaoyu, wo shuo zuotian meiyou ren diaoyu.**
31. %eng: *he was talking about fishing, fishing in London. I said there were no people*
32. *fishing yesterday.*
33. %add: his colleagues
34. %tim: 9:56:27
35. %exp: Int1 puts tea and coffee pots on table.
36. **\*Li:** **ta zhe ge, ta zhe ge he li you yu ma?**

37. %eng: *the rivers, the rivers here, are there fish in them?*
38. \*Liu: **ta shuo zhe ge yu bu tai hao yinwei**
39. %eng: *he said that the fish is not good because*
40. \*Int1: **tamen jiushi xianhu gei wuran le**
41. %eng: *they think that the fish is polluted*
42. %tim: 9:56:34
43. %exp: Wang puts tea cups on table.
44. \*Liu: **wuran tai yanzhong le**
45. %eng: *pollution is serious*
46. \*Int1: **jiushi ting, ting zhuyi de.**
47. %eng: *they are very careful.*
48. \*Liu: **zuotian meiyou ren diaoyu ba, haoxiang?**
49. %eng: *it seemed to me that there weren't people fishing yesterday, were there?*
50. \*Li: **ren bu duo, Lundun wo kandao xxx**
51. %eng: *only a few, I noticed in London xxx*
52. \*Int1: **bushi nimen qu de Gelinweizhi na bian haoxiang xxx**
53. %eng: *but it seems that you went to Greenwich xxx*
54. %tim: 9:56:43
55. %exp: Wang puts a cup for Liu and one for Dave.
56. \*Liu: **xiexie**
57. %eng: *thank you*
58. \*Dave: **thank you. #4 he's playing mother.**
59. \*Int1: **oh (laughs) yeah.**
60. \*Li: **na ge qiao jiao shenme qiao, na ge daqiao?**
61. %eng: *what's the name of that bridge?*
62. \*Wang: **ah, shuo shenme?**
63. %eng: *what? what did you say?*
64. \*Li: **jiushi Lundun qiao ba?**
65. %eng: *is it London Bridge?*
66. \*Int1: **ai, dui.**
67. %eng: *yes, that's right.*
68. \*Liu: **jiao Taiwushi qiao, shijishang.**
69. %eng: *it's called Thames Bridge, actually.*
70. \*Li: **Taiwushi qiao**
71. %eng: *Thames Bridge*
72. \*Liu: **ai -:**
73. %eng: *that's it.*
74. %tim: 9:56:56
75. \*Dave: **one's coffee one's tea**
76. %exp: Dave gestures, pointing to the pots.
77. \*Int1: **yeah, that's the coffee.**
78. \*Dave: **this is coffee?**
79. \*Int1: **yeah.**
80. \*Dave: **I'll have the tea.**
81. \*Wang: **cha**
82. %eng: *tea*
83. \*Dave: **(pointing to tea pot) tea.**
84. \*Int1: **zhe shi tea.**
85. %eng: *this is tea.*
86. \*Liu: **wo yao cha.**
87. %eng: *I want tea.*
88. \*Wang: **ni yao cha**
89. %eng: *so you want tea.*
90. \*Liu: **xian gei ta dao.**
91. %eng: *pour some tea for him first.*
92. \*Dave: **xxx that tea's got milk in it**
93. \*Int1: **yeah (#) sure**
94. %par: Dave laughs

95. %exp: Wang pours tea for Liu. Dave watches on.  
 96. #6 (9:57:10-16)  
 97. %exp: Dave gets the coffee pot, smells it to see if it is coffee, and puts it down, still  
 98. wanting tea. Wang pours tea for Qian, Yao and himself, and pours the last bit  
 99. into Yao's cup.  
 100. \*Wang: ni he shenme?  
 101. %eng: *what do you want for a drink?*  
 102. \*Dave: this is the coffee?  
 103. \*Liu: yeah.  
 104. \*Wang: tea  
 105. \*Li: tea  
 106. %tim: 9:57:17  
 107. %exp: participants have their drinks. visitors apparently wait for Dave to begin the  
 108. session, but realize that Dave isn't ready to begin. They start to talk among  
 109. themselves in Chinese  
 110. %tim: 9:57:35  
 111. \*Int1: ni he shenme, ni he kafei?  
 112. %eng: *what do you want, coffee?*  
 113. %tim: 9:57:36  
 114. %exp: Int1 puts tea and coffee pots on table.  
 115. %exp: Wang serves drinks and Int1 serves cookies  
 116. %exp: Dave, realising there will be no tea left for him, picks up the coffee pot and  
 117. pours some for himself.  
 118. %tim: 9:57:44  
 119. \*Dave: are you going to look at the shops in London?  
 120. %add: Liu  
 121. %exp: Dave is addressing Liu. Other visitors talk to themselves, paying no attention.  
 122. \*Liu: um no. in tomorrow # tomorrow we are going to the shops.  
 123. \*Dave: there's # lots of # nice clothes. but very very expensive.  
 124. \*Liu: yes.  
 125. #5 (9:57:56-9:58:01)  
 126. \*Dave: if you go down Regent...  
 127. \*Liu: xxx  
 128. \*Dave: oh yeah (#) yeah.  
 129. \*Liu: may be tomorrow.  
 130. \*Dave: not today.  
 131. \*Liu: no. not today.  
 132. %tim: 9:58:12  
 133. \*Dave: be be better tomorrow to get there. if you go during the week # there's a  
 134. lot of # traffic going backwards and forwards.  
 135. %tim: 9:58:18  
 136. \*Liu: we are too (#) too tired. we spent two tired # um um # we spent two hours.  
 137. %tim: 9:58:26  
 138. \*Dave: yeah # yeah. ok. tomorrow # hour and a half. one and a half hours. would  
 139. be that little bit quicker. # I hope.  
 140. %tim: 9:58:36  
 141. %par: laughter from Liu, Int1, etc.  
 142. %tim: 9:58:38  
 143. %exp: Chinese visitors talk among themselves about travel. Dave watches on. Int1 is  
 144. not interpreting.  
 145. %tim: 9:59:00  
 146. %exp: Wang, Li and Xing engage themselves in their own conversation. Wang is  
 147. inviting Xing to his hotel room while Dave is asking about their impression of  
 148. England.  
 149. \*Dave: could you ask if what they have seen of England so far? is it as they  
 150. imagined?  
 151. %add: Int1  
 152. %exp: Int1 interprets into Chinese

153. %exp: Dave looks round. Visitors are busily engaged in their own talk.
154. \*Yao: **Gelinweizhi ya, na ge tianwentai.**
155. %exp: Yao gestures with hand.
156. %eng: *Greenwich, the observatory*
157. \*Int1: **yes, they are just impressed by the Greenwich.**
158. \*Dave: **pardon?**
159. \*Int1: **by the Greenwich. yesterday what they saw because I think it's about on**
160. **Thursday. so they haven't got a chance.**
161. %exp: Dave nods. he drinks coffee and watches on.
162. %tim: 9:59:40
163. %exp: visitors talk to themselves in Chinese. Xing and Wang are still engaged in talk.
164. Xing goes on to talk about mad cow disease and firework accidents. visitors talk
165. about Wang Dan , a student leader in 1989. Dave is totally ignored. Dave drinks
166. coffee and watches on attentively.
167. %tim: 10:01:08
168. \*Dave: **you see # this is not fair. I cannot understand what you are saying.**
169. %par: laughing
170. \*Int1: **oh**
171. \*Xing: **sorry.**
172. %exp: laughter from all except Yao. Visitors carrying on talking, still ignoring Dave.
173. \*Int1: **that's the morning practice session.**
174. %par: laughter from Dave, Int1, etc.
175. \*Wang: **ta ting budong ji de huang.**
176. %eng: *he is anxious because he doesn't understand.*
177. \*Xing: **en, dui.**
178. %eng: *yes, right.*
179. %tim: 10:01:16
180. %exp: Liu continues to talk about Wang Dan and other Chinese dissidents. Dave keeps
181. drinking tea all the time.
182. %tim: 10:02:29
183. %exp: Dave looks at Xing, smiles, and shakes his head. Xing notices.
184. \*Xing: **(laughs) sorry for that.**
185. \*Int1: **you know, after this morning I think you can learn some Chinese.**
186. %exp: loud laughter from audience, but visitors resume their talk without paying
187. attention to Dave.
188. \*Dave: **yeah. I think I'll need to know some Chinese.**
189. \*Xing: **you have gone through many sessions, Chinese sessions.**
190. %tim: 10:02:42
191. \*Dave: **um # I've only worked in the company for just over the year. this is about**
192. **the third time I've been sent to take charges of these people. and I still**
193. **can't speak any of your words.**
194. %tim: 10:02:51
195. \*Int1: **oh. there's a Chinese course. (pointing to Xing) he is the teacher.**
196. \*Dave: **yes. yes. we we already met yesterday or the day before.**
197. %tim: 10:03:00
198. %exp: visitors talk among themselves. Li asks Xing about his work and study.
199. %tim: 10:03:05
200. \*Dave: **in terms of (?) # you see English are very lazy people. we expect everybody**
201. **to speak English. and they are not paying for any other people xxx**
202. %add: Int1
203. \*Int1: **oh. that's unfair.**
204. %tim: 10:03:13
205. \*Dave: **well # it's true. In (#) in our schools they teach you French # um # possibly**
206. **German. but # very little you know # not enough to really have a**
207. **conversation with. um # we are lazy people. we expect everybody to speak**
208. **English. we go # we go on holiday # we speak in English # and expect others**
209. **to understand us. now it's bad really.**
210. %tim: 10:03:34

211. %par: Xing laughs  
 212. %exp: Int1 interprets into Chinese  
 213. %exp: visitors laugh  
 214. %tim: 10:03:43  
 215. %exp: visitors and Xing talk about foreign language learning. Dave drinks and watches  
 216. on.  
 217. %tim: 10:04:23  
 218. \*Liu: **xxx French?**  
 219. %add: Dave  
 220. %tim: 10:04:27  
 221. \*Dave: **French? when I was at school many years ago # it was only French. but #**  
 222. **nowadays it's French # German # Spanish...**  
 223. %tim: 10:04:37  
 224. \*Liu: **and Chinese**  
 225. \*Dave: **(laughing) not Chinese. it's the UK the UK languages. all the European**  
 226. **languages. any of the far middle eastern languages...**  
 227. \*Int1: **you've got the chance to learn Chinese now.**  
 228. \*Dave: **Chinese I think is a very difficult language to understand or to learn.**  
 229. %par: laughter  
 230. \*Liu: **Zhongguohua shi nan xue.**  
 231. %add: Chinese  
 232. %eng: *Chinese is (!) difficult to learn.*  
 233. \*Xing: **yeah. especially the Chinese characters.**  
 234. %tim: 10:05:05  
 235. %exp: Chinese visitors talk about learning Chinese  
 236. \*Dave: **to me you seem to speak very fast. but to you we probably speak very fast.**  
 237. \*Xing: **actually actually English is faster than Chinese.**  
 238. \*Dave: **is it:**  
 239. \*Xing: **yes.**  
 240. %tim: 10:05:20  
 241. \*Dave: **strange (#) the sounds seem to be taking very very fast. #3 and we ask you to**  
 242. **interpret something, and we say that long (gesturing with hands length of.**  
 243. **talk) # and you say that (!) long (gesturing again, but for a shorter length).**  
 244. **when you interpret # it goes a lot quicker. translations are a lot quicker.**  
 245. %tim: 10:05:35  
 246. \*Xing: **sometimes you know the Chinese words actually are more expressive.**  
 247. \*Dave: **uh hum.**  
 248. \*Xing: **yeah.**  
 249. \*Dave: **it's um (#) I don't think (#) I'm too old to learn.**  
 250. %par: laughter from all  
 251. \*Int1: **keep trying.**  
 252. # (10:05:52-53)  
 253. %tim: 10:05:53  
 254. \*Dave: **if you could tell them what I'm going to do today is to taking them round**  
 255. **the complete site # as we are not actually manufacturing any any of their**  
 256. **specific parts # I'll give them a general walk round the site. and xxx some**  
 257. **sorts of (product).**  
 258. %tim: 10:06:05  
 259. %exp: pointing at a (product) model at corner of front.  
 260. %exp: Int1 interprets into Chinese. Dave points to the front corners. There is a model at  
 261. each corner.  
 262. %nvb: Qian and Liu nod  
 263. %exp: Li and Xing talk about teaching and learning Chinese in the University while  
 264. Dave talks. Int1 and other visitors talk about classroom conduct in the UK. Dave  
 265. watches on.  
 266. %tim: 10:07:07  
 267. \*Dave: **(putting out a hand to Liu) where (#) where did you learn your English?**  
 268. %add: Liu

269. \*Liu: um # 10 years ago. 10 years ago.  
 270. \*Dave: 10 years ago. whereabouts then? were you in England or whi()  
 271. \*Liu: in middle school I studies Russian.  
 272. \*Dave: you studied # Russia(n) # Russian!  
 273. \*Liu: Russian yeah. we never xxx studied English. 10 years ago we study English.  
 274. \*Dave: can you speak Russian?  
 275. \*Liu: I forgot.  
 276. %par: Dave laughs.  
 277. #24 (10:07:44-10:08:08)  
 278. %tim: 10:08:08  
 279. %exp: Liu and Xing talk about foreign language teaching and learning.  
 280. %exp: Dave stretches out both hands when Liu starts to speak.  
 281. \*Liu: our school # middle school # always study English. primary school.  
 282. \*Dave: oh #2 you do (!) that makes life easier for us. #3 (raising voice and  
 283. stretching hands again) are you all ready?  
 284. %exp: Int1 interprets and explains. Xing explains that the plan is to have a tour of the  
 285. factory. Visitors begin to put away notebooks and brochures.  
 286. \*Dave: you can leave these here.  
 287. \*Xing: are we coming back?  
 288. \*Dave: sorry?  
 289. \*Xing: are we coming back?  
 290. \*Dave: yes we are coming back here. we are not going to lose you. we'll bring you  
 291. back here.  
 292. %tim: 10:08:47  
 293. %exp: Dave looks round and gestures enthusiastically  
 294. \*Dave: right. let's go!  
 295. %exp: all rise and file out.  
 296. %tim: 10:08:49<  
 @End

## Visit 1 Closeout Meeting

@Begin

@Filename: v1-close.doc

@Source: Videotape 4 & 5

@Participants:

BH Staff:

Sajid: Project Engineer, of Sales and Marketing Department

Chinese Delegation:

Liu: Senior Engineer, SHB; Yao: Under-Chairman, Heating Automatic Control Department, PQD; Wang: PQD; Zhao: PQD; Li: Senior Engineer, PBSB; Qian: Engineer and Director, Operation Department No.2, PQD

Int1: on-spot interpreter

Xing: researcher

@Nationality of Sajid British

@Nationality of Liu, Yao, Qian, Li, Zhao, Wang, Int1: Chinese

@Sex of Li: female

@Date: 22/11/1996

@Location: BH Conference Room

@Duration: 80 minutes

@Coder: Xing

1. %tim: 10:11:49>
2. %exp: visitors serve drinks to themselves. Sajid comes in and goes to the end of the
3. table, standing.
4. \*Sajid: **would anyone like a soft drink? water or anything?**
5. \*Liu: **yeah. ok # I'll ask them.**
6. \*Sajid: **you want tea. ok. help yourself to some tea.**
7. \*Li: **no.**
8. %tim: 10:12:00
9. %exp: visitors serve drinks, and talk about English tea.
10. %exp: Lynn brings in coffee pot
11. \*Sajid: **thanks Lynn**
12. %exp: Sajid takes tea pot. Li makes way for him, but realises he wants some tea. She
13. offers to make tea for him. Sajid brings coffee pot to the table. Wang offers to
14. pour coffee from the pot into the tea cup, but has difficulty.
15. \*Sajid: **oh. you've got to open that one. open it. that's it.**
16. %exp: Xing asks Int1 to help with mike.
17. %tim: 10:12:49
18. %exp: Liu, Li and Wang take seats. Visitors start to talk among themselves.
19. %tim: 10:12:54
20. %exp: Sajid approaches chair, opens his file, pulls pen from his upper pocket, moves to
21. coffee table, and gestures.
22. \*Sajid: **do you want a drink Xin [Int1]?**
23. %add: Int1
24. \*Int1: **oh yeah. I just get mineral water.**
25. \*Sajid: **Jerry want a drink?**
26. %add: Xing
27. %tim: 10:13:17
28. %exp: Sajid moves back to front.
29. \*Int1: **ni he dian shenme?**
30. %eng: *what would you like for drink?*
31. %add: Xing
32. %tim: 10:13:20
33. %exp: Sajid takes chair. Visitors start talking
34. %tim: 10:13:30
35. \*Int1: **Sajid # do you want something?**
36. \*Sajid: **no thanks.**



37. %tim: 10:13:33  
38. %exp: visitors continue talking. Sajid looks at visitors, and then looks down at his file.  
39. %tim: 10:13:44  
40. \*Sajid: **ok. has everyone got their tickets? yeah?**  
41. \*Liu: **yes. confirms.**  
42. %exp: Liu pushes his ticket over to Sajid.  
43. %exp: Int1 interprets into Chinese.  
44. %exp: Yao reaches his bag and takes tickets out.  
45. \*Qian: **women de jipiao dou zai shuji nali.**  
46. %eng: *the secretary is taking care of our tickets.*  
47. \*Liu: **women de jipiao dou zai zheli.**  
48. %eng: *all our tickets are with him.*  
49. %exp: Yao throws tickets onto the table, in front of Sajid.  
50. %exp: Liu takes them up, put them in order, and counts the number. He moves the  
51. tickets to Sajid.  
52. \*Liu: **here. six.**  
53. \*Sajid: **six there?**  
54. \*Liu: **six.**  
55. %exp: Sajid counts the number.  
56. \*Sajid: **ok. I'll confirm those. I'm going to do that. bear with me.**  
57. \*Liu: **right.**  
58. %tim: 10:14:16  
59. %exp: Sajid leaves.  
60. %exp: visitors talk about Shandong dialect.  
61. %tim: 10:15:30  
62. %exp: Sajid comes in and takes chair.  
63. %exp: Int1, Qian, Li and Xing are discussing and working out problem with mike.  
64. %tim: 10:15:38  
65. %exp: Sajid leaves chair and walks towards door.  
66. %exp: visitors talk about microphones made in the UK.  
67. %tim: 10:15:47  
68. %exp: Sajid goes back to the front, goes up and opens a window.  
69. %tim: 10:16:01  
70. %exp: Sajid moves back from the window and takes chair.  
71. %exp: visitors still talk about mikes. Xing and Int1 are still sorting out the mike  
72. problem. Sajid looks on.  
73. %tim: 10:16:26  
74. \*Sajid: **is it alright Jerry?**  
75. \*Xing: **sorry?**  
76. \*Sajid: **is it ok? or what problem is that?**  
77. \*Xing: **um # it's not working.**  
78. %exp: Xing laughs. Sajid, who has been serious, laughs.  
79. \*Xing: **yes. it's alright now.**  
80. %tim: 10:16:34  
81. \*Sajid: **ok. lady and gentlemen # I'm we've decided to say a few words. firstly xxx**  
82. **the visit and any other things you wish to discover ok we've enjoyed very**  
83. **much having you over xxx you want to xxx you hope or want to see. if there**  
84. **is anything else we can do to make your visit more comfortable # please ask.**  
85. **or if there are any aspects of the program # you want to #2 discuss farther**  
86. **further # xxx or engineering or xxx or manufacturing # please xxx we'll**  
87. **appreciate. today will be the last day (#) so we get an opportunity to just**  
88. **discuss # um # see yourselves in BH.**  
89. %tim: 10:17:30  
90. %exp: most of the visitors are looking down in front of them. Yao writes.  
91. %exp: Sajid gestures to Int1, who starts to interpret.  
92. %tim: 10:18:04  
93. \*Sajid: **has everyone enjoyed their visits?**  
94. %exp: Int1 interprets.

95. \*Yao: hen manyi.  
 96. %eng: very good.  
 97. %exp: Int1 interprets.  
 98. \*Sajid: is there anything we can do to improve it?  
 99. %exp: Int1 interprets and clarifies.  
 100. #5 (10:18:37-42)  
 101. %exp: Qian and Yao exchange ideas. Int1 and Sajid look round.  
 102. \*Qian: meiyou.  
 103. %eng: no.  
 104. %exp: Liu nods.  
 105. \*Li: hai keyi.  
 106. %eng: it's fine.  
 107. \*Wang: xianzai zhe ge anpai shang shi keyi de, bi yiqian you tigao.  
 108. %eng: the arrangements now are very good, better than they used to be.  
 109. %exp: visitors discuss and decide to ask about spare parts.  
 110. %tim: 10:18:52  
 111. \*Qian: xxx jiu shi peijian shenme de  
 112. %eng: xxx it's only the spares that sort of thing.  
 113. \*Liu: xxx peijian ni wenwen ta.  
 114. %eng: xxx the spares you ask him.  
 115. %exp: nodding  
 116. \*Li: xxx  
 117. %exp: Int1 clarifies and interprets.  
 118. \*Int1: um they said the visiting arrangement is very good and the only thing they  
 119. want to have a little bit more about the spare parts # for their (product).  
 120. %tim: 10:19:13  
 121. \*Sajid: right. I think we'd clear that for them today.  
 122. %tim: 10:19:14  
 123. %exp: Sajid takes it down.  
 124. \*Int1: na ge peijian shibushi tamen zhe'er cha yixia?  
 125. %eng: the spares, would you check with them?  
 126. %tim: 10:19:31  
 127. \*Sajid: right. ok. what I'll do of the subject of the spare parts is that we get some  
 128. information which will show the number of spares that they've been  
 129. supplied # and explain it through the contract maybe that will help to clarify  
 130. the subject and then if need be I'll also explain the structure in BH #  
 131. xxx facility # and the spares. it is obviously as we said before # we have 4  
 132. business sectors # the core business # which is ourselves # xxx business to  
 133. promote the xxx # spares department # xxx and after sales services  
 134. department. xxx.  
 135. %exp: Int1 interprets.  
 136. %tim: 10:21:05  
 137. \*Sajid: ok. now the remainder of your visit. today afternoon you are going to  
 138. Milton Keynes. as you know that it is one of Britain's biggest indoor #  
 139. shopping centres. tomorrow they'll be going to Duxford. which is basically  
 140. an airplane aircraft museum # and they'll be accompanied by one of our  
 141. staff members. on Sunday they will be taken to Windsor # and they've met  
 142. the gentleman that will take you there on Sunday. his name is Kim  
 143. (surname) # who you met yesterday # and he will be picking you up at ten  
 144. o'clock # or nine o'clock xxx  
 145. %tim: 10:21:41  
 146. %exp: Int1 interprets.  
 147. %tim: 10:22:18  
 148. \*Sajid: right. if they put no other questions then # I would try and find some  
 149. information on the spares # for them firstly. now. do you expect the  
 150. departments here to xxx any more questions from the engineering aspect?  
 151. or quality aspect or manufacturing aspect?  
 152. %tim: 10:22:35

153. %exp: Int1 interprets.  
 154. %exp: Sajid looks round to see reaction.  
 155. \*Wang: xianzai wenti shi meiyou shenme wenti, xianzai gan shang zhe ge xiangmu,  
 156. haoxiang mei faxian shenme wenti, wenti daoshi meiyou shenme wenti, zhi  
 157. shi peijian xxx  
 158. %eng: *now the question is we don't have any questions. Now with this project it seems*  
 159. *we haven't found any problems. Questions we don't have any, it's only the spares*  
 160. *xxx*  
 161. %exp: Int1 interprets.  
 162. %tim: 10:23:51  
 163. \*Sajid: **ok. we have an agent there. obviously represents our interest there for**  
 164. **repairs # or some of the work that is usually done here. the company is**  
 165. **called (company) the company they are our own agent. we've got # we've**  
 166. **got other than our agent. they are also our customers. xxx Madam**  
 167. **Zhang xxx contact us directly. they have our phone number # so any**  
 168. **time # if they have anything to talk over (?).**  
 169. %exp: Int1 interprets.  
 170. %tim: 10:24:58  
 171. %exp: Lynn comes in with visitors' air tickets. Lynn and Sajid discuss while Int1  
 172. interprets.  
 173. %tim: 10:25:16  
 174. %exp: Lynn leaves.  
 175. %exp: Sajid looks round.  
 176. %tim: 10:25:19  
 177. \*Sajid: **is that ok? #2 you know we are (gesturing to make a phone call with hand) a**  
 178. **phone call or a fax away. that's all it is.**  
 179. %tim: 10:25:26  
 180. %exp: Sajid smiles.  
 181. %exp: Int1 interprets.  
 182. \*Sajid: **we are interested in servicing our customers.**  
 183. %exp: Int1 interprets.  
 184. %tim: 10:25:51  
 185. \*Sajid: **ok. now. Lynn has confirmed the tickets for you. ok obviously the**  
 186. **departure's on Monday morning. we'll collect you at 8:30 in the morning.**  
 187. **when you get to #2 Hong Kong you need to reconfirm # with Dragonair.**  
 188. **ok?**  
 189. %tim: 10:26:09  
 190. %exp: Sajid hands tickets to Liu, who checks.  
 191. %exp: Int1 interprets.  
 192. %tim: 10:26:20  
 193. \*Sajid: **if there are no other questions at the moment # I'll go and find out**  
 194. **information on the spares.**  
 195. %tim: 10:26:25  
 196. %exp: Int1 interprets.  
 197. %exp: Int1 looks round.  
 198. \*Qian: **keyi.**  
 199. %par: nodding  
 200. %eng: *ok.*  
 201. %tim: 10:26:37  
 202. \*Sajid: **if they should think of anything while I am looking for the information #**  
 203. **please ask. please feel free to ask me # or other staff.**  
 204. %tim: 10:26:43  
 205. %exp: Int1 interprets.  
 206. %exp: Sajid looks round for reaction.  
 207. \*Wang: **zhe ge (product) sheji zhiliang fangmian meiyou wenti de, deng yihou you**  
 208. **wenti women zai dianhua, chuanzhen gen ta lianxi. yihou chu wenti juehui**  
 209. **gen tamen lianxi. zhe ge ta fangxin.**  
 210. %eng: *there are no problems with the design and quality of the (product) now. we'll*

211. *contact them by telephone or fax when we come across problems. we definitely*  
212. *will. He doesn't need to worry about that.*  
213. %exp: Int1 interprets.  
214. %tim: 10:27:26  
215. \*Sajid: **yeah. well # as I said before # and your speech's proven it # and generally**  
216. **we are the best of the world. and we hope our products will prove that for**  
217. **themselves. with time. because they will see that BH products are good xxx**  
218. %tim: 10:27:44  
219. %exp: Int1 interprets.  
220. \*Sajid: **ok? (rising) now we get this information.**  
221. %exp: Sajid looks toward the window.  
222. \*Sajid: **a bit cold.**  
223. %exp: Sajid closes the window, moves back, takes up his file.  
224. \*Sajid: **I'll just be in the office.**  
225. %tim: 10:28:18  
226. %exp: Sajid leaves. visitors are left to themselves.  
227. %tim: 10:28:25  
228. %exp: visitors talk about air ticket, luggage allowance, airport charges, travel related  
229. issues, flight back to China.  
230. %tim: 10:31:07  
231. %exp: visitors, Int1 and Xing are talking about visitors' flight and reconfirmation  
232. (10:31:07-10:33:30); spare parts and contract (10:33:30-10:37:30); BH  
233. customers and business (10:37:30-10:38:38); Chinese dialects and local  
234. delicacies (10:38:38-10:49:30); mike problem (10:49:30-10:51:38); Int1's  
235. place of work (10:51:38-10:53:30).  
236. %tim: 10:53:23  
237. %exp: Sajid comes in and notices that Xing is still trying to sort out the problem with  
238. recording facility.  
239. \*Sajid: **are you still playing with that?**  
240. \*Xing: **yeah, but it still isn't working.**  
241. \*Sajid: **still not working. get a hammer and knock it.**  
242. %par: laughter  
243. %exp: Sajid goes to chair, stands there and gets things out from his file. Visitors all  
244. look at the files.  
245. %tim: 10:53:32  
246. %exp: visitors talk among themselves.  
247. %tim: 10:54:06  
248. \*Sajid: **alright. ok. there are three copies there. our representative with two people.**  
249. **but contact it in # eh # any emergency. ok? that is a company. that is #**  
250. **formed # as you know # between BH and SHB # to service the products you**  
251. **bought. ok? so if we give the copies to the power station people.**  
252. %tim: 10:54:32  
253. %exp: Sajid sits down.  
254. %exp: Int1 clarifies in Chinese.  
255. %tim: 10:54:35  
256. %exp: Sajid gives copies of brochures of BH agent.  
257. %exp: visitors study brochures. Sajid sorts out files, and looks quietly on.  
258. %tim: 10:55:30  
259. \*Liu: **zhe shi women chang gen tamen xxx gongsi, zhuanmen fuze yixilie zhiliang,**  
260. **beijian shenme lianxi de gongsi, jiushi liang ge ren, yi ge zongjingli, ling yi**  
261. **ge**  
262. %eng: *this is a company acting on their behalf that we contact. it is responsible for*  
263. *issues over quality, spare parts, etc. there are 2 staff in the company, one*  
264. *general manager, one*  
265. \*Qian: **fu zongjingli.**  
266. %eng: **deputy general manager**  
267. \*Liu: **shi jishu, jishu jingli.**  
268. %eng: *technical manager.*

269. %tim: 10:55:29
270. \*Sajid: is it alright?
271. \*Liu: ok. thank you.
272. \*Sajid: let's Xin [Int1] would you explain to them I've given them some brochures
273. # for our representative in China. the company's called Shanghai...
274. [Changing tape in camera]
275. %tim: 10:57:17
276. \*Sajid: is that ok?
277. %exp: Int1 interprets.
278. \*Yao: meiyou wenti, hen hao, jieshao de hen xiangxi.
279. %eng: *no problem. everything is fine, everything has been explained in detail.*
280. %exp: Int1 interprets into English.
281. \*Sajid: that's ok is it ? (smiling) are they sure? xxx (still smiling)
282. %exp: Int1 interprets.
283. %exp: Int1 gestures to encourage Wang to speak.
284. \*Wang: meiyou wen ti, xianzai jiushuo meiyou shenme wenti le.
285. %eng: *no problem, now no other problems.*
286. %exp: Int1 interprets.
287. %par: Sajid nods
288. \*Qian: wen ta yi xia zhe ge hetong, chang li de hetong women neng bu neng kan yi
289. kan.
290. %eng: *ask him about the contract, if we could have a look at the contract.*
291. %exp: Int1 interprets.
292. \*Sajid: can they have a look at the contract?
293. \*Int1: yeah.
294. \*Sajid: yes. they can look at the contract. what specifically are they looking for?
295. %exp: Int1 interprets.
296. %exp: Sajid watches on attentively
297. \*Li: peijian.
298. %eng: *spare parts.*
299. \*Wang: jiushi peijian.
300. %eng: *only spare parts.*
301. %tim: 10:58:23
302. \*Sajid: you know they are obviously that is a contract between BH and #2 SHE. so
303. there is certain things that would not be #3 ok sensitive.
304. %tim: 10:58:36
305. %exp: Int1 clarifies and interprets.
306. %tim: 10:59:06
307. \*Sajid: but they are more than welcome to have a look at the contract if # they
308. they're thinking to help them to clear up something or if they want to clarify
309. something specifically.
310. %tim: 10:59:16
311. %exp: Int1 interprets.
312. #4 (10:59:26-30)
313. \*Qian: ye jiushi dai de lingjian.
314. %eng: *just the spares that go with the product.*
315. %exp: Int1 interprets.
316. \*Sajid: yeah. this is (gesturing to the document in front of him) what I'm going to
317. do for them now.
318. %exp: Int1 interprets.
319. %tim: 10:59:40
320. \*Sajid: ok? now with (place) we have two contracts. (place) number 3 # (place)
321. number number 1 and number 2.
322. %tim: 10:59:47
323. %exp: Int1 interprets.
324. \*Sajid: for (place) number 1
325. %exp: Int1 interprets.
326. %tim: 11:00:02

327. \*Sajid: it was an order for three (product) from us. ok? there were two sets of  
328. spares. one set of commissioning spares. one set of recommended spares.  
329. ok? that's the first one.  
330. %tim: 11:00:16  
331. %exp: Int1 interprets.  
332. %tim: 11:00:31  
333. \*Sajid: (place) number 2 # was exactly the same. one set of commissioning spares  
334. # one set of recommended spares.  
335. %tim: 11:00:38  
336. %exp: Int1 interprets.  
337. \*Sajid: now we have two lists  
338. \*Yao: na huiqu dui yi xia.  
339. %eng: just take it back and check.  
340. \*Int1: can they have a copy of this?  
341. %tim: 11:00:56  
342. \*Sajid: yes. I'm going to make copies. I've two lists in front of me # which show  
343. the spares. the first spares is commissioning spares. ok? and they have two  
344. sets of those (pointing to the contract with pen) which they use.  
345. %tim: 11:01:08  
346. %exp: Int1 interprets.  
347. %exp: Int1 stands up to explain items in the contract. Wang stands up to have a closer  
348. view. Others look at the contract.  
349. \*Sajid: there are commissioning spares.  
350. \*Wang: zhe shi chuchang shi dai de.  
351. %eng: these came with the products.  
352. %tim: 11:01:17  
353. \*Sajid: two sets of those. and for recommended spares # say for two years of  
354. operation # or commissioning operation # they had a far more extensiveness  
355. that they have two packages of those as well.  
356. %tim: 11:01:29  
357. %exp: Int1 interprets.  
358. %tim: 11:01:45  
359. \*Sajid: commissioning spares # recommended spares (pointing out in the contract  
360. with pen) # these may have been used during the commissioning operation.  
361. but these should still be available. but they should have two sets of spares  
362. still available to them. Before the recommended spares.  
363. %tim: 11:02:03  
364. %exp: Int1 interprets.  
365. \*Yao: xianzai you ge shenme wenti ne, zhe anzhuang ba, ta, zhe gongcheng zong  
366. chengbao  
367. %eng: the problem now is, the installation, the project is contracted  
368. \*Li: zhe jiu bu yao jiang le, zan huiqu  
369. %eng: don't talk about that now. [when] we get back  
370. \*Liu: huiqu jiang.  
371. %eng: [we can] talk [about that] when we get back  
372. \*Li: zhe gen renjia mei guanxi.  
373. %eng: this has nothing to do with them [this is our own problem].  
374. %exp: Int1 explains the problem.  
375. \*Sajid: right. ok.  
376. %exp: Int1 goes on with the explanation.  
377. %tim: 11:02:45  
378. \*Sajid: ok. if I could explain # if I could explain. obviously they (#) are the utility.  
379. they would have placed the order onto (#) SHB? yes? and SHB # SHE. so  
380. they are customer # they are supplier sorry. SHE and SHB. should be able  
381. to tell them where the spares are. because our customer is SHE. And we  
382. have supplied them with these parts. so SHE would know what has  
383. happened to these parts.  
384. %tim: 11:03:23

385. %exp: Int1 interprets.
386. \*Qian: dui, women jiushi xiang cha yi cha, zanmen zai gen SHB dajiaodao, SHB zai
387. gen tamen dajiaodao.
388. %eng: *yes, we just want to check, [and if there is anything wrong] we will contact SHB,*
389. *and SHB can sort it out with them.*
390. \*Liu: nimen chang de dongxi dou dao le ba? Xxx
391. %eng: *have the things you ordered arrived? xxx*
392. \*Yao: dao le
393. %eng: yes.
394. %tim: 11:04:05
395. \*Sajid: you see the problem is # we do not have any control of what has been
396. delivered. so we do not know who controls the spares # and the parts after
397. it's been delivered to China.
398. %tim: 11:04:14
399. %exp: Int1 interprets.
400. %par: Qian nods
401. %tim: 11:04:43
402. \*Sajid: I hope Mr Liu # who is our customer # can help them to identify these
403. because obviously they have more involvement with the equipment once it
404. reached China.
405. %tim: 11:04:53
406. %exp: Int1 interprets.
407. %exp: visitors talk about it in Chinese. Sajid watches.
408. \*Qian: zhe shuo de dui.
409. %eng: *that's right.*
410. \*Yao: zhe shuo de dui.
411. %eng: *yes, that's right.*
412. \*Li: jiushi liaojie yi xia.
413. %eng: *just to have some idea.*
414. \*Qian: women jiushi changli neng ba zhe xie dongxi dui shang, women jiu zhidao
415. bejian dongxi quan dao le, women jiu yongbuzhao gen SHB dajiaodao.
416. yaoshi mei dao, women jiu gen guoluchang dajiaodao.
417. %eng: *if we have the items in stores as those on the list, we know that the spares have*
418. *all arrived, in that case we don't need to contact SHB. if otherwise we'll*
419. *contact them.*
420. %exp: Int1 interprets.
421. \*Sajid: the question. has anyone checked their stores? have they checked their
422. stores department?
423. %exp: Int1 interprets.
424. \*Qian: zhe ge women dou mei jiancha guo.
425. %eng: *this, we haven't checked.*
426. \*Li: ta bu shi women zhe ge dou bu guan zhe xie shi de.
427. %eng: *it's not that. we are simply not in charge of this.*
428. %tim: 11:06:03
429. \*Sajid: no what I I understand what you're saying that different people are in
430. charge of different sectors. what I'm saying is obviously they are
431. ultimately in charge of the utility. (Int1: yeah.) and and have they checked
432. their stores? they've had a number of visits for our field services at the end
433. to install the units to commission the units. at none of those stages did the
434. issue get raised regarding our spares. this is the first time that this question
435. has been raised.
436. %tim: 11:06:35
437. %exp: Int1 interprets.
438. \*Qian: peijian women jiandao le, danshi women meiyou xiangxi de qingdan,
439. jiushishuo ta tigong de gen women tigong de shumu nenggou duizheng,
440. suoyi women xuyao yi ge qingdan.
441. %eng: *we have seen the spares, but we don't have a detailed list, against which we*
442. *can check the item they supply and the items we are supplied with. so we need a*

443. *list.*

444. %exp: Int1 explains

445. \*Sajid: **well # we have a list now. xxx if they need any more information xxx**

446. %com: plane flies over. Loud noise.

447. %exp: Int1 interprets.

448. %tim: 11:07:57

449. %exp: Qian and Liu talk with each other. Other visitors, Int1 and Sajid watch on.

450. %tim: 11:08:20

451. %exp: Sajid looks up. Int1 gestures to mean "that's it".

452. \*Sajid: **is that ok?**

453. %add: Int1

454. \*Int1: **yeah.**

455. \*Sajid: **do they still want to see the contract?**

456. %exp: Int1 interprets.

457. \*Qian: **bu kan bu kan le. kan hetong jiushi kan zhe peijian.**

458. %eng: *no, no. what we want to see is the section on spare parts.*

459. %exp: a couple of other visitors join in the chorus.

460. \*Wang: **you zhe jiu xing le.**

461. %eng: *this serves the purpose.*

462. \*Sajid: **is these two copies enough or do they want some more copies?**

463. \*Int1: **um # they said to have some more copies.**

464. %tim: 11:08:42

465. \*Sajid: **right. I'll go print some more for them. (picking up the contract) that (#) if**

466. **I could explain all it is is uh we structure it ok as one part. which is that**

467. **part yes? under that part it gives the recommended spares # and those are**

468. **the parts supplied. ok. they have there the quantity. #2 ok? ordered. and the**

469. **quantity issued.**

470. %tim: 11:09:05

471. %exp: Int1 interprets.

472. %tim: 11:09:20

473. \*Sajid: **now. if they ever need to order # any of these # all they have to do is to give**

474. **us the part number. see that number is unique # for each part. so our**

475. **system is done by identifying (?) number (#) part number and then they're**

476. **despatched.**

477. %tim: 11:09:39

478. %exp: Int1 interprets.

479. \*Sajid: **ok. I'll give them some more copies. um # is there anything else? for the**

480. **moment?**

481. %exp: Int1 interprets.

482. \*Liu: **mei le.**

483. %eng: *no.*

484. #5 (11:10:16-21)

485. \*Sajid: **everybody happy? ok. I'll get some more copies.**

486. %exp: Sajid leaves.

487. %tim: 11:10:31

488. %exp: visitors talk among themselves on agent and maintenance (11:10:31-11:14:10);

489. Chinese and British products (11:14:10-11:19:26); foreign reportage of China,

490. Chinese image in foreign eyes and June 4 (11:19:26-11:28:59)

491. %tim: 11:28:59

492. %exp: Sajid comes back.

493. %tim: 11:29:02

494. \*Sajid: **there are three more copies of each list here. so whoever wishes to have a**

495. **copy can get a copy.**

496. %tim: 11:29:08

497. %exp: Sajid remains standing.

498. \*Int1: **ok. thank you.**

499. %exp: Int1 interprets.

500. %tim: 11:29:16



501. \*Sajid: if there are any questions when they get back # if they want me when  
502. they're back # phone me.  
503. %tim: 11:29:21  
504. %exp: Int1 interprets.  
505. %tim: 11:29:32  
506. \*Sajid: ok? we'll wait # um #2 five minutes. we'll go outside for a group photo #  
507. just a little memory of their visit when they get back to China.  
508. %tim: 11:29:42  
509. %exp: Int1 interprets.  
510. \*Sajid: we'll send the photos to Madam Zhang # later. after they are processed.  
511. %exp: Int1 interprets.  
512. \*Sajid: ok? can I have a quick word with yourself?  
513. %add: Int1  
514. %tim: 11:30:21  
515. %exp: Sajid and Int1 leave room.  
516. %exp: visitors talk about cold and medicine.  
517. %tim: 11:31:43  
518. %exp: Int1 comes back.  
519. %exp: visitors continue talking.  
520. %tim: 11:32:17<  
End of recording  
@End

## Visit 1 Questionnaire Interview-Tim

@Begin

@Participants: Tim: Sales and Marketing Manager  
Xing: Researcher

@Date: 26/11/96

@Location: BH Conference Room 2

@Duration: 27 minutes

Xing: I think I have a lot to ask you because you are the sales manager.

Tim: right.

Xing: and actually you are very successful in especially in selling to China. (laughing)

Tim: maybe.

Xing: so some simple questions first. what is your general impression of the Chinese? Since you have been to China for more than five times it says here [the questionnaire].

Tim: yes, um, my general impression of the Chinese. (hesitating/thinking #2) very friendly, um, (#2) very (#2) complicated. (Xing: complicated.) complicated. (#2) and (#2) afraid to make decisions.

Xing: afraid to make decisions?

Tim: yes. yeah.

Xing: um, complicated in what ways?

Tim: it is it's difficult to um understand exactly what they are thinking.

Xing: yeah, um, um, why do you think they are they were afraid to make decisions?

Tim: I think because the consequences of a wrong decision are quite extreme, so they tend to make a collective decision. then if something goes wrong, the blame is shared, (#2) by everybody rather than by one person. (#) yeah?

Xing: yeah. um...

Tim: this is, remem[ber] this is to do with the business (1sec) people I deal with, yeah?

Xing: yeah. and that's why usually there are so many people um...

Tim: yes.

Xing: involved in one negotiation.

Tim: yes.

Xing: yeah.

Tim: yes. they are also tough negotiators.

Xing: are they?

Tim: yes, very tough negotiators.

Xing: you, you have of course you have been involved in the direct negotiations with them (Tim: yes.), so you find them tough negotiators.

Tim: yes. and also ...

Xing: do you have some examples?

Tim: um, (12 sec) (heaving heavily) um, they, they they do not give information (2 sec) away. so do not give you guidelines. they play things very close to their chest. yes?

Xing: yeah.

Tim: um, so when you negotiate a contract with them, we have our price, they would say it's too expensive. they won't say your price is too much by 50%, 20%, 10%. they just say it's too expensive. you must reduce it. um, there are no guidelines. yeah. um?

Xing: actually just now Steve also mentioned that he also said the Chinese are very hard business people.

Tim: yes, yeah.

Xing: that's interesting. (laughing)

Tim: um, in, in our experience, yeah? Steve's been involved in, some some matter relating to some specific contracts, and they they've been genuinely difficult matters to deal with, so therefore they've been hard to deal with. um, but aside from those jobs, also those problems, things are, the Chinese can be very accommodating.

Xing: um actually you are very positive about this group of Chinese visitors. I can see it (referring to the questionnaire) I can see it from the questionnaire you did for me.

Tim: uhuh.

Xing: um, why are you so positive? or do you have any examples for example you used (referring to the questionnaire) for example, they are undemanding (Tim: uhuh.) they are easy to get on with.

Tim: yes. I believe that to be true. yes.

Xing: yeah?

Tim: um, not only with the groups that come here, but also when I'm in China. but of course when the groups come here, invariably this is their first visit outside China, let alone to the UK, and therefore they want to see as much as possible, they want to learn as much as possible, and I think their friend (?) their attitude, is positive. and this therefore, because their attitude is positive, it makes them easy to deal with.

Xing: um, how do you evaluate the visit? do you think it was very successful?

Tim: um, (3 secs) the true test is when I get back to China I visit the power stations and I hear what they think of us, um, from their colleagues, what they say to us here may be one thing, what is said when they return to China may be different. they would be very polite here. um, what do they truly mean, you only find that out when I go back to China.

Xing: yeah. you don't have to because (laughing) I can tell you I also asked them to do a questionnaire for me (Tim: yes.), and they were very positive (Tim: yes.). they thought the visit was um very well arranged and a great success.

Tim: good.

Xing: how did you work out the arrangement for them? for example you have to take into account the um um the technical side (Tim: uhuh.) and also the sightseeing side.

Tim: well, um, invariably, the group that comes, um, has more interest to see England, than to see the product. to come and visit our company and to see our product, is really a means to see the country. right? (Xing: yeah.). the initial interest (Xing: yes) is to see the product, to see the test, but really their real interest is to see the opportunity to see the country, (Xing: yeah.) and the culture (Xing: yeah.) um so we try to spend most of the time sightseeing, entertainment, visiting rather than spend all the time at the factory. most of them come for ten days. to spend ten days at the factory would be too long anyway. um we wouldn't be able to hold their attention to our product for ten days. (Xing: no, of course not). we have found that some groups some individuals in the group, wanted to ask many questions about our product, but other members of the group had no interest in the product at all, and they wanted to spend their time sightseeing. a lot depends on the mix of the group. sometimes the group is boiler engineers, design engineers, maintenance engineers, but occasionally it will be um a finance person, or will be in one case we had a deputy mayor, and they have no interest in, real interest in the product. yes, one maybe one day to see the factory, to see what it looks like, is it modern, is it ancient. but I think their real interest is just to see the country. so we try to, we try to accommodate all of their wishes, but predominantly we find that they want to see the country, sightseeing more than they want to see the product. for us, we want to impress upon them the good things about BH, as a company, the good things about BH as a product, but also to um give them a positive view of Britain, and us.

Xing: um, um, let's come back to the the first question (Tim: ok.) actually um why do you think you have been so successful in selling to China, or what have you done to to guarantee the success?

Tim: um, we have a very good contact in China, who has very good friends in the industry, and because of his contact his um skills and his relationship we have been successful. we we have a good product, we are a good company, and our price's very good, but that won't get you so far. you also need somebody in China, as you do in most of those countries, that has friends that could speak well of us, because our competitors have friends, that speak well of their competitors and badly of us. so the strength of the contact the strength of the friend is important. so initially we were successful because we had a an agent in China that had very good strong friends, very influential people within the boiler

company, and within the power of utilities. that gave us the initial introduction. um and then, having got the first contracts we've performed well, we performed on time, with good quality, and the visitors that've come here have liked what they've seen and heard, and they liked us. um, we wouldn't be successful with only one of those two things. We need both.

Xing: how did how did you um find that person?

Tim: he found us.

Xing: oh, I see, yes. so you believed in in him.

Tim: yes.

Xing: you believed that he could...

Tim: we we had an agent in China already, but no success. then we received communication from another person, who said, um, I can, um, there is a big demand for your equipment in China, um. I have very good contracts, contacts within the industry, if you trust me to be your agent, I guarantee I can get some business, for you. we receive such letters all the time, from many countries. but in this case we decided, from the information he gave us that, he would speak in (?). he sounded very positive so maybe we should try. so we did.

Xing: great. um well have you had ever had any frustrations in your dealings with the Chinese?

Tim: yes.

Xing: for example?

Tim: um, one particular power station, we had, we supplied the pumps, we supervised the installation but the installation was carried out by another company. the installation was not done properly. the installation company did something wrong, but was not prepared to accept, the blame. we had to accept some of the blame. if he had accepted the blame fully, that'd have caused big problems for him. he had to dilute the responsibility. this is something that we learned, um face-saving was very important to them. um, that was frustrating. um, that was appeared to be a lack of willingness to listen to what we were saying. um, some of the information we were giving to the end-users were treated with some disbelief. um, that was frustrating. what is also frustrating is um, many people would come to a meeting, the meetings were long extremely last an extremely long time, maybe twelve hours, sometimes we would finish these meeting at midnight, really for a meeting that should have taken half an hour. lots of different people giving their views, the meetings were not controlled properly, um, that's frustrating. other frustrations are, um, things seem to happen very slowly. um, lots of bureaucracy.

Xing: yeah, I believe that is so.

Tim: yes.

Xing: and actually many people have observed that the Chinese are very slow, not efficient.

Tim: uhuh. well I think probably for a number of reasons. um, many people are employed in different jobs, different tasks, um, and to keep employment they have to make their task seem important. um, it tends to elongate procedures.

Xing: and that's also that also accounts for the bureaucracy.

Tim: yes.

Xing: um, compared with other Asian countries or people in other Asian countries, what do you think is the remarkable difference between the Chinese and other Asian countries? because I believe you must have customers from other Asian countries?

Tim: uhuh. um, I I guess the big differences are economic ones, um the standard of education in China is extremely high, very very highly qualified people in China, but I think the rewards for them are small, and therefore um the paces of progress are slow. whereas the pace of progress in say Malaysia and Indonesia is very fast. the economics the politics of the country or of those other countries enable things to happen much quicker. um, it's not normal for Chinese people to travel, um, particularly overseas, whereas in many other countries, it's very easy. but this is changing. um, the standard of living in China is not as high as in Malaysia, or Korea, Thailand, apparently, um, but again that's wising (?). um, (4 sec) China's a huge country, (Xing: yeah, it is yeah.) with big differences in temperature, big differences in climate, in um (3 sec) ideas beliefs, um, the countryside is different. Some areas are mountainous, some are very flat. um, the impression I get is that

- China has been through some very painful times. um, invasions from Russia, invasions from Japan, um, internal problems with the Communist Party and the Nationalists. from what I've read there've been some horrific things done to the Chinese people, um which is frightening. (laughing)
- Xing: do you think that also affects their personality or...
- Tim: yeah, I think this is one of the reasons why um to some extent people are still frightened to make a decision themselves. but they like a collective decision. (Xing: yeah, and sometimes they...) and everybody's responsible not one person.
- Xing: um um, you you must know a lot about Chinese culture, and customs and also the ways of...
- Tim: no a little bit. I'm still learning.
- Xing: are there instances of where you try to observe the Chinese customs while on the other hand the Chinese are trying to observe the British customs?
- [plane flying noisily overhead. Waiting for it to die down]
- Tim: yes I think I think there is. I think it does happen. um, when I go to China many of the people I see I've seen for the first time, and I think everybody is trying to create a good impression of themselves and China to me. likewise I'm trying to create a good impression of myself, of my compa(ny) of my country, to the Chinese. so at first meetings everybody's extremely polite, towards each other. as I get as I meet people for the second time or third time or a fourth time, um, everybody becomes more relaxed. um, I have been pleasantly surprised that as we become more familiarised with each other, um, still people are very polite, very friendly. (3 sec) I don't know if I'm answering your questions. (laughing. Xing joining)
- Xing: well, if um some British companies or business people came and consult you um about the dealings with the Chinese, what would is your advice to them?
- Tim: they need to be patient. they need to make many visits to China. they need to find a very good agent with good connections good contacts. they have to be flexible. they must be prepared to um (3 sec) don't be (2 sec) flexible is the word but they must be prepared to (2 sec) they may I may always be right but there are times when it is better to let the customer be right. um, there's saying um we may not have won the battle but we'll win the war. and that was better to lose a small issue and to think of to win a bigger issue. so be be flexible, be prepared to give ground. um, but don't be weak. you can't afford to be weak because Chinese are good negotiators, um and there are times you have to be strong. um but the balance of appearing to be strong has to be matched with some flexibility and that balance is very difficult. (3 sec)
- Xing: um so...
- Tim: don't don't give way straight away (Xing: yeah). you'll have to give some ground, but don't give ground immediately. (3 sec). um, I guess those would be my key (2 sec). don't try and sell immediately. but that is true in every country, particularly in the Far East in the Middle East. um get to know the customers first. get to know people first. um sell yourself, to them then sell the company, then sell the product. that takes time. you you have to feel comfortable, with me before you entertain buying any equipment from me. you have to trust me first, and that's true.
- Xing: um in your negotiations with the Chinese um have you um observed any um specific techniques they employ?
- Tim: no but they have very good memories.
- Xing: they have very good memories.
- Tim: yes, and they remember things you have said maybe not yesterday maybe some months ago. they always remind you remind you of those, comments you may have made, so you must be very sure of what you say, because they will remember it and they will use it, sometimes against you. (2 sec). um, techniques, whether it (?) was deliberate or whether it (?) was just bureaucracy, I said it was frustrations for me that the meetings were so long, with so many people, and so much indecision. but this may be deliberate, it maybe to wear you down, to make you tired so that you want to finish the meeting quickly and

therefore you are prepared to give ground easily. I don't know. it's (3 sec) I'm still learning. (both laughing)

Xing: ok, thank you so much for your kind help and also your time (Tim: ok?) I hope later on in the future I can come back and interview you specifically on negotiations and negotiation strategies.

Tim: ok, alright, alright. you want somebody else?

Xing: yeah. actually I want to interview (name)

Tim: oh, (name).

@End

## Visit 1 Questionnaire Interview-Lynn

@Begin

@Participants: Lynn: Project Administrator, Sales and Marketing Department, BH  
Xing: Researcher

@Date: 26/11/96

@Location: BH Conference Room 2

@Duration: 15 minutes

Xing: from the questionnaire I know you have been involved quite a lot with Chinese visits

Lynn: yes, yeah.

Xing: so, what is your general impression of the Chinese?

Lynn: oh very nice. obviously our customs are slightly different. xxx. they are very nice very pleasant. they are like, they usually have a fixed idea of what they want to do. one group will want to do more social things, another group will be will want to be on site more, and so we don't really know until they get here, what type they are, and xxx but this group, the last group, seemed to want to go out more. they didn't want to be here (the factory -- Xing) at all.

Xing: you mean, this group

Lynn: yes, the last one, yes yeah, so you know it's difficult sometimes to set the program up, um, or we set it up and then when they come, it changes slightly you know, but xxx the usual problems.

Xing: how did you work out the program of the arrangements

Lynn: well, we did it to start with on the first group, and it worked quite well. obviously as we're saying we amend it slightly according to what their preferences are, um, but it sticks mainly to the same same format, um, um, two or three sessions here, um, because this last group they the equipment wasn't on site that they came to their their equipment had already gone, so slightly different they couldn't even go down the shop for a look at it. so but they had a training session with the quality, didn't they, and manufacturing and engineering, and we were just try and think of places that would interest, that aren't too far away you know to travel, um, with possible to do within a day, and that would be of interest and that's all we've done really. so far I think most of the parties have been quite happy so we just keep plodding on. (loud laughter)

Xing: yeah, actually they were also happy, I mean the last group [oh good, yeah] of visitors they were very happy and I also asked them to do a questionnaire and they were very positive

Lynn: oh good, yeah, that's nice to know because sometimes you think they're being polite. (laughs)

Xing: and we can say that you have been actually very successful in the dealing in your dealings with the Chinese, and that's why I want to (oh, right) interview you and some other persons here. so you were also very positive um, from the questionnaire I can see that, um, but do you have examples, for example you say here the Chinese are very easy to get on with, do you have any specific examples?

Lynn: um, well they they seem they usually go along with what we are trying to do, when we had the old one or two that there'd been [muddled] well fussy is not the right word but they've had very fixed ideas of what they wanted to do and so that sometimes it is a little bit difficult so we actually reshuffle things but this last party I mean they went along with yeah obviously what they didn't want to do is the bowling which has been very popular with with other (parties) (laughter) I don't think they realised what sort of bowling it was. I think they thought it was the green bowling, you know out in the open air.

Xing: um, I don't know. you know in China it's the young, the younger generation and um for for the older ones like Mr (surname), people at his age only the managers and executives they actually um play that kind of game (oh!) very often (oh right!) and apart from that, the younger generation they of course like like bowling, and for most other people especially people from the countryside, smaller cities, they don't really know what

- Lynn: would know what it was, no, no. with most of the parties actually they enjoyed it, and also they are very good at it (laughter) you know after the first um few games, they've really really been good. but yeah I mean that was the only thing that they didn't want to do that we set up the program for. so you know I find it quite easy to get along with most of them. it's just once we've got to know what type of accommodation they liked or other entertainment it's become easier. obviously the first time was quite difficult. it was an unknown territory for us but, yeah it certainly would be very very busy and it's trying to sort of find the time to fit in the entertainment side of it you know because every company you know is not really fat [?] is it? you can, everybody's got a job to do, and there's not that much time. but you know we managed to fit in. we've had quite co-operative firm a lot of co-operation from other departments which's been a help, so xxx
- Xing: yeah, and (name) just now said sometimes the Chinese are or were very demanding
- Lynn: they have, we have had some, like being demanding, yeah, yeah. this last group well they were very very easy-going but we have had um one or two groups that have xxx
- Xing: Can you give me some examples?
- Lynn: just trying to think. well we had one group that wanted to stay in London, so that meant quite a lot of rearranging. we had to arrange a hotel in London for them and obviously they had a price I don't know xxx I mean not too bad. I'm just trying to think. we had, we've had a couple of occasions where they've lost things and we had to contact insurance company and things like that. but that was accidental. I suppose I've seen the social side of it more, and Sajid gets more involved with the other side. and as far as the financial side goes and, but, I mean, you know, I think it probably means that we've had groups where they first day they had a look at the program and said this is not what we want to do and, we then sit down and go through it and change it. you know xxx but maybe he's had more more daily xxx you've seen normally he picks them up from the airport and sends them back again. (laughter) so you know from my point of view it's not at all too bad really. it's just a question in the end of fitting in around your your own work really. that's the only problem. I've now got it down to find [?] a lot um, I've got a checklist and I just go through it, accommodation booked, (laughs) travel booked, and the I've got most of the things sorted out so I think I find it quite a lot easier now than when we first started trying to remember everything, but, it's not too bad really. I'd rather if they are going to come they came in summer. (laughs) this time of the year is not is not easy finding things to do because summer time we could take them to London Tower that sort of place, um, Wobourne or there's lots of places really. this time of the year it's very difficult isn't it to find somewhere, you know it's not xxx so indoors not too cold, but
- Xing: have you ever had frustrations in your dealing with the Chinese?
- Lynn: xxx
- Xing: for example sometimes they are too demanding or sometimes you don't agree on a certain thing.
- Lynn: no I haven't no not me personally, you know, not really not major problem. you can, obviously the language is the main, main frustration, um if there is someone who speaks good English in the party that makes it such a difference, um but, you know, it's just what I assumed trying to get round (laughs) it.
- Xing: have you noticed anything strange um that the Chinese do that you don't understand?
- Lynn: strange?
- Xing: yeah, in behaviour or um facial expression
- Lynn: no, I didn't. (laughs) (points to recorder) turn it off a bit
- [Xing turns off the recorder]
- [Lynn talks about Chinese visitors clearing throat and spitting: disgusting. Xing commented that he had noticed one or two members of the visiting party do things of that kind, and that he wanted to talk to them, but didn't because it might be too embarrassing.]
- [question: dealing with Europeans/other nationals?]
- Lynn: yeah with, yeah Europeans may xxx mainly being the Chinese we've had for a length of time.



Xing: so compared with them what do you think, are the differences between the Chinese people and Japanese?

Lynn: well I haven't had a lot of involvement I'm not having such involvement with the Japanese I'm here and they come in and I mean it's not quite like what we had with the Chinese. um, I don't know really, I think they are more friendly the Chinese. yeah, um, but as I say it's never been the social, they come on the more of a social visits whereas the Japanese when they come it's purely business and I don't really have that much involvement I just make the coffee of go and get some folders that sort of thing. I don't really have you know chance to talk to them. um, I think these, I mean Chinese people are very friendly and I think especially when they get used to you, and then they like fun don't they? I mean um without we've taken them out to places like London Tower as they really loved it you know. um, I don't know but it's just cultural difference, difficult and, um if we've got people come here from France and from Norway we had quite a few people and they speak very good English, so they are all able to communicate better and things are obviously easier, but I suppose that's the main that is the main problems the language isn't it really. um because unless we start to learn (laughs) Chinese it's very very difficult to have a conversation and get at least humour across you know that sort of thing. you can say the oiled (?) word make yourself understood but you can't really have a conversation can you? but whereas the people that come from Norway and France or Italy they usually speak reasonable English, but apart from that I haven't noticed [?] any difference really. people are people. (laughs)

Xing: in your dealing with the Chinese, do you observe some Chinese customs or ways of xxx?

Lynn: well they are very polite, I mean if I go after the initial start normally they will get up and get their own drink you know and help me to a drink and that sort of thing um, well apart from that I've just said I rarely come across anything that bother that bothered me in the customs or anything. um, not really. they are fine. (laughs)

Xing: well, that's all I've got to ask you.

Lynn: right.

Xing: and you know your company actually have been very successful especially in selling to China, and that's why I'm so interested.

Lynn: oh right, I see, yeah.

Xing: I think because you you are you have your ways of dealing with

Lynn: yes, (name) and (name) get on extremely well with the Chinese and (name) [?] when he started he did as well, (name), I think that makes the difference doesn't it. he's got the kind of personality, yeah.

@End

## Visit 1 Questionnaire Interview-Sajid

@Begin

@Participants: Sajid: Project Engineer, Sales and Marketing Department  
Xing: Researcher

@Date: 03/12/96

@Location: BH Conference Room 1

@Duration: 40 minutes

Xing: um, I just have um I think quite a lot of questions to ask you (Sajid: right) regarding the Chinese delegation visit.

Sajid: ok, we are far away, and we'll take it one by one.

Xing: (laughs) um um you know actually we think you have been very successful in um doing business with the Chinese so that's why we came to record the sessions and meetings.

Sajid: right, locally we have, yes but there's also other companies that have also benefited another local company has had a very big business with China, that's ABB Kent Taylor (?), which is just round the corner. but our mark (?) here is basically we are successful because of what I said before, and have demonstrated that in the field we are the best in making boilers and circulation pumps. and at the end of the day that's what's sold the pumps.

Xing: yeah. so regarding the last visit visit Chinese visit, um how do you evaluate the visit? I mean was it a success or

Sajid: the visit was a success in that we got what we wanted done. unfortunately the weather, climate restricted what we can do. um, it was as successful as we would have liked it to be, um from my own point of view because a lot of the time um the weather restricted what they could do what they couldn't do. but from my point of view they seemed very satisfied. they got to visit the places they wanted to visit, and they were genuinely happy so from that point of view yes we succeeded in achieving our goal.

Xing: so what could you have done but for the bad weather?

Sajid: well obviously if the weather had permitted the venues possibly would've been different. um a little bit more interesting, possibly a little bit more adventurous, but most of the visits were confined (?), as you'll appreciate (?) seeing Oxford in the sun is a lot better than in the rain. Just things like that but unfortunately the rain is out while ...

Xing: so how did you work out the arrangement to cater to the Chinese?

Sajid: well, the program that we put together obviously we've had now a number of delegations somewhere in the region of between 10 and 12 delegations

Xing: between 10 to 12

Sajid: delegations, um because we've had a number of contracts with the Chinese. now over the years we've finalised the program what we put together in the program which's been streamlined as we go along. and it's got to the point where we've found it's what they want. basically it's a mixture of education and leisure, education being the first few days when they are here, learning about the product, learning about the quality aspects, learning about the manufacturing aspects, and then at a later date it's more about leisure seeing England, learning a little bit of our English culture and the English heritage. there's also a lot of venues that are traditional English towns or cities, or English heritage history.

Xing: do do you think they enjoyed the training, um more or the

Sajid: well with this particular group I would say that they enjoyed the visits more than the training. I did not notice that they were very interested in the engineering or aspects (?) of manufacturing. ok they showed some interest, but it wasn't, you know a hundred percent. whereas these other visits have been more interested in the technical aspect and the leisure aspect of the visit.

Xing: um how do you know that they were not so interested in the training sessions?

Sajid: sorry?

Xing: how did you know

- Sajid: well I've already spoken to the rest of the colleagues you know you do have feedback obviously from whoever (?) I've spoken to, the people responsible for each day because at the end of the day the overall responsibility for that group, is mine. whether they enjoyed that visit, the overall responsibility lies with me. and I get to the respective people to look after them when they are here, specifically on occasions.
- Xing: what is your general impression of the Chinese? as a whole, not only the last six visitors. um, since you have had quite a lot of contact with the Chinese
- Sajid: ok, the general visit is they are very very nice people, um they are modest.
- Xing: you are not saying so because I'm Chinese.
- Sajid: sorry?
- Xing: you are not saying so because I'm
- Sajid: no no no no they are modest but their culture is strange to me, because obviously I've been brought up here in England, so between the English culture and the Chinese culture there are a number of subtle differences. ok in China they may be acceptable, but as you may appreciate in English culture they are not. um, two things that come to mind is when Chinese people leave they have a tendency to put the bowl (?) near their chin and suck really loud. um that's not a norm you know it's not something that is standard (?) over here you know. um, and it's eating habits are totally different to the western world. just things like that. and, the other things are things like they'll clear their throat, they'll spit, you know. they won't think twice about it (?) you know they make noises, burps, farts whatever the case may be. um they won't think twice about it. if you say no different cultures different traditions and their way is slightly different to ours, their their they may feel happy that they are different from us and xxx concerning xxx especially when you're in the public, you know. you can't say anything because it may be seen to be rude to say anything. so you got that.
- Xing: yes. actually I noticed among the last group of visitors there was one particular person you know I actually wanted very much to tell him or
- Sajid: yeah but you can't because xxx I come from Asia, so I know a lot of customs but you know the royal boo boil boo (?) don't do those sort of thing. but on the other side you can't offend someone by telling them directly. and if you knew him very well, then it's different you can tell him xxx. if you don't know him if you just met him it's very hare to say look don't do that.
- Xing: yeah, it *is* hard yeah. um, do you have any particular impressions about the last group of visitors?
- Sajid: again not very demanding, pretty happy, quite easily pleased, um, fairly fine (?) group, that's basically what it is (?).
- Xing: do you have any examples or
- Sajid: well they did really you know they accepted the program I asked them on several occasions if they wanted me to change anything or if they wanted to change anything. they were pretty happy just to go along what we've laid down. from that point of view they weren't very demanding. they didn't ask for anything in it (?), they didn't ask for anything special.
- Xing: you you actually also have had visitors from other countries, including some Asian countries. so compared with them um what do you think are the differences between the Chinese and
- Sajid: well, ok. Asian visits we've had from India, Philippines, from Thailand. the other visitors we don't have to do anything as extensive as this. ok this is the only visitors that we have to look after all the time, for two weeks. the other visitors are generally inspectors that have come in to witness tests. they'll witness the tests we take them out for lunch we take them out for an evening meal possibly, and they are left to their devices. so from that point of view they are a lot less demanding. their habits seem to be a lot more westernised. um but with all due respect maybe I've been ignorant, possibly. but they may be to do with the Communist block xxx Indian countries and the rest of them are more westernised obviously tthere's a more western influence even now in India. um whereas in China it's a little bit more restricted. if I have been ignorant xxx please correct me.

Xing: (laughs) well I think that is the case because um countries like the Philippines, India, Thailand they are actually more open to to the

Sajid: that's right, because they've been trading with the west for a long time now. with India you know it's a British colony country anyway, so second language for them is English, so it's no problem for them.

Xing: yeah, for China actually it's just beginning to open

Sajid: open up now yes.

Xing: um, so have you had any contact with um for example Japanese?

Sajid: yes, we make contact with Japanese people, but most of our communication with Japanese people has been in the form of writing. I've not really had too much input with Japanese visitors.

Xing: yeah. how about European countries?

Sajid: European countries yep we've had dealings with France, Italy, Holland, Netherlands, most of Europe, to be honest with you. um, the only frustrating things with the Europeans is specially the Italians, they have a tendency to speak in their own language. um, in say, Ametied (?) that is, well, I feel that's rude, to speak a language when you are in a business involvement which other people cannot understand, specially if you can speak English. you know it's like you are trying to hide something which you don't want your supplier to hear. that that's frustrating. apart from that, um, they are courteous as a European by so xxx standard.

Xing: um um, how much do you know about the Chinese culture or customs certain ways of doing things

Sajid: I knew what I have learned over the years which isn't very much you know. I have not spent any time in china and I've had you know friends that were Chinese but they were more western Chinese xxx eastern Chinese. so I'd say my experiences of my knowledge have been built up over the last four or five years working at BH and dealing directly with the Chinese prior to that. my knowledge of the eastern Chinese, people was very limited.

Xing: yeah. you know you know why I asked that question because I um actually they told me the Chinese visitors told me when you were when you treated them to dinner most of the people from the company were trying most of the time to use chopsticks. so why do you do that? why did you do that?

Sajid: do...

Xing: try to use chopsticks?

Sajid: right ok. well we see that as a (2 sec) well it's it's a Chinese restaurant therefore you use Chinese chopsticks, you know if you go to a Italian restaurant you use their equipment you know. it's not seen right to go into Chinese restaurant and ask for fork and knife. (Xing laughs). you know it's just not right. you go for a Chinese meal, you for go out for the full, um variety. you know it's like a challenge to me because I hadn't used chopsticks until I had been in Chinese. and um at the end of the day I can't see any reason why I couldn't do it so I tried and I did it. and it was as simple as that. and I think most people see it in the same token, to go to a Chinese restaurant and use their utilities is the whole purpose of eating Chinese the fun of it is also eating with the chopsticks. as you will see, with a knife and fork it's pretty easy, for us, with chopsticks it is difficult and you know you need to concentrate. but once you've perfected the art, it becomes just as easy as knife and fork.

Xing: yeah, um you don't really like Chinese food do you?

Sajid: me? no I don't I don't really like Chinese food. I there're certain foods I don't mind but there's a lot of Chinese foods that I don't like, because it's it's not quite the sort of taste or mix that I like because I like more spicy foods hotter foods, um Indian and Chinese foods seem to be more mild. a lot of sauce and things of that nature. at the end of the day I don't mind it but I don't enjoy it as much as Indian foods or say Mexican foods.

Xing: how about the other people from the company? do they enjoy the Chinese food?

Sajid: well you know every people have every person has their own taste and a number of people prefer Chinese foods, but generally I think Indian food is more preferred. but at

- the end of the day if you're entertaining these Chinese customers or Indian customers so you've got to honour their, you know um customs and in all fairness we didn't feel it was right to take them to an Indian restaurant. well they're from China, you know. so it's just subtle things of that nature.
- Xing: um um are there any circumstan[ces] or were there any circumstances where you were trying to treat the Chinese in the Chinese way, while the Chinese were trying to treat you in the western way?
- Sajid: no, I don't think there was. don't think there was. um there was at the previous visits when um obviously we'd gone for a Chinese meal while it was always the western people trying to eat the Chinese way, and then when we'd gone to say an English type of restaurant all the Chinese had been trying to eat the English with a knife and fork. and you see both parties, whether it being the Chinese or the English, having difficulty with the other's um tools like, the English people having difficulty with their chopsticks, while the Chinese were difficult with their knife and fork. well, the other thing you've got to bear in mind is obviously most people eat Chinese, anyway, so some of them are already used to using chopsticks.
- Xing: um, have you ever experienced any frustrations in your dealings with the Chinese?
- Sajid: yeah, I think between the ten visits sometimes we have um some of time it's language barrier. more so than anything else like obviously on the, invitation they'll confirm they've got a interpreter. the interpreter will arrive and the interpreter can not communicate. um like the visit that we've just had there were supposed to have been an interpreter. it got a bit concerning because we weren't communicating. so as you know we had to get Xin to do the interpretation and translation. but apart from that no, not really.
- Xing: if they had told you earlier you could have arranged for somebody to
- Sajid: yeah, then we could have, yeah, could have booked it.
- Xing: so um do you have un any misunderstandings or non-understandings that something that you didn't really understand?
- Sajid: oh, there's misunderstandings because, again it's just the language barrier, like when I took them to London, when I brought round (?) to collect them I asked them how they got on, what they saw, and instead of answering that question, they told me something totally different. xxx, and that was purely because they didn't understand, exactly what I had said. possibly I could have spoken slower, clearer they maybe they would have understood. but obviously I was speaking normally.
- Xing: um, apart from the language side, um did you notice anything that you you don't or you didn't quite comprehend their behaviour or something like you thought strange.
- Sajid: well it's just this visit it was just the spitting and the clearing of the throat. that was the only thing from this visit.
- Xing: um, um, how do you usually deal with the Chinese? um
- Sajid: how do you mean, how do we usually deal with them we deal with them we treat them just like any other person.
- Xing: yeah, do you have certain ways for example to treat um with um Indians for example or Philippines or Japanese or Chinese?
- Sajid: no, to us all our customers are all the same, irrespective of whether they are from Europe or China or India or Pakistan whatever the case maybe they are our customers, and they are treated like our customers.
- Xing: yeah, but you do take the cultural differences into consideration.
- Sajid: if obvious that's something you take into (sighs) consideration naturally, you know. it's not like something the company tells you to do it's something you do naturally because you're dealing with people from different parts of the world, from different cultures, and therefore you see with the Chinese or the Europe Asians, you'd have to speak slower, you'd have to speak clearer, whereas with the European you speak at your standard speed. but slight differences like that.
- Xing: um, um well I have asked the Chinese for their impressions (Sajid: ok.) about the company, and I think I'd like to ask you a similar question. um, compared with

Americans Germans French etc, or even Japanese, um what is your impression of um the British?

Sajid: oh the British?

Xing: (laughs) yeah, not the Chinese. I have asked the question before.

Sajid: um, xxx because it's like trying to judge myself, you know ok I'm Asian but I've been brought up the western way. sometimes um it's an interesting question. (6 sec). sometimes a British seems to think they know a lot more than other people, um sometimes in on occasions they do get some people, again you know you're not talking about everybody you're talking about one or two individuals, because every class or group of people variety of people have their own select few that are different to the others. um on one occasion you find you get the impression that it's well we know better, you know we know everything. but generally, not. you know it's difficult to judge yourself when you are brought up in the British way. (Xing: yeah, yes it is.). unfortunately you know I've been brought up in the British way, so it's very difficult for me to identify (Xing: yeah, yeah, sometimes it is.) exactly where the faults are. ok I acknowledge I've got my own tradition, from an Asian background, but it is still difficult for me to identify faults (Xing: yes of course yeah.) um with the British people because as I said before it's like every culture you have their own few that are different that would think they are better, or they know more, or something of that nature, and then you'll get the others on the other hand, that are easy to get on with.

Xing: yeah, sometimes you simply don't seem to notice it at all, right? because you

Sajid: well you don't notice because you are one of them. you know, it's funny to say but that that's how it is.

Xing: yeah, yeah, um, how do the Americans for example, present to you? or do you think they they are very loud.

Xing: very loud.

Sajid: yeah, their their voice's very loud. um they're very mellow. the Americans are a lot more laid back. um xxx their their way of life seems to be a lot smoother. they they don't seem to get um as concerned everything is take takes its base you know as I said genuinely the Americans to me. louder in speech and a lot more laid back, in their approach to business.

Xing: right, um, just at the beginning you said you as a company and the products mainly the products actually are the top quality products. so how do you usually present your products to your customers?

Sajid: oh our products can be presented in a number of ways um obviously we've got a number of products on this facility. um, referring to the Chinese it's the boiler circulating pumps for the power stations. now often when it's xxx to build a power station, you've only got the choice of say four or five people that'll make boiler circulating pumps. we've been in the business for the longest period of time, we've got the largest number of xxx in the field worldwide. um and the world's boiler manufacturers know us as a leading manufacturer so they will send us a tender, and we will quote. that's xxx for other customers. Secondly you have um (6 sec) what do you call it, exhibitions Paris (?) exhibitions, energy exhibitions, obviously BH would have a stand at those exhibitions. those exhibitions can be held anywhere. there's European ones there's Asian ones and you know potential customers from all the xxx attend the exhibitions and they'll see who's doing what, just get information that way. in addition to that we have our chain of agencies throughout the world. people represented us in countries like China, Japan India etc, and they will obviously try and promote our product within that specific country. our product isn't that is our market (?) end effort.

Xing: um how how do your customers know that your products are good quality?

Sajid: we'll give quote different standards like you've got to quote standards, which our products would meet. um field experience, at the end of the day the best form of publicity is experience. you know it's not what you say it's what you've done. um that is the best form of publicity and we can quite easily demonstrate to our potential customers the amount of knowledge, the amount of experience, we have. we have a document called the reference list which will show thousands upon thousands of units in the field working for a number

of years, and that will range (?) from Australia through to England you know. um we've got a unit in new big power stations xxx and we have been making units longer than anyone else, and that pretty much speaks for itself.

Xing: yeah, yeah, um um what do you think of your technological level of um

Sajid: technological developments. well to be honest with you I don't think we've developed much or we haven't um (2 sec) updated the glandular (?) motor pump that much in recent years, but in its time I was things of the day but you know there's not much to improve it. um I'd say it's for purpose and it performs very well um but I haven't seen any huge developments on it in recent times. to be honest with you I don't see how you can develop a unit any further, apart from um minimising material content cost content labour content and hence make it more profitable for BH.

Xing: um another question. you've never been to China, as I can see from from the questionnaire you did [Sajid: I've never been to China.] for me.

Sajid: yeah, I've never been to China.

Xing: so did you have any idea what the Chinese look like?

Sajid: I've seen pictures of the movies and things like that so um I would assume it's very similar to the rest of the Asian countries um

Xing: for example?

Sajid: for example India and Pakistan, things of that nature because to some extent I can see some similarities when I see pictures or things but obviously Chinese people are the races that a lot older, say you can xxx or something like that. so their heritage's a lot older. then you've got things like you know the xxx and things of that nature. and then you've got the Buddhist side of things. and it's things like that that you see on TV apart from that my knowledge's very limited.

Xing: um yeah actually I've been here for about ten months, but I haven't seen much from TV or about China I've only seen three or four films

Sajid: yes I see films yeah. and when you are at school you get old documentaries that's all it is. so there's more to learn when you are at school. you know when you're at school you have documentaries of different areas things like that we've seen there what's in about other people's cultures and things like that. that's all it is. nothing more than that.

Xing: that's great, yeah. um the most important question. you've been as I said very successful in especially selling to China. so what is the secret of it?

Sajid: (making long "poof" sound; Xing laughing) secret of it

Xing: how did you manage to find the Chinese customers

Sajid: right ok well as I explained before um the selling was done by my boss Tim (surname), um who is a very dedicated man, from all points and um he's been very um patient he's done a lot of work but it's also been assisted by our agent in China who's obviously put our name forward. and um we've also had to fly out there to do negotiations so it's been a combination of things. to quote you the product, the experience in the field, price, delivery, salesmanship, and the assistance from the agent. all in all we've struck a very good relationship with the (product) manufacturer, um SHE. um in that relationship it's become pretty much if they've got to get an order BH get an order. unless obviously other things dictate, situations like cost, or government requirement for local manufacture, something of that nature, or customer dictates specific um supplier. so from that point it's basically the initial point of breaking into that market was the hardest point. once the relationship was formed between the two companies, it's growing from strength to strength, and we hope it will continue to grow.

Xing: yeah, um so what have you done in terms of relationship building? how did you manage to build the relationship?

Sajid: relationship building, obviously we've had our sales people go out there, to get to know them, discussions, entertain them over here, and other things we've done that I don't want to disclose.

Xing: yeah, yeah, I understand that. um yeah, one last question. if British business people came to consult you about ways of doing business with Chinese, what would be your advice to them?

Sajid: it's very very helpful to have someone in China who can introduce introductory go a long way it's very hard to sort of like do a door-to-door sales type of selling. it's easier if someone there to introduce your products, preferably a native, Chinese person. once you're introduced once the customer gets to know your product, if your product is suitable, you'll sell anyway. but obviously the introduction, the breaking of the ice is probably done better by a local person, and then obviously you're experienced in your quote of your product, and your salesmanship will sell the product.

Xing: yes. ok. thank you so much. actually I think I have um asked you quite a lot of questions.

Sajid: that's ok.

Xing: yeah. and I as I mentioned I also asked the Chinese to do something similar, the questionnaire thing. actually they were very positive about they were satisfied with

Sajid: did they have any concerns any comments, anything they were able to disclose to you but they weren't able to disclose to us?

[End of Side A]

[Beginning of Side B]

Xing: actually when when you were treating them to dinner the British side were always trying to use the chopsticks, and they did appreciate that. they thought it was a very great effort on your side. um and another thing is sometime this year, possibly a person from this company, went to Qingdao to test the equipment before it started operation, and they said they were very much impressed by the that person's hard work. that person was trying to test every screw or something

Sajid: yeah every nut and bolt.

Xing: yeah, yeah, ok. um, do you think that is the peculiar British way towards

Sajid: no it's um it's BH's way. um BH people are taught to be professional and I think it's probably you'll find that everywhere else but the people I've met xxx BH, and I have found that generally the BH employees are professional are very very dedicated, and at the end of the day our field is so such xxx is an ambassador for BH. so he's got to make sure he's portraying the right image. (be)cause at the end of the day, the xxx of customer are becoming a contact, the end-user, in this case, when it comes to contact with our service engineer, other than that he has no other contact with BH. so it's our service engineers and our products that he sees; so he's got to have positive impression moments (?).

Xing: um, they also mentioned the quality of your products and they said your quality was good though the manufacture I mean the factory was not so advanced or so modernised.

Sajid: the workshop you'll find is from the early nineteen hundred and we've been modernising the machine factory, and I suppose if you're doing space technology or something like that then you'd look and see a very advanced machine shop. though you know our machine shops are moderate, but it's not very advanced.

Xing: oh it's moderate. yeah, um, and they they also mentioned when I asked them if it would be easier for them to do business with British or it would be easier for them to do business with Americans, and they said Americans it would be easier for them to do business with Americans.

Sajid: why's that? why?

Xing: I I don't know really they may I asked the question they didn't quite answer my question they mentioned one thing they said the Americans were rather generous. I I don't quite understand

Sajid: generous, yeah, in that world (?)

Xing: um more generous as they said than Britain and Germany.

Sajid: generous.

Xing: yeah.

Sajid: I'd like to know what this generous business is, because everyone's got their profit margin, no one's going to give anything away for free.

Xing: you know why I don't understand that word because it was said in Chinese, and the Chinese expression actually can be translated into not only generous, but also other terms. so I don't understand what they meant. um, ok. um I think, include, yeah, as to the



reviews the technical side, they mentioned something about the quality assurance. actually they said they were they would be more interested in the um the whole system they quality assurance system how quality assurance was controlled something like that.

Sajid: that sections of it. right. ok.

Xing: yeah, and apart from that they said they persons from the company were very warm-hearted um polite um courteous etc, and the arrangements were good. yeah.

Sajid: good. as long as they were happy that's what we wanted xxx

Xing: yes, I think they had a very positive impression.

Sajid: but I still don't like this bit about they prefer the Americans, than the British.

Xing: (laughing) well

Sajid: well at the end of the day you know it's each person to their own diet.

Xing: actually the American they have been doing business with the Chinese for

Sajid: for a longer period of time yes.

Xing: a longer period.

Sajid: they as we said before you know the English way or the European way to the American way will be different as I said before. generally they Americans are a lot more laid back a lot more easier to deal with. um British are, a bit more, controlled, you know not as, as mellow, that may be one of the things. maybe they feel a little bit more comfortable.

Xing: yeah, another thing I think I'd like to ask to ask for your comment. some people say most British companies when they do business with not only with the Chinese with other countries they only consider the business as one deal um one transaction. so however much they can get from the the business they try to do it. they don't think of any future relationships

Sajid: no no, that's definitely not BH's way.

Xing: not BH's way?

Sajid: because um with BH we try and hold onto our customers because our customer you've got to remember are not the end-user. Our customers are the boiler manufacturers, but the boiler manufacturers have, other orders. so it would be foolish for us to say (sign?) one-off transaction, because if we keep our relations good with then they get other orders, if they get other orders, it increases our chance of getting other orders. therefore because of this layout we keep our relationship with our suppliers, the customers very close. because our customers are boiler manufacturers, not the end-users. the end-users might do business one-off. they may build only one power station for their own use but the boiler manufacturer will make more than one, boiler, because he'll be possibly to supply, again, to other power stations. if we stand (?) in our own interest to carry on doing business, with our customer, that's what we do not see as one-off transaction.

Xing: um, possibly that's why you have been so successful. um um but people do say Americans when they do business even if they don't achieve any profits um from the initial transaction, they still go ahead and do it because they

Sajid: everyone does it though if you think about it, not Chinese, not Americans, not English, everyone does it. if you can't get into a market you reduce your profit margin to go in. once you've got yourself into the market, then you slowly make your job (?) more profitable, I suppose. it's ethics (?), you know if you can't get into a market they only way you can get into it is to reduce profit so it'd be the only way you'll do it. if you want that market bad enough. the Chinese market is a grand market.

Xing: ok.

Sajid: ok?

Xing: yeah. alright, thank you so much for

Sajid: you're welcome.

Xing: um for what you have done for me from the very beginning of the visit.

Sajid: you're welcome.

@End

## Visit 1 Questionnaire Interview-Simon

@Begin

@Participants: Simon: Finance Director  
Xing: Researcher

@Date: 26/11/1996

@Location: BH Conference Room 2

@Duration: 15 minutes

Xing: thank you so much for allowing me to interview you.

Simon: you are welcome, yeah.

Xing: from the questionnaire you have done for me I can see you have been involved quite a lot with

Simon: yes, yes I have, yeah.

Xing: and so what is your general impression of the Chinese?

Simon: general impression, um, very difficult to deal with.

Xing: very difficult to deal with

Simon: very difficult yeah, yeah

Xing: in what ways or in what aspects?

Simon: in in a number of ways. first of all, firstly that the fact that we're involved through an interpreter. it is very difficult and um it's quite draining I think to to both sides I mean including the Chinese people um. secondly the spread [?] of people that come um it's very difficult to know who have to pitch (?) for conversations or whatever, um I think just generally generally doing business with China and the Chinese has is any way it wasn't [?] there. but nothing ever happens when it's supposed to happen, and whereas in the UK um if we agree on a contract or agree on terms and conditions or whatever, everyone sticks to it. um in China we will sign a contract and the contract is signed by the people that write on it because the Chinese always say what happens when it happens and how it will happen, regardless of what's been agreed. so just generally very very difficult dealing with them.

Xing: so what is your general impression of the specific group of people that just

Simon: obviously they seem very nice, yeah, we know, yeah they seem very nice very pleasant um obviously well mannered, um very courteous.

Xing: very courteous

Simon: yeah, yeah.

Xing: here [referring to the questionnaire] actually you for this part here you picked passive and uninterested. so, can you give me some examples or

Simon: well um I in this particular this particular visit um I I was only with them at the farewell dinner, so I was the host for the farewell dinner, and normally I gi(ve) well I am chosen to do the opening dinner, where everyone is really quiet and passive because they have just arrived and tired. they are in a country they've never been before and the new customs and everything goes along with that, um and usually you find them very quiet and passive. we have been on on closing dinners and I have been on a number of those. by the time they've been here for two weeks they've got to know the people, they are a bit more relaxed, and they enjoy laughing more they enjoy drinking more. yet this group although they were very nice were still very reserved. and normally we will find that two or three of the delegation would start to you know come out of themselves and in this particular instance this wasn't there, in the end they were still still reserved.

Xing: yeah, yeah actually during the reviews to the is it Dave or David? he asked them several times throughout the review if they they were interested in the review, and the the certain expression on on the on their faces that made him think made David think they might not be interested

Simon: be interested yeah, yeah, yeah. and I think that is another problem that we're finding with the delegations I mean we've done I don't know how many now, must be about ten. at the start we were getting very senior people from organisations, now that those senior people

- have been here we started to come down a level or two, and I think the more they are coming down the level, the the le(ss) you know the less we're finding people are interested certainly in the products, yes they are interested in going to London, and they are interested in going to see where Shakespeare was born, um whereas at at the beginning um people were interested in the technical aspects as well as see a bit of the country. so there seems to be a shift.
- Xing: so a shift from the
- Simon: yeah well they are supposed to be here in terms of looking at the product and the training, to more than the sort of holiday the tourism side.
- Xing: so how how did you work out the arrangement for them?
- Simon: it's it's it's always best if we know how a standard to each sort of itinerary, and we've learned recently how many of these we can actually keep them here and keep them interested in the product and the technical aspects so we are really trying to keep that to a minimum, um slight disruption internally we've also found that the Chinese prefer to go and see a but of the country. why not? (laughs)
- Xing: have you had any frustrations with the Chinese?
- Simon: not not in particular visits, not um well we've had one or two in the past but nothing major. I think the major frustration nicely comes and nicely dealing (?) when they go home, but not over here, but dealing with the Chinese on business that's that's more frustrating than natural individuals themselves.
- Xing: um, Steve said sometimes the Chinese actually were or are very demanding. have you had that kind of experience?
- Simon: oh yeah, yeah, very much so yeah very much so, and and
- Xing: for example?
- Simon: it all appears to be one way, just go back to what I said earlier when we sign a contract and the contract has a number of conditions in it, and it's um what the Chinese can expect from BH, and what BH can expect from the Chinese. and we think when we started to deal with them, it was all one way, and they are demanding, and if they ask for something they want an immediate response, if we ask for something we take a thing (?) for a chase. it's it's not a partnership thing it's all one way um there's always a fear that you would lose the business. and the other thing is that in dealing with China we are all exposed, um, to tremendous risk, because we are exposed to political risk, we're exposed to economic risk because we you know we don't know whether they've got the foreign currency or whatever that they promised they do have, and because we've always had these (?), and it's never quite what xxx so, yes. business is a strain on the company. it's good business to have, and it's nice profitable business to have, but the huge amount of risk involved with it.
- Xing: um you have also been receiving visitors from other countries um, compared with them what do you think are the differences?
- Simon: um, [sighs] I say the Chinese visitors are probably more probably more offend (?). there appears to be [mobile rings. Simon answers phone]. um, yeah there appears to be a line where they go down in terms of their behaviour, and they do not stop off that line. whereas we get visitors from other countries, they are a bit more relaxed. different cultures, you know a bit more relaxed, um when we get people from Europe. they are similar to ourselves. we get people from America um their you know their way of their talk we have people from India who are a mixture between sort of the European and the Chinese, and they know the proper way to behave but, they can you know they do their work during the day and in the evening it's not formal. It is more relaxed and more enjoyable. whereas I suppose it may be the Chinese culture when we have the Chinese here everything from the minute of contact has to be formal all the time. you know meals have to be formal, speeches have to be formal. as I said I suppose it's just Chinese culture. but what's that to mean I think people from India from America then they come here, we can actually show them a bit of our culture. but when a Chinese come, we tend to be to what we think Chinese expect. and that's a big difference. maybe we are wrong in doing that maybe we should say well this is the way we do it in this country, enjoy it. but there's

a fear that we would upset people or if we do not follow the proper protocol we could lose the business so I think those are the differences.

Xing: um, you have also had visitors from Japan, (Simon: yes we have.) compared with the Japanese...

Simon: compared with Japanese, um, the Japanese are probably more strict in terms of how they are going to deal and the way they negotiate. ok? um when with the Chinese we negotiate with the Chinese, we agreed something, and then the following day the same people would come in to the room and say, we didn't agree that yesterday, we gonna start again. and so the continual negotiation, and you're never quite sure when we would reach an agreement. and that's that's quite difficult to deal with. yes you think you've agreed to something face to face the following day the person says no we didn't. so that is where the difficulty is. the Japanese are very hard negotiators, but when a deal is done a deal is done. when you do a contract, you stick to the contract, both both sides, and um I suppose it means that with the Japanese we can actually say to the Japanese, um, you agreed to do this for us, and it is fair enough. whereas with the Chinese you agreed to do this for us, unlucky. (laughs) that's probably the big difference.

Xing: um um you have been actually very successful successful in especially selling to China, um, so what have you done to to safeguard the success? to to guarantee the success?

Simon: um, I think initially we showed the willingness to run a joint venture with SHB, um we gave them some investment in terms of machinery, and um personal computers and various things like that, so we shipped (?) our investment into into China. so that that was one thing. xxx does take over a 3-year period. so we almost cemented our relationship over the 3-year period. um, but since then it has been difficult when even when we think we've got the good product and whatever and we the people who come to us said we've done one power station, we can do another one. you'll get orders for that one, we are never quite sure whether any of them are longer term or not. so while we've been successful, I wouldn't with any confidence say yes, we are sure of the Chinese market we are really strong in it, because this this trust thing is nothing near there is no legality there's nothing near they came back to us and say we are happy. because we hear so many so many promises, and the promises are broken all the time. I mean all the time. that's difficult to deal with. so although we have been successful and I hope we continue to be successful, I don't I can't think of anything to say that. that's your key success and that's why no one else would seek business with us (?). can't say that.

Xing: well, um, if bus(iness) business people come and consult you, what would be your advice to them? in terms of dealing with the Chinese?

Simon: deal with Chinese, um, just to be aware that the game is not played as it is played in the western world. there are no guarantees there's no such thing as a contract, um everything's done in Chinese law, yeah. it is very difficult defining what the Chinese law actually is between the various provinces, and just go and realise there is a huge amount of risk associated with it.

Xing: ok, um, thank thank you so much for for (Simon: oh, you're welcome.) your time and your help.

Simon: good luck with your study.

Xing: (laughs) and I wish you greater success especially in selling to China.

Simon: yes, yes, yeah. ok. good.

Xing: thanks.

Simon: you're welcome.

@End

## Visit 1 Questionnaire Interview-Steve

@Begin

@Participants: Steve: Proposals Engineer, Sales and Marketing Department  
Xing: Researcher

@Date: 26/11/1996

@Location: BH Conference Room 2

@Duration: 30 minutes

Xing: actually I have just got a few questions to ask you

Steve: sure, yeah.

Xing: and I'm really grateful for your kind help and your time of course. um I see from you're the questionnaire you filled in (Steve: right.) actually you have been involved in in um the Chinese visits and you have also been to China.

Steve: for once yeah, just one time.

Xing: just one time, yeah. well they [the visitors] showed us the pictures.

Steve: of course, yeah.

Xing: so what is your general impression of the Chinese as a whole?

Steve: um, well, it's an interesting question because when we have Chinese delegations here, um, I got a totally different impression to them than I went to China. um here um they are always very polite, um, and generally undemanding, um, obviously they're not um very aware of our, some aspects of our culture, which is the reason they are here in the first place, um but generally they seem very polite, and a little naïve, maybe, a little innocent. um, that maybe because of their cultural differences. um however, in in China um of course they are very different I I', the foreigner, um so that's me that's like a fish out of water. um one thing I have learnt is that they are very very hard business people.

Xing: they are very hard business people.

Steve: oh very difficult to negotiate with, yes, um for many reasons. um one one of course is of course people in responsible positions if they don't achieve what they are asked to achieve, um they can be in big problems of course, which makes it makes them very hard to get what they want, and that comes across very clearly um, in China. but apart from that, um a fascinating country, a fascinating race of people. um I want to go back there again.

Xing: (laughs) do you?

Steve: oh yeah. yes, yes. I have enjoyed it very much.

Xing: ok. so actually you have been involved in the direct negotiation with the Chinese.

Steve: um, yes, um on one occasion, yeah.

Xing: so do you have any examples of how hard they are or they were in the negotiations?

Steve: um

Xing: or in what ways or aspects do you think they are hard business people in the negotiations?

Steve: well, um, when I when I was over there, it was to discuss it was dealing directly with power station senior engineers. um when we had a problem with our pumps, um, or should I say there was a problem with our pumps, um which they insisted was entirely down to us, um, we suspected that the operating regime was not correct, and in point of fact there was nothing wrong with our units, um, they of course were under pressure, to get the power station commissioned by a certain date. in fact while I was there they received a fax from the um, municipal electricity bureau, um saying the power station will start generating electricity on such and such a date, and their one of their senior engineers explained to me that this is like getting a fax from the emperor, that that was his words. he said this is like getting a fax from the emperor, it will happen. no if's no but's. and this this goes back to the comment I made earlier about um negotiating with them, what the municipal people tell them to do if they don't achieve it then um they've got big problems. um and so that is the position they're negotiating from, which make life very um there's not much room for negotiation, you understand. they must have the result

they want in the time they want. so really in the negotiations it's just sorting out the small print because it must happen, you know. and that's fairly typical, I believe.

Xing: so actually there isn't much room to negotiate.

Steve: um, (clearing throat) well some in this particular instance it was agreed that um the problems with the (product) um were because of an incorrect operating procedure on their behalf. but also um a percentage of responsibility if you like was ours. and the negotiations involved the percentage of responsibility and the percentage of cost to the power station and to xxx. um and I believe we got the best deal possible under the circumstances, um but I'm sure the Chinese engineers also (laughs) thought I got the best of it. but it was very hard negotiations we were at.

Xing: have you observed any um peculiar or specific techniques they employed in the negotiations?

(both laugh)

Steve: I don't I don't know whether it um could be called techniques but it was on a number of occasions we um worked in negotiations until late at night um, and always um in the evening the senior engineers would take us out to dinner, um, and looked after us very very well. and during during the meals no work was mentioned. but on one occasion we had a very good meal, and sampled very strong local alcohol and then when we came out of the restaurant very late at night, after ten o'clock, the senior engineer said, let us go back to the negotiation room. (Xing laughs, and Steve joins in) that could be a technique. um and of course we were in no position to to argue, so we went back into negotiations, a little bit influenced by the drink. (both laugh) um no one one technique which could be called a technique in particular negotiations all negotiations I was involved in in China there was always many people, many Chinese people, um which is very intimidating.

Xing: intimidating?

Steve: yeah, intimidating because it...

Xing: the number of people.

Steve: yeah yes um if you are one two people and twenty Chinese people trying to negotiate um true most of the negotiation's done with one or two people, but the other people there um makes it a little intimidating. (3 sec) a good idea.

Xing: (laughs) um but of course the Chinese they have more people um than um we have in Britain.

Steve: yes, but but that's no reason, to have so many people. um no there aren't any um specific (Xing: yeah, I know.) techniques. so um no can't remember any.

Xing: um, before you, before you went to China, did you try to learn anything about Chinese culture and the ways of

Steve: have you ever read a book called Wild Swans?

Xing: um, no.

Steve: oh, you should really. well that that is a um although it it's a factual story written by by Chinese by the and it is the story of her life, her mother's life, her grandmother's life, so it covers the modern the history of China, this century, if you like. (Xing: yeah) and it's very very interesting um, and it gives you some idea I think of um the culture. um the story covers the occupation by Japan and and the in fact it starts starts with the warlords, um and and then the civil war, and the Cultural Revolution, and it covers up to I think the 1970's. so it's a good book as a potted (?) history.

Xing: so you learned something about the culture (Steve: yeah, a little, yes.) from that book.

Steve: because it's not always possible um to talk to um our Chinese visitors on these subjects. Sometimes it's difficult to know what is acceptable to talk about, um so yeah I had I knew a little.

Xing: so um did you observe let's say the Chinese ways in your handling of the Chinses? the Chinese customs or

Steve: yes, I mean there's a there's a Chinese customs which um are very nice for instance um when um as I said when we went for um meals with senior engineers there would be a large party um with BH people, our agents, um but also some junior engineers um and quite often um it would be in two two separate rooms. um this senior people in one room

- and junior people in another room. but always, always this senior Chinese engineers would at some stage in the meal go to the other room to toast with other people which I thought was charming, very nice, um and it was appreciated by us our people. um we could we could learn a few things from that type of um um support. Yeah, it was nice.
- Xing: on the other hand, any frustrations or difficulties in your handling of the Chinese?
- Steve: um apart from the language barrier, um which varies greatly, um no not really. um, also big difference in in our cultures is how is in money matters. um this this hasn't happened to me but I tell the story in case Mr (surname, Tim) doesn't tell you later on. Mr (surname, Tim) told me the story, that he invited some senior engineers out from a company, um for lunch, um, and they declined saying they were too busy. um but they said, could we have the money instead? um, which which English people will find amazing, when you tell the story, um that that wouldn't happen in this country (Xing: no, no) but may be it's unusual in China? maybe not. Good to know. In some areas maybe.
- Xing: yeah, maybe, yeah, and with certain kind of people.
- Steve: uhuh.
- Xing: did you did you find anything strange about these I mean the six Chinese visitors or anything that you didn't quite understand or comprehend? From their the way they behaved?
- Steve: with this with this particular group um they were very undemanding, that's not always the case. sometimes they are very demanding, so I guess that's down to the individual, people. um, no this particular delegation um were happy with the arrangements we made for them in most most cases and they expressed their satisfaction with with everything we arranged for them not really a problem, um their behaviour as there was only one gentleman who spoke, English, um, but of course he was always the spokesman so we assumed that what he said was the opinion of everybody.
- Xing: yeah. actually I also asked them to do a questionnaire for me in Chinese, and they they were very positive.
- Steve: yes, that's the impression I've got.
- Xing: the only thing they mentioned is the the reviews, um., they thought actually the reviews were not so thorough. the time...
- Steve: yeah, well that's that's very difficult to get a balance here because um we've had a number of delegations here now, ten um, some were more interested in the reviews, some were not interested at all. um so I mean that being the case if if they wanted some more details, it would've been no problems for us if if they just let us know that, but as far as I know they didn't. um but you know it's worth making a note, um, for future, you know, explain, I mean we do give them a program, before they come, um and we're only too pleased to listen to their comments on that program, um but they didn't make any on this occasion.
- Xing: just now you said in some cases the Chinese were very demanding, um so can you give me some examples?
- Steve: um, only in that um, we've had some people who were not satisfied with hotel arrangements. sometimes our program which we've suggested for them is not acceptable. um, sometimes we have to change nearly everything, um it's not a problem, but um it means we have to change things about that's not a problem. um but it just gives us a different impression of them um there's no problem, but if they are a bit more demanding, no problem, we'll, we'll accommodate. and that does vary greatly. um some for some people nothing's correct, and for some people everything is no problem, um like this last delegation. they really didn't want us to change anything at all, or didn't say anything.
- Xing: um, talking about the customs Chinese customs British customs, are there cases where cases where the Chinese were trying to observe the British customs while we the British were trying to observe the Chinese ones?
- Steve: xxx yes, but obviously it works both ways and one of the reasons for their visits here is to observe our culture, if you like. so yes, I'm sure they do, observe our culture, and again some question it, ask questions about it, some accept it for what it is. um I mean really when when it boils down to it, I don't think our cultures are that far different that some of these differences can't just be observed and taken as what they are. small differences. and

I would I would say one um one aspect of the Chinese people which some English people struggle with is um is eating habits, um sometimes very noisy eaters whi(ch) which English people certainly try not try not to be noisy eaters. that's that's just an observation. um whether the Chinese have observed us eating and said (mimicking, in low voice) very quiet is this I don't know. (resumes normal tone) I don't know. maybe, but certainly certainly that's been mentioned to me, a number of times. (3 sec) that might be just because might be just because they are not in some cases just not used to knives and forks.

(both laugh)

Xing: well, you must have um other customers in other Asian countries. so compared with people in other Asian countries

Steve: sure, um, we have not had such great dealings with um um with other country we've we've had dealings with a lot Indians, and some people from Philippines, that type of thing. um, what I would say is that invariably those countries are more um western if you like, which is not surprising. I mean they've had bigger influences from western countries for many years. um so it's only to be expected, and in some cases that those differences are good things sometimes it's bad.

(Both laugh)

Xing: so what what did you find is the most difficult thing in your dealing with the Chinese?

Steve: um, (6 sec) in in any respect?

Xing: yeah.

Steve: I guess trying to negotiate with someone under an awful lot of pressure to perform um that's got to be the most difficult thing, very very difficult to negotiate, with someone who, if he does not get the result maybe could lose his job. so I appreciate that it's very difficult for him, as well. um, makes life very difficult. but apart from that, no no obviously their language barrier is is a problem, but if if we are aware of that then translators can be arranged. obviously, as you know um, um we brought Xin Xin [Int1] in to help us this this time. usually we are aware of whether there's going to be an English speaker, or not.

Xing: well, um, if some British companies came to consult you, in this respect, what would be your advice to them, in terms of dealing with the Chinese/

Steve: I think um, one of the most important things is is to get the detail details of any contract, very clearly defined because in many um in many instances um there will be an English language version of the contract, and a Chinese language contract, and you are relying on for the most part third parties to verify the two contracts are the same, very important. and also, um it needs to be simple language, in a contract, because, if there is the possibility of interpreting the contract in a different way, then they will take advantage of that. um, so it's very important in the first place to have the contract clear. um we um we've had some problems with that where um where negotiations um were completed and terms agreed um and then after the contract was signed, and during the course of the contract, Chinese decided to interpret the contract slightly differently, um which was not as agreed at all. I say you have to be very careful there. um, also, um, the the financial side of it has to be tied down very tightly, um, you have to, because sometimes finance for a project is is not available, um and must have central government approval, um, so sometimes the finance for contracts is not always available, when expected. so you have to make provisions for that also, in the contract. (2 sec) we have one contract for a (product) switch (?) um has been delayed, um for maybe two years? (Xing: two years!) um of course the the price remains the same. so I guess this is ok. no real big problems. so it's important to get the details correct, um and understood. in Chinese and in English. (laughs)

Xing: (notices people outside the conference room) thank you so much um. thank you for your time. I don't think the room is available now.

Steve: um, eleven o'clock yes.

@End



## Visit 1 Questionnaire Interview-Chinese Delegation

@Begin

@Participants:

Chinese Delegation:

Liu: Senior Engineer of SHB; Yao: Under-chairman of Heating Automatic Control Department, QDPP; Wang: Of QDPP; Zhao: Of QDPP; Li: Senior Engineer of SDPIB; Qian: Engineer and Director of Operation Department No.2, QDPP

Xing: Researcher

@Date: 22/11/1996

@Location: Beverley Hotel

@Duration: 55 minutes

[Casual talk]

[Quality Assurance Review]

Wang: ta jiu zai na'r jiang, jiu zai na jiang, ta jiang de, ta guang jiang zhe ge zhibao tixi.  
*He kept talking, talking, what he talked about, he was only talking about the quality assurance system.*

Li: ta shuo de ta jiu zai na'r qiong hunong. ta fanzheng gei ni jiang jiushi qiong hunong.  
*What he was talking about he was fooling us around. He was just fooling us around.*

Wang: ta na ge jiang bu xi, ta jiang de bu dui.  
*He didn't go into details, not the right way to talk about it.*

Li: bu, ta qima ba ta zhe ge zhibao tixi gei shuo yi shuo.  
*No, at least he should have talked about their quality assurance system.*

Xing: dui, zhe shi bijiao zhongyao de.  
*That's right, that is very important.*

Li: wo jintian wo hai daizhe wenti qu de, houlai xiang suan le, wo kan zhe ge qingkuang wo buyao wen le. wo lie le ji ge tigang wo xiang dou lie na xie dongxi wo yi kan wo xiang wo buyao wen le. ta zhibao tixi mei jieshao.  
*I today I went there with questions, later I gave up, when I saw the way it was going I decided not to ask. I listed some topics to ask questions about and I had wondered what I should put down in the list, but when I saw the way it was going I thought I had better not ask. He didn't talk about the quality assurance system.*

Xing: ta zhen ganbushang na yang jieshao yixia.  
*It would have been better if he had introduced the system.*

Li: en, ni ba zhibao tixi jieshao yixia jiu xing.  
*Yes, it would have been alright if you had only introduced the quality assurance system.*

Wang: ta jiu guang shi nong le ge lianluotu, ta jiu shuo na ge bumen xia she na ge bumen.  
*He was only playing with the liaison chart, telling us which department was subordinated to which department.*

[Manner/Behaviour (dafang: a= generous; b= natural and poised)]

Qian: (misunderstanding) dafang haishi bijiao dafang. (laughs)  
*Natural and poised they are very natural and poised.*

Xing: (misunderstanding) tamen you name dafang ma? women haoxiang dui Yingguo de yinxiang jiu shi  
*Are they that generous? Our impression of the British seems*

Qian: (realizing the misunderstanding) ta zhe ge dafang jiu shi shuo de juzhi.  
*By dafang I mean their manner.*

Yao: zheyang shuo ba, ni kan ba, zheli de Yingguoren ba, ren dou hen hao, zheng ge ren dou ting hao.  
*Let me put it this way, you see, the British people here, they are very nice, they are all very nice.*

[Arrogance]

- Zhao: tamen bu shi hen aoman.  
*They are not very arrogant.*
- Li: renjia aoman bu, jiu shi natian na ge jiahuo aoman.  
*They arrogant no, but that day that guy was very arrogant.*
- Yao: jiu na ge Yinduren.  
*That Indian.*
- Li: bu Yindu, na ge, na ge zhibao de na ge, zhibao na ge tou. ni zhuyi mei zhuyi ya, na zhibao na ge lai le yihou xian lai yi ge da gezi, lu yanzhu, lu yanzhu, houlai lai ge xiao gezi jieshao. na ge jiahuo ting aoman, na ge dexing de, ba na ge mingpian yi ge yi ge reng, na ge yang de, na jiu zou le, wan le na ge xiao gezi  
*Not the Indian, that one the one from quality assurance, the head of quality assurance. Did you notice? That one from quality assurance when he came a tall guy walked in, green-eyed, green-eyed, and later on a short guy made the presentation. That guy was very arrogant, that was disgusting. He threw the cards onto the table one by one, behaving like that, and then he left. Later on the short guy*
- Qian: wo kan na ge jiahuo haoxiang you dian jinzhang.  
*I think that guy seemed a bit nervous.*
- Li: jiu na ge da gezi a?  
*Are you talking about the tall guy?*
- Qian: en, da gezi wo kan ta haoxiang you dian jinzhang.  
*Yes, the tall guy I think he seemed a bit nervous.*
- Li: wo kan na ge jiahuo ting aoman.  
*I think that guy was very arrogant.*
- Qian: na ge jiahuo bu zhi shuo shenme zai nali, hen ganga.  
*That guy didn't know what to say standing there, very embarrassed.*
- Yao: ta jiang bu chu lai.  
*He had difficulty expressing himself.*
- Qian: ta jiang bu chu lai.  
*He had difficulty expressing himself.*

#### [Promise Keeping]

- Qian: shouxin ye bu neng shuo hen shouxin.  
*Keep promises you can't say they keep their promises very strictly.*
- Zhao: tamen na ge shouxin bijiao hao.  
*They keep their promises well.*
- Yao: shouxin, ren shou xinyong.  
*They keep their promises, they do.*
- Qian: shijian jingchang...  
*Very often the times set...*
- Yao: ren dai gai ba renjia lai ge dianhua, zhe ge xinyong hai shi ting shou xinyong. xxx  
*They rang when they changed arrangements, promises they keep their promises very well.*  
xxx

#### [Commitment]

- Qian: yinggai shuo bijiao renzhen.  
*I think they are committed.*
- F: na tian na tian birushuo hetong de shi, feichang na ge...  
*That day that day for example the contract, very...*
- Qian: dui, bijiao renzhen, bijiao renzhen.  
*That's right, they are committed, they are committed.*
- Liu: ta dui gongzuo ne kending renzhen.  
*They are definitely committed to their job.*

#### [Arrangement]

- Li: jiu shi ya jiu shi juede shijian bu hen jincou.

- Just just feel it is not well organised timewise.*
- Xing: shi ba? wo jue ye shi ziji chuqu ya chuqu...  
*Is it? I have the same feeling, when going out going out...*
- Li: fanzheng xianzai shuo shizai de ta shi bu hao anpai, fanzheng yi tian yi ge ye yanjiu lai yanjiu qu.  
*Anyhow honestly it is not easy for them to make arrangements they discuss over and over again the arrangement for the day.*
- Yao: zhe ge, keyi yuanliang, zhe ge, hai keyi.  
*This, is understandable, it, is ok.*

[Xing talks about host company's difficulty in arranging a visit to Madame Toussaud's.]

[Random talk]

**[BH Employees]**

- Li: buguo xianzai yiban de ren hai shi haoduo bijiao keqi, xiang women jiechu zhexie zhiyuan dabufen dabufen jiu shi zhexie zhiyuan sheme de hai bucuo, ting reqing de.  
*Nevertheless most people are very polite, like the employees we have dealt with, most most of them these staff are not bad, very friendly.*
- Xing: yiban shuo qilai Yingguoren de suzhi hai shi, jiu shi Yingguoren chun Yingguoren de suzhi hai shi hen gao de.  
*Generally speaking the quality of the British people is, that is the quality of British pure British is very high.*
- Li: youshi wo kan youqi shi zuotian na ge laotou kaiche wo juezhe zhen shi tai lei le. na laotou ting lao de ni zhidao ma? suoyi ta guang chouyan, ta lei. huilai de lushang wo yidian mei gan shuijiao. zhidao ma, shuijiao zuo che ya shijishang ye weixian, suoyi wo yidian bu gan shui, jiu pa laotou qu zai  
*Sometimes I think particularly that older man who was driving yesterday I thin he was really very tired. He is quite old do you know? So he kept smoking because he was tired. On the way back I didn't dare to sleep. You know, sleeping [while being driven] is in fact very dangerous, so I didn't dare to fall asleep, afraid that the old man*

**[Arrangements]**

- Qian: wo juede zuotian turan gaibian anpai wo jiu renwei shi zuotian shi tao hao le. Keyi gandao...  
*I feel the sudden change of plan yesterday I think yesterday it was very good. I felt...*
- Li: jiu shi, zuotian wo jiu gen ni jiang ba, yinwei zuotian tebie hao. ruguo tian huai tian de huo bou bu yuanyi qu ke ni kan tian hen hao suoyi jiu dao na'Li qu de le. yinwei tian yi xiayu ba ni ge lu ye bu hao zou, xou de man, dao nili hai bu de kai si ge xiaoshi.  
*Yes, yesterday let me tell you, because yesterday the weather was very nice. If it hadn't been such good weather, I wouldn't have wanted to go but you see it was fine so why not go there. Because when it rains the traffic is bad, the traffic is very slow, it would take four hours.*
- Liu: gai le gai le liang ci ba? qixian ta shuo yao wan lai di'er ta shuo yao dao zheli xxx houlai zuihou ta xxx. tamen ye shi gai lai gai qu gai lai gai qu.  
*They changed they changed twice, didn't they? First he said he would be late, then he said he would come here xxx and in the end he xxx. They just change things round and round.*

**[Overall impression during the visit]**

- Xing: zongde dui zhe ci lai fang de yinxiang, juede hai keyi ma?  
*Your general impression of the visit, is it ok?*
- Li: keyi, hai keyi, jiben hai keyi.  
*Alright, it's alright, generally good.*
- Qian: anpai de bijiao jincou.  
*It is fully scheduled.*

- Liu: anpai de hai keyi.  
*The arrangements are good.*
- Xing: jiu shi shuo lai yiqian, birushuo wo lai yiqian haoxiang xiangxiang dangzhong shi shenmeyang, Yingguoren ne, huozhe Yingguo difang, lai yihou faxian he xiangxiang de yiyang bu yiyang?  
*That is before coming over, take me for example before I came over I seemed to imagine what it would be like, the British people, the place. After you came over do you find it the same as imagined?*
- Yao: qishi chabuduo.  
*In fact there isn't much difference.*
- Zhao: wo yiqian kan dianshi shenme de, zhege dongxi haoxiang bu shi hen mosheng. zan yao shi mei lai ba shi mei lai, lai kan ba he xiangxiang mei shenme tebie qiguai de difang.  
*I used to watch television, so it doesn't appear to be very strange. If we hadn't come, that's it. But once we are here, there doesn't seem to be particularly strange.*
- Yao: zai jia shang yiqian ba, he qian ji pi xiang bi, ye liaojie liaojie ren qianbian lai le yihou zhe ge anpai shenme ba, jiben dou hen manyi. tamen de gongzuo zenme zuo de dui women jiedai xxx gei tamen ti le ti, xx jiang si wu tian ke, zai jia shang zhe ge anpai zhe ge shenme bu da hao, xxx zhe yang jingguo gaijin.  
*In addition, before, compared with previous visits, we had learned about the arrangements from previous groups, generally good. How they do it, to receive us, we made some suggestions to them, xxx 4-5 days' lecturing, and in addition the arrangements were not good xxx so it has been improved.*
- Zhao: zhe ge ge fangmian bijiao manyi.  
*It is satisfactory on all aspects.*
- Yao: zhe yinwei zan zhiqian lai de ren ye gei women zhe ge jiang le xie tamen dao zheli de qingkuang, jiu shi lai le yihou ne kandao de shenme changmian. mei xiang lai le yihou ba kan ge bumen dui women dou ting keqi de, he shang ji pi bu tong le. zhe pi cong xxx  
*This because people from previous groups told us a little about things over here, that is, the events when they came over. But different from what we had expected, when we came people from different departments are very polite to us, which is different from previous visits. This group from xxx*
- Qian: zhe yi pi yinggai jiu shi lai zhe ge gongsi de zuihou yi pi.  
*This group is supposed to be the last group to visit this company.*
- Wang: ai, zuihou yi pi.  
*That's right, the last group.*
- Li: ta keneng ye you suo gaijin shi ba?  
*They may have made some improvement [as a result of it], right?*
- Wang: jiu shi xxx  
*That is xxx*
- Zhao: bi qi women yiqian lai ting renjia jiang yiqian zenmeyang ah, zhe ci ganjue bi tamen yao hao de duo.  
*Compared to descriptions by people who had previously come over of how they were received, I feel this time it is much better than the way they were treated.*
- Liu: zhe ye shi ren lai duo le tamen you jingyan le tamen genju tichu de yaoqiu dui yiqian zongjie de jingyan, suoyi zhe ci lai bijiao hao.  
*This is also because they are more experienced they have drawn some lessons from the requests proposed to them, so this time it is better.*

**[Accommodation/meals]**

- Li: dao guonei qu zan guonei keneng dou shi na ge yang (better reception/entertainment)  
*In China it may always be like that (better reception/entertainment).*
- Qian: Zhongguo bijiao reqing haoke.  
*Chinese are more friendly and hospitable.*
- Li: zan dou shi shuo dou shi gongjia de qian, dou shi bao chi bao zhu, erqie dundun dou shi zheng'rbajing de.

*We that is it is always company money, full boarding and accommodation, and with decent meals.*

Qian: tamen zhe xiao gongsi xiangdangyu siren de qian.

*with a small company like theirs, it is private expense.*

Liu: dui dui dui, bu yao shuo tamen le, jiushi yiban de chi cai ye hen xxx

*That's right, that's right, that's right. Ordinary companies is also xxx with dishes, let alone them.*

Li: ni shuo waibin jiu geng budeliao le. waibin zhuanmen you waishi, ni xiang chifan dou zhuanmen you guiding, na xie difang bu neng qu chifan, chifan chi chu maobing zeren ni dan bu qi. youqi yuanlai you de laowai ta xiang dao na qu chifan zamen dou bu rang ta qu. you de qu shijian chang le, xiao zixingche yi qi shang zixingche chuqu wan qu dou bu rang ta qu, pa chu le shigu zhuyao shi, zhen de.

*And the treatment to foreigners can not be better. We have foreign affairs offices in charge of foreigner guests, they (foreign affairs offices) have specific requirements on meals, such as where they can not go for meals. You are held responsible if they are sick after meals. Especially before when some foreigners wanted to go to certain places for meals we wouldn't let them go. After staying for a longer period of time in China, some go sightseeing by bicycle and we don't let them, fearing accidents, to be honest.*

### [Dealing with the British]

Xing: he Yingguoren da jiaodao hai hao da ma?

*Is it easy to deal with the British?*

Zhao: yinggai shuo keyi ba. ruguo yuyan tong, xiang tamen zheyang (pointing towards the others) dong yixie (English) jiu hao yidian le. yuyan tong de hua wo xiang yinggai shi hao da jiaodao.

*It should be alright. If we know the language, like them (pointing towards the others), know some (English), it would be better. I think if there is no language problem it should be easy.*

Qian: wo de ganjue shi bu yiyang. ta zai gongsi de shihou shi you qiu yu zan, ni cong jie shang zou keyi shuo mei ren zhengyan kan zanmen.

*I feeling is different. At the company they look to us (for help), but when you walk along the street, nobody even bothers to look at you.*

Li: bu shi, ni guangji jiu henduo ren shuo Chinese, Chinese. wo zhuyi dao hao ji ci, baokuo zanmen shang Niujin de shihou shang zhe ge na'r jiu...

*No, when we were walking along the street I heard many people say "Chinese, Chinese". I noticed several times, including when we were in Oxford, to...*

Liu: shi ma? xxx

*Did they? xxx*

Li: a, yi kan jiu shuo Chinese. wo jintian zai shangdian li hai ting dao le.

*Yes, they say "Chinese" as soon as they see you. I heard it even today when we were shopping.*

Xing: danshi jiu shi yiban dui Zhongguoren de taidu shijishang hai bucuo, zai zhe bian, dan yiban henshao you ren neng kan chu Chinese, yinwei Ribenren na, Chaoxianren na, Yuenanren, zhe xie, Yinni, Malai, Feilubin dou chabuduo. Jiushi Yinbaren xxx, dan tamen jiao jiao Asians, jiushi zhi Yinbaren, hai, zanmen dou hao suanbushang Yazhouren. Ting you yisi de.

*But their attitude towards Chinese isn't really bad, over here. But they seldom know that we are Chinese, because Japanese, Korean, Viet Namese, etc., and Indonesian, Malay, Filipino, we are all the same. Only Indian and Pakistani, xxx but they they call them Asians, they refer to Indian and Pakistani, we, we are not even Asians. This is interesting.*

### [British and People from Other Countries]

Li: Meiguoren geng dafang, Meiguoren geng keqi.

*Americans are more generous, Americans are more polite.*

Xing: zanmen he Meiguo you shengyi shang de jiaowang ma?

- Do we have any business deals with Americans?*
- Qian: you de you de.  
*Yes, yes.*
- Liu: hen duo de, hen duo de.  
*Quite a lot, quite a lot.*
- Xing: shi mai tamen de shenme dongxi?  
*Do we buy anything from them?*
- Qian: yiban shi kongzhi xitong, Zhongguo zhuyao shi goumai Meiguo de kongzhi xitong, kongzhi xitong.  
*Usually system control equipment, China mainly buys American control system, control system.*
- Zhao: Xi, Xifang (?) gongsi, Xifang bijiao da.  
*Xi, Xifang company, Xifang is very big.*
- Xing: ta jiushi jiushi biyushuo cong shengyi de jiaodu laishuo, gen tamen dajiaodao he gen Yinguoren dajiaodao na ge rongyi dian?  
*That is, for example, from a business point of view, dealing with Americans and dealing with the British, which is easier?*
- Qian: dangran zongde yinxiang wo wo mei gen tamen zhijie jiechu wo zhishi ting ren jiang, jiushi Meiguoren haishi xiangdui bijiao dafang yidian, jiushi zanmen jiu cong zhe ge xia'ai de guandian shuo, jiushuo qingke lai jiang, Yinguoren he Deguoren dou buxing, lian Ribenren dou buxing.  
*Of course the overall impression, I I haven't directly dealt with them, I just hear people say, that is Americans are relatively more generous, that is we from a narrow point of view, receiving guests, for instance, the British and the German, they can't match them, not even the Japanese.*
- Liu: youqi Ribenren, hai yao cha.  
*Especially the Japanese, they are even worse.*
- Qian: Meiguoren shi xiangdui de bijiao dafang.  
*Comparatively Americans are more generous.*
- Li: Ribenren, wo gen Meiguoren da guo jiaodao, Ribenren mei da guo jiaodao. ting ren jiang, women dawei you gen Ribenren dajiaodao de, ding shebei ji chi dianlan ta dou gei ni suan de hen qingchu, yi ge luosiding yi ge luosimao dou bu dai duo gei de, Meiguoren hen dafang. (End of Side One) (Side Two) (Ribenren jiage) you shuifen, Meiguo jiu hen shao, 3-5%. Renjia jiu shi na xie jinchukou gongsi de, renjia dou you jingyan le, dao shi tan hetong gen ni jiu shuo, ta zhe ge jiushi shuifen xiao, ran women yajia zhiyi ma jiushi. Riben shuifen jiu da, 30%.  
*The Japanese, I have dealt with Americans, not with the Japanese. I've heard people say that the Japanese, some of my colleagues have had business deals with the Japanese, they work out exactly the length of the cable for the equipment you have ordered, they do not give you even one extra bolt, one nut. In this sense Americans are very generous. (End of Side One) (Side Two) (Japanese price) inflated, American price is much less so, about 3-5%. Those import/export companies, they know it very well. They tell you when negotiating their (American) price is less inflated, and ask us to take note of the fact. Japanese price is much inflated, 30%.*
- Xing: Riben keneng dui Zhongguo liaojie de...  
*Probably the Japanese know China...*
- Liu: ai, dui. Renjia shuo Meiguoren shi dadalielie, zhe ge hen dadu zhe ge ci ne xxx  
*Yes, that's right. They say Americans are casual. The word "generous" xxx*
- Li: renjia ye buzaihu qishi, xxx buzaihu.  
*They don't really care, xxx don't really care.*

**[Product quality]**

- Xing: zanmen mai Yingguo chanpin zhuyao shi yinwei zhiliang ne haishi yinwei shenme? haishi yinwei bieren jieshao?

*we buy British products principally because of the quality or anything else? or because people recommend them?*

Liu: xiang xunhuanbeng ba zhiyou liang ge guojia, yi ge shi Deguo, yi ge shi zheli. danshi Yingguo jiaqian pianyi, zhiliang ye keyi, erqie Yingguoren xxx suoyi xianzai mai de shi zheli de. Meiguo ye meiyou de.

*Products like circular (product) only two countries manufacture, one is Germany, and the other is here. but British price is cheaper, and, British people xxx so now we buy from here. America doesn't manufacture.*

Qian: xianzai zhiyou shi Deguo, Zhongguo jiushi Shenyang shuibengchang gen Deguo KSB gongsi ye keyi zao zhe ge shuibeng, dan ta xiangdui chengben xiangdui bijiao gao yidian. now only Germany, China that is Shenyang Pumps Manufacturing Plant and Germany's KSB company can also make such (product), but their relatively speaking the costs are comparatively higher.

Li: zhiliang keneng ye cha dian.

*The quality may not be as good.*

Qian: zhiliang ye bu tai hao. jiu shi cong women SDPB lai shuo zhiliang haishi BH gongsi bijiao hao. Xianzai SDPB jiushi muqian changtu (?) xunhuan you (place) yi jia, you (place) yi jia, you san jia. zheyang jiu shuo zhe sanshi wan, wo shuo sanshi wan de hua, jiu shuo (place) de shi yong de ta de, (product), women shi yong ta de (product). ju fanying (place) de (product) hai meiyou huai guo. ta (place) de na ge shijian jiu chang le, (place) na ge

*The quality is not so good. In terms of SDPB, the quality of BH products is better. Now under SDPB three factories (use) xxx (product), (place) is one, and (place) is another. This 30,000 (watts), take the 30,000, that is, (place) is using theirs, (product), and we are using their (product), and it is said that the (product) at (place) haven't experienced any breakdowns. And the one at (place) has been running for ages, the one at (place)*

Li: liu qi nian le, ta qi hao jizu, dei liu qi nian le ma.

*Six or seven years, their unit No. 7 must be six or seven years now.*

Qian: ai, dui. (place) yong na ge (product) shi yong ta de bijiao zao de, zhuzao rukou ta you da zhamen de, shijishang na ge zha guan men ta jiu genben jiu meiyou shenme zuoyong, suoyi jiu zai women nali jiu gaibian le, jiu meiyou na ge da zhamen le. #4 (place) (company) shi yong de KSB de. fanzheng ye you keneng shi gezhong yuanyin ba, dangshi na liu tai, liu tai yuanzhuang ba quan dou shao diao le, dou yijing huang le. buguo Deguo na ge ye you zhao shi ba ye ting dafang de. jushuo ta zhe ge chuanyun guo lai de, zhe ge (product), jushuo zai xiechuan de shihou chen hai le yi ge haishi liang ge de, tamen jiu bu yao le, you nong le xin de lai.

*Oh, yes. The one at (place) is their earlier model, and it has big valve at the mouth, in face that valve is useless, so they altered it with ours, that is, there is no valve. #4 (place) (company) is using KSB's product, and due to various reasons the six (product), the six original (product) were all burnt down, and replaced. But the German have their own way and are very generous. It is said the (product) were shipped over, the (product), and it is said that at the time of unloading one or two (product) fell into the sea, and they (the manufacturer) didn't take them back, and they shipped new ones as replacement.*

### [Abiding by Chinese customs]

Xing: zhe ci lai gen tamen dajiaodao, zanmen youmeiyou zhuyi dao jiushi tamen mingxian de anzhaohan zanmen de xiguan dui zanmen? you mei you zhe zhong qingkuang?

*In your dealings with them this time, did you notice them abiding by our customs and practices? Are there any incidents of that?*

Wang: tamen haoxiang dui Zhongguo de xiguan liaojie de bu shi hen duo.

*They didn't seem to know much about Chinese customs.*

Xing: bu shi hen duo? jiushi xxx na ge shenme, (name), Tim, ta haoxiang qu guo Zhongguo hao duo ci, qita haoxiang dou yiban ba?

*Not much? The xxx na ge shenme, (name), Tim, it seems that he has been to China many times. The others are not as much involved?*

- Li: ai, dui, bieren dou bu tai duo. na ge (surname) haoxiang ta qu de bijiao duo. ta shi xiaoshoubu de ba?  
*Oh, yes, the others don't seem to know much. That (surname), he seemed to go to China very often. Is he of the sales department?*
- Xing: dui dui dui.  
*Yes yes yes.*
- Qian: xiaoshoubu ya yuanxian yuanxian jiushishuo ta shi, zhe ge Mr (surname) ya, ta shi di er ba shou, jiu xiangdangyu zhe ge jiu xiangdangyu zhe ge jingli shi de, houlai bu shi na ge jiao jiao jiao na ge shenme Sugelan, Sugelan shiji geng Zhongguo yiyang suoyi yi chao tianzi yi chao chen you cong Sugelan huan le yi pi ma. guji xianzai dao di di san huo di si de, zuotian bu shi qingke qu le na ge xin lai de na ge.  
*The sales department, eh, originally originally that is he was, this Mr (surname), he was second in position, something like a manager, later it's that what's the name what's the name what's the name that Scotland or what, Scotland it is just like in China so every new chief brings in his own aides and new aides came from Scotland. So I guess he is now third or fourth in position. Yesterday at the dinner party that newcomer that guy went.*
- Liu: yi ba shou ye shi Sugelan de.  
*The chief is also from Scotland.*
- Qian: jiu shi cong Sugelan huan le Sugelan de tou ma. ta ye keneng huan le yi pi Sugelan de.  
*That's the head from Scotland, they changed the head. He may have brought in some of his own people from Scotland.*
- Liu: ao, ye keneng.  
*Ah, maybe.*

#### [Technology]

- Qian: suoyi wo ganjue ta de zhizao gongyi bing bu xianjin.  
*So I feel that their manufacturing technology isn't advanced.*
- Liu: bu xianjin.  
*Not advanced.*
- Qian: ting luohou de. zan yiqian de zuofang, na jiao shenme, ta keneng shi zenme shuo ta keneng zhiyao shi zhe zhong zhizao tixi keneng bijiao hao, cong yuanliao jin, yizhi dou ba de bijiao yange.  
*Pretty backward, [like] our [private-owned small] workshops in the old days, what is it called? They probably how to put it they probably probably it is mainly that their manufacturing system is good, from the income of raw materials, they have a tight quality control.*
- Xing: ta yuanliao jin guji ye shi you yi ge fanwei, biru shuo zhege Ougongti zhijian, tamen zhixing de biao zhun dou shi chabuduo de. ta zhiyao shi neng chulai de, neng shenme de na yiban dou shi bijiao guoguan de, jiu xiang ta de shangpin yiyang, zhiyao neng jin shangdian de yiban dou shi mei shenme wenti de.  
*Their purchase of materials is I guess from a certain range of suppliers, for example among EU countries they are accredited to similar quality standards. Whatever is available for purchase, for what, it is normally up to standard, like their merchandise, as long as they as available in shops, they are up to standard.*
- Li: zai jiushi renjia renzhen ya, zhe ge zhibao tixi gongren renzhen.  
*Another thing is their commitment, the staff on quality assurance system, so committed.*
- Qian: dui, guan ka de hen renzhen.  
*Yes, they exercise strict control.*
- Liu: jiuxiang xiao de yi xie lingjian ya, zhuanyehua shengchan chengdu jiao gao, buguo ni fang zai da chang limian keneng dou shi zheyang, zhuanyehua shengchan yi ge xiao de luomu (?) yanjiu henduo shijian, jiushi zhuanmen yanjiu zhe ge dongxi, suoyi zuo de hao. dui ba? ni fang zai guoluchang zhi zhe ge you lianjie bu hao.  
*Like the small parts, the production is specialized. But probably big factories are all like this. To mass produce a small nut (?) you need to work at it for a long time, to work at this*



small item, so the quality is good. Is it right? If you manufactured it in the (product) works the connection wouldn't be as good.

Li: dui, ta zhe ge shi fushu de.

*That's right, they this is secondary.*

Liu: fushu de. ta zhe bu shi zhuyao de, dangci bu gao de, meiyou ren guan ta. suoyi zhuanyehua shengchan hen zhongyao, keyi jiejie hen duo xiao de wenti. guanjian yao shefa jiejie.

*Secondary. This is not the main (product), not high level, nobody cares about it. So specialized production is very important, and it can solve many small problems. The key is to try and solve them.*

Qian: haoxiang zhuyao shi yi shengchan zhe ge zhe jin zai shui li de (product) wei zhu shi de.

*Seems their main product is the submarine (product).*

Li: dui, jiu yanjiu zhe xie de, jueyuan ya, baokuo zhe xie jiekou ya

*Yes, they specialize in these, insulation etc, including the welding*

Liu: xiang zhe ge mifeng ya, jie ke ya, yi tian dao wan yanjiu, kending nong de hao. ruguo bu zhongshi zhe ge shiqing yiding zuo bu hao. shijishang zhe ge fangfa hen zhongyao, danshi bu xxx hao le, jiu wan le.

*For instance the sealing, the welding of the casing, they study them every day, it would be strange if they didn't do it well. Can't do well if attention is not attached. In fact this approach is very important, but if xxx, that mean the end of it.*

#### [Work ethics]

Qian: women jiu jinnian, jinnian dao women chang fuwu de you tamen yi ge zhigong, dangshi jiu shuo ta de gongzuo taidu qushi ling ren qinpei. na ge laotou, jiushuo dangshi zhe (product) di yi ci qidong de shihou, ta jiancha de feichang de xi, mei yi ge luosi ta dou yao shi yi shi.

*We only this year, this year we had a member of their staff at our factory for service, and at the time his professionalism/professional attitude was very much admired. That old man, at the time of the (product)'s first operation, he checked everything very carefully, he checked every bolt.*

Li: shi bu shi zuotian na ge lao tou ya?

*Is it the old man we saw yesterday?*

Qian: na haoxiang bu shi. wo kan haoxiang bu shi.

*It doesn't seem to be him. I don't think it is him.*

Li: haoxiang zuotian laotou qu le.

*The old man (we met) yesterday seems to have been to the factory.*

Xing: jiushi tamen zhe'r qu de.

*Those that went there were their own staff.*

Qian: dui jiushi tamen gongsi qu de.

*Yes from their company.*

Liu: ao, dui dui, jiushi ta.

*Oh, yes yes, it's him.*

Li: zuotian na laotou qu guo, qu guo Qingdao.

*The old man yesterday, he has, has been to Qingdao.*

Liu: dui dui dui, ta qu guo Qingdao, ta shuo le.

*Yes yes yes, he has been to Qingdao. He said so.*

Wang: ta qu guo Qingdao, ta gen wo shuo le.

*Yes, he has been to Qingdao. He told me.*

Qian: ta yinwei shenme, ta yigong keneng shi you liang ci fuwu, ta shi you yi ci fuwu, fanzheng ta hetong shang guiding shi you yi ci fuwu haishi you liang ci fuwu xxx

*They because, they are supposed to provide service maybe twice altogether, they should provide service once, anyhow it is laid down in the contract that there should be service once or twice xxx*

Liu: hai you bu shi xunhuanbeng de shiqing. you yi ci zai shangdian ni youmeiyou kanjian, yi ge ren yao mai xiezi, yi ge yingyeyuan gui zai dishang...

*And there are other things that have nothing to do with circular (product). Once in a shop, did you notice? A person was buying shoes, and the shop assistant was kneeling down on the floor.*

Qian: ao, dui dui, gei ta shi xiezi.

*Oh, yes yes, helping him to try on shoes.*

Liu: wo zai na bian kanjian, zhe ge xiao de walkman, jiushi suishenting, renjia yao zhe ge ta zhao bu dao, ta jiu pa zai dishang pa jinqu na. chuan xizhuang chuan de hen ting de, yi ge yingyeyuan jiushi pa zai dishang lai. Zhongguo yingyeyuan juegui zuo bu dao.

*I saw it from a distance, this small walkman, that is walkman, the one the person was asking for was out of reach, the shop assistant crawled on the floor crawled in to get it. He was wearing suits, smart suits, the shop assistant, and he crawled in like this. Chinese shop assistants can never do that.*

Qian: dui dui dui.

*You are right you are right you are right.*

Xing: zuo bu dao.

*No.*

Li: renjia shi xie jiu zai dishang guizhe, yi ge nude.

*The person helping with the customer trying shoes on was kneeling on the floor, a lady.*

Liu: zhe zhong fuwu tadu, shide guke hen manyi. bu mai ye hen manyi. name women ying yeyuan taidu budahao.

*This attitude in attending to customers leaves customers very satisfied. They are made equally satisfied even if they don't buy. And the attitude of our shop assistants is bad.*

Qian: Zhongguo, bu zanmen Zhongguo muqian laishuo, jiushi fuwu hangye ya, ye neng zuo dao zhe yi dian. wo zai zheli ju de jiushi, women na ge dianye gongsi ya, dianye gongsi ta bu shi nong ge dianye gongyu ma, dianye gongyu jiushuo, danran ta shi zhenduizhe zhe bijiao zhongyao de renwu, ta xianzai ta na ge fuwu dou shi gui shi fuwu. Jiu zuowei yinjin de, zhe ge Riben de, huo shi qianhua peixun de. ta jiushuo zheyang dajia dou shi bijiao, ju li ya kai ge shenme hui zhe ge shounao renwu ya, ta shang cha shenme de dou shi dan tui gui xia shang cha.

*China, no China at the moment, in terms of the service industry, they do the same. I am taking for instance our bureay, that power company of ours, the power company, they built an apartment building, that is of course the apartment building it is for VIPs, now they provide kneeling-down service. That is imported, say, from Japan, or trained. They say in this way people feel, when there is a bureau-level meeting, the chiefs, when they offer tea they do it with one leg knelt down.*

#### [Customs/practices]

Xing: wo haishi dui zhe ge xiguan, dairen na bijiao gan xingqu. Jiushi zanmen lai yiqian shibushi ye liaojie guo Yingguoren na, pingshi zuo shi ya huozhe shenme de na xie fangshi xiguan.

*I am still interested in the customs and ways of dealing with people. That is, before coming over, did you learn about the British, their ways and practices in doing things?*

Qian: zhe yao liaojie yidian, yinwei

*We should learn a little, because*

Xing: liaojie yidian. biru dou shi na fangmian de?

*Learned a little. In what aspect?*

Qian: dagai jiushishuo weiren chushi le. zanmen ju ge feichang jiandan de lizi, xiang chifan la, shenme zuo shou na dao you shou na cha, zhe xie difang liaojie dian.

*About their general behavior and conduct. Let's take for a simple example, having meals, things like holding the knife in the left hand and fork in the right hand.*

Zhao: yiqian ting tamen jiang yixie, jiushi shuo jian le mian dou yao da sheng zhaohu, buguan renshi bu renshi huozhe yinwei zhe guanxi de dou yao da ge zhaohu, suoyi kankan jiu name hui shi, zan jiu bu da siguan le.

- I heard people talk about it, that is, people greet each other when they meet, whether they are acquaintances or strangers, or because of any kind of relationship they all greet each other, so when we see that it isn't really the case, we are not accustomed to it.*
- Xing: dui. na jiushi lai le yihou anzhao na ge tiqian liaojie de zuo le ma? huoze zuo le yihou xiaoguo  
*Yes. So have you practiced what you had learned before coming over? And if you have, what is the effect?*
- Qian: zenme shuo ne, yinwei Zhongguo you ju suhua jiu jiao ru xiang sui su, jinliang de yao jinliang de yao fuhe renjia de xiguan. dangran you de shihou guonei you xie xiguan bu shi yixiazi mashang jiu neng gai dle. Jiu haoxiang women jiushi xihuan shi kuaizi. you kuaizi de shihou women jiu zhen de shi.  
*How to put it, as the Chinese saying goes: when in another place, follow local customs. We try our best to try our best to behave in accordance with their customs. But of course sometimes our own customs and practices are hard to ignore. For example, we like to use chopsticks, so we use them whenever they are available.*
- Xing: youmeiyou zhe zhong qingkuang, zanmen anzhao tamen de xiguan, tamen anzhao zanmen de xiguan, youmeiyou zhe zhong qingkuang?  
*Are there any cases where we behave their way while they do ours? Are there any cases like this?*
- Qian: bu zhe zhong qingkuang  
*No, such cases*
- Zhao: ni xiang ni xiang zuotian be, zai Zhongguo cangan limian, tamen jibenshang laishuo dou yong kuaizi dou yong kuaizi.  
*Like like yesterday, in the Chinese restaurant, they basically all those that could use chopsticks were using chopsticks.*
- Li/Wang: neng yong kuaizi dou yong kuaizi.  
*All those that could use chopsticks were using chopsticks.*
- Li: na ge dagezi yong kuaizi ting hao.  
*That tall guy was very good at using chopsticks.*
- Wang: wo kan na ge genzhe xue. Xxx  
*I noticed that guy was learning. Xxx*
- Liu: na ge ye keyi, jiu shi na ge di'er ba shou.  
*That one was alright, that is the second chief.*
- Zhao: tamen dou shi yong kuaizi, yong de bu shi name tai shulian.  
*They were all using chopsticks, but not very well.*
- Li: zai yi ge jiu shi juezhe zhe ge Yingguoren renjia zhen shi keneng ye shi bijiao fada hui xiangshou ya, ren dao chu zan bu shuo biede ni kan chuqu jiu shi zai xiao de cangan limian dou hen nuanhuo, baokuo na xie na xie chengbao ya na xie difang zanmen guojia genben zuo bu dao.  
*Another thing is that I feel the British, they probably because they are more developed they really know how to enjoy life. Every place, apart from other aspects, you see, when you go out the restaurants, however small, are very warm inside, including those castles and places like that our country can not manage at this moment.*
- Yao: zuo bu dao.  
*No we can't.*
- Li: ta zanmen xianzai jiu shi shuo  
*We at this moment*
- Qian: Zhongguo xianzai fazhan haishi chi xxx de shihou.  
*China is now developing, we are still xxx*
- Li: jiu shuo ni xiang na xie xiao cangan ba women qu de ye dou shi yiban de suibian na xie xiao cangan qu le yihou fanzheng jiu juezhe ting shufu de, ting nuanhuo de, zhuangshi de ye bu shi haohua ba kanzhe dou shi ting shufu de.  
*Like for example those small restaurants that we've been to they are ordinary any one of them you feel comfortable, warm, though not grandiosely decorated, they look comfortable.*

Liu: wo kan renjia zhe zhong xiguan ye bijiao hao, shenme shiqing dou wei houmian de xiang. zuotian wo shuo de, women qu canguan yihou Yingguo zuotian zai zheli xxx zhe zhong xiguan tamen zhe ge qingjie ye hen suidi tutan shenme shenme dou meiyou. tamen dou bijiao qingshuang, jiechu xialai jiu zhe ge jihua (?), dao nianji da le xxx, shi ge fangmian bijiao zhuyi de.

*I think their habits are good, they think about future/those behind them when they do anything. As I said yesterday, after our visit yesterday England yesterday here xxx this kind of habits their sense of sanitation and hygiene is very spitting is never seen, they are very clean and hygienic. When you deal with them it's this plan (?). when aged xxx. They pay attention to everything.*

Li: na zuotian qu canguan qu canguan na he dianzhan ya, ren qu le yihou ren mei ren gei yi jian na yifu, jiu ting nuanhuo de yifu, jiu shuo ting leng, waimian ting leng, gei jian zai waimian chuan, jiu tamen yiban canguan dou chuan zhe zhong yifu ba shi na ge suan shi shenme de qinglun, taikong mian de na zhong yifu, chuan shang qeshi shi ting nuanhuo de.

*That yesterday we went to visit that nuclear power station, when we arrived they gave each of us a jacket, it was very warm, that is, it was ver cold, it was very cold outside, and we were given the jackets for wearing outside. Normally they wear this kind of jackets when visiting, it was made of, is it polyester or what? It was really warm when put on.*

Xing: tamen zhe you xie difang kaolu de shi zhoudao. na jiu shi you shihou jiu shuo tamen kaolu zhoudao de shihou women keneng meiyou xiangxiang dao, zanmen juezhe yinggai kaolu zhoudao de keneng tamen you meiyou xiangdao. zhe zhong qingkuang ye you ba?

*They are very considerate when it comes to things of that kind. When they are considerate we may not be expecting them to be, and they may fail when we feel they should be considerate. Are there instances like that?*

Qian: zhe zhong qingkuang shi you de.

*Yes there are.*

Xing: jiu xiang jiu xiang ting tamen shuo de, qu zanmen na'r tamen xianzai zhe zhong wenzhang tebie duo jiu shi yanjiu zanmen tanpan jiu he sifangren tanpan de zhe zhong jiqiao, jiu zanmen jiu shuo zhongwu qing ba wanshang qing tamen juede wanshang qing ba ye shi yi zhong jiqiao, shenme jiqiao ne jiu shi chifan de shihou shijin quan liu guan de ni mimihuhu de (Li: shuijiao), bu, zai tan zhengshi. (laughing) erqie youshi tan bu xialai jiu shi tanpan de shihou bijiao guanjian de shihou jiu shi shuo shuangfang dou bu rangbu de shihou zhe shi he de zui huhu de yibian tuo zhe, tuo dao 12 dian buxing jixu gan, dao 3 dian. na zuihou ne mei banfa le shizai mei banfa le jiu tongyi ba jiu na yang. ta shuo zhe shi Zhongguo de yi zhong jiqiao.

*Like like I've heard them say, when they go to our place they have now quite a number of articles on our negotiation our skills in negotiations with westerners, that is we we take them to lunch and we again treat them to dinner, and they feel that treating them to dinner is a kind of strategy, that is, we make them drink at table, make them drunk (Li: then go to bed), no, continue to talk business (laughing), and, sometimes a deal can not be reached, that is at crucial moments of negotiations when neither side want to give in, at these moments when they are in a drunken state, wear them down, till 12 o'clock, continue if agreement is still not reached, till 3 in the morning. And in the end they can't stand it, and have to agree to the deal, just like that. they say this is a Chinese strategy.*

Li: Zhongguo na you zhe yang de.

*We don't it that way in China.*

Xing: jianzhi shi hushuobadao.

*This is sheer nonsense.*

Li: na you zhe yang de.

*don't it that way.*

Xing: dangran quan jiu zhe shi zhe shi haoke.

*Of course to make you drink is is Chinese hospitality.*

Qian: haoke, yi zhong lijie.

*Hospitality, a kind of protocol.*

- Li: limao ye shi.  
*Also to be polite.*
- Xing: zhe jiu dui tamen lai shuo ne jiu tamen shi meiyou xiangdao de, suoyi ta jiu jue de qiguai.  
Kending zanmen ye jue de  
*This they didn't expect, so they were surprised. We must feel*
- Yao: yi zhong xiguan, ni kan xxx  
*A kind of custom, you see xxx*
- Li: qishi xianzai dajia ye dou xiguan birushuo xiang zuotian na yang jiu ting hao de danshi gai bu liao jiu shi. zuotian na ge tamen jiu shi liu yuan he duoshao he duoshao wo yuan he shenme he shenme, zai guonei jiu bu xing le.  
*In fact people now are used to it, for instance yesterday the way it went yesterday was very good, but we simply can't change [our customs]. Yesterday they that is drink however much they would like whatever they would like. This won't do in China.*
- Liu: ai, jiu bu xing, jiu yiding rang ni zui jiu de, hen nanshou de, dou gandao nanshou.  
*Yes, it won't do. You must drink till you are drunk, it's suffering, suffering to all.*
- Yao: xiguan, langfei.  
*[It's a] custom, [and] a waste.*
- Liu: jiu zhe xie xiguan bu hao  
*These customs are not good.*
- Li: wo qu wo shang dao na ge difang qu ma tamen dou rang wo he jiu, wo jiu bu he, tamen shuo wo wo jiu bu he, jiu bu he hou lai wo jiu xiguan le. hai, ni tu de jiu shi zhe yang, bu xiang li.  
*I went to what's the place they asked me to drink, I refused, they asked me and I insisted not to, and later on I was used to it. this is the fun they are after, and I don't care if they are disappointed.*
- Liu: ai, shi ya, shi, bu chi jiu bu hao.  
*Yes, that's right, and it is impolite not to drink when asked.*
- Li: shuo wo wo jiu bu he.  
*They asked me and I insisted not to.*
- Liu: yiding yao rang ni he zui.  
*They have to make you drunk.*
- Li: xiguan le xianzai jiu bu zenme rang wo he fanzheng jiu sui wo yuanyi.  
*When they are used to it [my not drinking], they don't make me drink, and I drink whenever and however much I like.*
- Liu: jiu shi zhe bu tai hao.  
*This is not good.*
- Qian: zhe zhidao jiu hao le. wo jiu shi wo jiu yi biye yihou wo zai yikuai de huoji men bijiao liaojie wode ta youhsi ta bu rang wo he. ni yao zhe changhe dou hu zhe de hua jiu xing le.  
*It is better when it is known [one's not drinking]. I after I graduated my mates those who know me sometimes they don't make me drink. It would be alright if you protect each other.*
- Xing: bu shi, shi yinwei ni liang da ne, bu gan rang ni haishi zenme  
*No, is it because you drink too much they don't dare to ask you or what?*
- Qian: bu shi, liang xiao.  
*No, I can't drink much.*
- Xing: na hui qu na ge guanyu Zhongguo de yi ge yantaohui, ranhou wo na ge daoshi shuo le yi ge guanyu ziji zai Shanghai de shi, ba tamen dou xiao de, xiao le ban tian. ta shuo ta dangshi dao Shanghai qu le ren jia renjia gei ta dao bei cha. ta shuo wo bu he bu he. ranhou ta shuo bu he ne ta haishi he le dian, bu he ye bu limao ya. he le guo hui'r ren you gei dao shang, ta shuo bu he, dao shang le jiu zai he dian ba, you he. (Li: ren you gei dao shang le) ah, ren you dao shang le (all laughing). ta hai yizhi bu mingbai zenme hui shi ne. dao le zuihou he le yi duzi cha. (All laughing) zuihou cai mingbai guolai le. renjia gaosu ta ruguo ni yao shi bu he ne ni jiu fang na'r (Li: jiu bie dong) bu he, ne zhe he le renjia jiu gei ni dao, ren yiwei ni keqi ne, zuihou he le yi duzi cha.

*That time I went to a seminar on China, and my supervisor told a story about herself in Shanghai, and it made them all laugh, laugh a long time. She said when she first arrived in Shanghai she went to visit a family, and was offered tea. She said she didn't want any, but since it was made for her, she drank a little, it would be polite not to drink. And they poured more for her, and she drank a little more. (Li: they poured more) yes, they poured more. (All laughing). She didn't understand what it meant. In the end, she was full of tea. (All laughing). At last she understood. She was told that if you don't want something, just leave it there (Li: don't touch it) don't drink it. once you drink it they will pour more for you, as they assume that you are only being polite. She was full of tea.*

Li: he de duo le ta ye shi ya. Yi hui he dian renjia gei zhen shang, zan na kending buhui rang ta

*She drank too much. When she drank some, they poured more. We wouldn't leave her*

Xing: ni zhiyao he le jiu you ren dao shang. ni bu he ne na mei banfa.

*Once you drink, people would pour more for you. They can do nothing if you don't.*

Liu: ni xiang zuotian chifan meiyou jiu meiyou quan ni na cai chi bu chi de dui ba? ruguo ni de you jiang ya you jiang ya hen bu shufu de. dan Zhongguoren renwei wo bu quan ni bu reqing yi yang. yiding yao ni chi de hen duo, jiu reqing, jiu hao. danshi zhe ge ren shiji lai jiang hen nanshou, dui, shizai nanshou xxx

*Like yesterday at dinner nobody was there pressing you which dish you have it or not right? If you keep pressing you feel uncomfortable. But we Chinese if I don't press you it shows lack of hospitality, have to make you eat a lot, and that shows hospitality, and is good. But that person is in fact suffering, yes, genuinely suffering xxx*

Yao: bu kequ.

*No good.*

[Continue talking about drinking]

### [Misunderstanding]

Xing: zuihou jiu shi xiang wen yixia, jiu shi zanmen tong he tamne da jiaodao you mei you you shenme yingqi wuhui de difang?

*Lastly I would like to ask you, when we deal with them is there anything that caused misunderstanding?*

Liu: mei shenme.

*No.*

Zhao: shuo shihua shi meiyou.

*To be honest no.*

Liu: mei shenme.

*No.*

Yao: tamen ye feichang reqing.

*They are very hospitable.*

Qian: tamen ne shuo shihua jiu an ta de jihua zuo jiu shi le.

*They are only doing things as planned.*

Liu/Yao: zuo de ting hao.

*They are doing very well.*

Qian: erqie tamen yiban qingkuang jiu shi anzhaao jihua, chufei teshu qingkuang.

*And normally they just follow the schedule, unless under unusual circumstances.*

Liu: hai you shenme? Dajia you shenme dou ti chulai.

*Anything else? Say it if you have anything to say.*

Zhao: ni zhe ci bijing shi yiqian you hao duo ci le, suoyi tamen dou ziran dou kaolu hen zixi de.

*You this time after all they have had events like this many times, so they have naturally had it carefully planned.*

@End

## Appendix B

### Visit 2: Meetings, Training Sessions and Follow-ups

#### Visit 2 Introductory Meeting

@Begin

@Filename: v2-int4.doc

@Source: videotape 1

@Participants:

BH Staff:

Jack: Operations Director of BH; Sajid: Project Engineer, of Sales and Marketing Department; Dave: Manufacturing Manager; Mike: Quality Manager; Dean: Senior Design Engineer; Ray: Engineering Manager; Lynn: Project Administrator.

Chinese Delegation:

Sun: Senior Engineer, SHB; Xu: Engineer/Sales Manager, International Sales and Planning, SHB; Ma: Engineer, Director of X Department, PHB and Manager of PHB Construction Company; Shen: Economist Assistant, Head of Equipment Section, HN Project Second Phase; Chen: Economist, General Manager of PEHB Trading Company and TYPEHB Ltd; Lin: Senior Engineer, Director of Office, HN Project Second Phase

Int2: interpreter

Xing: researcher

@Nationality of Jack, Sajid, Mike, Dave, Dean, Ray, Lynn: British

@Sex of Lynn: female

@Date: 02/06/1997

@Location: BH Conference Room 1

@Duration: 24 minutes

@Coder: Xing

1. %tim: 10:05:52>
2. %exp: Sajid is seated in chair in front. Visitors are seated along the sides of the table,
3. Sun, Xu, Ma and Chen on one side of the table, facing door, and Shen and Lin on
4. the other side, together with Lynn and the interpreter. Sajid discusses with Int2.
5. Visitors are not looking at Sajid. Lin is talking to one of his colleagues seated on
6. the other side of the table.
7. %tim: 10:06:09
8. %exp: Jack enters the room. British managers follow him into the room. Sajid stops
9. talking, rises and moves towards the door
10. %tim: 10.06.12>
11. %exp: Sajid ushers Jack to chair. Interpreter and Lynn rise. Jack puts his file on table.
12. He looks round, without acknowledge the presence of the visitors. Sun attempts
13. to rise but sits down half way when he sees Jack is not looking at them. A couple
14. of other visitors also make attempts to rise. British managers stand along the wall
15. behind two Chinese visitors and the interpreter, in front and on both sides of a
16. coffee table.
17. %tim: 10.06.30>
18. \*Sajid: (introducing Jack to Int2) this is Jack (surname) (#) our operations
19. director. (surname) [Jack] will say a few words.
20. %exp: Int2 starts to interpret into Chinese. Jack turns to look at the visitors, smiling.
21. Sun, Ma, and Lin rise. Xu and Chen follow. Can't see Shen. Jack waits for Int2
22. to finish.

23. **\*Jack:** good morning.

24. %exp: nods at visitors and smiles

25. **\*Ma/Xu:** good morning.

26. %tim: 10.06.42>

27. %exp: Sun presents his name card to Jack, using both hands. Jack takes it, also using

28. both hands.

29. %tim: 10.06.45>

30. **\*Jack:** thank you.

31. %exp: Chen and Shen sit down. Others remain standing.

32. %exp: Jack searches his file folder for his cards, presents his card to Sun, and walks

33. around the table to present to Ma, Xu, reaches across the table and presents one

34. to Lin, and turns to Chen and presents his card. Chen remains seated, but raises

35. his right hand to acknowledge it. Jack says "thank you" when a card is

36. presented. He uses both hands to present his cards. Jack finishes with his cards.

37. **\*Jack:** (to Shen) one more.

38. %exp: Jack gets back to his end of the table, gets a card and makes his way to the other

39. side of the table, and presents it to Shen. Shen stands up and takes the card with

40. both hands. Jack looks at researcher, and starts to move back.

41. %exp: all remain standing. Int2 tells visitors that there is dinner planned for that

42. evening.

43. %exp: Jack back to table

44. %tim: 10.07.30>

45. %exp: all remain standing apart from Chen and Shen.

46. %tim: 10.07.34>

47. **\*Jack:** (gestures) please (#) please (#) please sit down.

48. %tim: 10.07.42>

49. %exp: visitors sit down. Jack takes chair. Sajid and British managers sort out their

50. seats. Ray walks over to the corner seat on the other side of table. Jack waits for

51. colleagues to settle down. Mike remains standing. One chair at the table is

52. vacant.

53. %exp: Int2 discusses programmes with visitors

54. %tim: 10.08.10>

55. %exp: Dean sits down. Sajid brings in a chair. Jack looks at them, waiting.

56. %tim: 10.08.41>

57. %exp: Jack adjusts his posture in the chair again

58. %exp: visitors and Int2 talk among themselves

59. %tim: 10.08.43>

60. %exp: Mike remains standing. Jack looks at visitors.

61. **\*Jack:** good morning, my name is Jack (surname) # and I'm the operations

62. director at BH.

63. %tim: 10.08.49

64. %exp: Jack gestures to Int2. Mike looks at the chair and moves over to take it.

65. %exp: visitors look down at the pack of materials provided by the company. Only Lin

66. looks at chair.

67. %exp: Int2 interprets into Chinese

68. %tim: 10.09.00

69. **\*Jack:** ok and the pur- purpose of coming here today this morning is is to welcome

70. all of you to BH (#) and also to to Great Britain.

71. %tim: 10.09.06

72. %exp: Jack looks at visitors while talking. Visitors still keep their heads down, apart

73. from Lin. Some take notes.

74. %exp: Int2 interprets into Chinese

75. %tim: 10.09.16

76. **\*Jack:** i(it is extremely important for us at BH to make a special effort to welcome

77. (#) all of our Chinese friends and colleagues

78. %tim: 10.09.24

79. %exp: Int2 interprets into Chinese

80. %tim: 10.09.34



81. **\*Jack:** as you and your company are very important to us.  
82. %tim: 10.09.36  
83. %exp: Int2 interprets into Chinese  
84. %tim: 10.09.42  
85. **\*Jack:** we we've over the last probably 4 or 5 years had quite quite a good  
86. relationship with with China and have people from SHB and HN and and  
87. the the various power stations in the various provinces of China.  
88. %tim: 10.09.54  
89. %ssg: tempo quickens  
90. %exp: Int2 interprets into Chinese  
91. %tim: 10.10.07  
92. **\*Jack:** and we hope this will continue in the future.  
93. %tim: 10.10.10  
94. %exp: Int2 interprets into Chinese  
95. %tim: 10.10.15  
96. **\*Jack:** all of the people that you see here today (#) are here to to make sure that  
97. your visit is very profitable # very enjoyable # and that you may learn many  
98. things about the company (#) and also our country.  
99. %tim: 10.10.28  
100. %exp: Int2 interprets into Chinese  
101. %tim: 10.10.44>  
102. **\*Jack:** in a moment I will ask everybo- (#) member of our team to introduce  
103. themselves and afterwards I would also ask that you introduce yourselves as  
104. well so that we can get to know each other. but before that (#) it is very  
105. important that as we progress through this this 2-week programme (#) that  
106. if there's anything you need or anything that you want to know # please just  
107. ask any person that you see in this room.  
108. %tim: 10.11.05  
109. %ssg: tempo quickens  
110. %exp: Int2 interprets into Chinese  
111. %tim: 10.11.39  
112. **\*Jack:** (turning to Mike) so can I ask (#) Mike would you like to start and just  
113. introduce yourself and just (#) quick go round the room?  
114. %tim: 10.11.43  
115. %exp: Mike stands up  
116. %tim: 10.11.44  
117. **\*Mike:** okay. I'm the quality manager (#) and I also oversee non-destructive testing  
118. and boiling (?) departments.  
119. %tim: 10.11.53  
120. %exp: Int2 interprets into Chinese  
121. %exp: Mike reaches into his suit pocket and takes out business cards  
122. %tim: 10.12.01  
123. **\*Mike:** I'm in charge of quality for the whole site.  
124. %tim: 10.12.04  
125. %exp: Mike moves to the table, reaches across to Sun with cards in left hand. Sun  
126. stands up and takes them with both hands.  
127. **\*Mike:** could you pass them round?  
128. %exp: Sun sits down. Mike moves back and sits down.  
129. %exp: Int2 interprets into Chinese  
130. %exp: Dean stands up  
131. %tim: 10.12.16  
132. **\*Dean:** my name is Dean (surname) (#) I'm a project design engineer (#)  
133. responsible for the mechanical side of the (product).  
134. %tim: 10.12.22  
135. %exp: looks at Int2 and Jack  
136. %exp: Int2 interprets into Chinese  
137. %exp: Dean sits down.  
138. %exp: Dave stands up

139. %tim: 10.12.34  
140. \*Dave: **good morning (#) I am Dave (surname) (#) I'm the manufacturing manager**  
141. **for the power xxx and I'll be taking you on a tour to our factories shortly.**  
142. %tim: 10.12.41  
143. %exp: loud voice  
144. %exp: Int2 interprets into Chinese  
145. %exp: Dave waits till Int2 finishes translating, then sits down.  
146. %exp: Ray stands up  
147. %tim: 10.12.55  
148. \*Ray: **good morning (#) my name is Ray (surname) (#) I'm engineering manager**  
149. **for BH. it's my # um (#) responsibility to look after the products that are**  
150. **used in your power stations.**  
151. %tim: 10.13.06  
152. %exp: Ray sits down.  
153. %exp: Int2 interprets into Chinese  
154. %exp: Jack looks at Sajid and Lynn and nods.  
155. \* Sajid: **we've already met them**  
156. \* Lynn: **we've already met them**  
157. \*Jack: **oh I see.**  
158. %tim: 10.13.22  
159. \*Jack: **could could I now ask if if the members (#) could each introduce themselves**  
160. **so that we can learn # um # who they are and what their interests are.**  
161. %tim: 10.13.30  
162. %exp: Int2 interprets into Chinese  
163. %tim: 10.13.50>  
164. %exp: Sun discusses with his team  
165. \*Sun: **mei ren jieshao yi xia**  
166. %eng: *we each introduce ourselves.*  
167. \*Shen: **ni jieshao yixia jiu de le.**  
168. %eng: *you please do it on our behalf.*  
169. %tim: 10.14.06>  
170. \*Sun: **shouxian dui BH gongsi...**  
171. %eng: *first of all to BH company...*  
172. %exp: Sun looks down in front of him. Jack looks at him, smiling.  
173. \*Int2: **bu shi bu shi. ta shuo xian jieshao yixia # wo shi xxx shi gongsi de**  
174. %eng: *no no. he said you introduce yourself # I am xxx the company*  
175. %exp: Jack still looks at Sun  
176. \*Sun: **wo shi SHB de # Sun**  
177. %exp: all visitors start looking at colleagues and Jack  
178. %eng: *I'm Sun from SHB*  
179. %exp: Int2 interprets into English  
180. \*Chen: **ganshenme de shuo**  
181. %eng: *what you do say*  
182. \*Sun: **gao sheji de**  
183. %eng: *involved in design*  
184. %exp: Jack nods at Sun  
185. \*Xu: **xingming # xingming # xingming # xxx shejishi**  
186. %eng: *name # name # name # xxx design engineer.*  
187. \*Sun: **shejishi**  
188. %eng: *design engineer*  
189. %exp: Int2 interprets into English  
190. \*Ma: **wo shi PHB (product) zhuanye de zhuren**  
191. %eng: *I am director of the (product) Department, of PHB Company*  
192. %exp: Int2 interprets into English  
193. %exp: Jack nods at Ma.  
194. \*Ma: **(product) engineer.**  
195. %exp: Jack nods again and smiles.  
196. \*Xu: **SHB Jihua Jingying Chu de xiaoshou jingli**

197. %eng: *sales manager of Sales and Planning Department of SHB*
198. %exp: Int2 interprets into English
199. %exp: Jack nods at Xu
200. \*Chen: **wo shi PEHB Maoyi Gongsijingli**
201. %eng: *I am manager of PEHB Trading Company*
202. %exp: Int2 interprets into English
203. %exp: Jack nods
204. \*Shen: **wo shi HN Erqi Chengjianchu Shebeike kezhang**
205. %eng: *I am head of Equipment Section of HN Project Second Phase Construction*
206. *Department*
207. %exp: Int2 interprets into English
208. %exp: Jack nods
209. \*Lin: **(place) HN Erqi Gongcheng**
210. %eng: *(province) HN Second Phase Project*
211. %exp: Int2 interprets into English
212. %exp: Jack nods and smiles
213. %tim: 10.15.55>
214. \*Jack: **(nodding) thank you.**
215. #
216. %tim: 10.15.57>
217. \*Jack: **(to Sajid) you must I was just going to say (#) excuse me just one moment. I**
218. **was just going to say a few words about BH (#) I don't know if everyone**
219. **wants to stay or then # what's going to happen. and then is Dave's going to**
220. **+...**
221. %tim: 10.16.06
222. \*Sajid: **yeah Dave's going to give them a quick brief tour**
223. \*Jack: **so it's entirely up to you (#) I don't know whether you want to +...**
224. %ssg: tempo quickens
225. \*Sajid: **xxx**
226. \*Jack: **yeah xxx**
227. %tim: 10.16.18>
228. %exp: Ray presents his cards to visitors. Xu stand up to receive.
229. %tim: 10.16.23>
230. \*Jack: **would you just explain I've just (#) the other managers will now go away to**
231. **continue their own activities (#) I'll explain a little bit about BH (#) and then**
232. **we'll obviously walk around BH with all the people.**
233. %tim: 10.16.34
234. %add: Int2
235. %exp: Int2 interprets into Chinese
236. %tim: 10.16.47>
237. %exp: Ray leaves room
238. %tim: 10.16.53
239. \*Jack: **and obviously you see you see all the other people # and more people during**
240. **the two two weeks' stay and visit to BH.**
241. %tim: 10.17.02
242. %ssg: tempo slows
243. %exp: Int2 interprets into Chinese.
244. %tim: 10.17.12>
245. \*Jack: **BH is quite an old established company. it started about approximately**
246. **1814 or 1815. it's been a manufacturing company ever since then. it's a well**
247. **established company and it has um a long experience of engineering and**
248. **manufacturing. it's manufactured a variety of products and (product) for a**
249. **number of different industries.**
250. %tim: 10.17.38
251. %exp: visitors look down, making little eye contact with Jack.
252. %exp: Int2 interprets into Chinese
253. %tim: 10.17.53
254. \*Jack: **(place) (place) # with with the factory at (place) is is the headquarters of**

255. BH. but we also have the manufacturing facility in America (#) um (#) in the  
256. State of Vermont (?).  
257. %tim: 10.18.04  
258. %exp: Int2 interprets into Chinese  
259. %tim: 10.18.15  
260. \*Jack: and we have two other service facilities also in in the United Kingdom.  
261. %tim: 10.18.20  
262. %exp: Int2 interprets into Chinese  
263. %tim: 10.18.28  
264. \*Jack: the # sorry. (thinking that Int2 hasn't finished interpreting) #3 the the um  
265. manufacturing the large (product) for # since the early sixty's (#) 1960's. we  
266. have approximately two and a half thousand of them (#) installed around  
267. the world.  
268. %tim: 10.18.49  
269. %exp: Int2 interprets into Chinese  
270. %tim: 10.19.05  
271. \*Jack: so so we are obviously very experienced um in the design and the  
272. manufacture of these products.  
273. %tim: 10.19.10  
274. %exp: Int2 interprets into Chinese  
275. %tim: 10.19.21  
276. \*Jack: and that they are obviously a very important part of the company to have  
277. this output.  
278. %tim: 10.19.25  
279. %exp: Int2 interprets into Chinese  
280. %tim: 10.19.36  
281. \*Jack: when when you walk (#) round this morning with with Dave the  
282. manufacturing manager you will see that the (place) site is to split into four  
283. different business areas.  
284. %tim: 10.19.46  
285. %exp: Int2 interprets into Chinese  
286. %tim: 10.20.07  
287. \*Jack: the reason for this is so that each business area can respond exactly and  
288. quickly to what our customers or what its customers need.  
289. %tim: 10.20.17  
290. %exp: Int2 interprets into Chinese  
291. %tim: 10.20.28  
292. \*Jack: okay. and you'll find that this this building is the main building that  
293. produces the the power products for your power stations.  
294. %tim: 10.20.36  
295. %exp: Int2 interprets into Chinese  
296. %tim: 10.20.47  
297. \*Jack: and when you travel round to the other buildings you will see various other  
298. (product) # xxx (product) # gear (product) # all different types of (product)  
299. that we manufacture for other industries.  
300. %tim: 10.20.58  
301. %exp: Int2 interprets into Chinese  
302. %tim: 10.21.06  
303. \*Jack: but the power contracts to us are by far the most important and certainly  
304. the largest in terms of value.  
305. %tim: 10.21.13  
306. %exp: Int2 interprets into Chinese  
307. %exp: Jack nods  
308. %tim: 10.21.32  
309. \*Jack: and #3 we most um a lot of our trade now obviously goes to to China and to  
310. the other Eastern countries. because that is obviously where a lot of the  
311. world trade now is and will be in the future.  
312. %tim: 10.21.45

313. %exp: Int2 interprets into Chinese  
314. %tim: 10.21.55  
315. **\*Jack:** so we have some representation with a joint trading company obviously (#)  
316. in China to represent and service the products but we also have a a service  
317. centre at (place) where we can dispatch our service engineers to support (#)  
318. and maintain the products if required.  
319. %tim: 10.22.13  
320. %exp: Int2 interprets into Chinese  
321. %tim: 10.22.40  
322. **\*Jack:** okay. in in terms of size BH employs approximately two hundred and  
323. seventy people in the United Kingdom #2 and approximately seventy people  
324. in America.  
325. %tim: 10.22.53  
326. %exp: Int2 interprets into Chinese  
327. %tim: 10.23.09  
328. **\*Jack:** and our turnover is approximately 30 million pounds  
329. %tim: 10.23.11  
330. %exp: Int2 interprets into Chinese  
331. **\*Int2:** (clarifying with Jack) 30 (#) million pounds?  
332. **\*Jack:** million pounds  
333. %exp: Int2 interprets into Chinese  
334. %tim: 10.23.30>  
335. **\*Jack:** ok.  
336. %tim: 10.23.31>  
337. #6  
338. %tim: 10.23.37>  
339. **\*Jack:** at this stage I don't intend to go into any more detail about the company  
340. because obviously as you go through the program in the next two weeks (#)  
341. there will be a lot lot of detail about the company about the products #  
342. about what we do and how we make things.  
343. %tim: 10.23.51  
344. %exp: Int2 interprets into Chinese  
345. %tim: 10.24.06  
346. **\*Jack:** um but the important thing is if there's any general questions they wish to  
347. ask of me (#) you wish to ask me now then (#) please do so. but any time  
348. during the next two weeks if there is any questions you have (#) anything  
349. you would like to know (#) just ask me or any one of the team (#) that are  
350. helping you.  
351. %tim: 10.24.24  
352. %exp: Int2 interprets into Chinese  
353. %tim: 10.24.45  
354. **\*Jack:** because at the end of the day it's it's very important for us it's very  
355. important for me (#) to ensure that you enjoy (#) this visit (#) and that you  
356. get out of it everything that you possibly can in terms of learning about the  
357. company but also to learn about our country as well.  
358. %tim: 10.25.00  
359. %ssg: tempo quickens  
360. %exp: Int2 interprets into Chinese  
361. %tim: 10.25.23  
362. **\*Jack:** if there are no questions no further questions I will I will say goodbye. hope  
363. to see you probably during the next two weeks but I will also see you this  
364. evening when we will be joined by our managing director when we go out  
365. for a banquet.  
366. %tim: 10.25.38  
367. %exp: Int2 interprets into Chinese  
368. %exp: Jack nods; visitors nod and say zaijian (=goodbye)  
369. %tim: 10.25.42>  
370. %exp: Jack gestures to Dave

371. %tim: 10.26.03>  
 372. %exp: Dave goes over to the other side and gets safety glasses  
 373. %tim: 10.26.05>  
 374. **\*Jack:** if you would like to follow Dave will give them glasses xxx could you ask  
 375. them they must wear safety glasses when they walk in our factory in order  
 376. for their own protection.  
 377. %tim: 10.26.10  
 378. %exp: Int2 interprets into Chinese  
 379. %tim: 10.26.20  
 380. **\*Jack:** um # and then obviously # they can leave anything they wish here because  
 381. they'll be we'll be returning to this room, so just take whatever they wish for  
 382. their walk round the factory.  
 383. %tim: 10.26.29  
 384. %exp: Int2 interprets into Chinese  
 385. %tim: 10.26.41  
 386. **\*Jack:** can you can you ask them if they feel very tired after their journey or are  
 387. they rested now?  
 388. %tim: 10.26.45  
 389. %exp: Int2 interprets into Chinese  
 390. **\*?:** xxx  
 391. %par: Jack smiles  
 392. %par: laughter from Jack/ Int2  
 393. **\*?:** xxx  
 394. %exp: Int2 interprets into English  
 395. **\*Jack:** yes. yes of course. yeah  
 396. %exp: Dave hands out safety glasses  
 397. %tim: 10.27:05  
 398. %tim: 10.27.18  
 399. %exp: visitors try glasses on.  
 400. %exp: Int2 talks to visitors about safety glasses  
 401. %tim: 10.27.56  
 402. **\*Dave:** if they could all put their badges on please  
 403. %exp: Dave puts badges on table and Int2 helps visitors sort out their badges  
 404. %tim: 10.28:39  
 405. %exp: visitors and Xing talk about adapter  
 406. %exp: Jack rises from chair  
 407. %tim: 10.28.50  
 408. %exp: Dave shows a visitor how to wear his badge  
 409. %tim: 10.29.00  
 410. **\*Dave:** right. like to follow me gentlemen.  
 411. %tim: 10.29.03  
 412. **\*Jack:** so I'll see you this evening.  
 413. %par: nods and smiles  
 414. %exp: visitors talk randomly, and walk out.  
 415. %tim: 10.29.40<

@End

## Visit 2 Emergency Meeting

@Begin

@Filename: v2-emerg.doc

@Source: Videotape 1

@Participants:

BH Staff:

Tim: Sales and Marketing Manager; Sajid: Project Engineer, of Sales and Marketing Department

Chinese Delegation:

Sun: Senior Engineer, SHB; Xu: Engineer/Sales Manager, International Sales and Planning, SHB; Ma: Engineer, Director of X Department, PHB; Manager of PHB Construction Company; Shen: Economist Assistant, Head of Equipment Section, HN Project Second Phase; Chen: Economist, General Manager of PEHB Trading Company and TYPEHB Ltd; Lin: Senior Engineer, Director of Office, HN Project Second Phase

Int2: interpreter

Xing: researcher

@Nationality of Tim, Sajid: British

@Date: 09/06/1997

@Location: BH Conference Room 1

@Duration: 39 minutes

@Coder: Xing

1. %tim: 8.46.18>
2. %exp: Sajid sits in chair, discussing with Int2 and taking notes. Visitors are all seated.
3. \*Int2: **Tim zai kaihui. kai wan hui guo lai**
4. %eng: *Tim is in a meeting. he'll come when the meeting is over.*
5. %exp: visitors talk randomly
6. \*Shen: **tuangzhang (#) tuangzhang ni hai shi yinggai dao zhe difang lai ya**
7. %eng: *head of delegation (#) head of delegation you should come over and sit here*
8. %exp: visitors/talk about the wiring of recording equipment
9. \*Int2: **ai # nimen yinggai huan ge difang**
10. %eng: *you should change seats.*
11. \*Ma: **rang rang rang ta zuo dao zhe li qu. xxx fu tuangzhang zuo zhe'er # fu tuangzhang**
12. %eng: *let let let him sit over here. xxx deputy head of delegation come sit over here # deputy head of delegation.*
13. \*Xing: **fu tuangzhang zuo na'r?**
14. %eng: *where do you want the deputy head of delegation to sit?*
15. \*Ma: **wo gen ni huan yi ge weizi. #3 fu tuangzhang ni zuo zheng hao.**
16. %eng: *let me change seats with you. #3 it's only right for you the deputy head of delegation to sit over here.*
17. \*Xu: **(laughing) wo shi paotui de.**
18. %eng: *I'm only helping around/doing legwork.*
19. \*Ma: **ni shi changwu tuangzhang.**
20. %eng: *you are executive head of delegation.*
21. \*Chen: **ai (#) wo shuo ya # ni zuo zhe li ba.**
22. %eng: *I say # you sit over here.*
23. \*Xu: **wo zuo zhe li jiu ting hao.**
24. %eng: *I'm alright here.*
25. \*Ma: **lai (#) huan yi huan.**
26. %eng: *let's change seats.*
27. \*Xu: **zanmen paotui de (#) ni**
28. %eng: *I'm only helping around (#) you*
29. %exp: Ma insists
30. \*Xu: **bu yao huan bu yao huan bu yao huan.**
31. %eng: *don't bother don't bother don't bother.*
32. %exp: visitors talk randomly

36. %tim: 8.47.05>
37. %exp: Tim comes in
38. \*Tim: **ni hao.**
39. %eng: *hello.*
40. %exp: visitors facing the door look up, and those with their back to the door turn round.
41. Sajid looks down.
42. %exp: several visitors and Int2 rise, others follow. Tim shakes hands with Xu, who sits
43. at the door.
44. %par: loud laughter from Xu. Laughter from all.
45. \*Tim: **ni hao.**
46. %eng: *hello.*
47. %exp: Shen holds out his hand. Tim shakes hands with him
48. \* Tim: **ni hao. how are you?**
49. %exp: Tim turns back to shake hands with Lin
50. \*Tim: **ni hao.**
51. %eng: *hello.*
52. %exp: Tim shakes hands with Int2
53. \* Tim: **ni hao. how are you?**
54. %exp: Tim shakes hands with Chen
55. \*Tim: **ni hao.**
56. %eng: *hello.*
57. %exp: Tim shakes hands with Ma and Sun
58. %tim: 8.47.18>
59. \*Shen: *ni wen ta (#) ta hai ren bu renshi wo?*
60. %exp: pointing to Tim and back to himself, with pen in hand
61. %eng: *you ask him # does he still know me?*
62. %add: Int2
63. %exp: Int2 interprets into English
64. %tim: 8.47.22
65. \* Tim: **yes I do. yeah.**
66. %tim: 8.47.23
67. %par: laughter from visitors
68. %exp: Sajid remains seated and concentrated on his own files. He looks up, rises
69. and walks away from chair.
70. %tim: 8.47.24
71. \*Tim: **I remember him very well.**
72. %exp: Ma and Chen take seat. Others remain standing.
73. %tim: 8.47.25
74. %par: laughter from visitors
75. %tim: 8.47.29
76. \* Tim: **why is it # that I have just arrived back # from a trip # and you all want to**
77. **leave?**
78. %tim: 8.47.35
79. %ssg: slow speech
80. %exp: Int2 interprets into Chinese
81. #2 (8.47.45-47)
82. \* Tim: **so # how is it going?**
83. %exp: Int2 interprets into Chinese
84. %exp: Sun sits down.
85. \*Xu: **keyi.**
86. %eng: *it's going alright.*
87. %exp: Int2 interprets into English
88. \* Tim: **yeah? fine.**
89. \*Xu: **ganxie # ganxie BH gongsi # shi ba # zhe xie tian xxx**
90. %eng: *thanks # thanks to BH company right # these days xxx*
91. %exp: Int2 interprets into English
92. %tim: 8.48.06
93. \* Tim: **(nodding) good. take a seat # take a seat.**



94. %exp: the rest of the visitors sit down.
95. %tim: 8.48.07
96. \* **Tim:** **have you talked about um**
97. %add: Sajid
98. \* **Sajid:** **we will talk about it +/-.**
99. \* **Tim:** **right.**
100. %exp: Tim walks to the front. Sajid takes a seat alongside the table, closest to chair.
101. visitors talk among themselves
102. %tim: 8.48.17
103. %exp: Tim gets his cards
104. \* **Tim:** **let me give you some cards.**
105. %tim: 8.48.18
106. %exp: Tim presents card to Sun, using both hands. Sun stands up. He takes it with both hands, and presents his.
- 107.
108. %tim: 8.48.23
109. \* **Tim:** **thank you. I'm sorry it's in in English. (pointing at his card)**
110. %tim: 8.48.26
111. %exp: Tim moves round the table. Sun sits down.
112. %par: visitors laugh a little
113. %tim: 8.48.28
114. \* **Tim:** **one of these days I'm going to get them translated.**
115. %tim: 8.48.30
116. %exp: Int2 interprets into Chinese
117. %exp: Tim reaches across the table and presents card to Ma, using one hand. Ma rises and takes it with both hands, and sits down. Tim presents card to Chen, who takes it with both hands, but remains seated.
- 118.
- 119.
120. \* **Tim:** **(pointing to Shen) you've got my card haven't you?**
121. %add: Shen
122. \* **Shen:** **wo you le.**
123. %eng: *yes I have.*
124. %exp: Tim presents card to Lin from behind him. Lin takes it with both hands and nods
125. %tim: 8.48.41
126. \* **Tim:** **you've got my card Mr Xu yeah?**
127. %tim: 8.48.42
128. %exp: Xu gestures to ask for one
129. %tim: 8.48.43
130. \* **Tim:** **oh you're going to have another one. (handing a card to Xu)**
131. %tim: 8.48.44
132. %ssg: Tim speaks very fast
133. \* **Xu:** **(laughing) wo wang le dai le.**
134. %eng: *I forgot to bring it with me.*
135. %exp: Shen gestures to ask for one. Tim notices.
136. \* **Tim:** **alright then (handing a card to Shen)**
137. %exp: Tim walks back to front and takes chair
138. %tim: 8.49.00>
139. \* **Tim:** **so (#) we we had planned for them #2 to go to Windsor Castle today. but I understand they're going to London?**
- 140.
141. %tim: 8.49.12
142. %exp: Tim looks at and talks to Int2. Shen, Chen, and Xu talk about Tim's change in appearance.
- 143.
144. %exp: Int2 interprets into Chinese
145. \* **Xu:** **jintian Wensha Chengbao zhe ji tian dou bu kaifang.**
146. %eng: *Windsor Castle is not open these days.*
147. %exp: Int2 interprets into English
148. \* **Tim:** **uhhuh?**
149. \* **Xu:** **zhidao Liuyue 21 hao cai neng kaifang.**
150. %eng: *it won't be open till June 21st.*
151. %exp: Int2 interprets into English

152. %tim: 8.49.37
153. \* Tim: (nodding) right. #2 but the message # the message I have # from Andy # is
154. that they would like to go to London today.
155. %tim: 8.49.44
156. %exp: Int2 interprets into Chinese
157. %tim: 8.49.53
158. \* Tim: yeah? and they and they you would like to stay (#) in London.
159. %exp: Tim gestures.
160. %tim: 8.49.56
161. %exp: Int2 interprets into English.
162. \*Xu: en, women xiang zhu zai Lundun
163. %eng: we want to stay in London
164. %exp: Int2 interprets into English
165. %tim: 8.50.01
166. \* Tim: ok. (to Sajid) where are the bags Sajid?
167. %tim: 8.50.03
168. \*Sajid: in the van.
169. %tim: 8.50.05
170. \* Tim: in the van. so you're you're already checked out. #5 ok. #3 it's no
171. problem. there is a hotel in London #2 we can # we can make the
172. reservation.
173. %tim: 8.50.19
174. %exp: Int2 interprets into Chinese.
175. %tim: 8.50.28
176. \* Tim: but (#) you have to remember # we we have to pay this hotel (gestures) #2
177. and we also have to pay this (!) hotel. (gestures) so we have two hotels to
178. pay now.
179. %tim: 8.50.38
180. %exp: Int2 interprets into Chinese
181. \*Shen: Lundun shi mingtian cai zhu.
182. %eng: we stay in London tomorrow.
183. %tim: 8.51.00>
184. %exp: visitors discuss among themselves
185. \*Sun: ni wen ta zhi'r de jintian tui diao # shi dian yiqian tuidiao xing bu xing?
186. %eng: you ask him if it is alright if we check out of this hotel here today # before 10
187. o'clock.
188. \*Xu: xing (#) zhe kending mei wenti de.
189. %eng: it is alright (#) I'm sure it's no problem.
190. \*Chen: yijing jie le.
191. %eng: we have already checked out.
192. \*Xu: dou jie le (#) yijing jiezhang le.
193. %eng: we have (#) the bill has been settled.
194. %exp: Int2 explains to Tim.
195. %tim: 8.51.24
196. \* Tim: yes #2 yes # but this but this hotel # because we have cancelled now # we
197. also have to pay for tomorrow.
198. %tim: 8.51.30
199. %exp: Int2 interprets into Chinese
200. %tim: 8.51.39
201. \* Tim: so it's a double expense. (showing two fingers to indicate) two expenses
202. yeah?
203. %tim: 8.51.41
204. %exp: Int2 interprets into Chinese
205. \*Shen: wei::shenme? na weishenme?
206. %eng: why?(!) why?
207. \*Xu: na weishenme?
208. %eng: why?
209. %exp: Int2 interprets into English

210. \*Sajid: well if you book a hotel # if you check out # you should tell them the day  
 211. before xxx  
 212. %exp: visitors talk among themselves.  
 213. %exp: Int2 interprets into Chinese  
 214. \* Tim: anyway never never mind. mei wenti (English = no problem).  
 215. %exp: Int2 interprets into Chinese  
 216. \*Xu: ruguo shi zheyang de hua (#) yinwei women tichulai ye bu shi jintian  
 217. tichulai de (#) shi ba?  
 218. %eng: well if that is the case (#) anyway it wasn't today that we raised it (#) was it?  
 219. %exp: Int2 explains again to visitors  
 220. \*Chen: na shi tamen de shiqing.  
 221. %eng: that is their problem.  
 222. \*Sun: women shi tiqian hao ji tian jiu tichulai xxx jiu shi he tamen da zhaohu shi  
 223. Libaiwu da zhaohu de.  
 224. %eng: it was several days ago that we raised it xxx we informed them last Friday  
 225. \*Xu: zhe shi zheli meiyou meiyou fanying  
 226. %eng: this here we didn't get any response from here.  
 227. \*Sun: bu shi women de shi.  
 228. %eng: we are not held responsible for that.  
 229. \*Xu: women jintian lai jiu shi taolun zhe jian shi # bu shi women de shi # bu shi  
 230. women jintian tichulai de.  
 231. %eng: the purpose of us coming here today is to discuss this issue. it's not our fault #  
 232. it isn't that we just raised the issue today.  
 233. %exp: Int2 interprets into English  
 234. %tim: 8.53.18  
 235. \*Sajid: no no when we had the meeting at the beginning # we had a two-hour  
 236. meeting to discuss what we were going to do # and at that stage we agreed to  
 237. change hotels. # ok. we changed hotels and the booking was made. now once  
 238. you make a booking you have to implement (?) the booking. so it's not as if  
 239. we could change it. that hotel will (!) charge us for tomorrow as well.  
 240. %tim: 8.53.42  
 241. %tim: 8.53.43  
 242. \* Tim: anyway it doesn't matter. we we will take you to London # today. and we  
 243. will arrange a hotel (#) in London (#) for them. (to Sajid) how will they get  
 244. from the hotel to the airport?  
 245. %tim: 8.53.52  
 246. %exp: Int2 interprets into Chinese  
 247. %tim: 8.54.08>  
 248. %exp: discussion among visitors  
 249. \*Xu: bu shi duo chu yi tian de qian ma # zhe qian shi you women lai chu ke bu  
 250. keyi # Lundun de qian you tamen lai chu # shi ba?  
 251. %eng: so there is the extra day's rent. is it alright if we pay this extra day's rent #  
 252. and they pay our hotel in London?  
 253. %exp: discussion goes on among visitors. Tim opens and reads through files.  
 254. \*Sun: women bu xiang chong fu, jiu shi zhe ge yisi.  
 255. %eng: we don't want to pay two expenses, that is what it is all about.  
 256. %tim: 8.54.53>  
 257. %exp: Int2 interprets and explains  
 258. %tim: 8.55.14>  
 259. \*Tim: uhhuh. well it's up to them. when Sajid will give them some spending  
 260. money # ok (#) and all our arrangement is for us to provide them some  
 261. spending money. ok we will give them some spending money. but because  
 262. we have to pay two hotels # the amount will have to be reduced. be a small  
 263. adjustment. (gesturing with fingers)  
 264. %tim: 8.55.38  
 265. %exp: Int2 interprets into Chinese  
 266. %exp: visits talk among themselves  
 267. %tim: 8.55.53>

268. \*Sun: hai shi women fu qian. na jiu bu qu le.  
 269. %eng: *that counts as us paying # so we won't go.*
270. \*Xu: gancui bu yao qu le.  
 271. %eng: let's give up the idea.  
 272. %exp: discussion among visitors  
 273. %tim: 8.56.20  
 274. %exp: Int2 interprets and explains to Tim and Sajid. Visitors still discuss.  
 275. %tim: 8.56.48
276. \*Tim: so what do they want to do? do they want to stay here or do they want to go to London?  
 277. %tim: 8.56.53  
 278. %exp: Int2 interprets into Chinese
280. \*Shen: ruguo chongfu fu kuan de hua na jiu meiyou biyao le.  
 281. %eng: *we won't go if we have to pay a double expense.*
282. \*Shen: ruguo chongfu chengdan zhe ge...  
 283. %eng: *if we double pay...*
284. \*Chen: zhi fu yi tian de kuan.  
 285. %eng: *we only pay one day's hotel bill.*  
 286. %exp: Int2 interprets into English  
 287. %tim: 8.57.18
288. \*Tim: right. (tempo quickens) so what will they want to do today? to go into London today? (tempo slows down) stay here # stay in this hotel # and they want to travel into London?  
 289. %tim: 8.57.27  
 290. %exp: Int2 interprets into Chinese
292. \*Xu: ruguo zheyang de hua na jiu gancui bu yao qu le # mingtian zaochen women yi zao jiu zou.  
 293. %eng: *if this is how things are # we won't go today. we'll set out [for London] early tomorrow.*
294. \*Shen: women yi zao jiu zou.  
 295. %eng: *we'll set out early.*
296. \*Xu: jintian jintian xiawu jintian yao you shiqing yao ban.  
 297. %eng: *this afternoon they have things we have things to settle here today.*  
 298. %exp: discussion among visitors: settle things here today  
 299. %exp: Int2 interprets and explains  
 300. %tim: 8.58.03
301. \*Tim: where would you like to go today?  
 302. %exp: Int2 interprets into Chinese  
 303. %tim: 8.58.08
304. \*Tim: we can drive you into London # you spend some time in London # and then come back. yeah?  
 305. %tim: 8.58.12  
 306. %exp: Int2 interprets into Chinese  
 307. %exp: visitors discuss (8.58.25--8.59.03)  
 308. %exp: Int2 asks about tomorrow's arrangement
309. \*Sajid: tomorrow is a very short day because they have to be at the airport +/-  
 310. %tim: 8.59.21  
 311. %exp: discussion among visitors
312. \*Xu: jintian ba zhe bian shiqing quan ban hao # women mingtian zaocheng yi zao zou (#) keyi de.  
 313. %eng: *we'll have everything settled here today # and leave early tomorrow (#) it should be ok.*
314. \*Shen: dui.  
 315. %eng: *that's right.*
316. \*Xu: ruguo jintian xiawu shijian duo de hua # nimen kan zenmeban? shi zai zheli # chuqu wan # haishi zenmeban?  
 317. %eng: *if there is some time this afternoon # what shall we do? shall we stay here # go out on a trip # or what?*

326. \*Ma: (to Xu) wo ting le zhe bantian # shijishang jiu shi # nimen yao qu Lundun #  
327. yinwei yao fu liang tian de qian # Lundun bu ke qu, zheyang jiu ding le. di  
328. er jian shiqing shi # anpai yijing anpai hao le # renjia shiqing dou shi anpai  
329. hao le de. ni ting wo shuo # wo yizhi zai ting tamen tanhua # ta shuo  
330. mingtian shi mingtian de shiqing jintian shi jintian de shi. jintian yao chuqu  
331. wan de hua # na jiu yixin yiyi de. ruguo bu chuqu wan de hua # jiu hui lushe  
332. shuijiao jiu wan shi.  
333. %eng: *I have been listening to their talk # and the realities are that you first proposed*  
334. *staying in London # and # as you would have to pay a double expense # you've*  
335. *decided not to go # and that's it. the second thing is # everything has been*  
336. *arranged # they have arranged everything. you hear me out. I've been listening*  
337. *to them # and he said that they have arrangements for tomorrow # and they have*  
338. *arrangements for today. so if you want to go out on a trip today # we go and*  
339. *enjoy ourselves. if you do not want to go out # we go back to the hotel and sleep*  
340. *in and that's it.*  
341. %exp: Tim watches on. Sajid and Int2 discuss arrangement while Ma talks. Some  
342. visitors join in.  
343. %tim: 9.01.00  
344. %Int2 explains to Tim  
345. %tim: 9.01.03  
346. \*Tim: **I # I think it would be better for them # if they go to London today # it**  
347. **makes good good use of today # yeah? come back this evening # we'll have**  
348. **a meal # dinner tonight # then we can have some drink # and some food #**  
349. **stay at the hotel # then in the morning # maybe do some local shopping #**  
350. **then we take you to the airport in the afternoon.**  
351. %tim: 9.01.29  
352. %exp: Int2 interprets into Chinese  
353. %tim: 9.02.01  
354. \*Ma: (to Xu) suoyi ta dou anpai hao le. zai jiu shi yao tan de ji jian shiqing # jiu  
355. shi ni shuo de ji jian shiqing # yao tan # yao zhengshi. zhengshi jiu shi # yi  
356. ge shi ta de shiyan baogao # zai yi ge jiu shi ta shi shenme shihou fahuo de #  
357. shenme shihou daohuo de xxx  
358. %eng: *you see they have arranged for everything. so we just need to talk the few things*  
359. *over with them # the things you mentioned just now the test report. another thing*  
360. *is # when did they make the delivery? when did it arrive? xxx*  
361. \*Chen: **xian ban zhengshi. jiran lai le de hua xian ba zhengshi gan wan le shi ba?**  
362. %eng: *business first. Since we are already here # let's sort out business first # right?*  
363. %exp: Tim and Sajid watch on.  
364. %tim: 9.02.32  
365. %exp: Int2 explains to Tim  
366. \*Xu: **shiyan baogao # gei women kan yixia # huozhe gei women yi ge fuyinjian.**  
367. %eng: *the test report # show us the test report # or give us a copy.*  
368. %exp: Int2 interprets into English  
369. %tim: 9.03.09  
370. \*Tim: **testing report. yeah yeah # for (place) number 4. yeah? we'll give you that**  
371. **tomorrow morning yeah?**  
372. %tim: 9.03.27  
373. %exp: Int2 interprets into Chinese  
374. \*Ma: **na jiu mei shi le.**  
375. %eng: *then that's it we are finished now.*  
376. \*Shen: **ni xianzai gen ta shuo ta hao zhunbei # mingtian zaoshang gei ni.**  
377. %eng: *you tell them now so they can get it ready for you # and give it to you tomorrow*  
378. *morning.*  
379. %exp: Int2 explains  
380. %tim: 9.03.39  
381. \*Tim: **yeah # no problem. #5 of course the (product) (#) should already be at the**  
382. **power station now.**  
383. %tim: 9.03.50

384. %exp: Int2 interprets into Chinese  
385. \*Xu: **yijing dao le # yijing dao le.**  
386. %eng: *they have arrived # they have arrived.*  
387. %tim: 9.04.06  
388. %exp: Tim talks to Sajid, stands up and leaves room  
389. %exp: discussion among visitors  
390. %tim: 9.04.16>  
391. \*Sajid: **could you please ask them is there anything specific they want to do in**  
392. **London because obviously we don't have much time left (gesturing to look**  
393. **at watch) # they must catch their plane xxx**  
394. %tim: 9.04.27  
395. %exp: Int2 interprets into Chinese  
396. %tim: 9.04.33  
397. %exp: discussion among visitors about money matters  
398. \*Shen: **tamen yao ba women de feiyong suanyi suan # yaoburan mingtian meiyou**  
399. **shijian le.**  
400. %eng: *they should work out our expenses # or there will be no time.*  
401. %exp: visitors discuss  
402. %tim: 9.04.52  
403. \*Ma: **(to Sajid) go shopping today # to London.**  
404. \*Sajid: **sorry?**  
405. %exp: Ma stares at Sajid, clears his throat, and gives up  
406. %tim: 9.05.14  
407. \*Sajid: **xxx where do they want to go specifically? to Oxford Street # xxx**  
408. %exp: Int2 interprets into Chinese  
409. %tim: 9.05.29  
410. \*Sajid: **because we want to make this visit as fruitful as possible for them. xxx but**  
411. **for now # what do they want to do specifically? they want to go to the Bank**  
412. **of China to change money? can you ask them?**  
413. %tim: 9.05.45  
414. %exp: Int2 interprets into Chinese  
415. %exp: several visitors say in chorus: suan le (English = no)  
416. %tim: 9.06.08  
417. %exp: discussion among visitors.  
418. \*Sun: **jiu zheyang ba. tamen yao jiesuan # jiesuan wan le yihou ba qian na chulai**  
419. **tamen hao gouwu.**  
420. %eng: *that's it. they want to settle the expenses # after the settlement they can get the*  
421. *spending money that they can do some shopping.*  
422. %tim: 9.06.20  
423. \*Xu: **zou ba.**  
424. %eng: *let's go*  
425. \*Chen: **deng xia zou ta (pointing to Sajid) hai you hua shuo ne. Hai dei suanzhang**  
426. **ne.**  
427. %eng: *wait a minute he (pointing to Sajid) hasn't finished yet. And we have to settle*  
428. *the expenses.*  
429. %tim: 9.06.26  
430. \*Sajid: **so where do they want to go? what do they want to do? they want to go to**  
431. **the Bank of China # to change your money # yes? can you ask them?**  
432. %tim: 9.06.38  
433. %exp: Int2 interprets into Chinese  
434. %tim: 9.06.40  
435. %exp: discussion among visitors  
436. \*Sun: **bu shi, tamen de yisi shi xianzai keyi suanzhang. (turning to other**  
437. **members) wo de yisi shi bu shi zhe ge yisi ya? Jie le zhang zhi hou neng bu**  
438. **neng gou ba qian na chulai name tamen hao gouwu. Shi bu shi zhe ge yisi?**  
439. %eng: *no # they want to settle the expenses now. (turning to other members) is this*  
440. *what you want to say? After the settlement could they have the money so they can*  
441. *go shopping with it. Isn't it what you wanted to say?*

442. %exp: Xing asks Int2 to ask Sajid if they could have their spending money.  
443. %tim: 9.07.03  
444. \*Sajid: so they want to go to the Bank of China?  
445. \*Int2: no # they don't think they can change their money here.  
446. \*Sajid: so what do they want to do?  
447. \*Xing: well actually they said if they can get eh (#) for example (#) the spending  
448. money now (!) (#) today (!) (#) so that they can do some shopping in London  
449. they don't need to change money.  
450. %tim: 9.07.>  
451. %exp: Tim comes back into the room and shows pictures taken in China to Shen while  
452. Xing is talking.  
453. %exp: Sajid discusses with Int2.  
454. %tim: 9.07.25>  
455. \*Sajid: we can see what we can do # but as you'll appreciate (#) I've got to go to  
456. the banks and get out money. what do they want to do? just some simple  
457. shopping? or diamonds? jewellery?  
458. %exp: Tim leaves the pictures with Shen and Xu. 4 visitors are looking at the pictures.  
459. %tim: 9.07.35>  
460. %exp: Tim talks to Shen while Sajid talks to Int2 and other visitors.  
461. \*Tim: when we signed the contract. (gestures to sign)  
462. %exp: the picture was taken at the contract signing ceremony, with Tim and Shen in it.  
463. \*Shen: ni wen ta ta xianzai zai na'r?  
464. %exp: points at a gentleman in the picture  
465. %eng: you ask him where he is now.  
466. %exp: Xing interprets  
467. \*Tim: in Shanghai. # Shanghai.  
468. \*Shen: Shanghai. wo ye shi shangci he ta jianmian yihou hao chang shijian mei jian  
469. ta le # gen ta yiqi jian guo mian # yihou zai ye mei jian guo mian le.  
470. %eng: I haven't seen him for a long time since we last met # we met him together #  
471. and haven't seen him ever since.  
472. %exp: Xing interprets.  
473. %tim: 9.07.58  
474. \*Tim: really? ah! ok well next (#) next time I come to China #2 I will try to get (#)  
475. to HN. we'll see you again with Mr Huang. yeah?  
476. %tim: 9.08.11  
477. %exp: Xing interprets  
478. %tim: 9.08.19  
479. \*Tim: so where is the lady? # in the photograph # you see the lady from the design  
480. institute. I didn't see her either.  
481. %tim: 9.08.27  
482. %exp: Xing interprets  
483. \*Shen: hai zai shejiyuan.  
484. %eng: she is still in the design institute.  
485. %exp: Xing interprets  
486. \*Tim: in?  
487. \*Shen: Wuhan  
488. %tim: 9.08.49  
489. \*Tim: Wuhan. Wuhan. Wuhan. so we'll have to get to Wuhan as well.  
490. %tim: 9.08.53  
491. %par: laughter from Shen, Tim, and Xing  
492. \*Shen: ni wen ta qu guo Wuhan meiyou.  
493. %eng: you ask if he has been to Wuhan.  
494. %exp: Xing interprets into English  
495. \*Tim: no.  
496. \*Shen: jianglai hezuo # Hubei Hubei xianzai xiangmu henduo.  
497. %eng: in future cooperation # there are many projects in Hubei.  
498. %exp: Xing interprets into English  
499. \*Tim: uhuh.

500. \*Shen: **suoyi jianglai hezuo jihui ye henduo.**  
501. %eng: *so there will be lots of opportunities for cooperation in the future.*  
502. %exp: Xing interprets into English  
503. \*Tim: **right.**  
504. \*Shen: **xiwang ta qu Wuhan zuoke.**  
505. %eng: *hope he could go to Wuhan as my guest.*  
506. %exp: Xing interprets into English  
507. \*Tim: **right (#) good.**  
508. %exp: Tim sits down at the end of the table.  
509. %tim: 9.09.32  
510. \*Tim: **I would # Jerry I will be coming back to Shanghai. probably in #5 end of**  
511. **July beginning of August.**  
512. %tim: 9.09.46  
513. %exp: Xing interprets into Chinese  
514. %exp: Xu nods to Tim, and Tim nods back.  
515. \*Xu: **(smiling and laughing lightly) qi yue di ba yue chu.**  
516. %eng: *end of July beginning of August.*  
517. %tim: 9.09.57  
518. \*Tim: **I was in (#) the Far East just now. but I went to Taiwan #2 and # Japan #**  
519. **and Thailand.**  
520. %tim: 9.10.07  
521. %exp: Xing interprets into Chinese  
522. %tim: 9.10.17  
523. \*Tim: **so I had no time this time to go to China.**  
524. %tim: 9.10.20  
525. %exp: Xing interprets into Chinese  
526. %tim: 9.10.24  
527. \*Tim: **but in about six weeks # I will come again (#) to Shanghai # and Wuhan.**  
528. %tim: 9.10.30  
529. %exp: Xing interprets into Chinese  
530. \*Xu: **hen hao hen hao.**  
531. %eng: *very good very good.*  
532. %tim: 9.10.37  
533. \*Tim: **so # how is the business with SHB?**  
534. %tim: 9.10.40  
535. %exp: Tim talks with Xu while other visitors talk among themselves.  
536. %exp: Xing interprets into Chinese  
537. \*Xu: **yewu qingkuang hai keyi # zuijin.**  
538. %eng: *the business has been good # recently.*  
539. %exp: Xing interprets into English  
540. \*Tim: **goes well? yeah?**  
541. \*Xu: **jingzheng hen jilie # jingzheng ah # zhe ge jingzheng hai shi hen jilie.**  
542. %eng: *the competition is very fierce # the competition # the competition is still fierce.*  
543. %exp: Xing interprets into English  
544. \*Tim: **yes. (laughing) #2 between...**  
545. \*Xu: **yinwei # yinwei women chang li de jingzheng nengli hai shi bijiao qiang de #**  
546. **suoyi zuijin jie dao le yixie xiangmu. dan zhexie xiangmu ne yibanlaishuo**  
547. **meiyou xunhuanbeng # zuijin jige xiangmu.**  
548. %eng: *because # because of our strong competitive power # our works has recently got*  
549. *some projects. but no (product) will be used in these projects # the recent*  
550. *projects.*  
551. %exp: Xing interprets into English  
552. \*Tim: **yes.**  
553. \*Xu: **jiexiaqu # jiexiaqu de ji ge xiangmu # jiexiaqu de ji ge xiangmu jiu hen you**  
554. **keneng yong xunhuanbeng.**  
555. %eng: *in the next few projects # in the next few projects # (product) will very likely be*  
556. *used.*  
557. %exp: Xing interprets into English



558. \*Tim: uh huh.
559. \*Xu: xxx xiangmu # baokuo Hubei de ji ge xiangmu.
560. %eng: xxx projects # including the few projects in Hubei.
561. \*Xu: Hubei de (place) # (place) (place). (place) liushiwan # daodi zenmeyang hai
562. bu qingchu.
563. %eng: (place) # (place) and (place) in Hubei. (place) is a 600,000 (kw) project # and
564. it's not known yet how it will go.
565. %exp: Xing interprets into English
566. \*Xu: (place) chubu shi jin le shi'er ge (product). xxx zui hou daodi zenmeyang
567. xxx keneng yong (product) # kenengxing hen da.
568. %eng: (place) initially introduced 12 (product). xxx in future xxx they will probably use
569. (product) # it's very likely.
570. %exp: Xing interprets into English
571. \*Xu: zai zhe fangmian women ye yao zuo xie gongzuo # nimen ye yao ye yao zai
572. zhe fangmian zuo xie gongzuo.
573. %eng: in this respect we need to do something # and you too should do something.
574. %exp: Xing interprets into English
575. \*Xu: zuijin (place) shang zhe ge xiangmu # benlai yijing mingque yao yong BH
576. (product) # jieguo houlai bian le # zhe ge jiu suan le. buran de hua yong
577. kongzhi de hua tamen shi hen mingque de # shi yao yong jinkou de. xxx
578. %eng: this project in (place) # it was initially decided to use your (product) but later on
579. the decision was changed. there was a strong intention to use imported (product)
580. if they had used (product) xxx
581. %exp: Xing clarifies the name of the place
582. \*Xu: (place).
583. %exp: Xing interprets into English
584. %exp: Tim keeps nodding.
585. \*Tim: one of the problems # I think # is the (#) availability of money.
586. %exp: Xing interprets into Chinese
587. \*Xu: qian de wenti, qian de wenti ye shi yi ge wenti.
588. %exp: Xing interprets into English
589. \*Xu: women chang shi zao (product) zui hao de # qici shi Harbin. danshi zao de
590. zhiliang mei women hao # shengyi ye mei women hao # suoyi zai zhe
591. fangmian meiyou canjia jingzheng # zhiyou women de (product) zui hao.
592. yinwei meiyou jingzheng ne # na jiu zhineng fang zai women chang zao le.
593. %eng: (product) manufactured in our factories are the best. Harbin is the second # but
594. their quality is not as good # neither is their business # so they didn't join in the
595. bid/competition. as our (product) are the best # and as there is no competition #
596. we get business.
597. \*Xing: nimen chang neng zao ma?
598. %eng: you can make them in your factories?
599. \*Xu: women bu shi zao zhe ge (product). women shi zao zhe ge (product). zhe
600. zhong (product) de chengxu xuyao (product)
601. %eng: we do not make (product). we make (product). the (product) need (product) in
602. the process.
603. %exp: Xing interprets and explains
604. %tim: 9.15.44
605. \*Tim: close cooperation # yes. we say our (product) is the heart (#) the heart of the
606. (product).
607. %tim: 9.15.50
608. %par: laughter
609. %exp: Xing interprets into Chinese
610. \*Xu: zuijin Tianjin (place) tan xiangmu ni qu guo.
611. %eng: you went to Tianjin (place) to negotiate the project
612. \*Tim: yes.
613. \*Xu: xxx
614. %tim: 9.16.09
615. \*Tim: I've been to # Hanchuan xxx. um and I've been to Harbin. xxx #

616. Shenyang (#) Qingdao (#) Xinyang (#) Jiaxing  
617. %tim: 9.16.22  
618. \*Xu: erqie ta qu guo. ta wei zhe ge shiqing dao xxx qu guo # jian guo zhe ge xxx  
619. %eng: and he went there. he went to xxx for this business # and met xxx  
620. \*Tim: ask how # how is Dr Liu?  
621. %exp: Xing interprets into Chinese  
622. \*Xu: Liu # Liu Chuzhang  
623. %eng: that's Liu # the Director.  
624. \*Xing: Liu Chuzhang.  
625. %eng: Liu # the Director.  
626. \*Xu: Liu Chuzhang.  
627. %eng: Liu # the Director.  
628. \*Xing: ta shi boshi ma?  
629. %eng: did he get a doctor's degree?  
630. \*Xu: Liu # bu shi. Niu # Niu Boshi # bu shi Liu. Niu shi women chang li de fu  
631. Changzhang # shi boshi. Niu (name) # shi xing Niu.  
632. %eng: no # not Liu. Niu # Dr Niu # not Liu. Niu is vice president of our Works. he has a  
633. doctor's degree. (name) is his name. his surname is Niu.  
634. \*Xing: Liu.  
635. \*Xu: Niu.  
636. \*Xing: [to Tim] is it Liu or Niu?  
637. \*Tim: Niu # N-I-U  
638. \*Xing: Niu.  
639. \*Tim: Dr Niu.  
640. \*Xu: Niu Changzhang #Niu (name) # Niu Changzhang.  
641. %eng: President Niu # (name) # President Niu.  
642. \*Tim: he is vice president of SHB.  
643. \*Xing: fu changzhang.  
644. %eng: vice president.  
645. \*Xing: so he is (!! ) a doctor?  
646. \*Tim: engineering doctor # not a medical doctor.  
647. \*Xing: ta shuo shi boshi.  
648. %eng: he said he has a doctor's degree.  
649. \*Xu: shi boshi.  
650. %eng: yes he has a doctor's degree.  
651. %par: laughter  
652. \*Xu: shi zhen boshi # bu shi jia de.  
653. %eng: he is a real doctor # not a false one.  
654. %tim: 9.18.00  
655. \*Tim: (to Shen, Xu still listening) sorry how are things with you? keeping well?  
656. %tim: 9.18.03  
657. %exp: Xing interprets into Chinese  
658. \*Shen: wo de qingkuang hen hao.  
659. %eng: everything is fine.  
660. %tim: 9.18.13  
661. \*Tim: we we met three years ago # and he looks still the same. no change.  
662. %tim: 9.18.18  
663. %exp: Xing interprets into Chinese  
664. %par: laughter from Shen  
665. %tim: 9.18.27  
666. \*Tim: with me my hair has changed colour. white.  
667. %exp: touches his hair  
668. %tim: 9.18.30  
669. %par: laughter from Shen, Xing, Tim  
670. \*Shen: ta ye mei shenme bianhua.  
671. %eng: he hasn't changed either.  
672. %tim: 9.18.40  
673. \*Tim: I think maybe his family is looking after him better than my family's

674. looking after me.
675. %tim: 9.18.45
676. %exp: Xing interprets into English
677. %par: visitors all laugh
678. %exp: all visitors now pay attention to Tim
679. %tim: 9.18.55
680. \*Tim: what what what is their impression of England?
681. %tim: 9.18.57
682. %exp: Xing interprets into Chinese
683. %exp: Int2 clarifies.
684. \*Shen: mei shenme # hai keyi ba. #2 ganjue bu shi hen shen ah, shijian tai duan le.
685. %eng: nothing in particular # it's alright. not a very deep impression. the time is too
686. short.
687. %exp: Int2 interprets.
688. %tim: 9.19.23
689. \*Tim: too short yeah. what was it um #2 a bad impression or a good impression?
690. %tim: 9.19.28
691. %exp: Int2 interprets into English
692. \*Shen: ganjue hai keyi # hai keyi.
693. %eng: it's alright # it's alright.
694. %exp: Int2 interprets into English
695. \*Tim: ok half and half.
696. %par: laughter
697. %exp: Int2 interprets into Chinese
698. \*Shen: ni gen ta shuo # xia ci lai de shihou duo dai yiduan shijian # hao hao liaojie
699. yixia Yingguo.
700. %eng: you tell him that next time we should stay longer here # so that we can know
701. England better.
702. %exp: Int2 interprets into English
703. %tim: 9.19.53
704. \*Tim: yes. so you are going back to Hong Kong? on the way back?
705. %tim: 9. 19.56
706. %exp: Int2 interprets into Chinese
707. \*Shen: dui, qu Xianggang.
708. %eng: yes, to Hong Kong.
709. %exp: Int2 interprets into English
710. \*Tim: Singapore or Hong Kong?
711. \*Chen: Hong Kong.
712. \*Xu: dai san tian ba.
713. %eng: stay for three days.
714. %exp: Int2 interprets into English
715. \*Tim: three days.
716. %par: whistles
717. \*Tim: very busy.
718. %tim: 9.20.22>
719. \*Shen: ta shi wo di yi ge Waiguo pengyou.
720. %eng: he is my first foreign friend.
721. %exp: Int2 interprets into English
722. \*Tim: I'm the first?
723. %exp: Int2 clarifies
724. \*Tim: first foreign friend (#) thank you.
725. %exp: laughs and shakes hands with Shen
726. \*Shen: xiwang jinhou women nenggou changqi hezuo xiaqu.
727. %eng: hope in the future we can keep long term cooperation.
728. %exp: Int2 interprets into English
729. %tim: 9.20.41
730. \*Tim: yes (#) me too (#) me too.
731. %exp: Int2 interprets into Chinese

732. %tim: 9.20.45
733. \*Tim: you know # I went to China # for the first time #2 um # three and a half
734. years ago #2 and I've been there now probably eighteen times? maybe
735. maybe more.
736. %tim: 9.21.01
737. %exp: Int2 interprets into English
738. %tim: 9.21.09
739. \*Tim: but I've only seen a very small part of China.
740. %tim: 9.21.11
741. %exp: Sajid comes in, hands Tim some envelopes and whispers. Sajid remains standing
742. behind Tim.
743. %tim: 9.21.26
744. \*Tim: right. this is some (#) spending money for today.
745. %tim: 9.21.28
746. %exp: Int2 interprets into English
747. %tim: 9.21.35
748. \*Tim: but we'll also give you some more spending money # (looking at Sajid, who
749. says: tomorrow.) tomorrow.
750. %tim: 9.21.39
751. %exp: Int2 interprets into English
752. \*Sajid: because it's short notice we couldn't get to the bank
753. %exp: Xing interprets
754. %exp: Tim passes envelopes to Xu.
755. \*Tim: one each.
756. %exp: Xing interprets what Sajid said.
757. %tim: 9.21.54
758. #4
759. %tim: 9.21.58
760. %exp: Tim turns round to Sajid
761. \*Sajid: while they are getting ready I'll just get the van and take them back to
762. Shanon?
763. %add: Tim
764. %tim: 9.22.01
765. \*Tim: ok. shall we go downstairs?
766. %exp: Xu turns abruptly round, eagerly trying to speak to Sajid, who has already gone
767. out of the room and disappeared. He turns back and speaks to Int2.
768. \*Xu: rang tamen xian da ge dianhua gei luguan # da ge zhaohu.
769. %eng: ask them phone the hotel first and inform them
770. %exp: Int2 interprets into English
771. \*Tim: yes. it's solved.
772. %exp: Int2 interprets into Chinese
773. %exp: talk among visitors.
774. %tim: 9.22.11
775. %exp: Tim takes a picture from Shen
776. %tim: 9.22.29
777. \*Tim: so this # this this young girl here (picking up a photo) # she is married? I
778. remember she is married.
779. %tim: 9.22.35
780. \*Xing: she's married?
781. \*Tim: yeah.
782. \*Xing: oh.
783. %tim: 9.22.38
784. \*Tim: she told me yeah she told me before # she was married. she had a (#) ring
785. here.
786. %tim: 9.22.42
787. %exp: Xing interprets into Chinese.
788. \*Shen: ay # dui dui dui # ta yijing shi yi ge xiaohai de mama le # xianzai yijing shi
789. yi ge xiaohai de mama le # xianzai yijing you xiaohai le.

790. %eng: *oh yes # she is a mother now. now she has a kid. now she is a mother.*  
 791. %exp: Xing interprets into English  
 792. \*Tim: **(nodding) really? yeah?**  
 793. \*Shen: **xiaohai yijing 2-3 sui le.**  
 794. %eng: *the kid is two or three years old.*  
 795. %exp: Xing interprets into English  
 796. \*Tim: **really?! yeah?**  
 797. %exp: Xing notices the date on the picture: exactly 3 years ago  
 798. \*Tim: **xxx three years ago**  
 799. \*Xing: **xxx**  
 800. \*Tim: **no # it has nothing to do with me.**  
 801. %par: laughter  
 802. \*Xing: **are you sure?**  
 803. \*Tim: **yes.**  
 804. %exp: Xing explains to visitors  
 805. %par: visitors all laugh.  
 806. %exp: Xu and Shen talk about people in the pictures (13 seconds = 9.23.30-43)  
 807. %tim: 9.23.43>  
 808. %exp: Tim points to a picture  
 809. %tim: 9.23.41  
 810. \*Tim: **this is in # (pointing to the photo Xu is holding) this is three years ago.**  
 811. **exactly three years ago.**  
 812. %tim: 9.23.46  
 813. \*Xu: **zhenghao san nian # jiusi nian liu yue.**  
 814. %eng: *exactly three years ago # June 1994.*  
 815. %exp: visitors talk among themselves  
 816. %tim: 9.24.00  
 817. #3  
 818. %tim: 9.24.03>  
 819. \*Xu: **zou ba?**  
 820. %eng: *shall we go?*  
 821. #8 (9.24.06--14)  
 822. \*Ma: **shall we go now?**  
 823. %tim: 9.24.15  
 824. \*Tim: **yeah? go downstairs yeah? get in the (#) car # London. yeah? and just go.**  
 825. %tim: 9.24.19  
 826. %exp: all stand up and leave  
 827. %tim: 9.24.24>  
 828. \*Chen: **(to Xing as he leaves the room) conglai mei gan guo zhe zhong shi, laihui**  
 829. **daolaidaoqu de, zuo zai zhe'r zaozui, daolaidaoqu de xin li fan.**  
 830. %eng: *never have done anything like this before, changing ideas all the time. it's*  
 831. *suffering, sitting here. this constant changing makes you suffer.*  
 832. %tim: 9.25.00<  
 @End

## Visit 2 Closeout Meeting

@Begin

@Filename: v2-close.doc

@Source: Videotape 1/2, audiotape

@Participants:

BH Staff:

Sajid: Project Engineer, Sales and Marketing Department; Phil: Financial Controller; Steve: Proposals Engineer, Sales and Marketing Department; Andy: Varley Operations Manager

Chinese Delegation:

Sun: Senior Engineer, SHB; Xu: Engineer/Sales Manager, International Sales and Planning, SHB; Ma: Engineer, Director of X Department, PHB; Manager of PHB Construction Company; Shen: Economist Assistant, Head of Equipment Section, HN Project Second Phase; Chen: Economist, General Manager of PEHB Trading Company and TYPEHB Ltd; Lin: Senior Engineer, Director of Office, HN Project Second Phase

Int2: interpreter

Xing: researcher

@Nationality of Sajid: British

@Date: 10/06/1997

@Location: BH Conference Room 1

@Duration: 214 minutes

@Coder: Xing

1. %tim: 9.02.50>
2. %exp: Sajid is chairing the meeting. Chen and Int2 are looking at Sajid, Sun and Ma looking down, Lin looking straight in front, Xu looking at camera.
- 3.
4. \*Sajid: ... wish you the very best of luck # in your future # and if we have to raise discussions in any way in the future # xxx PHN or SHB xxx we'll be happy to do so.
- 5.
- 6.
7. %exp: Int2 interprets into Chinese
8. %exp: Chen and Xu nod.
9. %tim: 9:02:56
10. \*Sajid: ok. we may be very distant # in # destination # (stretching right arm to indicate distance) but with technology we are only a phone call away (gesturing: making a phone call).
- 11.
- 12.
13. %tim: 9:03:05
14. %exp: Int2 interprets into Chinese
15. %tim: 9:03:16
16. \*Sajid: we hope the relationship between the two companies # between the two countries grows stronger
- 17.
18. %tim: 9:03:32
19. %exp: Int2 interprets into Chinese
20. %tim: 9:03:36
21. \*Sajid: ok. now down to the programme # is there anything # or any questions that you have about BH? or any part of the visit?
- 22.
23. %tim: 9.03.45>
24. %exp: Int2 interprets into Chinese
25. %tim: 9.04.00>
26. #16 (9.04.00-9.04.16: visitors look at each other. light discussion among visitors.)
27. %exp: Chen shakes head slightly, and turns to Xu.
28. \*Chen: ni shuo ba.
29. %eng: you say something.
30. %exp: Chen turns to look at Sun. Ma looks at Xu. Xu looks at Sun, encouraging him to speak
- 31.
32. %tim: 9.04.16>
33. \*Sun: zhe ci women lai zongdelaishuo haishi biaoshi manyi de
34. %eng: we are generally satisfied with this visit.

35. %exp: Sun is not looking at Sajid.
36. %exp: Int2 interprets into English
37. \*Sajid: (nodding) good.
38. %exp: Lin and Chen move the mike closer to head of table.
39. \*Sun: **suiran you xie fangmian jiushishuo, jiushi shicha la, dengdeng, jiushishuo wujie la, huozhe shenme, meiyou, meiyou goutong hao, you xie shiqing meiyou ah, zenme shuo ne, jiu meiyou (grins)**
- 40.
- 41.
42. %eng: *though certain aspects, like jetlag, etc, and misunderstanding, or*
43. *miscommunication, certain things that are not, how to put it, not (grins)*
44. \*Xu: **mei nong mingbai**
45. %eng: *not very well understood*
46. \*Sun: **jiushi, en**
47. %eng: *yes, that's right.*
48. %exp: Sun looks at Xu, and smiles.
49. %exp: Int2 interprets into English
50. \*Sajid: **if we could see it**
51. %exp: Int2 continues interpreting
52. %tim: 9:04:56
53. \*Sajid: **would you explain to them that BH has entertained many groups here. it is very difficult # to #2 guess # to make provision for them # various visits. we could only I would assume # that this would be the best # programme.**
- 54.
- 55.
56. %tim: 9:05:17
57. %exp: Int2 interprets into Chinese
58. %exp: several visitors nod to acknowledge
59. \*Sajid: **we hope our end xxx and our intended programs are also satisfactory to them**
- 60.
61. %exp: Int2 interprets into Chinese
62. %tim: 9.06.04
63. \*Sajid: **ok. alright. did they have a good meal yesterday?**
64. %exp: looking round to see reaction.
65. %exp: Int2 interprets into Chinese
66. %exp: several visitors nod
67. \*Sajid: **everyone enjoyed themselves?**
68. %exp: Int2 interprets into Chinese
69. %exp: several visitors nod
70. %tim: 9:06:16
71. \*Sajid: **good. right. ok. they asked us for two bits of information # (place) test results #2 and packing lists. and except for (product) three and four # we'll do just for (product) 3.**
- 72.
- 73.
74. %tim: 9:06:32
75. %exp: Int2 interprets into Chinese
76. \*Shen: **si hao**
77. %eng: *number four.*
78. \*Ma: **si hao**
79. %eng: *number four.*
80. %exp: Int2 interprets
81. \*Sajid: **yes. number four. do they need enquire anything else?**
82. %exp: Int2 interprets into Chinese
83. \*Shen: **hai you fayun de riqi**
84. %eng: *and the shipment date.*
85. \*Xu: **fayun riqi**
86. %eng: *the shipment date*
87. %exp: Int2 interprets into English
88. %exp: Sajid doesn't fully understand, and asks for clarification. Int2 turns to visitors. Several explain lightly.
- 89.
90. \*Xu: **xxx hai you meiyou qita shebei**
91. %eng: *xxx anyother equipment?*
92. %exp: Int2 interprets again.

93. \*Sajid: yes. all the details are in the packing list.  
 94. %exp: Int2 interprets into Chinese  
 95. \*Shen: dou fang yundan li le  
 96. %eng: all in the packing list  
 97. \*Sun: ni wen ta jiu shuo ta zhe ge shengchan guocheng dangzhong you meiyou  
 98. chuxian guo, jiu shuo chanpin ah, chanpin shengchan guocheng dangzhong  
 99. youmeiyou chuxian guo shenme wenti ta zenme chuli de  
 100. %eng: would you ask him if in the process of manufacturing there has appeared, that is,  
 101. the products, any faulty products in the process of manufacturing and how they  
 102. deal with them.  
 103. %exp: Int2 interprets into English  
 104. \*Sajid: some?  
 105. \*Int2: some faults  
 106. \*Sajid: fault?  
 107. \*Int2: yeah  
 108. %tim: 9.08.02  
 109. \*Sajid: right. what happens is that #3 like any other company that is registered to  
 110. the ISO requirements. if we have a manufacturing fault # then you'll place  
 111. a non-conformance report. so our equipment # if there is a fault # it would  
 112. be repaired or replaced # depending on the magnitude of the fault. so when  
 113. xxx  
 114. %tim: 9.08.36  
 115. %exp: Int2 interprets into Chinese  
 116. %exp: Lynn enters room and walks up to Sajid while Int2 is interpreting. She stands  
 117. beside Sajid for a minute, and starts to walk to the back of the room and talks to  
 118. Xing.  
 119. \*Sun: wo mingbai ta chuchang shi shi hege de, jiushi ta zai shengchan guocheng  
 120. dangzhong youmeiyou chuxian guo, jiushi shenme wenti chuxian, neme ta  
 121. zenme qu, jiushi shuo dui zhe tai chanpin zai shengchan guocheng  
 122. dangzhong youshi keneng hui zuo huai le, huozhe zuo de bu tai hao, tamen  
 123. gei ta hui bu hui huiyong ah, huozhe xiuxiugaigai ya, huozhe zenmeyang, ta  
 124. zongshi yao chuli ya, huozhe jiushi meiyou chuxian zhe zhong shi, huozhe  
 125. chuxian zhe zhong shi de shihou, zenme chulu, ta yingai neng zai shengchan  
 126. guocheng zhong ta keyi zhiliang jiancha, jilu  
 127. %eng: I know they are up to standard when they leave the factory, but if a faulty  
 128. product is manufactured, what, that is, if a faulty product is manufactured, or not  
 129. very well made, do they have it remanufactured, or have it repaired, or  
 130. whatever? they have to do something, unless such things never happen. when  
 131. faulty products have been manufactured, what do they do with them? they should  
 132. have quality control and product reporting mechanism in the manufacturing  
 133. process.  
 134. %exp: Int2 interprets into English  
 135. %tim: 9.09.44  
 136. \*Sajid: right. um after total xxx I don't see anything being replaced xxx  
 137. %exp: Int2 interprets into Chinese  
 138. %tim: 9.10.06  
 139. \*Sajid: everything went through quite smoothly because # at (place) they needed  
 140. exactly the same. as many other Chinese xxx did # prior to (place). the same  
 141. was done for (place) # the same was done for xxx (place) # the same was  
 142. done for (place) # the same was done for xxx (place). xxx so the marking was  
 143. not mistaken. was not abused (?).  
 144. %tim: 9.10.36>  
 145. %exp: Int2 interprets into Chinese  
 146. %tim: 9.10.58>  
 147. %exp: visitors look at each other, trying to understand  
 148. %tim: 9.11.03>  
 149. #3  
 150. %par: Sun grins



151. \*Chen: xxx  
152. %exp: 9.11.03-9.11.10 light discussion goes on among visitors  
153. %tim: 9.11.10>  
154. \*Sajid: what I can do is that xxx  
155. %exp: Xu interrupts.  
156. \*Xu: xxx  
157. %tim: 9.11.35  
158. %exp: Int2 interprets into English  
159. %exp: visitors discuss. The scene becomes chaotic  
160. \*Sajid: could you just explain to them # for (place) <Ma: shijishang hai you yi jian shi (English = in fact there is another issue)> xxx  
161. %exp: Int2 interprets into Chinese  
163. \*Ma: zai yi ge jiu shi, sanhao (product), sanhao jizu, (product) ta meiyou tigong chanpin shuomingshu  
164. %eng: another thing is, (product) number 3, unit number 3, the (product), they didn't provide manuals.  
166. %exp: Int2 interprets into English  
168. \*Ma: chanpin shuomingshu  
169. %eng: product manual  
170. %exp: Int2 interprets into English  
171. \*Sajid: sorry. number three they want?  
172. %exp: Int2 interprets into Chinese  
173. \*Ma: sanhao lu meiyou tigong zhe ge, sihao lu neng bu neng gei wo yi ben?  
174. %eng: you didn't provide a copy for (product) number 3. can I have one for (product) number 4?  
175. %exp: Int2 interprets into English  
176. %exp: Int2 interprets into English  
177. \*Sajid: manual? yeah? # they should have received plenty of copies of the manual.  
178. %exp: Int2 interprets into Chinese  
179. \*Ma: meiyou  
180. %eng: no.  
181. %exp: Int2 interprets into English  
182. \*Sajid: copies were sent to all  
183. \*Ma: wo sanhao (product) shi jie de Qingdao de na fen  
184. %eng: for (product) number 3 I borrowed the manual from Qingdao.  
185. \*Sajid: copies were sent to  
186. %exp: Int2 interprets what Ma says into English  
187. \*Sajid: so that's very concerning xxx  
188. \*Ma: hai mei jianguo information # information # information  
189. %exp: Ma initially talks to Int2, then turns to talk to Sajid directly.  
190. %eng: haven't yet got information # information # information  
191. \*Sajid: on no. the reason I'm very concerned is because we sent many copies. both in Chinese and in English. to our customer. so I was surprised xxx  
192. %exp: Int2 interprets into Chinese  
193. %exp: Int2 interprets into Chinese  
194. \*Sajid: but # obviously xxx  
195. \*Ma: ta shuo zhe sihao (product) youmeiyou  
196. %eng: did he say they provided a copy for (product) number 4?  
197. \*Sun: jiu shi mei yi ge gongcheng yao gei yi ci, shijishang yijing gei guo le  
198. %eng: a manual is provided for each project, in fact it has already been provided.  
199. %exp: Int2 explains  
200. %tim: 9.14.03  
201. \*Sajid: oh no no no no. xxx in every single (product) # in every box there is one manual. every single box # every (product) # there is a copy of the manual.  
202. %exp: Int2 interprets into Chinese  
203. %exp: Int2 interprets into Chinese  
204. %exp: Int2 interprets into Chinese  
205. %exp: Int2 interprets into Chinese  
206. %exp: Int2 interprets into Chinese  
207. %exp: Int2 interprets into Chinese  
208. %exp: Int2 interprets into Chinese

209. xxx
210. %tim: 9.14.58
211. %exp: Int2 interprets and explains
212. \*Ma: sanhao meiyou
213. %exp: sitting back and shaking head
214. %eng: none was provided for number 3
215. %exp: Int2 continues to interpret and explain
216. %exp: visitors nod, and several start to talk
217. %exp: Int2 continues
218. \*Ma: shang ci meiyou, shang ci wo cha de huo
219. %eng: none provided last time, I checked the goods last time.
220. %exp: Int2 interprets into English
221. \*Sajid: in the box
222. %exp: Int2 interprets into Chinese
223. \*Ma: no. xiang li mei you
224. %eng: no not in the box.
225. \*Sajid: xxx
226. %exp: Int2 explains that Ma said he opened the box himself.
227. \*Sajid: I'm very very surprised gentlemen xxx # very surprised.
228. \*Ma: xxx jiao gei wo de ma, wo qu jie de ma
229. %eng: xxx passed it on to me, I borrowed it
230. \*Sajid: so that is our standard practice
231. \*Int2: last time he borrowed the manual from Qingdao
232. \*Sajid: that's that's very concerning to me
233. %exp: Int2 interprets into Chinese
234. \*Sajid: xxx we'll send it to them. because # it concerns us. because um we supply
235. them. now if they are not to receive the manuals # we need to see how to
236. make it easier so that they get it.
237. %exp: Int2 interprets into Chinese
238. %exp: Sun and Ma nod
239. \*Ma: qita de dongxi, zhuang xiang qingdan daoshi you, jiu shi meiyou anzhuang
240. xuzhi, jiu shi shuomingshu, zenme zhuang ah
241. %eng: there were other documents, including the packing list, but there were no
242. manuals, the instructions, how to install
243. %exp: Int2 interprets into English
244. %exp: Sajid talks to Int2. Visitors talk to themselves
245. \*Ma: zhe dengyu shuo keyi rang women, yinwei wo hai dei zhuang shi ba? ruguo
246. zheli meiyou wo hai dei jie
247. %eng: this would enable us, because I have to install it, right? so if I can't get the
248. manual from them, I have to borrow
249. %exp: Int2 interprets into English
250. \*Sajid: I'll give them a manual today. that that's not a problem. (gesturing with
251. hands) my problem is why they haven't received the copies.
252. %exp: Int2 talks to Sajid, and then interprets into Chinese
253. %exp: Sajid takes notes.
254. %exp: The group discuss the Chinese version and the English version
255. %exp: Int2 explains to Sajid
256. \*Sajid: the manual is # the manual is # if we put in into Chinese it will take a bit
257. time. well I can do it. which um
258. %exp: Sajid looks at his watch.
259. %exp: Int2 interprets into Chinese
260. \*Sajid: I'll try # I'll try yes.
261. %exp: Int2 interprets into Chinese
262. %exp: Sajid takes notes
263. \*Sajid: anything else?
264. \*Sun: wo wenwen ta zhe ge yisi, ni bang wo jieshi yixia, jiu shi women chang de
265. chanpin ba, yi ge chanpin hen da de, mei yi ge bujian, jiu shi wo de yisi xxx
266. %exp: Xu explains to Sun

267. %eng: *I'd like to ask him about this, please explain to him, that is, the products in our*  
268. *factory, a product is very big, each part, I mean xxx*

269. %exp: Int2 interprets into English

270. \*Sajid: **well all our products are designed to ASME**

271. %exp: Int2 explains again

272. %tim: 9.19.37

273. \*Sajid: **yeah but for this (gesturing with hands) #2 when you manufacture goods #**  
274. **we make to a quality system. very much like their system. we use ISO9000**  
275. **system (#) for quality control. and then the design of the equipment # is to**  
276. **ASME. which is the American Society of mechanical Engineering. xxx but**  
277. **it is generally designed to ASME xxx which is internationally recognized.**

278. %exp: Int2 interprets into Chinese

279. %exp: Xu stands up and leaves room. Sun sits back.

280. \*Sajid: **is that ok?**

281. \*Int2: **yeah.**

282. %time: 9.20.34

283. \*Sajid: **right. # it's going to take me a bit of time preparing all this # because some**  
284. **of these files have been put into storage # so I'll need to leave for some**  
285. **time while I get this information**

286. %time: 9.20.46

287. %exp: Int2 interprets into Chinese

288. %exp: Sun moves forward to the table

289. \*Sun: **shizai bu xing yihou ji gei women**

290. %eng: *if he can't have it done today, he can mail it to us.*

291. %exp: Int2 interprets into English

292. \*Sajid: **xxx what I'll do. I'll try to get as much information as I can today and the**  
293. **rest of it # if they give me their address # of whoever # and I'll send it over**  
294. **to them. (gesturing)**

295. %tim: 9.21.14

296. %exp: Ma leans back and stretches his arms.

297. %exp: Sajid and Int2 talk. Xu offers drinks. Lin says no. Shen and Chen indicate that  
298. they want some.

299. %exp: Chen gives his drink to Ma, who takes it. Xu pours another cup for Chen. Xu  
300. pours another cup, Lin moves it to Sun, and says: tou'r, tou'r (English = head,  
301. head). Ma takes it and hands it to him. Sun smiles and takes it. Lin hands the  
302. next cup to Int2. Xu gives the next cup to Lin.

303. %exp: Sajid takes notes

304. \*Sajid: **ok # now xxx ok?**

305. %tim: 9.22.13

306. %exp: Sajid rises.

307. %exp: Xu pours another cup, stands there and hesitates. He sends the cup toward Sajid,  
308. but sees that Sajid is leaving, and offers it to Xing.

309. \*Sajid: **I'll see you in xxx**

310. %exp: Sajid bows

311. %tim: 9.22.16>

312. %exp: Sajid leaves room

313. %exp: 9.22.17-10.25.08 talk to themselves (visitors asked Xing to switch off camera  
314. and tape recorder.)

315. %tim: 10.25.08>

316. %exp: Sajid comes back

317. \*Sajid: **ok. I was having a little of of trouble getting the key to the file house (?) but**  
318. **I have that for you. now there's the packing list xxx and there's the xxx**  
319. **to them for themselves use. well I've found those # (goes over to explain**  
320. **and shows copies to Int2) a copy goes to our customer # a copy goes to our**  
321. **agent # and xxx ok? #3 Chinese instructions and manuals xxx I'm giving**  
322. **them a copy of the test results today. but the manual xxx**

323. %exp: visitors are not listening to Sajid. Shen is reading a newspaper. Some are having  
324. drinks

325. %exp: Int2 explains and shows copies to visitors. Sajid collects his files, stands, looks  
 326. round, and moves towards door.  
 327. %tim: 10.26.27  
 328. \*Sajid: **we just # go to the reception area ready for some photographs I'll have a**  
 329. **photographer called ok?**  
 330. %tim: 10.26.32  
 331. %exp: Int2 interprets into Chinese  
 332. %exp: Sajid leaves.  
 333. %tim: 10.26.40

[Lunch served]

334. %tim: 11.30.22  
 335. %exp: lunch finished. Visitors talking mainly among themselves, occasionally with  
 336. Dean and Andy, who had lunch with them. Leftovers still on table.  
 337. %exp: Sajid comes in with Phil  
 338. %tim: 11.30.22  
 339. \*Sajid: **ok. if I could just introduce Phil (surname)? he is # his side's the finance**  
 340. **controller # in charge of our finance in BH. okay. Phil is going to um**  
 341. %tim: 11.30.33  
 342. %exp: Int2 interprets into Chinese  
 343. %exp: Phil and Sajid talk.  
 344. \*Phil: **uh I just**  
 345. \*Chen: **zuo xia shuo ba.**  
 346. %eng: *please sit down.*  
 347. \*Ma: **sit down please.**  
 348. %add: Phil  
 349. %exp: Lin gestures for Phil to sit down. Int2 gives up the chair's seat, which Phil  
 350. takes.  
 351. \*Phil: **I just like to say it's a great pleasure to have you come here. thank you**  
 352. **very much for coming.**  
 353. %exp: Int2 interprets into Chinese  
 354. \*Phil: **I just like to make a presentation to each of you for BH**  
 355. %exp: Int2 interprets into Chinese  
 356. %tim: 11.31.20  
 357. %exp: Phil stands up and presents an envelope to Sun. Sun stands up, takes it, and  
 358. shakes hands with him. Phil hands one to Ma, who also stands up. They shake  
 359. hands.  
 360. \*Chen: **yiqi na de le**  
 361. %eng: *take them all together*  
 362. %exp: Int2 explains  
 363. %exp: Phil moves over to one side of the table, hands one to Chen, who takes it, still in  
 364. his seat. Phil hands one to Lin, Shen and Xu. Lin and Xu stand up. Xu says  
 365. thanks. Phil replies with "thank you".  
 366. %tim: 11.31.38>  
 367. %par: laughter from visitors  
 368. %exp: visitors count the money and talk to themselves  
 369. %tim: 11.31.38  
 370. \*Sajid: **thank you very much Phil.**  
 371. %exp: Phil starts to go out. Sajid moves to front, smiling and laughing. Sajid sits down,  
 372. and stands up immediately to take a pen from Andy. Int2 talks to Sajid. Sajid  
 373. looks around. He moves to Sun with paper and pen.  
 374. %tim: 11.32.03  
 375. %exp: Sun looks at Xu, and gestures to him. He takes over receipt and pen from Sajid,  
 376. ready to sign. Xu and another member say something. Xu looks serious. Sun  
 377. stops. Sajid looks up.  
 378. %tim: 11.32.10>  
 379. %exp: Sun puts the pen down.

380. \*Sun: duoshao?  
 381. %eng: how much?  
 382. %exp: Xu counts the money carefully and openly  
 383. %exp: Sajid throws his head up, and takes seat, looking disgusted. Visitors all look serious.  
 384.  
 385. \*Xu: wu bai qi, wu bai qi, zhe haoxiang bu gou ah!  
 386. %eng: 570, 570. this doesn't seem enough  
 387. %exp: Sun draws back from the receipt  
 388. %tim: 11.32.20  
 389. %exp: heated discussion among visitors  
 390. %tim: 11.32.52  
 391. %exp: Sajid explains to interpreter about the money. visitors talk among themselves, and think they should ask for a list of the costs.  
 392.  
 393. %tim: 11.33.42  
 394. %exp: Int2 explains to visitors  
 395. \*Sajid: in addition to this, xxx  
 396. %exp: visitors agree to ask for a list of the costs  
 397. \*Xu: women yiding yao yi ge qingdan.  
 398. %eng: we must have a list of the costs.  
 399. \*Int2: nimen zonggong gei ta duoshao qian?  
 400. %eng: what is the total sum you gave to them?  
 401. \*Shen: si qian Meiyuan, mei ren si qian Meiyuan.  
 402. %eng: US\$4,000, US\$4,000 per person.  
 403. %exp: Int2 explains to Sajid  
 404. \*Sajid: the contract? the contract doesn't say we have to give them money  
 405. %exp: Int2 interprets into Chinese  
 406. \*Shen: you ah, you ah.  
 407. %eng: yes, there is, yes, there is.  
 408. %exp: Int2 interprets into English.  
 409. \*Sajid: this discussion has taken place now. this is the fifteenth time xxx have this discussion. ok. xxx done by Mr (surname). Tim (surname). the sales manager of BH. was xxx of the figure. ok? for expenses such as airfare # traffic # hotel # entertainment # etc etc. those figures were calculated for our benefit. at one stage the first group chose to xxx calculations. to obtain # money. um # this is one of the reasons they specifically asked us to book less standard hotel # to xxx. ok? so you understand our choice of their hotel.  
 410. because we wanted to give them as much money as possible. they also wanted the flight xxx so that they could xxx and as a result of the conversations # throughout the visits the figure has almost been approximately four thousand pounds. but the contract xxx specifically says xxx so the cost of the trip xxx  
 411. %exp: Int2 interprets into Chinese  
 412. \*Sajid: xxx  
 413. \*Xu: jipiao duoshao qian ya? rang tamen na zhang qingdan lai kankan hao le.  
 414. %eng: how much is the airfare? ask them to show us the list of costs.  
 415. \*Sajid: xxx to get a rough idea xxx we xxx that we have to pay you xxx  
 416. %exp: Sun indicates to speak, but Int2 doesn't see. He indicates again.  
 417. \*Sun: xxx women jiu shi yao ge qingdan  
 418. %eng: xxx we just ask for a list.  
 419. %exp: Int2 doesn't interpret. He explains that the payment for interpreter is, according to Sajid, included. Xu waves off the claim.  
 420. %exp: Xu/ Sun discuss the idea of asking for the list of costs.  
 421. %exp: Int2 explains what Sajid has said.  
 422. \*Xu: bu bu bu, women zhe ge hetong geng tamen jiang qingchu zongdelaijiang mianfei tigong fanyi. zhe BH Gongs, dangshi women jiang qingchu de, na you zhe zhong shiqing de?  
 423. %eng: no no no, we made it clear in this contract, it was generally agreed that they provide free interpreting. the BH company, we made it clear, how could they say

438. *so?*
439. \*Shen: **ni rang ta ba women de hetong zhao chulai.**
440. %eng: *you ask him to get our contract.*
441. \*Int2: **nimen dai zhe hetong ma?**
442. %eng: *do you have the contract with you?*
443. \*Xu: **women meidai, danshi BH Gongsì yinggai you hetong.**
444. %eng: *no we don't, but BH company should have it.*
445. \*Shen: **women mianfei tamen gei women tigong fanyi, ta keneng bu tai qingchu, ni**
446. **rang ta zhao yi xia hetong.**
447. %eng: *they provide free interpreting for us, probably he doesn't know it, you ask him*
448. *to get the contract.*
449. %exp: *Int2 interprets into English.*
450. \*Sajid: **this delegation's costs are all set.**
451. %exp: *Int2 interprets into English.*
452. \*Sajid: **take another look at the contract yes.**
453. \*Int2: **on the contract it says the interpreter was free provided for them.**
454. \*Sajid: **no. (shaking head) I'll I'll get the contract.**
455. %exp: *Sajid asks Andy to get the contract.*
456. \*Sajid: **it's the one eh xxx I'll set it on the conference table xxx for HN number 4.**
457. %exp: *Int2 interprets and explains to visitors.*
458. %tim: *11.40.14*
459. %exp: *visitors discuss. Sajid and Int2 talk.*
460. \*Sun: **qu na hetong shi dui de, yao qingdan de hua ta suibian kai yi zhang gei**
461. **women kan.**
462. %eng: *we are right to ask for the contract. if we ask for a list of the costs, they can*
463. *easily make up one.*
464. \*Xu: **zhe limian meiyou qitia hetong de.**
465. %eng: *there is no other contract involved in this.*
466. \*Sajid: **xxx what figure are they expecting?**
467. %exp: *Int2 interprets into Chinese*
468. \*Shen: **wo yao kan ta qingdan ne.**
469. %eng: *I'd like to see the list of costs.*
470. \*Sajid: **xxx any difference. this is the last xxx**
471. \*Shen: **xxx**
472. \*Xu: **ni zhe zhuyao guanjian jiushi kankan xxx wo kan dui jiu dui le, bu dui jiu**
473. **bu dui.**
474. %eng: *you the main the point is to just have a look xxx after I see it, I know whether it is*
475. *right or whether it is wrong.*
476. %exp: *Int2 interprets into English*
477. \*Xu: **zhe shiqing shi you yiju de xxx. zhe ci women shi duo hua le, luguan fei,**
478. **danshi cong Shanghai dao Xianggang zhe ge jipiao shi women mai de.**
479. %eng: *everything has its proof xxx we may have spent more this time, [in terms of] the*
480. *hotel fees, but we paid for our own airfare from Shanghai to Hong Kong.*
481. \*Sajid: **I don't want to go on with this discussion because this discussion is not to**
482. **take place without my seniors, but I could assure you that I'll find xxx**
483. %exp: *Int2 interprets into Chinese*
484. \*Xu: **ta zhe yang jiang jiu rang ta shangji lai**
485. %eng: **since he said it, ask him to get his seniors to come.**
486. \*Sun: **let his seniors come and see us since he is not clear.**
487. %tim: *11.42.09*
488. %exp: *Andy comes back with contract. Sajid starts looking for the relevant part.*
489. %exp: *visitors and Int2 talk about taking contracts on business trips.*
490. %tim: *11.42.28*
491. %exp: *Sajid starts to read the contract very carefully. Visitors talk with Int2 and among*
492. *themselves.*
493. \*Sajid: **ok, this seems to be HN. they deleted it.**
494. %exp: *Int2 interprets into Chinese*
495. \*Shen: **[misunderstanding] meiyou gou diao.**

496. %eng: *not deleted.*
497. \*Xu: **meiyou gou diao.**
498. %eng: *not deleted.*
499. \*Sajid: **with contract of this type # the clause was included. but it was deleted it. xxx so the line for the cost of interpreter.**
- 500.
501. %exp: Int2 interprets into Chinese
502. \*Sajid: **would you explain to them what's happened. because all this xxx it's**
503. **very important to us xxx**
504. \*Xu: **women dangshi shi hen mingque de, fanyi feiyong shi you BH gongsi tigong.**
505. %eng: *we made it very clear in the contract that the cost of interpreting is to be borne*
506. *by BH company.*
507. \*Sajid: **this's very important xxx our interpretation xxx ok? well in the Chinese**
508. **contracts xxx you could see look at this now. that initially the clause**
509. **intended to include interpretation. right? and you can see it was typed # but**
510. **later on (#) there was xxx**
511. %exp: *visitors talk among themselves, saying deleting the terms of the contract is*
512. *illegal.*
513. %exp: Int2 interprets into Chinese
514. %exp: *Sun stops him forcefully.*
515. \*Sun: **liang jian shi, yi jian shi shi zhe ci fanyi fei de wenti, tamen fu; di er jian shi**
516. **jiushishuo cong Xianggang dao Shanghai de feijipiao zhe ci meiyou le, zhe**
517. **xie qian yinggai shi bi xianzai yao shao, suoyi women jiu yao ta na chu na ge**
518. **qingdan, qingdan na dao le jiu haoshuo le.**
519. %eng: *two things: one, the cost of interpreter, they pay; second, they didn't pay the*
520. *airfare from Hong Kong to Shanghai. so the expense should be less. thus we are*
521. *asking them to produce the list of costs. once we get it, it becomes easier to sort*
522. *it out.*
523. %exp: Int2 interprets into English
524. \*Sajid: **from Shanghai to UK to Hong Kong is paid by us.**
525. %exp: Int2 clarifies the flight with visitors
526. %exp: Int2 interprets and explains to Sajid
527. \*Sajid: **xxx I'll check xxx**
528. %exp: Int2 interprets into Chinese
529. %tim: 11.46.32
530. \*Sajid: **so # so there's two things. the cost of interpreter # and the cost from Hong**
531. **Kong to Shanghai. #3 (looking at Int2) is there anything else?**
532. %tim: 11.46.40
533. %exp: Int2 interprets into Chinese
534. \*Xu: **genju guanli women zai zheli de feiyong zhuyao shi jipiao he zhusu fei,**
535. **jiushi zhu zai luguan de zhusu fei, zhe shi siqian Meiyuan de, qita de dou shi**
536. **BH gongsi tigong de, suoyi zheli meiyou qita kaixiao, suoyi**
537. %eng: *according to practice our expenses are mainly the airfare and hotel fees, that is,*
538. *payment for hotel rooms, these are covered by the US\$4000. other costs are*
539. *covered by BH, so there are no other costs. thus*
540. \*Sun: **ta yao na ge qingdan gei women kankan, qingdan na chulai genghao, shi**
541. **ba?**
542. %eng: *he should show us the list, it would be best to have the list, wouldn't it?*
543. %exp: Int2 interprets into English
544. #4
545. \*Sajid: **this # this**
546. \*Int2: **jiushi BH gongsi**
547. %eng: *that is BH company*
548. \*Sajid: **ok. this. this agreement happened a long time ago # many many years.**
549. **right? what I have to do is # if you if we need to check the figures # I'll**
550. **have to go back and check the files. if there is something in the agreement of**
551. **4000 xxx my predecessor xxx from my memory # without checking the**
552. **contract word for word # I don't how to xxx**
553. %exp: Int2 interprets into Chinese

554. \*Sajid: they are correct. the contract doesn't include interpreter. that's xxx the  
555. cost of the airfare xxx so xxx 4000 being allowed for travelling and hotel and  
556. the rest of hotel xxx but xxx  
557. %exp: Int2 interprets into Chinese, but uses four thousand pounds  
558. \*Shen: si qian Meiyuan, si qian Meiyuan bu baokuo zai chanpin jiage li de, shi  
559. lingwai de, liu ge ren si liu liang wan si  
560. %eng: US\$4000, US\$4000 is additional, not included in the payment of the (product),  
561. six people, six times four thousand is twenty-four thousand.  
562. %tim: 11.49.35  
563. \*Sajid: there was I I retrieved a copy of this contract # and as you can see in this  
564. contract there is no sheet #2 to what they refer. that sheet had not been part  
565. of any contract. that is an independent document that was separately (?)  
566. prepared.  
567. %tim: 11.49.50  
568. %exp: Int2 interprets into Chinese  
569. \*Sajid: and did he see that sheet at the back?  
570. \*Int2: he said four thousand US dollars per person that is not included in the  
571. payment.  
572. %exp: Sajid gestures with hands to stop Int2  
573. \*Sajid: he has a copy # of the same contract as I have.  
574. %exp: Int2 interprets into Chinese, and sits down  
575. %tim: 11.50.16  
576. %exp: Andy comes in with another book of contract. As he approaches, Sajid puts out  
577. his hands to receive it. Meanwhile visitors and Int2 talk.  
578. \*Xu: women mei dai lai, hetong dou you de.  
579. %eng: wo do not have it with us, we have a copy of it.  
580. \*Shen: hetong dou you de. ni wen ta youmeiyou? ni rang ta rang Tim (surname)  
581. lai.  
582. %eng: we have the contract. you ask him, has he got a copy? you please ask him to ask  
583. Tim (surname) to come.  
584. %exp: Andy stands there and says something to Sajid, who removes a document from  
585. the folder.  
586. \*Sajid: right # this is the contract. (showing it to Int2 and looking at him) Ok. it was  
587. signed by Mr (surname) [Tim] and I really can't see the Chinese. (smiles  
588. and shakes head)  
589. %exp: Sajid turns over pages. Int2 explains. Int2 points to Shen, who comes round. He  
590. has a look at the front page, and says something to his colleagues.  
591. \*Sajid: please follow me xxx where it specifies xxx if you can xxx in here the  
592. breakdown pages # xxx this is the contract. this is the xxx. ok?  
593. %exp: Sajid turns over the contract page by page, to show Int2 the breakdown of the  
594. pages. Int2 explains to visitors. Shen comes closer, standing over and contract  
595. and overseeing. Xing moves over.  
596. \*Int2: yi ye yi ye dou you tamen qianzi nimen qianzi ma?  
597. %eng: each page bears their signature and yours, right?  
598. \*Sajid: (to Int2) interpreter. cooperate. #2 every page is numbered. xxx  
599. %exp: visitors talk about expenses, contract, and payment of expenses while Sajid and  
600. Int2 read the contract.  
601. %tim: 11.52.02  
602. %exp: Sajid comes to the end of the contract. He holds it up to show that this is the  
603. complete contract, and there is no term there regarding the 4000 dollars per  
604. person. Visitors continue their talk.  
605. %exp: Int2 explains to Shen, who insists that it is stated in the contract. Int2 asks him if  
606. he can find it. Shen says he doesn't understand English.  
607. \*Xu: (hand gesture) ni bu yao zhao le, tamen suanzhang you ge yiju de, zenme  
608. suan de, ni rang ta jiang, you shenme bu tong women zai jiang ma.  
609. %eng: you don't need to read the contract anymore, there should be something to  
610. base on when they work out the expenses, how they worked it out, let them say,  
611. we will talk about it if there is any disagreement.



612. %exp: Int2 explains
613. %exp: Sajid and Andy talk. Eventually Andy squats down, and they talk in low voices.
614. %tim: 11.53.30
615. %exp: Sajid and Andy leave room. Visitors argue with Int2.
616. \*Xu: **xianzai jiushi rang ta nachu yijiu, na chu qingdan, ta wubi na chu lai. xxx ta zhe shi shenme yiju ah?**
618. %eng: *we are asking for the proof, for the list of costs, he's got to show us. xxx this*
619. %eng: *[the contract] isn't proof at all.*
620. \*Int2: **zhe ge ta jiushi shuo**
621. %eng: *this, what he says is*
622. \*Xu: **ta yao you ge shumu ya, ta bu shi zui li shuo suan de.**
623. %eng: *he has to show us the costs, not what he says.*
624. \*Sun: **ni yao bu yao suanzhang, ni yao na chu zhang lai. #3 ta ye zhidao, ta ye zhidao, shijishang ta jiu yinggai ba ta de zhang gei women kankan, women yi kan, zhe ge yinggai hua, zhe ge yinggai hua, zhe ge bu yinggai hua, women wen ta, shi bu yinggai hua hao le, ni gei wo kan zhang jiu xing, wo yi kan zhang mei shi, na jiu paa le, ruguo kan xia lai you wenti, ni zong de you yi ben zhang ah, mei zhang ta shuo zhe me duo hua dou shi mei yong de.**
630. %eng: *don't you work out the costs? you've got to show us the book. #3 he knows, he knows, that in fact he should show us his book. we look at it, this money should be spent, this should be spent, this shouldn't, and we ask him why. you just need to show me the book. if I find nothing wrong, we pass it; if we find something wrong...you've got to keep book, without the book, it is a waste of his words.*
631. %eng: *to work out one person's cost will do, the airfare, the hotel bills, and that's it, deduct it from the US\$4000, approximately 2455 in sterling.*
632. %eng: *who signed the contract?*
633. %eng: *who signed, don't discuss who signed.*
634. %eng: *not that, if it is found in the contract he can settle it, if it isn't he has to ask his senior*
635. %eng: *that's what we want him to do, we want to see his seniors. now we are asking BH to show us something. if he can't solve it, that means BH can't solve a trifle like this, it's as simple as that.*
636. \*Chen: **suan yi ge ren de zhang jiu xing le, jipiao duoshao qian, luguan fei duoshao qian, jiu wan le, si qian Meijin yi kou, Yingbang dagai shi liang qian si bai wushi wu.**
637. %eng: *to work out one person's cost will do, the airfare, the hotel bills, and that's it, deduct it from the US\$4000, approximately 2455 in sterling.*
638. %eng: *who signed the contract?*
639. %eng: *who signed, don't discuss who signed.*
640. %eng: *not that, if it is found in the contract he can settle it, if it isn't he has to ask his senior*
641. \*Int2: **shui qian de zhe ge hetong?**
642. %eng: *who signed the contract?*
643. \*Xu: **shui qian de bu yao yanjiu shui qian de.**
644. %eng: *who signed, don't discuss who signed.*
645. \*Int2: **bu shi, yao zhao zhe de hua ta jiu keyi jieju, ruguo zhao bu dao ta hai de shang mian yi ji de**
646. %eng: *not that, if it is found in the contract he can settle it, if it isn't he has to ask his senior*
647. %eng: *that's what we want him to do, we want to see his seniors. now we are asking BH to show us something. if he can't solve it, that means BH can't solve a trifle like this, it's as simple as that.*
648. %eng: *that's what we want him to do, we want to see his seniors. now we are asking BH to show us something. if he can't solve it, that means BH can't solve a trifle like this, it's as simple as that.*
649. \*Sun: **dui, jiu dai zhao shang yi ji de, xianzai jiu shi yao BH gongsi na chu dongxi lai. ta yao jieju bu liao jiu shi shuo BH gongsi xianzai hao wu banfa, jiu shi zhe yang.**
650. %eng: *that's what we want him to do, we want to see his seniors. now we are asking BH to show us something. if he can't solve it, that means BH can't solve a trifle like this, it's as simple as that.*
651. %eng: *that's what we want him to do, we want to see his seniors. now we are asking BH to show us something. if he can't solve it, that means BH can't solve a trifle like this, it's as simple as that.*
652. %eng: *that's what we want him to do, we want to see his seniors. now we are asking BH to show us something. if he can't solve it, that means BH can't solve a trifle like this, it's as simple as that.*
653. %eng: *that's what we want him to do, we want to see his seniors. now we are asking BH to show us something. if he can't solve it, that means BH can't solve a trifle like this, it's as simple as that.*
654. %eng: *that's what we want him to do, we want to see his seniors. now we are asking BH to show us something. if he can't solve it, that means BH can't solve a trifle like this, it's as simple as that.*
655. %exp: Int2 and visitors continue the discussion.
656. \*Sun: **huan luguan cai duo le qishi bang.**
657. %eng: *changing hotels only cost seventy pounds more.*
658. \*Int2: **ta bu chengren si qian Meiyuan.**
659. %eng: *he disagrees on the amount of US\$4000.*
660. \*Sun: **zhe bu keneng, yao bu ta zenme hui gei women qian ne? shi ba?**
661. %eng: *that's impossible, otherwise why do they give us money, right?*
662. \*Chen: **yihui tan zhe yang, jiu ni [Sun] gen Shen tan, Lao Sun ta ye qingchu zhe shi, jiu ni gen ta tan, yi ge hetong, dui ba, women qita dou bu yao shuo.**
663. %eng: *you and Shen talk with him alone, Lao Sun knows the whole thing too, so you two talk with him, right? the rest of us, we won't join.*
664. %eng: *you and Shen talk with him alone, Lao Sun knows the whole thing too, so you two talk with him, right? the rest of us, we won't join.*
665. %eng: *you and Shen talk with him alone, Lao Sun knows the whole thing too, so you two talk with him, right? the rest of us, we won't join.*
666. %tim: 11.58.08
667. %exp: Int2 and Xu go out of the room.
668. %tim: 12.04.26
669. %exp: other visitors go out of the room.

670. %tim: 12.06.38  
671. %exp: visitors and Int2 stand outside talking.  
672. %tim: 12.12.51  
673. %exp: Sajid comes to them  
674. \*Sajid: gentlemen uh xxx  
675. %exp: they talk outside the room. sound isn't picked up well.  
676. %exp: Int2 interprets and explains to visitors.  
677. \*Sajid: can they understand xxx  
678. \*Xu: zhe shi shi liang ge wenti, yi ge shi huaxiao, huaxiao yinggai shi BH gongsi  
679. chu.  
680. %eng: *there are two things involved, one is the cost, BH is liable to that.*  
681. %exp: Int2 interprets into English  
682. \*Sajid: we have paid the cost.  
683. %exp: Int2 interprets into Chinese  
684. \*Sajid: xxx #3 this is now final, xxx  
685. %exp: Int2 interprets into Chinese  
686. %tim: 12.16.12  
687. %exp: Sajid approaches table outside the room and picks up the contract. He explains  
688. the terms of the contract regarding the cover of expenses (including interpreter)  
689. \*Sajid: xxx as I said before # that doesn't include interpreter. now that's fine. as  
690. the xxx but that doesn't matter. one such xxx all cost including air travel #  
691. xxx hotel condition # as well as travel transport in UK # office facilities #  
692. xxx. ok? an interpreter will be provided by BH xxx  
693. %exp: Int2 interprets into Chinese  
694. \*Xu: wo wen tamen yi ge wenti, jiu shi shuo tamen hua de qian, shi bu shi jiu shi  
695. zhe si qian Meijin limian de, shi zhe ge wenti.  
696. %eng: *I ask them a question, that is, the money to cover the expenses, is it the*  
697. *US\$4000?*  
698. %exp: Int2 interprets into English  
699. \*Sajid: this figure I don't know.  
700. %exp: Int2 interprets into Chinese  
701. \*Xu: suoyi women yao qingdan.  
702. %eng: *so we want the list.*  
703. %exp: Int2 interprets into English  
704. \*Sajid: all I know is this, ok?  
705. %exp: Int2 interprets into Chinese  
706. \*Shen: ni rang ta ba feiyong qingdan gei women.  
707. %eng: *you ask him to show us the list.*  
708. \*Sajid: ok, as I understand it xxx that will be xxx, exactly the same as xxx because  
709. they are going to Hong Kong. I'll see how much it costs us (=!) to fly them  
710. to Shanghai, and the difference, xxx anything above that, I cannot xxx.  
711. %exp: Int2 interprets into Chinese  
712. \*Sun: ta de hua wo hen lijie.  
713. %eng: *I fully understand what he said.*  
714. \*Xu: danshi women xuyao qingdan.  
715. %eng: *but we want the list.*  
716. %exp: Int2 interprets and explains, saying 'they want the rest of the \$4000'  
717. \*Sajid: xxx but where is the \$4000?  
718. %exp: Int2 interprets into Chinese  
719. \*Xu: Zhongguoren de guanli zai hetong li bu neng xie qian de juti shumu, ta neng  
720. zhidao, hetong li you ge zongshu, zhe yang jian xia lai, suoyi ta zhe ge  
721. zongshu kending he zhe ge hetong yizhi de, wo na ge ye shi yizhi de, meiyou  
722. shenme da de qubie, suoyi guanjian women shi xiang kankan zhe ge shu shi  
723. zenme lai de.  
724. %eng: *it is a Chinese practice not to lay down the amount in the contract, but he has a*  
725. *way of finding that out. there is a total amount in the contract, and you can*  
726. *deduct [the payment for the (product)], the total amount agrees with the*  
727. *contract, so does my copy, there is no difference there, so the key issue is, we we*

728. *need to understand how they worked out this figure.*
729. \*Int2: tamen zhe ge qian de hua, nimen gei ta jianyi yi ge shumu.  
730. %eng: *the money, would you suggest a figure?*
731. \*Xu: wo bu yao jianyi de, ye xiwang ta gei women yi ge qingdan. qian yijing jie le,  
732. shi you ge yiju de, zenme suan chulai de?  
733. %eng: *I don't want to suggest, and I hope he gives me a list. they have settled  
734. everything, and they should have proof, how did they work out the figure?*
735. \*Int2: ta gangcai yijing shuo le, zhe qian shi zenme lai de.  
736. %eng: *he told you just now how it was worked out.*
737. \*Sun: (pointing to Int2) ni bu yao guan, ni jiu fan wo de hua, fan ta de hua, ni bu  
738. yao guan women, bu yao pa.  
739. %eng: *this is not your business, you just translate what I say, translate what he says,  
740. don't interfere, don't worry.*
741. %exp: Int2 interprets into English
742. \*Xu: hetong bu yao kan le, xianzai ni jiu shi bu gei, bu gei bu yaojin de, wo  
743. huiqu ye xxx  
744. %eng: *let us stop reading the contract. even if you do not give us [the money] now, it  
745. does not matter, when I go back xxx*
746. \*Sajid: xxx the money xxx calculations xxx I would not be able to give it to them  
747. today. this is something that Mr (surname) [Tim] xxx I will not be able to do  
748. that. xxx ok. the basis was # every xxx ok. as far as I understand # if there is  
749. any difference between them and Mr (surname) [Tim] # I do not know that.  
750. as far as I know # it is the same for every group. ok. so the calculation is  
751. based on the initial calculations xxx and once the calculations are done #  
752. I'll xxx that is what xxx
753. %exp: Int2 interprets into Chinese
754. \*Xu: women bu yao ta yi tiao yi tiao lie, zhi yao yi ge hen jian dan de qingdan, hen  
755. jian dan de.  
756. %eng: *we are not asking for a very detailed list, just a simple one, very simple.*
757. %exp: Int2 interprets into English
758. \*Sajid: yeah. it takes time because different people were involved.
759. \*Int2: ta shuo...  
760. %eng: *he said...*
761. %exp: Xu interrupts
762. \*Xu: jipiao, jipiao duoshao qian, zhusu fei duoshao qian,  
763. %eng: *how much is the air ticket, how much is the hotel fee,*
764. \*Int2: ta shuo xiang...  
765. %eng: *he said like...*
766. %exp: Xu interrupts
767. \*Xu: haiyou, women zhe ge shuzi zenme lai de, jiu qingchu le, bu yao hen xi hen  
768. fan de yi tiao yi tiao lai.  
769. %eng: *and, how is this figure worked out, that's all, we don't want a detailed list of  
770. items*
771. \*Sajid: would you ask them to take a seat, I'll see what I can do.  
772. %tim: 12.24.04
773. %exp: Int2 asks visitors to go into the room.
774. %tim: 12.24.10
775. %exp: visitors enter room.
776. %tim: 12.24.22
777. %exp: Sajid moves to Ma and Xing
778. \*Sajid: (smiling) a big headache for me because it's not in here. (shaking slightly  
779. the contract in hand)
780. %exp: Sajid laughs. Ma and Xing join in. Ma walks to Sajid and puts his hand on  
781. Sajid's arm.
782. %tim: 12.24.40
783. %exp: Sajid explains to Xing, holding up the contract.
784. %tim: 12.25.09
785. %exp: Sajid leaves.

786. %tim: 13.16.53  
787. %exp: Sajid and Steve come into the room. They start to clean up the table. Int2 helps.  
788. Several visitors also stand up to help.  
789. %tim: 13.17.06  
790. %exp: Sajid takes seat. Others are still cleaning things up.  
791. \*Sajid: **ok. if you could ask the two gentlemen # let's find the contract xxx**  
792. %add: Int2  
793. %exp: Sajid turns to look for the contract.  
794. \*Sajid: **where's the contract xxx**  
795. %exp: Int2 and Sajid leave room  
796. %tim: 13.17.50  
797. %exp: Sajid comes back, still looking around.  
798. \*Ma: **na bu jiu zai na zhuozi shang na bu (pointing to table outside)**  
799. %eng: *it's just on the table (pointing to table outside)*  
800. %exp: Sajid still looks round for contract. He goes out again. Int2, Xu and Shen come  
801. back into the room. some visitors study the contract  
802. \*Chen: **yi ge shi bu yao rang ren shuo women xiaoqi, zai yi ge ye bu yao xian de**  
803. **women tai wuneng, zai yi ge women yao youhao yi dian.**  
804. %eng: *one thing is that we do not leave people saying that we are stingy, second,*  
805. *don't give the impression of being too weak, and we should negotiate in a*  
806. *friendly way.*  
807. %exp: visitors and Int2 engage in talk. Steve goes up to remove a tray.  
808. %tim: 13.19.13  
809. %exp: Sajid comes back in with contract.  
810. \*Sajid: **right. ok. (taking seat) there's two people that signed the contract. how**  
811. **much do they believe this budget xxx?**  
812. %exp: Int2 interprets into Chinese  
813. \*Xu: **yinggai shi si qian Meiyuan**  
814. %eng: *should be four thousand US dollars.*  
815. \*Shen: **si qian Meiyuan.**  
816. %eng: *four thousand US dollars.*  
817. %exp: Int2 interprets into English  
818. \*Sajid: **per person**  
819. \*Int2: **per person**  
820. \*Sajid: **right # (holding up the contract) one contract # two (product).**  
821. %exp: Int2 interprets into Chinese  
822. \*Shen: **yi ge hetong shi liang tai, Sanhao (product) he Sihao (product)**  
823. %eng: *yes, one contract for two (product), (product) number 3 and number 4.*  
824. \*Sajid: **xxx \$24000 in the contract**  
825. %exp: Int2 interprets into Chinese  
826. \*Sajid: **because there are two groups, xxx**  
827. %exp: Int2 interprets into Chinese  
828. \*Shen: **liang ge zu na jiu shi si wan ba le.**  
829. %eng: *for two groups, it should be 48,000.*  
830. %exp: Int2 interprets into English  
831. \*Sajid: **here is the contract # here's the contract**  
832. %exp: Int2 interprets into Chinese  
833. %exp: visitors talk  
834. \*Shen: **bu dui.**  
835. %eng: *that's not right.*  
836. \*Sajid: **xxx there's 24,000 allowed in the contract ok? if I finish and if they**  
837. **disagree # they'll have to xxx. from what I understand from what I said**  
838. **earlier # the 24,000 within the entire contract...**  
839. %exp: Int2 interprets into Chinese  
840. \*Shen: **women zhe yipi shi liang wan si qian Meijin.**  
841. %par: Shen reacts angrily.  
842. %eng: *twenty-four thousand for this group alone.*  
843. \*Int2: **zhe ge hetong shi liang wan si qian Meijin.**

844. %eng: *twenty-four thousand for the entire contract.*
845. \*Shen: **bu dui, bu dui, zhengge hetong shi si wan ba.**
846. %eng: *no, no, forty-eight thousand for the entire contract.*
847. \*Sajid: **if you explain xxx. ok? so # as far as I understand it # there's twelve**
848. **thousand per group. there is nothing in here to say otherwise. I can not xxx**
849. **Mr (surname) [Tim]. xxx so twelve thousand xxx**
850. %exp: Int2 interprets into Chinese
851. \*Sajid: **xxx (showing a piece of paper to Int2) and # I make a quotation for each**
852. **group for a figure of ten thousand US dollars.**
853. \*Chen: **ting ta shuo wan, ting ta shuo wan.**
854. %eng: *hear him out, hear him out.*
855. %exp: Int2 interprets into Chinese
856. \*Shen: **shi qita ren hai shi women de, shi women de**
857. %eng: *is it the budget for other groups or for us, for us*
858. %exp: Int2 hands the piece of paper to Xu.
859. %time: 13.22.56
860. \*Sajid: **and I know:: that (#) persons from SHB have a copy of the agreement. there**
861. **is no:: other agreement # to the best of my knowledge # superceding that. if**
862. **there is such a document # if such an agreement was reached # I am not**
863. **aware of that agreement.**
864. %time: 13.23.15
865. %ssg: *speaking slowly and forcefully.*
866. %exp: Int2 interprets into Chinese
867. \*Ma: **zhe bu shi women de.**
868. %eng: *this is not ours [contract]*
869. %exp: Int2 explains the list
870. \*Int2: **gongsi che gongsi che de hua jiu shi mianfei de, qita che de hua jiu shi zuche**
871. **de hua jiu shi yi qian er, suoyi zongde huaxiao shi yi wan duo, Meijin.**
872. %eng: *company van company van is free, other vihecle the rental of other vihecle is*
873. *twelve hundred, so the overall cost is over ten thousand, US dollars.*
874. \*Shen: **shi Yingbang haishi Meijin?**
875. %eng: *pound sterling or US dollar?*
876. \*Int2: **Meijin.**
877. %eng: *US dollar.*
878. \*Shen: **yi wan duo Meijin?**
879. %eng: *over ten thousand US dollars?*
880. \*Int2: **dui.**
881. %eng: *that's right.*
882. \*Ma: **xxx**
883. \*Xing: **(explaining) ta de yusuan xxx quan dou shi yiyang de, ta de yusuan jiu shi**
884. **dachu yi wan yi wan duo Meijin.**
885. %eng: *his budget is the same [for the delegations], the budget is over ten thousand US*
886. *dollars.*
887. \*Int2: **tamen yao suan xxx**
888. %eng: *they want to work out xxx*
889. \*Chen: **yisi hen qingchu le, jiu shi shuo...**
890. %eng: *it is clear now, that is...*
891. %exp: Chen rises and goes out.
892. \*Shen: **xxx jiu shi, zhe jiu shi bu hui shi xxx**
893. %eng: *xxx ninty, this ninty can't be xxx*
894. \*Sajid: **the exchange rate is 1.6.**
895. \*Int2: **zui zhuyao de shi, zhe liang wan si shi yi ge tuan haishi liang ge tuan de**
896. **wenti. hetong shang xie de shi ji ge tuan?**
897. %eng: *the most important thing is, this twenty-four thousand, is it for one delegation or*
898. *two? what does the contract say?*
899. \*Sajid: **now the money we gave you is considerably more than what their**
900. **calculations allow.**
901. \*Shen: **xxx**

902. \*Sajid: xxx  
903. %exp: Int2 interprets into Chinese  
904. %exp: Xu still studies the list, and takes down some details  
905. \*Shen: xxx wo gangcai shuo de liang wan si de gainian shi women gen ta tan de  
906. liang wan si de gainian, jiu shi yi ge ren si qian, yi ge ren si qian Meiyuan,  
907. ranhou liu ge ren, si liu liang wan si, zhi ahi women gen ta tan de, name  
908. shang yi ge tuan ye shi liang wan si qian Meiyuan, bu shi liang wan si qian  
909. jiu shi liang ge tuan de.  
910. %eng: xxx the twenty-four thousand is the sum we negotiated with him, that is, four  
911. thousand per person, four thousand US dollars per person, for six people, four  
912. times six twenty-four thousand, that was what we agreed on. there should be  
913. twenty-four thousand US dollars for the last delegation, not twenty-four  
914. thousand for two delegations.  
915. %exp: Int2 interprets into English  
916. \*Sajid: just a second, one one delegation +/.  
917. %exp: Int2 goes on to interpret into English  
918. \*Sajid: I may not continue with this discussion because this discussion to me is not  
919. xxx. I have not seen any document nor have I ever been advised of this  
920. figure xxx. bearing in mind that this is the second HN group # not the first #  
921. the second HN number 3 we gave them four thousand dollars # and this  
922. figure was never mentioned at all. this is the second group # and as far as we  
923. are concerned this is xxx if they feel they are not getting the money they  
924. require # they'll discuss it with Mr (surname) [Tim]. I cannot discuss or  
925. xxx something xxx.  
926. %exp: Int2 interprets into Chinese  
927. \*Shen: ta xianzai gen Tim neng bu neng lianxi shang?  
928. %eng: can he get hold of Tim now?  
929. \*Int2: ta gangcai yijing gen wo shuo ta gei Tim da dianhua dou lianxi bu shang.  
930. %eng: he told me just now he tried to phone Tim but couldn't reach him.  
931. \*Shen: xxx lianxi bu shang ruguo linshi you shenme shi zhao ta kending shi lianxi  
932. bu shang, kending ta shi huiqu le.  
933. %eng: xxx can't reach him so in case of an emergency we can't reach him, he must  
934. have gone back home now.  
935. \*Sun: kending ta xinli zao you zhunbei.  
936. %eng: sure he was expecting [all this].  
937. \*Int2: na ni gen ta shuo tongyi bu tongyi ta de yi ge tuan liang ge tuan de wenti.  
938. %eng: then would you tell him if you agree with his comment on one delegation or  
939. two.  
940. \*Shen: zhe ge yiding shi gao cuo le.  
941. %eng: this must be his misunderstanding.  
942. \*Sajid: well as I said (#) as I said to you before # I can only work on the documents  
943. I have. it is far out of my authorization to xxx if they feel positively about  
944. the agreement with Mr (surname) [Tim] # they must xxx and talk to Mr  
945. (surname) [Tim]. #2 you see # so I can not solve (?) that.  
946. %exp: Int2 interprets into Chinese  
947. \*Shen: na zenmeban? ta dasuan zenmeban?  
948. %eng: what then? What's he going to do then?  
949. %time: 13.29.34  
950. \*Sajid: (speed slows) I found it very hard # to believe # that # on (#) the initial  
951. contract we'd allowed for ten thousand # and then on another contract  
952. we'd have allowed twenty-four thousand. that does not make logical sense.  
953. %time: 13.29.49  
954. %exp: Int2 is about to interpret but is interrupted.  
955. \*Shen: ta dasuan zenmeban?  
956. %eng: what's he going to do then?  
957. \*Sajid: but I'm not going to debate something that I want to xxx.  
958. %exp: Int2 interprets into Chinese, and interprets what Shen says to Sajid.  
959. %exp: Xu still working at the list

960. \*Sajid: right # what I intend to do # is to give them the breakdown of the costs  
 961. incurred to BH. they can xxx. they'll be given a sum of five thousand one  
 962. hundred plus the cost of flight from Shanghai to Hong Kong. #3 if after #2  
 963. that sum they wish to talk further # then they'll have to take it to Mr  
 964. (surname) [Tim] # at a separate time. xxx  
 965. %exp: Int2 interprets into Chinese  
 966. %tim: 13.31.08  
 967. %exp: Sajid takes a calculator and starts to calculate.  
 968. \*Shen: na you duoshao?  
 969. %eng: how much would that be?  
 970. \*Int2: wo bu zhidao.  
 971. %eng: I don't know.  
 972. \*Shen: ni wenwen ta. #3 ni wenwen ta neng bu neng gen Tim (surname) lianxi  
 973. shang.  
 974. %eng: you just ask him. #3 would you ask him if he could contact Tim (surname).  
 975. \*Int2: lianxi bu shang. ta shuo feichang feichang jiannan de yijing xunzhao le.  
 976. %eng: no he can't. he said he had tried real hard.  
 977. \*Shen: xxx zhe shi benlai shi xiao shi # women bu xiwang yiwei zhe yingxiang  
 978. zanmen yingxiang zanmen jinhou de hezuo. #2 ni jiu gen ta shuo.  
 979. %eng: this is only a trifle thing. we don't want this to affect our future cooperation. #2  
 980. you tell him this.  
 981. %exp: Int2 is reluctant to interpret.  
 982. \*Shen: ni rang ta qu tingting # Zhongguoren jiu zheme hao qifu # zheme hao  
 983. hunong ah? benlai zhe jiu shi women huoshi li jieyue xia lai de qian. women  
 984. zhengtian zai jia li chi fanbianmian # jieyue xialai de bei tamen lao pao le  
 985. zhe xianghua ma?  
 986. %eng: you just tell him. is it so easy to bully us Chinese # so easy to fool us around?  
 987. this money is what we have been saving out of our mouth. we have instant  
 988. noodles every day just to save some money # and now they have grabbed it. how  
 989. mean of them to do such a thing.  
 990. %exp: Int2 doesn't interpret. There is total silence for 5 seconds.  
 991. #5  
 992. %exp: Int2 explains. Sajid still working with the calculator.  
 993. %tim: 13.34.14  
 994. %exp: Sajid finishes, and pushes a piece of paper over to Int2. Int2 takes it to Xu. They  
 995. study the list together.  
 996. %exp: both hosts and visitors look grim.  
 997. %exp: visitors study and talk about the costs breakdown: hotel fee, car hire cost, meals  
 998. at a Chinese restaurant and an Indian restaurant.  
 999. %exp: Sajid and Steve look on.  
 1000. %tim: 13.37.07  
 1001. %exp: Int2 takes the list to Sajid for clarification, which Sajid gives. Int2 explains to  
 1002. visitors. Visitors talk about the figures.  
 1003. \*Xu: liang ci chifan de bixu yao chu diao. #2 jipiao ta shuo bu suan de # jiu suan  
 1004. le.  
 1005. %eng: the cost of the two meals must be excluded from the costs. he said the airfare is  
 1006. not included # that's alright.  
 1007. \*Shen: liang ci chifan de yao jiandiao.  
 1008. %eng: the cost of the two meals must be excluded from the costs.  
 1009. \*Xu: chifan de bixu yao chu diao. shi tamen qing women chi haishi women qing  
 1010. tamen chi?  
 1011. %eng: the cost of the two meals must be excluded from the costs. were they entertaining  
 1012. us or we entertaining them? /+.  
 1013. %tim: 13.38.40  
 1014. \*Sajid: ok price /+.  
 1015. \*Xu: women meiyou zeren qing tamen chifan de zeren. ruguo women qing tamen  
 1016. chi xxx. gen ta shuo ba?  
 1017. %eng: we have no responsibility to treat them to dinner. if they were our treats xxx

1018. *shall we let him know?*
1019. \*Sajid: **as you discussed # we've done this xxx. we've added to that # six**
1020. **hundred and forty # interpreter # the cost of your trip to Hong Kong. xxx**
1021. **other than that # I can't decide (?). this is our xxx**
1022. %exp: Int2 interprets into Chinese
1023. \*Xu: **duoshao qian, xianzai shi duoshao qian?**
1024. %eng: *how much is it, how much is it now?*
1025. \*Int2: **yi qian san bai er shi duo.**
1026. %eng: *one thousand three hundred and twenty-odd.*
1027. \*Shen: **yi qian san bai er shi duo, meiyou yi qian san bai er shi duo, yi qian yi bai**
1028. **duo.**
1029. %eng: *one thousand three hundred and twenty-odd. Less than one thousand three*
1030. *hundred and twenty-odd, one thousand one hundred-odd.*
1031. \*Chen: **jian ba, jian yixia jiu wan le.**
1032. %eng: *deduct it, deduct it and we'll know.*
1033. \*Shen: **yi qian yi bai duo.**
1034. %eng: *one thousand one hundred-odd.*
1035. %exp: visitors discuss and do the calculation.
1036. \*Sun: **yi qian er bai. yi ren jia er bai bang. zheyang hao le, name zhe ge shuzi**
1037. **jiushi liang ge xingqi qing chi fan de bu yinggai shi women qing, shi ta qing.**
1038. **ni gen ta shuo yixia.**
1039. %eng: *one thousand two hundred. Two hundred pounds more per person. Let's say, this*
1040. *figure shouldn't include the meals for the two weeks, they shouldn't be our treats,*
1041. *they should be theirs. Please tell him that.*
1042. %exp: Int2 interprets into English.
1043. \*Sajid: **on top of the money they have collectively # they'll have another one**
1044. **thousand three hundre and twenty-six total.**
1045. %exp: Int2 interprets into Chinese.
1046. %exp: visitors consider and calculate the sum.
1047. \*Sun: **ni jiu gen ta shuo chifan shi ta qing women bu shi wo qing tamen. Jiu**
1048. **jiashang zhe ge jiu hao le.**
1049. %eng: *you just tell him that the meals are their treats, not ours. Just add this and that's*
1050. *it.*
1051. %exp: Int2 interprets into English.
1052. \*Sajid: **that xxx. that's for our information. that's what has cost us. this doesn't**
1053. **fit.**
1054. %exp: Int2 interprets into Chinese.
1055. \*Lin: **ao, shi tamen huafei de qian.**
1056. %eng: *oh, this is what cost them.*
1057. %time: 13.42.46
1058. \*Sajid: **this information # as they know this information is not disclosed to them.**
1059. **this is our calculations. the only reason that you've been given this**
1060. **documentation is so that you know how much it has cost us.**
1061. %time: 13.42.55
1062. %exp: Int2 interprets into Chinese.
1063. %tim: 13.43.06
1064. \*Xu: **ai, jiu zheyang ba.**
1065. %eng: *well, that's it.*
1066. %exp: visitors discuss.
1067. \*Shen: **guanjian de shi ta bu shi dangjiaren ta shi bangongshi ren. ta ji bu shi**
1068. **dangshiren ye bu shi dangjiaren.**
1069. %eng: *the thing is he is not authority enough he is only administrative staff. He is*
1070. *neither the person involved [in the negotiation of the contract] nor authority*
1071. *enough.*
1072. \*Sajid: **xxx**
1073. %ssg: very quick tempo
1074. %exp: Int2 interprets into Chinese.
1075. %exp: visitors discuss.



1076. \*Sajid: alright then. xxx (smiling) they are our guests. we'll do anything xxx but  
 1077. I'm paid by BH to do my job # and my job doesn't entail me to xxx  
 1078. %exp: visitors are still calculating, and working out the list of costs, not listening to  
 1079. Sajid.  
 1080. %exp: Int2 interprets into Chinese  
 1081. %exp: visitors talk. Sajid talks to Int2  
 1082. \*Sajid: the last delegation was also xxx  
 1083. \*Shen: ta bu shi dangshiren ye bu shi dangjiaren ye zuo bu liao zhu. zhe jiu suan  
 1084. le. xia ge yue Tim (surname) yao dao Shanghai lai, wo yao gen ta tan.  
 1085. %eng: he is neither the person involved [in the negotiation of the contract] nor  
 1086. authority enough to make decisions. leave it at that. Tim (surname) is going to  
 1087. Shanghai next month, I will talk to him then.  
 1088. %exp: Int2 interprets into English.  
 1089. \*Sajid: that's that's what I appreciate. we can not agree to something that we do  
 1090. not know about.  
 1091. %exp: Int2 interprets into Chinese.  
 1092. \*Shen: bu zhidao jiu suan le. xia ge yue Tim (surname) lai womwn zai gen Tim  
 1093. (surname) tan ba.  
 1094. %eng: leave it at that since he doesn't know. I'll talk to Tim (surname) when Tim  
 1095. (surname) comes next month.  
 1096. \*Sajid: ok?  
 1097. \*Shen: xia ge yue Tim (surname) dao Shanghai women zai gen Tim (surname) tan.  
 1098. Jintian ba zhe ge shu bu gei women, jiu suan le.  
 1099. %eng: we'll talk to Tim (surname) when Tim (surname) comes to Shanghai next month.  
 1100. Give us the difference today, and we'll leave it at that.  
 1101. %tim: 13.49.55  
 1102. \*Sajid: I'm sorry about the confusion. as you can see it is not in the contract there  
 1103. is no communication about this and I'm sure I xxxx  
 1104. %exp: Int2 interprets into Chinese  
 1105. \*Shen: jiu suan le. suan le.  
 1106. %eng: leave it at that. Leave it.  
 1107. \*Sajid: better to discuss it with Mr (surname) [Tim].  
 1108. \*Shen: hao. xing.  
 1109. %eng: alright. Ok.  
 1110. \*Sajid: that's it. ok?  
 1111. %tim: 13.51.06  
 1112. %exp: Sajid tears up notes  
 1113. \*Sajid: as far as I'm concerned the discussion is finished.  
 1114. %tim: 13.51.20  
 1115. \*Sajid: can I have that piece of paper back please?  
 1116. %exp: Sajid holds out his hand. Int2 passes him one list, and Lin another.  
 1117. %tim: 13.51.40  
 1118. %exp: Sajid rises with the lists  
 1119. \*Sajid: one thousand three hundred and twenty six. yes.  
 1120. %exp: Int2 interprets into Chinese  
 1121. \*Sajid: in total. I'll go and see (surname) [Chris] (?). and I'll give them the  
 1122. difference. Chris (surname) will see to this. so apparently xxx  
 1123. %exp: Sajid stops to write on the lists. He takes seat.  
 1124. %exp: visitors discuss.  
 1125. \*Chen: buguo wo faxian zhe ye shi yi ge jiaoxun.  
 1126. %eng: but I think this is a lesson.  
 1127. \*Xu: jiaoxun.  
 1128. %eng: a lesson.  
 1129. \*Chen: ta yao shuo women fu, lai de shihou jiu yao ping jilu.  
 1130. %eng: if he says we pay for the expenses, we should keep a record right after our  
 1131. arrival.  
 1132. %exp: visitors discuss.  
 1133. %exp: Sajid and Steve discuss. Lynn comes in.

1134. %time: 13.52.36  
1135. %exp: Steve rises and leaves. Lynn says something Sajid. Sajid smiles. Lynn leaves.  
1136. Visitors continue their talk.  
1137. \*Chen: hai you yidian jiushi shenme, yinwei ni xiangxin renjia. zai yi ge zanmen lai  
1138. ni mei wen renjia zenme fu.  
1139. %eng: another point is, because we trust them right from the beginning. And again we  
1140. didn't ask them how to pay when we came.  
1141. \*Chen: wo kan zhe ren you dian zhuangsha.  
1142. %eng: it seems to me this guy is pretending to be naïve/innocent.  
1143. \*Xu: bu dui, bu dui. tamen hen jixie de.  
1144. %eng: no, no. they are inflexible.  
1145. \*Chen: danshi qian ni gei ta le.  
1146. %eng: but you gave them the money.  
1147. %exp: Sajid still calculating. He looks up at the visitors occasionally.  
1148. %tim: 13.55.08  
1149. %exp: Sajid indicates to talk to Int2. He shows Int2 the figure with the calculator.  
1150. %exp: Int2 explains  
1151. %exp: Steve comes back and hands Sajid a piece of paper. Sajid checks. Sajid shows  
1152. Steve the figure with the calculator.  
1153. %tim: 13.55.53  
1154. %exp: Sajid picks the paper.  
1155. \*Sajid: right. ok. I've given to you already #2 xxx and now I'm going to give you  
1156. one thousand three hundred and twenty six, xxx to share this among  
1157. yourselves.  
1158. %exp: Int2 interprets into Chinese.  
1159. \*Sajid: (counting as he puts each note on the table) five # six # seven # eight # nine #  
1160. ten # eleven # twelve # thirteen # fourteen # fifteen # sixteen # seventeen #  
1161. eighteen # nineteen # twenty. One thousand pounds. One # two # three #  
1162. four # five # six # three hundred. Ok?  
1163. %exp: Sun counts the money. visitors laugh and talk  
1164. %exp: Sun moves the money to Ma and smiles. Ma collects the money.  
1165. %exp: Sajid smiles.  
1166. %tim: 13.58.34  
1167. \*Sajid: (pushing the receipt to Sun) would you sign that please?  
1168. %exp: Sun signs and returns it to Sajid, who writes on it.  
1169. %tim: 13.58.56  
1170. %exp: Sajid collects files  
1171. \*Sajid: right. ok. would you have a drink? we had better rush in order to get to  
1172. the airport.  
1173. %exp: Int2 interprets into Chinese.  
1174. %tim: 13.59.14  
1175. %exp: Sajid rises and tears up pieces of paper. Sajid and Steve leave. Visitors start to  
1176. rise.  
1177. %tim: 13.59.28<  
@End

## Visit 2 Interview/Playback-Tim (v2-emerg)

@Begin

@Participants: Tim: Sales and Marketing Manager of BH  
Xing: Researcher

@Date: 10/07/1997

@Location: BH Conference Room

@Duration: 45 minutes

- Xing: I have some questions for you, um, something about your impression of the last group of visitors
- Tim: right.
- Xing: I remember that last time actually you mentioned something like "the last crowd of people", so what do you think of that group?
- Tim: the most recent, crowd?
- Xing: yeah.
- Tim: well, I know 2 of the people, from previously I have met 2 of the people previously, um, one of the gentlemen was one of the people that signed the contract with me.
- Xing: that is Mr (surname).
- Tim: Mr (surname), yeah, so I know him quite well, and we've eaten, we've drunk, so we are quite friendly, um, and this, the head of the delegation, this mister, (whistling) can't remember his name, from (company), I know very well the contract manager
- Xing: the contract manager, um, (surname).
- Tim: (surname), Mr (surname), so I know him very well.
- Xing: so you think he is the head of the delegation?
- Tim: that was my impression, yes., the other members I hadn't met before, so my impression of them, um they didn't seem very interested, in the company, or the product, or reviewing the test results, or any aspect of the equipment we supplied, they seemed more concerned with visiting and having a good time, and receiving some money. that was their, their interest.
- Xing: yeah, and they seemed more demanding than previous groups.
- Tim: it didn't seem so to me, but I understand this to be the case from (name), who had a more direct involvement with them. I was not involved with them a great deal, um, certainly when we went to dinner with them, they were good fun, there was no problem, um, they weren't demanding, but I understand from (name) they were, their expectations from us were greater, than our commitments to them.
- Xing: yeah, um, there is, well, I think there is something about you that can make things go smoothly, probably because when they saw you, the moment they saw you, they felt comfortable, so they were no more demanding.
- Tim: right, yes.
- Xing: because I noticed with when they were with (name) or other members of the company, probably they were, so when they saw you they didn't have any complaints or anything to say.
- Tim: it's very strange. (laughs)
- Xing: so were there any particular um things that you noticed which were different from other groups, members of groups of visitors, or the way they behaved
- Tim: they were less professional than some of the groups. we've had probably 12 different groups here, some of the groups are very very formal, and they take us very seriously. yes of course they want to do sightseeing, and they want to enjoy themselves, but they expect to do that after they have completed their their formal work, um, other groups were less inclined to get involved in the formalities of the the business discussions, um, were more interested in having enjoyed themselves, and probably this group, was the most, were most concerned with enjoying themselves rather than the business, so I found that a little bit a little bit strange, yeah, maybe it was to do with the level of people that came. in some of the other groups I think we had some more senior people, certainly from the power utilities, um, in one one instance I think we had a mayor came of the town, whereas in this instance, we had a boiler engineer, we had I think a design engineer, they weren't so serious.

Xing: yeah, actually I learned from them that 5 of them were involved in sales, only one of them was actually involved in the technical side or engineering side.

Tim: right.

Xing: so do you think this accounted for their interest in sightseeing or

Tim: well, um, I don't know that I agree with you. Mr (surname) for example, um, he was from the power station or the power bureau, so I don't think he's sales. um, Mr (surname) is certainly sales, he is works for (company), and he is responsible for negotiating contacts, with their customers, um, there was another gentleman who was the boiler engineer, so at least 2 of them I don't think are sales. but yes that might account for their behaviour, the boiler engineer I would have expected, to have a lot of interest, in the product, and the reliability of how it worked, but I don't think he was so interested.

Xing: yes, it is strange, because there is a young lad, that one.

Tim: yes.

Xing: actually he is in charge of the installation or something (Tim: yeah), but he doesn't seem to be interested in knowing the products etc.

Tim: yes, I wonder if perhaps since this was their first visit, and probably their only likely visit, um, since we've been since I go to China many times, since we are quite well established in China, we have the service centre there now, and given that we've done lectures we've been visiting the power stations, maybe he felt well I should come and just relax and have a good time, because if there is a problem in China, (company) will help anyway. so why should I worry? (laughs) maybe that was the reason, I don't know.

Xing: one, one, last question before we um have a look at the video.

Tim: sorry Jerry, but I think the main reasons for the difference in their attitudes was the seniority of the people that came. these people weren't as senior as some of the other people we've had, and not as responsible probably.

Xing: ah, well, that depends on what you mean by seniority, um, well the academic titles they actually hold may not be as senior as previous ones, previous groups, but they were senior in another sense that is, some of them are sales managers or

Tim: they still have authorities you think.

Xing: yes.

Tim: ok.

Xing: um, there was this one, Mr (surname), actually he was very quiet really, I think he is one of the most powerful, in that sense, I mean he of course he has a say in everything, (Tim: yes) and also the young that lad I mentioned just now, actually he is in charge of um a kind of company and he has he said 700 permanent workers under him (Tim: wow!) and another 300 or something part-time workers (Tim: wow!) working for him.

Tim: so a very responsible position.

Xing: yes, actually he is in charge, he is responsible even for their salary (salaries). he gives out the kind of money, the amount of money they earn, and he decides how much he gives each person. so he is also very powerful. actually normally Mr (surname), who signed the contract would be seated something like this end of the table, and Mr (surname), and then the young lad, these 2 they are more powerful, and then at the other end there was always Mr (surname), actually he was the head of the delegation (was he? yeah), um, Mr (surname) ((surname)) yeah, he was supposed to be the deputy head.

Tim: right, uhhuh. well the information I got from my agent in China was that Mr (surname) would head the delegation. now the reason he was here he was very helpful to me in negotiating this contract, not only this contract, but also some further work, um, he has been propagating, the benefits of my company, my products with the enduser, so my agent has encouraged his boss to send him here to to say thank you (laughs), so

Xing: yes, yeah, I think he is influential, um, because he is very persuasive. yeah, that's right.

Tim: he's a likeable person.

Xing: yes and actually he is very easy to get along with, um, yes.

Tim: uhhuh, right.

Xing: so shall we

Tim: yeah, go ahead.

Xing: first of all I would like to ask you to have a look at their meeting with you

Tim: ok.

Xing: when they actually wanted to (Tim: move hotels) yes, move hotels, and when we watch would you please if you have any comments on anything, for example if there are uncomfortable moments, if there is misunderstanding or nonunderstanding or miscommunication, or anything different, so if you have any comments to make, I think we can stop the tape.

Tim: ok, right.

Xing: this is the beginning, actually

Tim: this is the first meeting, with (name)?

Xing: no, you you are about to come in

Tim: ok, fine.

[Play tape: emergency meeting: Tim comes into the room/greets the visitors]  
 [Stop tape]

Xing: so, you may have noticed before you came in actually they were

Tim: very serious?

Xing: yeah, very serious. the moment you came, the moment you said “ni hao”, and then you can hear the laughter. right.

Tim: yes, probably because 2 of the gentlemen knew me, before, and maybe they felt a little bit more relaxed, a bit more comfortable, maybe up until this point they were a bit nervous, um, #3 maybe they um thought my pronunciation in Chinese was a little bit funny also.

(Tim laughs, and Xing joins in)

[Play tape]

Tim: so who, what that gentleman there, he is from (company)

[Stop tape]

Xing: this one?

Tim: yeah.

Xing: yes

Tim: I think

Xing: he was supposed to be the head.

Tim: right, now this was the first time I have met him. I have been to SHB probably 12 times, but it was the first time I met him, um their company is a very big organisation, they must employ maybe 3 or 4 thousand people, no maybe 15 thousand people, so every time I go I meet new people, but I have never met him before. (laughs)

Xing: um, actually every time from the previous 2 delegations I think the head is always sitting somewhere here

Tim: alright.

Xing: closest to the person who chairs the meeting

Tim: right. I know it's a Chinese tradition that the most important person is always the furthest point away from the door. certainly at the dinner, always the most important person, if this is the banquet, (gestures) the most important person has to sit there. and I understand in the olden days, in history, historical days, um, if the, um, the emperor, was very suspicious or wanted to get rid of his enemy, he would invite him to come to dinner, and they would sit him here, they would have dinner, and during dinner one of the guards would come in, and 'ker' (gesturing “kill” and producing the sound) in his back here, so because of that um, and to avoid any misunderstanding, the most important person is now sits here so he can see the door.

Xing: oh, sorry (laughs) I've taken this seat

Tim: that's ok. (laughs)

Xing: I should have kept it for you. (laughs)

Tim: no no (laughs)

Xing: I don't know why, but from the visit before the last one I noticed that the head was also seated there (Tim: really? yeah) and #2 well, yeah, just before you came in, they were asking Mr (surname) to come over here to sit beside the head, and they actually argued over that for quite a long time and Mr (surname) refused, and he actually remained seated there.

Tim: so the seating position is very important, um?

Xing: um, (laughs)

Tim: to them

Xing: um, sometimes they don't take it so seriously, they, I think the younger ones they were doing that they were asking him to to come over and sit here (Tim: I see) rather jokingly. they didn't really mean it, but when they, well, when they did it, in a joking way, they were also offering a kind of respect, showing a kind of respect to (Tim: to him), yeah, to Mr (surname).

Tim: yeah, ok.

Xing: it's very interesting, they didn't take it seriously, but it was also meant as a kind of respect.

Tim: right, uhuh.

[Play tape. Let it run for quite a long time]

[Stop tape]

Xing: also, I'm always amazed at how you managed to control the situation, um I mean, when when you first came into the room you, well, I should presume you were not happy at least, yeah, you were not really happy because of their demands or

Tim: well, I had some advance warning um of their demands, yes, I wasn't unhappy, but I felt, um, there were 2 concerns for me, one I wanted to make sure that they, when they left England, they had a good impression of our company, so that was important. but secondly, it was also important to us, to our company that we didn't get involved in any additional expenditure, that which we'd already agreed, for 2 reasons, A we can't afford the additional expenditure, but whatever we agreed with this party that information could get passed on to the next delegation, and if you weren't careful, then the cost of these delegations would escalate, and with each visit, there would be additional demands and additional demands, and it gets tougher and tougher.

Xing: well, just out of interest, what what is the amount of money you've agreed?

Tim: #3 it's about 11 thousand dollars, uhuh to cover the hotel, um plus the hotel, to cover the hotel, the food, the travel, and some pocket money, per person, no, no, that's for everybody, they end up with about £500 -£600 in their pocket, but the rest is hotel, food, flights, transport, which is a lot of money, certainly a lot of money for them.

Xing: yeah, but they were claiming that there should be 4000 US dollars allocated for each person.

Tim: no

Xing: no?

Tim: no.

Xing: that is not the amount you negotiated or

Tim: no, the amount is fixed and it's in the contract and it's always fixed, it's always the same, and when Mr (surname) signed the contract with me and Mr (surname) is is clear.

Xing: but actually it's Mr (surname) who was saying that the amount was actually \$4000.

Tim: well, he has misunderstood, or we have miscommunicated to him. he did he did kind of complained to me during the contract negotiation, our agent was there, our Chinese agent was there, and our Chinese agent said he would see him many times and dadada, but since the contract signing, he's never heard or seen from our agent so he seemed a little bit disappointed. # so maybe there was some expectation there. but we will rectify that because when I go to China the first opportunity I have we'll go to Hanchuan, and take them to dinner and talk to them.

Xing: one question, you get along very well with any group of visitors is it because you know the Chinese customs, the culture and language even?

Tim: I don't know, um, I'm a salesman, and I have been selling, my product of my company for 25 30 years? I've spent many times, many I did many visits overseas I've met many different people, um, and after all that time, I have to get the experience of dealing with with groups of people sometimes I'm able to do it well sometimes badly, um, I don't think I'm handling this particular well. (laughs)

Xing: but I think so

Tim: thank you

Xing: well, if we move on we are going to see more [play and stop tape] and I've noticed when you speak to them actually you are speaking rather slowly so did you do it deliberately

Tim: yes, I think it's important, um, when I am, when somebody's speaking to me in a foreign language, it would be very difficult for me to understand if all the words, if they speak fast because all the words merge, so I put myself in their shoes, in their position, and I

- believe that if I speak slowly they have a better opportunity to understand what I'm saying. that is why I speak slowly. (laughs)
- Xing: so sometimes you also make repetitions or clarifications
- Tim: yes, yes.
- Xing: I still remember some examples, like when you when they wanted to move hotels and you said to them "but you have to remember you have two hotels to pay", you mentioned something like "double double
- Tim: a double charge
- Xing: yeah, a double charge, double expense, and then you used "two expenses", after "double expense" you also used "two expenses", is it a way of clarifying things? to make them understand you better?
- Tim: yes, yes, I have found with my discussions in China that there are often misunderstandings, it's very easy to have misunderstandings, I also have observed most of my meetings are conducted with our agent who doesn't speak much English he speaks a little bit of English, but he employs a a university graduate, who speaks very good English
- Xing: that's the lady
- Tim: that's the lady, um, sometimes she doesn't fully understand what I'm saying, sometimes also she does not directly translate what I'm saying. if she thinks what I'm saying is harsh, she will change the meaning, and sometimes I have to say to her, please you must translate precisely, because sometimes I want to sound harsh. and the reason I know this is when I have said something to them and she translated, and then they say something she translates what they say to me, it is clear there's been a misunderstanding, or she hasn't sent said precisely what I wanted to say. I think also, when they say something to her, she does not translate precisely, because she doesn't want to offend me. # and that's a real problem, because, the true meaning of what I say and my feeling doesn't get to them, and their true meaning meaning and true feeling doesn't come back to me, and that makes sometimes can cause problems. (Both laugh)
- Xing: oh, that's interesting. actually that's something I would like to look into very much, because I think it has something to do with face or facework or face saving, something like that.
- Tim: yes, yes.
- Xing: but sometimes it is a good thing to avoid direct, um, um, well
- Tim: direct communication
- Xing: yes but sometimes it's not so good because it affects the communication, because the meaning the right meaning does not get across
- Tim: yes.
- [Play tape: Tim talking about "double expense"]
- [Stop tape]
- Tim: what I'm trying to get across to them there's an agreed fixed sum for the whole visit, ok? if you break down that sum, most of the money relates to their flights, their hotels, the food, the sightseeing, what is left is spending money for them, ok? if this part of the package increases in price, for example we have to pay 2 hotel bills, it means their pocket money has to be reduced. we cannot pay we can not increase the total sum. the total sum has to be fixed, and this is why I think eventually they said, ah, this means our pocket money will reduce, we have to agree to stay.
- Xing: yes, but, well I don't know, at that stage they were not clear whether it's you who pay the bill or they pay the bill. they probably thought you were paying with your company money. they didn't want the company to pay double expense, and they were discussing the possibility of them paying one hotel bill and you paying the other.
- [End of Side A. Beginning of Side B.]
- [Play tape. Tim talking: I was in the Far East...]
- [Stop tape]
- Xing: actually later on you mentioned your visits to China, and also um asked about doctor
- Tim: Dr Niu
- Xing: Dr Niu. Is it Liu or Niu?
- Tim: Niu, N-I-U
- Xing: N-I-U, Dr Niu, I got it wrong.

Xing: and from the visit before this one, I remember you also brought up topics like these, so do you have any do you have any intention when you brought up these topics?

Tim: well there were 2 reasons, one was to get us across to the party that I haven't been to China once and will never come again, I will go to China regularly, um, this means there will be opportunities to meet with me and if there were any problems, they could talk to me about those problems, um, to give them some reassurance. the reason for mentioning Dr (Chinese surname), was to show them that, my discussions are at a high level. within SHB Dr (Chinese surname) is the vice president of the company. he is Dr, he is Mr Xu's not immediate boss, but above him, um, so the intention there is to um, calm him to say your boss's aware of but you are here, um, your boss is my friend, the boss is your boss, he likes my company my product, and you should also. (laughs) but also Dr (Chinese surname) had been unwell, so I wanted them to communicate, when they saw him, that I was enquiring about his health.

Xing: so you are in constant contact with Dr Niu?

Tim: each time I go to China I would meet him, yeah.

Xing: and, um when you came back from the trip, um, you came back to work that Thursday or Friday?

Tim: I'm not sure.

Xing: um, were you thinking of meeting them?

Tim: yes, that's why I came back.

Xing: yeah?

Tim: yes.

Xing: but you were not thinking of meeting them directly after you came back, I mean before this meeting.

Tim: I was aware they were going to be here, and it was important for me to meet them, when I returned, yeah, but I think I got back on the Thursday night or the Friday morning? um, and it was too difficult for me to meet them during the weekend, um, of course my wife had expected to see me, my son, I was tired, so I wanted to wait until Monday.

Xing: yes, the reason why I asked is because that Saturday I went to London with them, and they actually were asking Keith (Tim: to contact me?), yes, and (name) said I didn't have his telephone number with me, and then, um, what else, and they were also asking him for your address, they learned that you live in London, or somewhere near London, and also said he didn't have didn't know your address, so they asked again and again, though (name) made it clear that he didn't have your telephone number. later on (name) said he didn't have your your telephone number.

Tim: yes, he doesn't have it.

Xing: and they asked me again and again to translate it to ask (name), and I got irritated you know because it was made clear, and there was really no point in insisting on having the telephone number since he didn't have it. so it seemed to me they were very eager to

Tim: to meet me or talk to me, yes. in fact I don't live in London, I live in a small town called Kettering, which is in Surrey, which is about 17 miles south of the centre of London, but it's much closer to London than (place).

Xing: and at a moment (name) was thinking of asking the telephone company or something.

Tim: alright, yes.

Xing: yeah, he said I don't have his address. if I had his address then I could ask

Tim: give the number to the operator

Xing: yes, and I think they were really demanding at that moment (Tim: wow) and I said you should not expect people to work at weekends, normally western people when they are off work they are off work, but they

Tim: couldn't appreciate that. (laughs)

Xing: and later on actually you also talked about the people you know, you talked about the lady and joked about the child

Tim: oh right, yes, just to make them feel comfortable

Xing: yes, and actually I think you achieved you purpose, yea

Tim: yeah I think so

Xing: they were relaxed at the moment, and they were pleased really. and just quickly, can we just look at the one before this?

Tim: ok, yeah.



Xing: it's the introduction  
 [Play tape: v1 introductory meeting. but no sound]  
 Xing: do you still remember that, the faces?  
 Tim: uhhuh.  
 [Xing adjusting the buttons trying to get sound]  
 Tim: have you turned the volume down?  
 Xing: no, this actually doesn't work well  
 Tim: uhhuh.  
 [Sound comes back. Tim talking about his experience in China]  
 [Stop tape]  
 Xing: never mind. I just want to ask you the same question, I noticed you controlled your speech very carefully, for example you were saying just now, I went to your company, it's a big factory, (Tim: yes, many people) actually you used short sentences and short clauses or just phrases (Tim: short statements), yeah, so you were doing that deliberately?  
 Tim: deliberately, yes, again so that it's easy for them to understand, um, I could have made all those comments in one sentence, probably using longer English words and saying it much quicker, but maybe it would be more difficult for them to understand, so it was a deliberate attempt to allow them to understand what I was saying.  
 Xing: well when they came to um, later on you mentioned your visits to China, and you said some friends or people from a company took you to dinner, you said something like they take me to dinner, two times; they tell me it is a custom in China if a local person drinks one cup one glass  
 Tim: I have to drink, 2 or 3 (laughs)  
 Xing: yes. I noticed you used 2 times, do you normally use 2 times? um, when they took you to dinner  
 Tim: no I would say twice.  
 Xing: twice.  
 Tim: yeah.  
 Xing: and you also used the simple tense like they tell me, it is a custom etc., etc.  
 Tim: again I've deliberately chosen to use simple words, so their understanding is a lot easier. maybe I'm wrong, maybe I should just speak normally, maybe you could advise me there. should I speak, normally? or is it better to speak slowly?  
 Xing: well I think you did very well with this one and this one, the last one, yeah, I mean the speed, at this moment you were mainly talking to, I wasn't interpreting, (Tim: no no) because I noticed  
 Tim: one man spoke good English.  
 Xing: yes, yeah.  
 Tim: yeah, right.  
 Xing: so I think you are right there  
 Tim: ok  
 Xing: well I think I have wasted quite a lot of your time.  
 Tim: no no, this's been very useful. thank you. was there anything that I did was wrong? do I make any mistakes that I should remember and correct?  
 Xing: no, actually there I didn't notice anything wrong with you, and you can see clearly that the visitors they like you more. and especially from the last visit the moment they saw you there were no more problems, no more complaints, and you could hear their laughter. but with other people they may they may #2 not get on so well, um, from the last visit after the closeout meeting one person said to me that now I'm beginning to change me impression of Sajid, um, I didn't know why, and I still don't know why, some of them, were not very much impressed by Sajid, um but I can see from my point of view I think Sajid was very honest, he was trying to help and he took down everything they said, everything they wanted him to do, and I think he was doing his job very well.  
 Tim: he looks after them extremely well, gives them a lot of time, a lot of energy. probably his only problem is that he is not in a position of authority, so when he is faced with a difficult situation, um, he has to be a little bit firm, um and maybe makes him uncomfortable, and them uncomfortable, whereas because of my position in the company I have a little bit more flexibility, so I can absorb what they have to say, not worry about it, and calm the situation a little bit. maybe that's the difference.

Xing: but anyhow they actually began to change their impression of Sajid.  
Tim: good.  
Xing: and actually one person said he actually thought he was a very good person really.  
Tim: yes, he's very kind to them, looks after them very well, gives them a lot of time, yeah.  
Xing: so I didn't notice anything wrong about you yourself. that's why I'm amazed you know  
(laughs), I wanted to know how you managed to handle the situation so well.  
Tim: well, I again I think I have quite a bit of experience in dealing with foreign people, and  
now I've spent a lot of time in China, I've had many discussions with many Chinese, and,  
um, I think I know what to expect, and I have experience so, the worst thing I think you  
can do is to get angry or to show anger. you have to keep calm, um, be polite, get these  
people on your side, then if they like you if they trust you, then they will agree with what  
you say. Jerry, I I'm conscious I've got to meet this man at the station.  
Xing: oh. sorry.  
Tim: no no I have a man from Pakistan come to see me today. (laughs)  
Xing: yeah, ok.  
Tim: so anything else?  
Xing: no I have finished.  
Tim: good.  
Xing: sorry I'm sorry.  
Tim: no, Jerry it's no problem this's I enjoyed it. good thank you.  
Xing: thank you very much.  
@End

## Visit 2 Interview/Playback-Jack

@Begin

@Participants: Jack: Operations Director of BH  
Xing: Researcher

@Date: 22/06/1997

@Location: BH Conference Room

@Duration: 60 minutes

Xing: first of all, what was or what is your impression of the last group of visitors?

Jack: in, in what terms? um, just people, um, in what context, their ability to communicate?

Xing: yes, anything you'd like to say, yeah.

Jack: um, generally very pleasant, very friendly, um, what one thing we have learned is that each group that comes from China, um, vary, they vary considerably, um, in the beginning, the first groups that we had were very senior dignitaries, and they were very interested in the company, they were very interested in the products, um, but they also have interest in the country as well. what seems to be happening in time is that people that come across are probably less senior in their organisation, um, probably now they know a little bit more about our products because we've been supplying for some years, so they've got less of a thirst or a quest for the technical information, and now they are probably more interested in the culture, well, of the country, um, to a point that their emphasis is mainly see more about the country than is actually about interrogating what (company) do, and that's certainly true with the last group.

Xing: so is it specific to the last group only or to the recent groups?

Jack: I think this is a general trend. it happens through all the groups, but in specifically to the last group, the last group were very very interested in the country, and they've basically come over to the UK is for some of them it's their first trip outside of China, um, so they obviously tried to maximise, um, their learning experience. some of them have worked in other countries like Pakistan, um, but generally this is a very new experience to them, and they are very interested in learning as much about the country as possible. they were also interested in visiting as many places as possible. they're almost going into sort of the classic tourist mode, um, but generally very polite, very, yeah, we seemed to get on very well with them. it isn't seem to be a personality problem, and, so now very giving me very polite, quite a demanding group. they seem to know exactly what they want and what to see, um, no general problem, that.

Xing: no. and I actually learned among the last group of visitors actually there were 5 of them involved in sales. do you think that their demand was partly due to

Jack: it's very it's very interesting, because one of the things that we have learned is that when you read their job titles, and explain what they do within the company sometimes it doesn't seem to stack up. sometimes it doesn't seem to be believable, um, because sometimes you'll get for example a title like senior project engineer, and a project engineer, but you'll find the project engineer is actually more senior than the senior project engineer. so sometimes their titles and their job descriptions don't actually tie up with what they do. but I think sometimes it might be a purpose and I don't know whether that aids them in terms of getting a visa to leave the country. so maybe no I didn't I didn't pick up the fact that they were all in sales, um, I picked up actually they work in various companies, yet they also work in power stations, the boiler manufacturing and obviously to selling organisations as well. so there is a number of companies involved. um, I didn't know they were all in sales, um...

Xing: actually not all of them, one actually is only involved in the technical side, and the rest five I think they they

Jack: they were involved in sales.

Xing: yeah.

Jack: it might have influenced, it might, it might have influenced it, um, yes, might have done. I think it varies also a lot with personalities, um, it seems that one of the first groups that

came over for example, they were very very controlled, very very regimented (?), and you got the impression that, well, most groups seem to have a Communist Party representative somewhere in the group, ok now in time it seems that the influence of these individuals is less and less on the group, so the group acts more naturally, whereas before, the first groups used to be regulated a little bit more. so I think this last group were probably just being normal, in terms that they're coming over to a foreign country and they want to see as much as they possibly can.

Xing: so you noticed the difference? How long ago did the first group come over?

Jack: the first group probably came about, um, I think about 3 years ago. I think about 3 years ago, um, it could have been even before, but approximately 3 years ago, and there were some quite high level dignitaries there, but they were they were very refrained, they were very courteous, they were very correct, and we went to a lot of trouble for example in their opening speeches and to try and follow a sort of protocol, um, which they seemed to respect, ok, we've obviously had some experience of going to China, and establish what they require. now, there is none or little protocol at all, and the groups that are coming over are really very, um, casual. they are not really that bothered they just want to come over and have a good time, I think. ok. there have obviously been quite some dramatic challenges, um, yeah.

Xing: so, did you prepare in some specific terms for the receiving the

Jack: no, none at all, because usually the receiving of the group to begin with is usually done by the managing director, and so it's only at the last minute or already to be the last minute I stepped in. so it's really to some extent no the receiving speech was just a welcome to BH. there was nothing specific, there was nothing very structured here, and it was really just going through the pleasantries of actually ensuring that somebody of relatively higher office of the company here was here to actually welcome to the organisation um, no, I don't, it would be interesting if you could speak to the party, whether or not they were actually that bothered by it or not. my guess is not, because my guess is that they require a relaxed group of individuals xxx whereas previously, we used to have well rehearsed or more rehearsed opening speeches. there were things we used to go through, and things we used to discuss, and we used to do it in a formal setting as well. we used to do it in a different part of the company, and there was a lot more people involved, and we used to bring everybody who'd had any contact with the Chinese at all. we'd get the Chinese to introduce fully their party, and discuss whatever their interest is, and they'd actually do the same with our group as well, so there is a lot more, it was a lot longer it was like, a lot more disciplined.

Xing: um, was it because they were more senior?

Jack: it was because they were more senior, that's right. and also that's what they, we gather that's what they expected. we've been, several of our people have been to China and gone through their banquets and the welcome ceremonies and everything else, and that's the perception they got, that's what we replicated. now over time, we established that the groups were not really interested, um, they just want to get in say how (?) find out how things go, agree with the program, and get on with it. it seems to be a lot more casual in their approach now. I think that's probably due to seniority, it's also I think due to the youth. it seems that we are getting younger and younger people now, and I think to a certain degree these younger and younger people are much more exposed to say Western cultures, so there seems to be more, some of them seem to me a lot more familiar with Western cultures, while to begin with, some of party, some of the gentlemen that came over, um, it was a completely different group [?] than they were really, it was quite some experience. so this group was quite challenging, and over quite a short amount of time.

Xing: yes, and with the first few groups, did they give a return speech or something after your welcome speech?

Jack: yes, they did, that's right. what we used to have is that they used to have a nominated person and you could usually clearly see who the most senior person was, so again they used to have a quite a protocol within their own group about who the most senior, and they used to rigidly sort of introduce each other in a list of priorities, um, so they also used to have a return speech, and thank everybody for the welcome xxx we used to go on

- about their company, and hope that business will carry on, and all the polite things you'll expect, so that was, that's right, that's been a normal part of the introduction. and to begin with, in this first few groups we'd also had the closing session as well. we would formally say goodbye to them as well, but again that sort of drifted away.
- Xing: so more people from the company would be involved in the closeout session?
- Jack: yes, yes, there is now a very similar [?] number in terms of the ones who started to begin with, um, so it was really formal at the beginning and very formal at the end, which is why the tradition started that we used to take them out for a meal at the beginning, and we take them out for a meal at the end. and that is how we established the sort of pattern of this tradition. now we've got things have gone on, we've become a lot more familiar with the Chinese and what their expectations are, and I think the Chinese has become a lot more familiar with us. so I think the formalities have been eroded, so I think that's changed quite a bit, and, yes, I think that's definitely changed.
- Xing: one thing about their titles. actually, I don't know why, but I noticed their name cards, um, on the one side, the Chinese side, actually it says their position in the company, for example, sales manager, and things like that, but on the other side, the English version, actually says something like engineer or senior engineer. so probably you, the company only noticed the English version...
- Jack: we did, that's right, and that's what we believe them to be engineers.
- Xing: yeah. so would it make would it have made any difference if you had known the Chinese version?
- Jack: it may have done, it may have done. um, it would have helped us a bit more, um, but generally speaking we sort of reformulated programs that we believe is most appropriate, in terms of the explaining the company and products to those individuals, and we come up with events which we think they would be interested in. what we tend to find depends on who comes along and what their interest is. if the first day or two is spent debating the program, and they invariably get what they want, um, so, what was the job, it probably is important to us in terms of information, um we tend to find out who the people are of responsibility you know influence the business that we have together, when we make separate selling trips to China, which we do quite frequently, um, so these visits are seen more as a, I've met actually, just enhancing the communication (company) with the companies, keep them it um known so that everybody is aware of that, and also providing the Chinese with the fringe benefits of coming over and see us and see the products. so um, it would help, but I don't think it would help dramatically, don't think it would change it an awful lot.
- Xing: can I play the video tape the
- Jack: yes, yes.
- Xing: the recording of the first session, the introduction. actually, um, while we are playing I just want to hear your comments on any part or, for example, the moment when you feel that there is something strange going on, something that is not comprehensible, or something that may be uncomfortable, anything that is different, or that is peculiar, I think I'd like to ask you to comment on them.
- Jack: yes, ok, well, as the tape rolls, as we go through the tape, or...
- Xing: if you if you think you have some comments, we can stop the tape.
- Jack: ok.
- [Play tape]
- Xing: here, actually you come in...
- Jack: right.
- Jack: I think [Stop tape] as we get going, the first that surprised me is that we usually hold these, these sessions in a in a different facility, and the first thing when I came in surprised me was obviously the number of people in the room now. and that is the first thing, um, it was quite clear that we were in a little bit of a disorganised state, and it was quite, I said at the beginning because there were not enough seats for people, and it was a genuine chaos.
- Xing: oh. so you didn't expect that?
- Jack: I didn't expect that, which is obviously why I'm looking around quietly, to see what's exactly going on.

Xing: oh, I see.

Jack: whereas normally what we have been doing is in the other facility, we actually know that the table is up to formal arrangement. um, which signifies where the head people sit etc., it's a lot more formal to see, and there is enough seats for people, it certainly makes makes better communication. the long conference room in this, the conference table in this room, um, doesn't actually, it was just ok, doesn't aid communication too much either, particularly when you are trying to discuss through interpreters and other people as well, xxx, hence I'm looking around to try and find out what's going on.

[Play tape]

Jack: and again at this point, [Stop tape] this is where we were just starting off the introductions, and I thought this is this xxx is a little bit chaotic because sometimes it depends on the strength of the interpreter that we get, um, depends on how well they interpret, what's being said, um, so at the moment I think it means it breaks us down into a little bit of chaos, xxx and cards were dished out, and again you can see from the room, it's not easy to actually distribute the cards, so again it adds to the confusion. so really it was not well planned at all, it was in the wrong venue.

[Play tape]

Jack: and you can see here the number of people that were xxx gathered all around the room, [Stop tape] you can see that I was clearly uncomfortable either in the situation as well.

Xing: yes, so you made your way to this side.

Jack: that's right.

Xing: yeah.

Jack: and you can see obviously the support staff that were tucked (?) up against the wall and they got nowhere to go and nowhere to sit down, so now I think that the lesson for me is that it was just in the wrong venue for the number of people there.

Xing: and, I don't know if you noticed when you came over to this side, these few people actually they stood up, but with the last one he was, he actually remained seated.

Jack: that's right, yes.

Xing: here, and they were presented with your card, and this this folk he was sitting there actually, um, he also was seated, and when you made your way to him to present your card, he stood up. um, did you find that strange?

Jack: not really, the things that we've learned, the things that I've learned is that normally, or previously, um, it seems very important to give the cards, to give business cards to people and to do it in a way that shows obviously respect, um, there used to be a set way of doing it, with more senior people that's what we intended to do. but again what we've learned is that with younger people less senior people, some of them don't even have business cards now. ok, some of them do, but they don't bring them, and so that the requirements for traditions have obviously gone away and they are not bothered by it, um, whereas before, um, people were bothered by it, um, and that's why sometimes you'll find that sometimes people give business cards out sometimes they don't, because there is now confusion as to what is really required, um, so yeah, it's quite curious, it's quite curious.

[Play tape]

Jack: that's obviously when I realised that [Stop tape] there was insufficient seating for people which was, which was not regular at all.

Xing: yeah, especially for the managers.

Jack: that's right, that's right. people are spending time obviously looking after these people during their visit.

Xing: so what did you expect at that moment, um, did you expect that, well, the Chinese side sitting on this side, and the

Jack: no, not really no, because now obviously there was quite a number of them so that there was quite limited options of how they could sit in this room. that didn't really bother me, and to sit at the head of the table didn't bother me as usually it's the best way to address a group any way, because at least you could see everybody, you should speak to them face to face, um, so that wasn't too bad. that was ok.

[Play tape]

Jack: and again here, we're just, we're just waiting [Stop tape] in this confusion while people are coming in, chairs being arranged things all really not very cleared (?), and all that should have done and been prepared and planned before, it might be a sign we are so familiar now we with this occurrence so maybe we are a bit slack, we just treat it as an everyday occurrence now as opposed to being a formal, um, event.

Xing: but normally you would expect to begin the introduction the moment you come in.

Jack: that's right, that's exactly right, whereas here now we're sitting now waiting for people to come in now, which means the meeting is in chaos, people are doing their own things, xxx taking charge of the meeting, and actually launching strange instructions of getting things going. this might be the embarrassing few moments at the beginning, obviously you don't want.

[Play tape]

[Stop tape]

Xing: so what did you intend to say here?

Jack: can't honestly remember, I would think it would probably be some quick or some joke to (name) at the level of the chaos and disorganisation.

[Play tape]

Jack: there I was just trying to evaluate who is actually interpreting [Stop tape] before I start. because again it's quite interesting because sometimes interpreters it sometimes get reluctant for them to interpret, so sometimes it's difficult to get them going, and also again this guy was a new interpreter, for the last few visits we had a guy who we developed a relationship for a point quite clearly, and that may be xxx as well.

[Play tape]

Jack: one of the interesting things is also [Stop tape] is now again until you get a feel of the interpreter, and know what their abilities are, it depends very much on how much their connection and timing they interpret. now, some people are exceptionally good, and you can speak for 2 or 3 minutes and then you can just xxx off, some, some people you can go for sentence, and they actually explain that, um, particularly when you start talking about technical words or technical phrases, um, and that's why to begin with, I'll break the sentences up into quite short amounts until I know that communication is getting across and he's been xxx something.

Xing: how about the speed you were speaking with, do you normally speak that way?

Jack: no, no, usually you purposely slow down and try to make things clearer, because again, until you know the abilities of the interpreter, um, you just ensure efficient and more concise communication, but sometimes when you listen to it yes it's painful (?) because it's so slow and purposeful. it's not actual discussion, because, um, one of the things we've learned previously is that if not careful you speak too quickly, sometimes interpreters can't interpret, they are quick, and then you get miscommunication, and that seems to be general discussion amongst the group as it is trying to clarify what is being said, and again it can get quite chaotic.

Xing: so you slowed down a little bit, just specifically for the interpreter, not for the visitors?

Jack: no, because the visitors, the majority of them, and again it is always difficult to assess what their level, linguistic abilities are, now some of them can understand English quite well, but they are very reluctant to tell you that, to begin with. it's usually the second or third day that you find out some of them can. and also we can't speak Mandarin ourselves, so, you are right, I slowed down primarily for the interpreter because he is the one that is actually discussing and explaining to the party.

[Play tape]

Xing: yeah?

[Stop tape]

Jack: I just want to say, it is very interesting again it depends on individuals because sometimes you're trying to get eye contact with the Chinese delegation, because you are conscious you are really talking to them you're not talking to the interpreter, but as you can see, the last delegation often frequently they don't look at you, um, and they look away and they read things, and they xxx don't seem to pay much interest in what you're saying. and that's when we start wondering and start worrying well is the interpreter saying what I'm

saying, um, it's quite difficult, you can't, very difficult via an interpreter to get a reaction, and usually when you discuss things and xxx you can get direct reaction to what you are actually saying, and then you can change course accordingly depending on their reaction. In this case it's very difficult.

Xing: yes it is. actually sometimes it seems as if you, not specifically you, the British side, are talking to the interpreter, sometimes you say, um, I mean, for example (name), say um, "would you tell them" to do such and such.

Jack: that's right, that's right, yeah, because I think that's a very natural thing to do, um, because when you are talking to somebody you don't want to use it as an object to talk to you as a person, even through the interpreter is not the xxx, is not the people you want to speak to, no, but there is a tendency to say "will you", etc. etc. and I'm sure sometimes the interpreters do not directly interpret what's being said anyway. I'm sure they add things on and they change things accordingly, as they explain.

Xing: so you were suspicious?

Jack: well, you are not suspicious.

Xing: I'm not...

Jack: you know, you know the difficulties involved in interpretation, and because you can't control or command what's being said directly, um, you're probably a little bit more sensitive to reaction, from the group because you're trying to establish whether or not, they are happy or not happy, they understand what's being said, um, yeah, it's much more difficult. it's more difficult.

Xing: and is it common practice to stress good relationship

Jack: yes, between the groups, because primarily it's our concern that that is our aim to establish that all those individuals know about us, um, because those people have worked in their organisations xxx for a great number of years, absolutely the more they know about us about what we do the better, and the more memorable this visit is, the more likely they are to remember us, um, so it is important when they go back, um.

Xing: so is it the same, um, with, for example businessmen from other countries, you also stress good good relationship?

Jack: no, we do, we do, we do try to do that, we do try. one of the BH strengths is that we xxx possible to accommodate our customer according to what they wish because that's the market we are operating. we are not a mass producer and so therefore we are not constrained in whatever we can offer xxx. it's important we comply wherever possible with the customer's requirements, um, within reason, sometimes we just have to cut xxx because sometimes their requirements are so far away from what we have to offer, but at least it is important we do cooperate. and also I suspect that to some extent the Chinese delegation because they actually come a long way, it is the tendency to try and overemphasize and make them feel at home or more at home, and just to let them know that if they've got any problems to ask, and not actually just worry about it, although with more and more recent groups that's less of a problem because if they have an issue they want to raise they raise it, whereas the #3 I'm sorry it's just the latest groups, the initial groups were more polite, and wouldn't say things, and they were the ones we had to, um, there were things that we've just learned as we went along in terms of the food stuffs and things people would eat and wouldn't eat, um, things like that, and the first groups suffered in silence and didn't really say much until we developed a relationship and then xxx by the way, which is actually awful and then we learned it.

Xing: shall we fastforward a bit?

Jack: whatever, whatever, whatever you want to do. it's entirely up to you.

Xing: I just don't want to take up too much of your time.

Jack: oh yeah, and obviously whatever you want to achieve out of this. no, you, you carry on, do whatever you want to do.

[Play tape]

Jack: while we are actually doing it we just pause for one moment. I'm just going to make a telephone call.

[Secretary knocks on the door and informs Jack that he has a visitor waiting at the reception.]

Jack: right, I'll be back in a sec.



[Stop tape]

[Jack comes back in]

Jack: this [managers' introductions], this is obviously what we were going through. we were just encouraging the people that they would have managed to do is, just to introduce them to the obviously to the Chinese delegation. #2 and again it's messy because the layout of the room wasn't very good.

[Play tape]

Jack: and again here [Tape: Jack looking at Sajid and Lynn, expecting them to introduce themselves] is the confusion [Stop tape] because the way, the way it started off, obviously Sajid and Lynn had already met the group, and obviously had already discussed some detailed program, which is more or less this kick off meeting was delayed. now again this is not normal, the normal form, is to have the kick off meeting first, do the introductions and then let everybody sort themselves out, sort the programs out, which again obviously we have to further communicate, communication.

[Play tape]

Jack: this was particularly funny this now, [Stop tape] this is where I asked them to introduce themselves, and this is where they went into total chaos, and it just didn't work out.

Xing: you still remember?

Jack: yeah, I still remember. I thought, well, you know, and that's where you wonder well what did the translator say. you know, because they, they went on and there was clearly some discussion about, amongst the group, as to who who is the most important, who should start, who shouldn't, and, #5 you know it is chaos, I thought it's just general, it's just about to start, then you couldn't agree who is to start, and, and this is funny, because normally previous groups there's been a clear effort at the protocol.

Xing: yes, this is actually a chaos. actually, um, it has something to do with the person, I asked him, he said actually the previous groups, the first few groups, actually they also gave a return speech. he was trying to do that. (Jack: right.) he was expressing their thanks to BH. (Jack: right.) then he was cut short by the interpreter. the interpreter actually told them just to introduce themselves, just tell their names, their position, their interests etc. actually he was supposed to be the head of the delegation. (Jack: yes.) although the younger ones they are more important in terms of position and power than him, but still he is the he was um and he was supposed to be the head.

Jack: and that's interesting, so it goes back to the point of our concern about interpretation, because if the interpreter said to me that they are just making a return speech, then it would have been fine.

Xing: so you didn't expect the return speech from them, did you?

Jack: no, I didn't, well, sometimes you do sometimes, like the times when we do it more formally, yes there is one, but I think I was at this stage I was just feeling so uncomfortable with the whole thing, I just wanted to get in there get it out and done with make sure they were ok all happy and not terribly serious problems and just let me on with it. that is really the main

[Play tape]

[Stop tape]

Xing: so this this place, xxx you are looking for...

Jack: yeah, because it is out of politeness that you should talk to look to the person that is actually speaking while actually we were always looking at the interpreters all the time.

Xing: probably he was embarrassed because the interpreter cut him short, so he just said, "I'm from (company)". One person who reminded him to tell who he is and this second person actually was telling him to mention his position, but apparently he was a little bit offended or embarrassed.

Jack: you actually think so, yeah, annoyed by the looks of it.

[Play tape]

[Stop tape]

Xing: so did you know who they were what their positions were after the introduction?

Jack: to be perfectly honest I was probably just listening to them, I didn't take in in terms of who they were and who he wasn't. I really just asked them to introduce themselves out of

politeness. really because like I said before one thing I've learned is that who they say they are and the positions they have, what we need, so examine it a little bit closer later in the dealings with xxx it just seemed to change, um, so to some extent I think it's more important to just go through the introductions and to remember their names and, but, then as I said

Xing: but they didn't tell their names.

Jack: no.

Xing: they didn't say "my name is " so and so.

Jack: yeah, that's why I can't remember their names, no.

Xing: that's different from the managers, actually they said for example: "my name is (name)", or something and then their position, but they didn't.

Jack: no, that's right, well, yeah, I couldn't I couldn't quite hear but, yeah.

Xing: what I was going to say is, um, when you heard their positions, were you surprised or

Jack: no, not really, no I don't I don't think so, because like I said before, um, what they call themselves seems to be varied quite considerably, not until in detailed conversations did we xxx what they do and what they don't.

Xing: you were not suspecting the interpreting?

Jack: um, I don't want to say no, but I can't honestly remember now. I just know it's getting quite chaotic and you know I'll appreciate is getting a response xxx exceedingly difficult to get along at the time.

[Play tape]

Jack: and again this is clearly [Stop tape] lack of preparation, there was something I was trying to do I was also trying to establish what was going on.

Xing: so you were probably asking Sajid

Jack: yes, that's right, Sajid was out of camera. he was orchestrating what xxx

Xing: so you didn't know what Sajid was expecting of you, what he was expecting you to say?

Jack: no I didn't know what what he wanted me to say etc. etc., no I was just going through the same sort of skill (?) you know I didn't know what he'd organised with the guys what he hadn't. I was conscious of getting there to say a few words, probably ought to say a few more, so now obviously I was xxx to describe a little bit about our company.

[Play tape]

[Stop tape]

Xing: actually here you said the company was quite old and established and also very experienced in engineering and design and manufacturing, you actually repeated that.

Jack: that's right, yeah, that's right. again that was just lack of preparation.

Xing: um or were you doing it deliberately to to strike a certain impression of the

Jack: may be the emphasis is there, but also I was conscious of the fact that probably I just happened to prepare something in my mind so therefore I probably just went over again, um, yeah, maybe a bit of both. #2 one of the things they seem to like the Chinese delegations previously they've liked one emphasis when they came over before was only on the age of the company (?), and also experience, and also emphasis on our quality and technical ability seems to be or seem to be quite high, yeah, the xxx.

[Play tape. Fastforward, trying to locate the next section where Jack was again boasting off the company]

[Stop tape]

Xing: oh, we missed it. actually, just before this, you said something like we make large (product) for a certain company xxx, the 60's, [End of Side A. Beginning of Side B] you made that clear, 1960's.

Jack: well, I think it's only emphasis because the tendency *is* that we all speak English in slang or quickly or, depends on the audience, if we are not careful, sometimes we say words or abbreviations it's sometimes difficult for the interpreter to understand, I think it's probably conscious, judging from the background because I've learned or tried to learn 2 previous languages and worked in several factories you tend to find that the biggest barrier against you is where people actually use colloquialisms, um, so it could have just been the influences to say well the 60's and 1960's. I don't know, probably what it was, just try to clarify.

Xing: um, yes, and later on you said “a lot of” something and then you changed that into “lots of”, um

Jack: it could be the same reason, just to clarify things.

Xing: ok, I don't think

Jack: xxx I realise my grammar was poor, (Xing laughs) let's change it.

Xing: um, I just wanted to know that you were consciously making the changes or clarification

Jack: oh, no, I was consciously, yeah, yeah, because, yeah, I'd like to say it's just to make, make sure it's clear and obviously because when you speak in xxx you're speaking through interpreting, you have more chance to listen to yourself, then you realise that if you make a mistake or if something doesn't quite sound like it, you're more likely to repeat it, yeah.

Xing: yeah, actually this person he is very powerful this one and another one here, and also this one from SHB, these 4 they are more involved in the sales part.

Jack: yeah.

Xing: yeah, so, um, relatively speaking, this one, this one, they are senior in a sense, um, but they are not really as important as the rest. so probably we think that this group are more demanding probably because these younger ones

Jack: they they are more demanding in the respect that they want more, with the first few groups, um, that came over, they wanted to learn an awful lot about the products, they wanted to learn about the country as well. they didn't want to stay in particularly ostentatious hotels and things like that. but this group was different. they didn't want to know about our products, didn't want to know about our company, and wanted to stay in big hotels, but then when they realised the cost sustained, xxx um, yeah they have very different priorities, completely different.

Xing: ok, thank you very much for your time.

Jack: Is that it? you've done everything yeah?

Xing: yes, I, I don't really want to take up too much of your time you know.

Jack: ok, good. so what are you using these for, this information now? is this goes towards part of towards your sort of PhD, or

[Change Video tape]

Jack: did they enjoy or didn't enjoy, um, it's very difficult because for us to ask them that is an open question, and it puts them in a position they can't say well it's crap. you don't say that.

Xing: yeah, yeah, sometimes questions like like that actually are face threatening.

Jack: that's right, yeah, sometimes they had best indirectly ask

Xing: yeah, um,

Jack: yeah, it's interesting just to see whether they enjoyed it whether there was anything what their expectations were, yeah. one of the things I was quite conscious of is that the people we've received so far the Chinese people in particular have a quite a um defined way of doing things in terms of a protocol, ok, um which I don't think in probably UK or the West we can't have anywhere near now when we look more informal and that's quite interesting because what would be interesting is to see their perceptions in terms of when they come over and when they go back, because they're obviously expecting things whether or not they are actually things *are* as they expect, because there are certain things that we consider what some of the delegation do to be quite rude because it's just different cultures, um, and the first couple of times we just have to get used to it, you just have to accommodate that difference, so they're probably doing the same thing. it's interesting.

Xing: yes, actually things have been changing dramatically and in certain ways actually I think the British you are doing better than the Chinese.

Jack: in terms of what? changing?

Xing: in terms of what you were saying, the protocol or certain ways of doing things.

Jack: right.

Xing: the the younger generations they do not pay so much attention to those things.

Jack: no the impression the impression that we got, well I got from people who've been to China was that in the beginning when we started because we've obviously been in China for a number of years now, in time the last 4 or 5 we've been doing more in volume, but

we've been selling you for quite some time. so we have had quite a bit of involvement in going to China, now, one of the impressions I've got was that they usually have sort of banquets to welcome people, sometimes the impression I got was that is often used as an excuse, when the dignitaries come, there is you see this enormous banquet like 50-odd people, but sometimes it is an excuse to get together and to enjoy, what is done in the name of welcoming this dignitary there's a protocol BH everything care for. the bottom line is also there for that everybody else so that they could have a good time, and because the impression you got was that there were not many occasions when that could occur, which is why visiting people from other countries were welcomed because they gave them an opportunity to do these. Whether that's still the case probably not so much about now. yes, interesting. yeah. what's also quite interesting is there's a, the thing which we still find strange is the hierarchy is still within China and Chinese organisations, is still that massive hierarchy. To get anything done you have to go through such a number of people, and it's obviously you mentioned about the 2 or 3 gentlemen that were quite powerful here, but in terms of their actual place in order of business or doing trade they are probably not powerful at all, because whilst they influence things, there'll be probably another 2 or 3, 4 levels above them they'll pass through. so I think one of the difficult things is that for UK or Western people to go in and determine who actually makes the decision in the organisation because obviously from the selling point of view you want to go and find out who is the decision maker and he is the person you want to persuade, but because this massive hierarchy, it is difficult to find out who apparently and ultimately actually makes a decision.

Xing: um, yes, but as I said things have been changing, so power is not as centralised as it used to be, so for example the gentleman sitting there, actually he signed the contract with (name), so the managers they have the right to make business decisions, and, um, so in this sense they are very powerful, but of course there are others above them but they are only I think in control of the policies, etc.

Jack: oh yes, but in the same way as Tim signed the contract with that gentleman he only signed it because once the directors of the company agreed that you could sign it.

Xing: oh, I see.

Jack: so he can't just make a decision of his own back. yes, to get authority to do that, and in the same way this Chinese gentleman probably has to do the same.

Xing: yes, but, um, well, probably he has greater power than Tim. but this one, the one from SHB, this is the head, no, not this one, that one, from SHB, his position is something similar to Tim's, he is only in charge of the sales part of a department of the company, but the person sitting at the end actually he is the manager or general manager or executive manager of the company, so in that sense there is no person above him within the company.

Jack: right, ok.

Xing: but there are others for example from (company) or something, they might be above him, but mainly in terms of policy making, etc. in terms of business

Jack: yes, right, and he is in charge if what? (company) or or

Xing: well it's a company, what's the name of the company, um (trying to find the name card) it's something like a sales [trading] company affiliated to Hubei Power Bureau.

Jack: (reading name card) um, ok, um, ok #3 no you see it's interesting.

Xing: yes, it is. you know why I asked you just now were you surprised to learn their positions? actually I think the interpreter made one or two mistakes, for example he said something like "he is the head of (company)" or something like that.

Jack: he wasn't?

Xing: no, not really. he was only head of a facilities department.

Jack: right.

Xing: possibly he didn't hear it clearly.

Jack: right, which is interesting because probably a couple of lessons that come out of this, one is obviously we can be more prepared than we were, as we now see it should still be a formal introduction, so that everyone knows where they stand, but also the other thing is that we should look to actually ensure our interpreter we spend time with our interpreters

before, so that they know fully what we want, and the format etc. because, um, yeah, because that was interesting, as I was obviously unaware that they actually wanted to answer or respond, which would have been a polite thing to do. yeah, yeah, ok, it's quite interesting, xxx well potentially because that guy could be offended, could go away with a bad impression of BH, ultimately.

Xing: oh, no I don't think he um he would have any bad impression about this company, he was offended because the interpreter stopped him.

Jack: yeah, right, it's interesting, interesting. #2 ok.

Xing: ok, thank you very much.

Jack: have you got everything you want?

Xing: ah, yeah, I think I have got it.

Jack: ok, good.

Xing: thank you so much for your time and attention.

Jack: that's ok. no problem.

@END

## Visit 2 Interview/Playback-Sajid, Steve, Lynn

@Begin

@Participants: Sajid: Project Engineer, Sales and Marketing Department; Steve: Proposals Engineer, Sales and Marketing Department; Lynn: Project Administrator, Sales and Marketing Department  
Xing: Researcher

@Date: 24/06/1997

@Location: BH Conference Room 2

@Duration: 75 minutes

Xing: when we come to that part I actually need to need your comments on anything that you feel for example different, or strange in a way, or uh uncomfortable, or (Sajid/Xing laughing) or miscommunication. (all laughing) so first of all, what was your impression of this very last group of visitors?

Sajid: um, off the record, they haven't any ethics, you know they had no due respect for their hosts, it was all sort of like we are more important than anything else. to me if I went to someone's house, or to travel and someone laid out a programme for me, I would xxx against that to say no I'm not interested in your product and I just want to go out and do things that I like.

Steve: they had a different attitude to previous groups

Sajid: totally different attitude

Steve: I understand that they were different types of people um they certainly had money

Xing: um, yes, apparently they had more money than

Steve: right, and their attitudes were totally different xxx

Sajid: xxx also that they felt they are a younger generation and were more keen to see

Xing: did you think they were more important than the previous groups?

Sajid: no, they

Steve: they thought they were

Sajid: they thought they were, that's the difference because the, I later found out that the gentleman that spoke English with a big xxx he kept on referring to himself as a senior (product) engineer, he wasn't, in fact he wasn't senior, he was junior, senior was Mr (surname), (surname) xxx he was senior (product) engineer. because Mr (surname) didn't speak English, obviously he couldn't say. so this one xxx it was just like to make himself more important. but that is besides a point, to us they are our customers, and we xxx irrespective of their position.

Lynn: in fact they are not much higher ranking.

Sajid: Mr Xu, was it?

Lynn: yeah, and Madam Zhang.

Sajid: some of the people we had previously are very senior, within ESH. and that is a much bigger organization than say (place).

Xing: so their interests were different from the other groups

Lynn: yeah.

Sajid: their interests were totally different

Steve: they simply had no interest whatever in our product which they bought.

Lynn: they were only jollies (?).

Xing: was it because of the fact that most of them were involved not in the technical side

Sajid: no, no, that's not extremely true is it? if you bought a (product) in a power station, and you have something with xxx, the product that you want if he wasn't in fact a (product) engineer, surely he would have some interest in the workings of your pumps. they used our (product) with (product), so xxx

Lynn: hardly were they interested in the Tower of London, whereas most groups that came were interested in that.

Sajid: the Tower of London they couldn't wait to get out they had no interest in it

Lynn: they just wanted to shop.

Xing: yes, yeah. actually some of them wanted to buy jewellery or something  
Lynn: oh, yeah, they got a diamond ring, from Oxford Street, yeah.  
Steve: I don't believe that.  
Lynn: no xxx  
Lynn: and then the hotel rooms, they seemed to want they wanted to know how much we paid for their rooms, xxx whereas we had never had that before.  
Xing: that was actually a big trouble to change from one hotel to another.  
Sajid: well, we were working basically xxx to quote them average stay in a hotel and give them as much money as possible, these people portrayed the image that they were not concerned with money, but when it came down/ back to the point they were very interested in money, because even they had made their statement throughout the visit, with respect to money, or if you want to go and change hotels, xxx the money you receive will be lesser. at the time they seemed to acknowledge it, but only when it came to the final discussion, they caused me havoc, for some 2 hours, in trying to get as much money as possible. so their statement about money being xxx was simply not true.  
Xing: so actually you had a hard time really with them  
Lynn: I think it's the hardest group we've had  
Xing: the hardest group  
Lynn: yeah, and we've had xxx 14 really, you know, it's been a long time, and there had been no problem at all xxx  
Steve: ok, with precious groups if they were not happy with some aspect of the program or anything else preferential, we discussed with them and sometimes changed it in small ways, but they'd never actually  
Lynn: thrown the whole lot  
Steve: demanded things, which this crowd did, they demand this and demand that and  
Sajid: what made it even worse was obviously we had this xxx the discussion especially at at the beginning of the program xxx if they do something and then sort of half way through they xxx  
Xing: yeah, actually I went with them to the Tower of London  
Lynn: oh yeah, yeah.  
Xing: and when we were stopping for lunch they insisted on contact you, contact you or  
Sajid: Tim  
Xing: yeah, and it was Saturday actually, so I was saying that it was virtually impossible  
Steve: I got the same on Friday, I took them out on Friday, remember I saw you at the hotel? um, it was about 2 o'clock actually, coincidentally, xxx at 2 o'clock they said I'll speak to Mr (surname. Tim).  
Xing: and they asked again and again (name) for his telephone number, and for yours of course, um but (name) first said um, I didn't have it with me, I don't have it with me, and later on he said I don't have their telephone numbers, um, but they still refused to take it, and they asked me again and again to ask him.  
Lynn: why did they want to talk to Mr (surname. Tim)?  
Xing: because they thought I think they thought their message might not come through to you.  
Sajid: what was their message  
Steve: <what was their message> at the time? which message?  
Xing: they actually planned to move out of this hotel and to stay in London, for one night.  
Lynn: Tim spoke to them about it didn't he? it's later  
Xing: they heard nothing official from you, so  
Sajid: ok, this this is something that shows when they had a plan or decision they display the state they won't follow through. they were very insistent on moving hotels from (place) to London, but when it was explained to them xxx from (place) to London so when everything is done they don't want to do it. so the words were given to them, after making a big fuss about the situation, when it came down to the point they didn't want to move.  
Xing: so that's the  
Sajid: it wasn't followed through, that's what it is.

Xing: um, just the last but one day, not at the beginning,  
Sajid: well on the very first day, they spoke to us about staying in London, we explained to them xxx we brought the same situation as we explained to the interpreter, so we were going round the circle, either xxx they didn't understand us, or xxx too difficult.

Lynn: in either way it started to get prices, didn't it? and Steve to Tim. I thought they just know it they didn't want to say it. it is very difficult.

Sajid: early now on, xxx the day we even pulled their bags to move outside so that they could go straight to London, then they changed and took them back to the hotel xxx.

Xing: so how much of this do you think was due to cultural difference?  
Sajid: well I don't think this is cultural difference, because we've dealt with a number of groups before, therefore xxx you can't xxx culture xxx I think it's a total different group of people.

Steve: it is of interest to know why this group had a different attitude to all other groups.  
Lynn: I think  
Steve: because I can't answer that.  
Lynn: I think it was just a couple of them wasn't it?  
Sajid: that's right  
Lynn: that made the others, I think the older one the older ones had probably been xxx stayed on silent.

Steve: yes, that's right.  
Lynn: it was the younger ones, and they unfortunately he was the one that spoke English, so he was the one that  
Sajid: caused us all the problem  
Lynn: had given all this information drowned, and they did really have another well I don't suppose they xxx to go on xxx  
Sajid: and one comment they made to me that sounds interesting the standard of living in China is quite low, they had told us previously so the expectations xxx that may be one of the reasons

Xing: yes, it's not a very long time ago, no no the only reason I think is that most of them are actually involved in the sales side of the business so usually people involved in that aspect they earn more, well, normally say 20 times or 30 times more than I do, as a lecturer.  
Lynn: really?  
Xing: yeah, or even more.  
Sajid: in China?!  
Xing: yeah, so some people are really, really wealthy, but the majority of course are still  
Steve: yeah, still, we've had more senior people that them  
Xing: actually it doesn't have very much to do with seniority, um, for example, if you, the engineers, senior engineer in the companies or SHB they of course do not earn as much.  
Sajid: we are not talking about senior engineers, we are talking about senior project managers, people like the presidents in big organisations, we talk about that sort of level xxx  
Steve: you you're saying that people involved in the sales side would be a lot more paid than a senior engineer?  
Xing: yeah, of course.

[Laughs]  
Xing: you know that fat fellow we were talking about, actually he  
Steve: a fat fellow [pointing at Sajid]  
[all laugh]  
Xing: which one? one of the younger ones, um, that one actually, um he actually was in charge of is in charge of a kind of construction company. there are 300 or more people working for him, and 700 not as normal staff  
Sajid: casual workers  
Xing: yeah, um, also working for him, and he actually he has the power to decide who gets how much, and he gives out their salary. so in a sense he is powerful, in that sense, um, actually China is not as centralised in terms of power distribution, so it's more



decentralised. so I think that's the reason. they have the right to use company money, um, so sometimes they even don't have to buy many things many necessities for themselves, you know so they

Sajid: so what you are saying is that they are very corrupt.

Xing: yes, in a sense yes, but at the same time they do earn more. they can use their power, and of course they abuse their power.

Xing: ok, shall we

Sajid: yeah xxx

Xing: I think it is there [tape in video player]  
[Play tape, but couldn't get sound]

Sajid: that's interesting.

Xing: actually I chose this part, the closeout meeting, um, because actually I didn't get much of us on the video, so I had to choose this one. (laughing) um, when we watch this part as I said, if you feel you have some comments to make, anytime I'll just stop it. ok, so if you feel for example there is a breakdown in communication, or miscommunication, or misunderstanding or

Sajid: yeah, there was a major communication problem our interpreter was not very good.

Xing: you think so.

Sajid: no, I know so

Xing: you know so.

Sajid: our previous guy xxx interpreter was far superior to the individual the time limit between interpreting and xxx message xxx a lot of the times words said say by a Chinese person xxx interpretation seems too short xxx

[Xing still trying to sort out the problem with the sound]

Sajid: who's been listening to all this?

Xing: actually only me.

Sajid: right, ok.

Xing: so whatever you say doesn't matter, actually

Lynn: xxx

Xing: oh, it is a trouble.

Sajid: there's not many people available to do interpretation

Xing: um, there are quite a lot of people, but they are I don't think most of them are up to this because of the technical terms

Sajid: yeah.

[Sound comes back]

[Stops tape]

Xing: so anything to say?

Sajid: well, I can't understand. what could we say? (laughing)

Lynn: well, the sound, do you listen to the sound or the video?

Xing: yes, actually it's the same, the poor quality, the recording. I don't know, possibly it's the noise outside, and um, at this point actually Mr (surname), he was supposed to be the head of the delegation, [Sajid: alright ok] and he was just now making a kind of speech to express thanks possibly.

Sajid: alright.

Xing: so did you expect that kind of speech?

Sajid: I'd say I'd never have been there on the video.

Steve: did you know about the time?

Lynn: he was a bit stressed that day

Sajid: no, he did say thank you he did say thank you, um, yeah, I understood, but what he was demanding was that was not normal and he said on more than one occasion thank you for being with us, and thank you for putting your efforts

Steve: and when we took them to the airport they were very friendly. they were saying, you know thank you for putting up with this basically

Lynn: they had to appreciate that.

Sajid: it would seem that during the meeting it was very much settled (?), business's business, but outside the meeting they were xxx at the airport, and they all thanked me more than one time, and they thanked BH for our co-operation, assistance during their visit, and generally it was a true portrayal of heart. they seemed quite happy at the end of the visit.

Xing: and just now he expressed his thanks and then he said something like the misunderstanding, did you hear that?

Lynn: I heard that.

Xing: yes, misunderstanding or miscommunication, basically he was saying don't let the misunderstanding or miscommunication keep us away from co-operation or something like that, so

Sajid: There was a mis(?) communication with due respect to the contract, which one of these bankers (?) are all placed upon a standard xxx there is very minor change between different contracts. there was one paragraph which is standard which xxx related to their delegation, and normally the cost of the interpreter is borne by the Chinese delegation, but in this instance, it had been superseded. when I had done the calculations I didn't take that into consideration, and that was the only misunderstanding.

Xing: when you found out the mistake, I remember you

Sajid: I obliged it, yeah, I made it quite clear to them.

Xing: yeah, and by the way, the amount of money, they actually claimed there should be about US\$4000

Sajid: their calculation is unsupported

Xing: unsupported?

Sajid: yes, it was not contractual, it is not in any agreement xxx with our super with out manager. so basically their figure of US\$4000 was unsupported, and xxx

[Plays tape]

[Stops tape when Steve attempted to speak]

Steve: come back to the interpreter, he ought to stand on (?) both sides of the conversation, when, is he interpreting or is he discussing it?

Xing: at this moment he is interpreting.

Steve: but generally

Xing: generally, um, I don't know if you still remember that part when you were sitting somewhere there and he was sitting there, actually you just remained in that position for, half an hour?

Sajid: yeah.

Xing: without saying anything

Sajid: that's right, then I was looking at him wait for him to say something

Xing: yeah, and actually he was at that moment he was discussing all the matters with them, um, which the visitors didn't think proper

Steve: excuse me he is there to translate not just discussing with them.

Xing: yes, that's, right.

Sajid: what made it worse to me that was clear body language, I looked at him at a point to say come on say something to me, if I remember right I looked at 2 people I think it meant that, come on say something, they were expecting me to say something. but obviously that didn't seem to get across to him.

Xing: yeah, you did something like that to him.

Sajid: yes.

Xing: I intended to play that part, but it was too far apart from this part so

Sajid: doesn't matter

Xing: at this moment he was interpreting. #3 so basically you were explaining

Sajid: well basically I explained the program, yes.

[Plays tape]

[Stops tape. "did you have a good meal yesterday?"]

Xing: so why did you ask that?

Sajid: I didn't even hear that. (laughing)

Lynn: you were asking them if they enjoyed their meal.

Xing: yes.  
Sajid: oh right.  
Steve: oh, was this the  
Sajid: this must be the  
Steve: the day after the  
Sajid: yes the final meal  
Steve: the farewell banquet  
Sajid: the Indian meal yeah. they all enjoyed that.  
Xing: so they you noticed they enjoyed it.  
Sajid: basically at the closeout meeting all I was trying to do is to make sure that they were happy, just to make a conversation. but generally to make sure that they were all happy and find out any problems that sort of thing.

[Plays tape]

Sajid: (laughing) I did quite quite a lot of this [gesturing]

[Stops tape]

Xing: yeah?

Sajid: I was saying I did a lot of this sort of thing.

Lynn: well, praying.

Sajid: please.

[Laughing]

Lynn: let me out.

Steve: please don't mention money.

[Laughing]

Xing: is that what was in your mind?

Sajid: no, no I just sort of like it xxx

Steve: speaking of the body language, he is doing it as well. I think they spoiled it for a xxx didn't they?

Sajid: no, what it was, he was it seemed strange because the rest of them was still debating about this magical 24 thousand, he was, you know making faces at them to say

Lynn: was he?

Sajid: yes he was xxx we you know, I think we'll discuss this to death now. we should drop them.

Lynn: really!

Sajid: and he was making that kind of thing, you know, he was making body languages to say, this is going embarrassing, we should call it a day, I don't want to

Steve: which one, which one? the second one?

Sajid: no no no, the fat one.

Xing: the fat one. actually this one told me about

Sajid: he is a sales manager isn't he?

Xing: yes, um,

Sajid: because the way I saw it is they felt as if they'd taken their conversation as far as it could go, now it's getting to embarrassing, because the same situation was discussed xxx

Xing: actually just the previous day they had a meeting with Tim, and actually he actually couldn't wait for the meeting to end, and when the meeting finally ended, he came up and said, oh, this is the most embarrassing moment I have ever experienced, um

Lynn: I think he is the one

Sajid: he is the sales manager

Lynn: Tim met in China is it

Sajid: no, the guy Tim met in China was the chap there yeah the slim one and the other choppy one with bobbed hair. he met those 2 chaps

Xing: but he actually was explaining to them, he became kind of agitated, because he was saying that it was useless to talk about all this because everything has been arranged, um, it would be disruptive to change hotels. [End of Side A. Beginning of Side Lynn] to my impression

Lynn: which one, which one are you talking about? the nearest one?

Xing: we are talking about this one

Lynn: ah, he was the one you said was embarrassed, I thought it was the one next to him.

Sajid: no, both of those were agitated during the meeting, quite clear.

Lynn: oh, right.

Xing: but as far as I understand they don't care much about where to live, and Mr (surname), I think I had a different impression. Mr (surname) actually had been insistent on all the changes, he was responsible really.

Sajid: alright, possibly because he didn't speak English, all the communication came from the other chap. it seemed that he was raising all those concerns. although Mr (surname) didn't say anything to us because he couldn't speak to us, if they can xxx

Xing: actually he thought it was a waste of time to argue about all this, he just want to, take everything easy.

Sajid: we got a different opinion. (laughing)

Xing: yes, possibly because he spoke English, yeah.

[Plays tape]

[Stops tape when signalled]

Sajid: he was asking about if we had any xxx support

Steve: closeout meeting

Sajid: at the closeout meeting

Xing: so you actually thought they were asking about the products for them?

Sajid: yes, that's right. what did they ask me?

Xing: actually you know that the Chinese can be understood to mean in two ways, one is, possibly something specific about their products, and the other is how do you normally deal with faults in manufacturing

Sajid: that's not how I understood it at all.

Xing: yes.

Sajid: hold, hold on, that's the interpreter's fault isn't it? he didn't interpret very well. I didn't understand English and Chinese did I?

Xing: no, of course not

Sajid: so it's the interpreter

Xing: I didn't transcribe this part so I do not know

Sajid: that's what I understood it from because it would have come from the Chinese in Chinese xxx

Xing: well, probably the interpreter was right, yes because I might at this moment from what you were saying I noticed there was a kind of miscommunication, and I think I xxx pay xxx attention to xxx

Sajid: right ok xxx

[Plays tape]

Sajid: that was a specific question [Stop tape] that was a specific question about our product. if that question you put to me earlier the way you'd interpreted it, then if they were to put it that way, they would have already got their own answer, because we did explain to them the way it was done xxx but that was a specific question, xxx

[Plays tape]

[Stops tape]

Steve: is this what you are really looking for, Jerry, where there's this misunderstandings?

Xing: well, I'm actually looking into the communication behaviour between Chinese businessmen and British businessmen. Or lack of it

Sajid: who else apart from BH, who else have you visited?

Xing: um, well in terms of recording this is the only company. In terms of interviewing, actually I have contacted quite a number including Chinese companies in London, and also #3 business organisations, not companies, in London.

Lynn: so are you going to do a thesis on it? this is going to be a report?

Xing: yes, not only, you know there is also a Chinese Centre Chinese Centre in the university, this actually could also be used as the data in their research, but currently it's mainly for my own use.

Sajid: have other companies had similar difficulties as ours?  
Xing: yes, yes.  
Sajid: even in the Chinese companies?  
Xing: yes, of course, their problems sometimes are different, for them they are dealing with the British, so it's quite the other way round.  
Steve: that's interesting.  
[Plays tape]  
[Stops tape]  
Xing: so you are reading me. (laughing) actually he in just a few seconds' time this guy was is going to say that he checked but he didn't find the manuals with the products, but he repeated that, and you said you were surprised  
Sajid: yeah I was surprised because definitely we put a copy of the manual in the motor box  
Xing: yeah, so actually I was going to ask you how you felt when you heard that  
Sajid: I felt someone's hidden in that box as well. (laughing)  
Xing: someone?  
Sajid: someone else that had access to that box  
Steve: it wouldn't be the first time Jerry that things mysteriously disappeared  
Xing: the last group of visitors they also said they didn't receive some of the documents . so it might be  
Sajid: we have um since the initially there was a couple of, xxx claims made by missing xxx we xxx afterwards we introduced a way of box check. when products are checked out the xxx were checked off, and xxx  
Xing: apart from that, does the, is the shipment delivered to them directly, or to SHB  
Sajid: it was delivered to a port, then it directly goes to the power station.  
Steve: Just as an example, well I went to one of the power stations in (place), when there was supposedly short shipment, things missing, we found them all.  
Xing: you found them all, so how did you  
Steve: because they were just shoved in a warehouse, they weren't labelled, they weren't unwrapping (?), they were just on the floor, you know. they were just ripped the cases of them. they get the pumps and what the bits that are left just get shoved to one side, what, so it's not surprising when they need those bits, and their first recourse is to say short shipment. In most cases it's not the course.  
[Plays tape]  
[Stops tape]  
Xing: actually he insisted, he said he checked and  
Sajid: yeah, xxx  
[Plays tape]  
[Stops tape]  
Xing: so you said something like that was the standard  
Sajid: yeah, standard practice  
Xing: so do you think they know it was standard practice?  
Sajid: no, they didn't, they didn't know it was standard practice. you see it's standard practice within Europe to include instruction data (?) in many of the electric equipment supply, so it's not just BH that's the European standard. obviously they did not know that, and they xxx that they are going to need instructions. but those equipment their equipment were shipped to China xxx if they didn't have the information, they should have consulted our agent, for their custom, they're supplier, they're customer, because as I may have said as I later proved to them it was admitted (?).  
Xing: can I just show you another part of this, just 2 minutes, is that alright? of course it would help me more if you could go through all this with me.  
[xxx]  
Xing: actually this is after the  
Sajid: I took my jacket off. I must be a bit hot.  
Xing: you must be sweating because the  
Lynn: you are desperate

Xing: yeah. this this is the disagreement over the money the money thing. #3 by the way, we missed the part, when you actually get out the envelopes, and that person sitting here, Mr (surname), he was supposed to sign the

Sajid: that's right, he took the envelope, and started counting! and I've never ever seen that.

Xing: I didn't see it with the previous group

Sajid: no, no, they believed it was a gift.

Xing: so

Steve: so with the extra, they counted very carefully.

Sajid: this is the first group that xxx, and even at the end I said to them there is the difference, he counted it, then he gave it to his friend to count

Lynn: they are not usually as blatant as that.

Sajid: now that's a lot of saying we don't believe you've given us what you say you've given us. so I can understand why the other guy was embarrassed because in Western culture that's not the dumb (?) thing.

Xing: and what was even worse, actually Mr (surname) did you notice? he didn't sign it.

Sajid: he didn't sign it.

Xing: he didn't sign it. so what were you thinking then?

Sajid: the idea was straight away. as soon as they started counting I thought he knows what he wants. he's got a figure in his head. that's why I kept asking what's the figure you have in mind?

Xing: but why did you ask that?

Sajid: because

Steve: it's a good stand point to start negotiations from us now

Xing: so what if they had given you

Sajid: well they could have given me a figure which is much lower than what I was prepared to give them, in which case I would have say yeah yeah ok, but they won't I was sure of that. or they could have said a lot more and I would say flat no way. it's

Steve: it's a lot easier to negotiate if you know how far apart.

[Plays tape]

[Stops tape when signalled]

Sajid: now I think at that point I got to a point where I wasn't going to appease or to xxx because I'd spent half morning getting nowhere, trying to fix xxx. that's one o'clock isn't it?

Xing: it must be 2 o'clock.

Sajid: one o'clock, thirteen hundred is one.

Xing: well the timing in the recorder might be wrong. it might be 2 o'clock at this stage. they left before 3, yeah, so it might be 2 o'clock.

Sajid: could be could be.

Steve: I think it is, because we left here after 2 didn't we?

Sajid: could be. we left xxx at about 3 o'clock.

Xing: and you were showing them the contract, and later on you said something like this is final.

Sajid: yes.

Xing: so at this you were getting tough, here.

Sajid: no, yeah, I was having to, I had no choice because I was running out of time because I had to go to the airport I did say that xxx and the way the discussion was going, it wasn't an argument it was a discussion, xxx

[Plays tape]

[Stops tape at where Steve was sitting quietly listening]

Xing: [to Steve] you didn't say anything, what were you doing there?

Steve: I don't know, xxx I think I think (Lynn: Standing back in admiration at them) at that stage I think you did need a bit a bit more support, because they were getting aggressive, um, and it's a lot easier for us to xxx even if I didn't say anything.

Sajid: it's like 6 or 7 people, speaking to one person um

Steve: if you could have someone sit there and know xxx it's still support. and you didn't say as much but I think that's why you wanted someone there.

Sajid: yeah, that's right, because obviously we had drifted apart from people speaking attentively (?) rather than concentrating on specifics, was being towards guiding into different subjects, that's why at that stage Steve stepped in, and he allowed me to concentrate on specifics. this is what I'm going to say, this is what we need to discuss, and you could see there I asked them to stick to one just one at a time.

Steve: xxx [laughing]

Sajid: I don't think I got to that stage

Steve: very nearly

Lynn: you did well xxx

Sajid: yeah you know I'd had enough of it, thank you Lynn. I hope I don't have to do it too often.

Xing: um, actually I I don't like mister (surname), because I think he was making all the fuss. and I don't like this this one, maybe this one, and that one.

Sajid: yeah, that's right, with the short hair, that's right.

Xing: he I think he behaved as if he was there to take everything (Sajid: great) even if uh that day that Saturday when we went to that small restaurant um there was bread there, and he looked as if they don't they didn't have to pay for the bread. he just took one. so I didn't really like him. but the others the others sitting xxx ad mister (surname), I like them.

Sajid: I tell you the best guy was those two guys that Tim knew from SHB, the slim young one, he was very noisy very mellow, and he, was easier to communicate from a body language point of view, than some of the others. but as you say the one with the short hair the old chap the old chap you couldn't get anything out of him.

Xing: no.

Lynn: mister (surname)

Xing: no it's mister

Lynn: xxx yeah yeah.

Sajid: ok.

Xing: ok, thank you very much.

Sajid: is that it?!

Xing: I I [laughs]

Steve: he's got a lot more.

Xing: yeah.

Sajid: yeah I want to hear the rest of this.

Xing: oh really?

Sajid: yeah, just this bit.

Xing: ok.

[Plays tape]

Sajid: this guy was quite easy to get on with.

[Stops tape]

Xing: yeah, he is easy to get on with, but actually he was making all the fuss, about the changes. actually I [Sajid: ah, right. ok.] think this this that one and this one they are reasonable.

Lynn: actually he was nice when we went to London that day. he was the only one that turned up on time. he used to greet xxx. I thought they might be a bit, he did seem aggressive to start with.

Sajid: he did yeah.

Steve: xxx

[All laugh]

[Plays tape]

Xing: [translating what one of the visitors was saying in Chinese] that is it, that's it, that's all about it.

Sajid: did he [the visitor rose to leave the room] leave now because the way I was approaching the situation or did he leave by disgust with his group of people? why did he leave?

Xing: I think with his group of people, because you know, including the day before, in the meeting with Tim, he didn't say actually much, he didn't say anything, he just sat there, he was very quiet. so he didn't object to their demands or things like that, but he didn't really want

Sajid: xxx

Xing: yeah, because uh, actually uh this one and that one, the one at the end they are from SHB. they were supposed to be the leaders of the group (Sajid: that's right) so they especially the person who stood up just now um he might be following the Chinese rule that is listening to whatever the head or the leader was saying.

[Plays tape]

[Stops tape]

Xing: is it right? is it correct?

Sajid: it is correct. it's just an English joke a comedian says "considerably richer" they were (Xing: oh I see) considerably richer. yeah but the fact of the matter was their calculations based on that figure xxx

Steve: xxx

[All laughing]

Lynn: it's like xxx.

[Plays tape]

[Sajid laughing]

[Stops tape]

Lynn: xxx

Xing: maybe the first one you know, of that kind.

Lynn: yeah.

Xing: and he was explaining, he said he found the culture (?)

Sajid: yeah, that's right, that's right.

Xing: he was explaining what was happening in the negotiations with Tim.

Steve: at this point, Jerry, I can see why Sajid was panicking, because he was going to start oh go through the whole lot again.

Sajid: yeah.

Xing: yes, yeah. one point Sajid made I think I also because if they just stick to that point, 4000 dollars or 2000, it would be a lot easier. (Sajid: that's right) but if you go off (Sajid: the track, yeah), you can never end the

Sajid: you can't you can't keep bringing in new information (Xing: yeah) and that's why.

Xing: I was impatient. [laughs]

Steve: I see what we would be interested in Jerry I think if you could go to Shanghai, and discuss the meetings with them as well

[Xing laughs]

Sajid: yeah that's an idea, yeah. that would make uh, that would be very meaningful.

Lynn: yeah.

Steve: yeah, for BH as well.

[all laugh]

Sajid: well it's finishing off now. How much is left?

Xing: still quite a lot.

Sajid: quite a lot.

Xing: yeah I think so.

Steve: they're just counting money.

Xing: can we just have a look at the ending.

Sajid: just watch the ending, I think.

Xing: ok.

[Plays tape. Fastforwarding. Talking about upcoming visits and Xing's research data]

Sajid: at this stage xxx they were all standing up and talking to each other xxx

[all laugh]

Xing: they are still doing the calculations

[Stops tape]

Xing: sorry?

Sajid: what did he say there? he said "jiajia" (imitating Chinese sounds)

Lynn: jiajia qiqi

Xing: sorry, I wasn't paying attention. I was just



Lynn: uh right  
Sajid: it was just body language.  
[Plays tape. Back to where the Chinese visitors were talking]  
Sajid: easy "jiajia qiuchi"  
Xing: yeah, I could only hear one sentence by by and by, something like when added up the it amounts to 170 or something like that.  
Sajid: right.  
Xing: that is the only sentence that I could make sense of.  
Sajid: what is "jiajia"?  
Xing: jiajia, jia means add.  
Sajid: oh right.  
Lynn: oh right.  
[Plays tape]  
[Stops tape]  
Xing: just uh they think you are friends. normally in China if you are friends if a friend comes to visit uh even if they are, for example managers in companies they can still say like uh the cost of the meal is on you, or I'll put you up for the night or something like that so that makes everything clear. for example you are responsible for this part of the cost. and he was saying that they should have a talk with you and make things clear who is responsible for what.  
Sajid: right.  
[Plays tape]  
[Stops tape]  
Xing: it's interesting.  
Sajid: yeah, it's a bit tenseful (?)  
Lynn: you can see how the misunderstands how I mean we totally got the wrong impressions.  
Sajid: it's a lot of that, a lot of comments they've made, like clearing up whose responsibility. the document now show for the period of their stay xxx and before any complaints to say well we've got contracts from the same country same customer, you could only xxx with our customer, irrespective of whose responsibility it is. Xxx and to allow for 10,000 US dollars in one contract, and then to double it, and add a bit, for the next one, for this one, you know, does not make much sense at all.  
Steve: but then again, I mean perhaps there were some misunderstandings.  
Xing: yes, during the negotiation  
Sajid: with Tim, woof! yeah, xxx you don't know it do you?  
Xing: he was at one moment he stopped all the others he was explaining what he did in the negotiations. so he was saying he was clear that 4000 US dollars (Steve: 24 thousand). um, 24 for 6, 4000 for one.  
Lynn: so who was who signed the contract? Mr (surname)?  
Sajid: the guy with choppy hair.  
Xing: yes.  
Lynn: what the one xxx  
Xing: no no  
Sajid: no no the second on the left.  
Lynn: oh yes he signed it, one that you say he was senior xxx.  
Sajid: no no there are two choppy ones. there's one choppy one with hair all over his face.  
Lynn: ah, xxx, right, ok.  
Sajid: think we we had better call it a day.  
Lynn: yeah.  
Xing: thank you so much. I'm sorry  
Sajid: no, thank you very much for your help.  
@End

## Visit 2 Interview/Playback-Chinese Delegation

@Begin

@Participants:

Chinese Delegation:

Sun: Senior Engineer, SHB; Xu: Engineer/Sales Manager, International Sales and Planning, SHB; Ma: Engineer, Director of X Department, HBP and Manager of HBP Construction Company; Shen: Assistant Economist, Head of Equipment Section, HN Project Second Phase, HBP; Chen: Economist, General Manager of HBPPE Trading Company and HBTYPPE Co. Ltd; Lin: Senior Engineer, Director of Office, HN Project Second Phase

Xing: Researcher

@Date: 06/06/1997

@Location: Helen's home

@Duration: 70 minutes

[Play videotape: beginning of tape, Introductory Meeting. Chair: Jack]

Xing: jiushi zhe ge ren de zongti zenmeyang? cong jinlai yihou?

*What is your general impression of the man? From the moment he comes into the room?*

Xu: en?

*Sorry?*

Xing: jiushi jinlai yihou, zhe zhong jiedai ya, jieshao ya, ranhou fafang mingpian ya?

*After he enters the room, (what do you think of) the reception, introduction, and later on giving out name cards?*

Ma: zhe jibenshang shi yiyang de ba.

*Basically it's all the same.*

Shen: yiban de yiban de lijie, yiban de jieshao wan jieshao wan zhihou na xxx ranhou fa mingpian, mei ren gei yi zhang, ranhou dajia zuo xialai, ketao hua, ranhou shuo ji ju hua, ranhou zai huilai xxx. yiban de chengxu dou zheyang.

*It's usual protocol, normally the introduction after the introduction xxx and then present name cards, to everyone, and then people sit down, and polite talk, say something, and then again xxx. This is normal procedure.*

Xing: gangcai zhe jiahuo fa wan le, ta gen ni shuo le yi ju, one more, neng ting dong ta shuo shenme yisi ma?

*Just now when this guy has finished with his cards, he says to you, one more, did you understand what he said?*

Shen: bu zhidao.

*No.*

Xing: bu zhidao. youmeiyou ganjue ta meiyou xiang gei ni? yinwei haoxiang ta shouli na le yi zhang. wo kan ta shouli na le yi zhang.

*No. did you think that he wasn't going to give you one? Because it seems he had one in his hand. I saw that he was holding one in his hand.*

Shen: ta shi zheyang, gei le yi zhang (surname) gong a, you gei le yi zhang xxx. ta zheyang guolai, you gei le yi zhang wo le. ta shuo de shenme wo bu dong a. ta shuo shi shenme yisi?

*It was like this, (he) handed one to Mr (surname), the engineer, and then one to xxx. He then came over like this, and gave one to me. I didn't understand what he was saying. What did he say?*

[Play tape]

Shen: (pointing to the screen) zhe guolai le.

*Here he comes.*

Xing: (while watching video) ta zhe shihou guolai le, zhe shihou gei ni de. Xxx

*Here he comes now, and is handing the card to you. Xxx*

Sun: wan le? zhe zhuan guo lai le, zhuan guo lai le.

*Finished? Here [he is] turning round, turning round.*

Xing: xxx zheyang zuo jiu geng hao le.

*xxx it would have been better if he had done this.*

[stop tape]

- Xing: zuo xia yihou, dajia zuo xia bantian ta me shuo huo, zanmen jiushi ruguo zanen jiedai de hua, zanmen ye you zheyang de changhe? zanmen yao zhaodai tamen de ha, shi bu shi ye shi, jiushi zanmen shi bu shi qiwang zuo xia yihou jiu kaishi shuo hua ya, hai shi shenme de?  
*After he sat down, we all sat down he didn't say anything for a long time. We, that is, if we are hosting, do we have moments like this? If we host them, did we, that is, do we expect to start after all are seated, or what?*
- Chen: bu shi, ta zhe ge guanjian shi yuyan goutong bu liao, yuyan bu tong ya, zai jiashang Xiao (surname. Interpreter) ya, ta shi duanduanxuxu de shuo de, dui ba? birushuo women de yijian dou meiyou zhuanda, bu neng wanquan de zhuanda dao, shi ba? ta shuo chu de yisi ye meiyou wanquan gei women shuo dao, name zheyang keneng jiu ting zhu le, yuyan shang meiyou wanquan goutong le, jiu xisheng le women, Zhongguo shuo de lengchang le.  
 No, the reason is lack of communication because of the language, lack of communication, plus Xiao (surname), he was translating disjointedly, is that right? For example, what we wanted to express was not conveyed, not effectively conveyed, right? What they wanted to express was not effectively conveyed to us. Thus there was this breakdown, there was lack of communication in terms of language, and we were sacrificed. The Chinese term for this is awkward silence.
- Ma: zhe ge shihou, zhe ge shihou zai tan na ge xiang huan lushe, anpai na ge...  
*At this moment, at this moment we were talking about changing hotels, arrangement for that...*
- Xing: dui. danshi jiushi, ta ye, haoxiang ta shuo rang dijia qing zuo yihou haoxiang meiyou zai shuo shenme, jiu haoxiang Xiao (surname) zai gen zanmen shuo.  
*That's right. But, he it seems after he said he asked you to sit down it seemed he didn't say anything else, it seems that Xiao (surname) was doing the talking to us.*
- [play tape]  
 [stop tape]
- Xing: shi bu shi shi bu shi zanmen zhe zhong jiedao dou shi bijiao zhengshi de? lai le yihou ni zhiyao zuo zai zhe ge zhu wei shang, jiu kaishi le, shi ba?  
*Is it is it the case that our receptions of this kind are more formal? After entering the room, the meeting starts the moment the chair takes seat, isn't it the case?*
- Sun: yiban bu chang jian.  
*[This is] unusual.*
- Xu: shi shi shi, dui dui dui. yinggai ne, jiushi zhengshi de shi ba? yiban shenghuo shang de shiqing yiban dou zai huiwu waimian zuo jue ding.  
*Yes yes yes, that's right that's right. It should be formal, shouldn't it? Generally issues regarding daily life are discussed outside the meeting.*
- Ma: xiamian kaishi jieshao tamen de gongsi le.  
*Now he is introducing their company.*
- Xing: dui dui, xiamian jiu kaishi jieshao tamen le.  
*Yes, yes, now he is introducing them.*
- [play tape]  
 [stop tape]
- Shen: Xiao (surname) shengyin tai xiao le.  
*Xiao (surname)'s voice is very low.*
- Lin: Xiao (surname) shengyin hen xiao de. ta zuowei yi ge fanyi laishuo...  
*Xiao (surname)'s voice is very low. As an interpreter he...*
- Xing: wo shi wo zai zhe bian, ta zai na bian...  
*I was I was on this side, he on that side...*
- Lin: ting bu dao, ting bu dao.  
*Can't hear him, can't hear him.*
- Xing: haoxiang dui wo de ganjue jiushi dou lu bu shang, you keneng jiu zuo zai pangbian de ren neng ting dao.  
*I feel that (it is so low that) it can not even be picked up (by the recorder). Only those sitting by his sides could hear him.*
- Ma: shi.  
*That's right.*

- Lin: shengyin hen xiao. ta zuowei yi ge fanyi laishuo...  
*The voice is very low. As an interpreter he...*
- Shen: xxx
- Xing: ta hougoumian zhan zhe de yi pai wo jue de ting bu jian  
*I don't think the people standing behind him can hear him.*
- Lin: ting bu jian ting bu jian.  
*Can't hear him, can't hear him.*
- Xu: suoyi luyin de shihou jiu yao kaolu dao zhe ge yinsu, zhe ge huatong jin keneng,  
weizhi...  
*So this factor that needs to be taken into consideration when recording, this mike, the position...*
- Xing: dui.  
*That's right.*
- Shen: ta shi xian zhuang shang de.  
*He had it installed first.*
- Lin: bu, yi ge xian zhuang shang, tai xiao de shengyin, ta Xiao (surname) de shengyin, bi na  
ge pailai de na ge ren de jianghua shengyin yao xiao de duo.  
*No, one factor is he installed it first, then the voice was too low, Xiao (surname)'s voice,  
was much lower than that of the person sent here.*
- [play tape]
- Ma: ta (Jack) de shengyin qishi shi hen qingchu de.  
*His (Jack's) voice is actually very clear.*
- [stop tape]
- Xing: zhe ge ren gei dajia yinxiang zenmeyang, zhe ge zhiliang zongguan?  
*What impression has this person left on you? This the one in charge of quality assurance?*
- (silence. #3. Ma clearing throat)
- Xing: gangcai ta ba mingpian gei (surname) Gong le.  
*He has just left his cards with Engineer (surname).*
- Xu: gei le mingpian, yi da mingpian.  
*Yes he has, a stack of his cards.*
- Xing: ta meiyou xiang na ge na yang yi ge yi ge gei.  
*He didn't present his cards to you one by one, like the other guy.*
- Sun: zhe zhong haoxiang yiqian fasheng guo ji ci, xxx yiban yiqian ya dou shi zhe yang quan  
dou gei wo, xxx  
*This sort of thing has happened several times before, xxx previously normally the cards  
were left with me, xxx*
- Xing: ta shijishang shuo le yixia rang ni chuan yixia.  
*He actually said he asked you to pass them along.*
- Xu: zhe shi bu shi Yingguo yiban de fa mingpian dou shi zheyang? yiqi gei renjia, ranhou fen  
kai lai fa. ta youmeiyou zhe zhong xiguan?  
*Is it a common British practice to leave the cards altogether with one person, and then  
distributed by that person? Is it a custom of theirs?*
- Xing: zhe keneng shi he zuo de you guanxi, zuo de hen nan guoqu.  
*This may have a lot to do with the seating. the seating was such that it was very difficult  
to move around.*
- Sun: sheng dian'r shijian.  
*To save some time.*
- Ma: xiaoguo shi yiyang de.  
*The result is the same.*
- Xing: zhuozhi da, ranhou jiu ren duo, jiu yong na zhong fangshi.  
*The table was a big one, and with so many people, so it was done in that way.*
- [play tape]
- [stop tape]
- Shen: fan de fan de ye hen jiandan, guan zhe ge sheji de shenme, jiu wan le. xiang zhe ge  
xiangmu jingli ya, hai you zong sheji shenme shejishi ya, you shi sheji shenme fangmian  
de, birushuo women jiechu de shi BH (product), shi BH (product) de zong shejishi ya,  
haishi zong shejiyuan ya, haishi shenme sheji shenme de. zhe jieshao de, bu zhi shi ta  
jieshao de bu qingchu ne haishi Xiao (surname) fan guolai de hen jiandan.

*The interpreting the interpreting is very brief, in charge of design etc, and that was all. Like project manager, and chief designer, and other design-related staff, for example we buy their BH (product), is [he] chief designer of the (product), or what. The introduction, I don't know whether he didn't explain it clearly, or Xiao (surname)'s interpreting was simplified.*

Xing: tamen shijishang...

*In fact they...*

Ma: xxx

Xing: shi ma? wo meiyou tai zhuyi ting. wo jue de ta meiyou shuo tai duo. ta shi bu, jiu zhe qianmian yi duan ya, haoxiang shuo de shi...

*Was it/did he? I didn't pay attention. I had the impression that he wasn't saying much. Did he, that is, the part [we played] just now, it seems he was saying...*

Ma: zhe ge shi xxx

*This is xxx*

[play tape]

[stop tape]

Xing: ye bu zhi kaishi shuo le meiyou, fanzheng jiu...

*I don't know if he mentioned/said that at the beginning, but...*

Lin: shuo de shihou zhe bu, mei shengyin le.

*When he was saying, you see, no voice.*

Ma: mei shengyin le. zhe shi guan sheji de.

*No voice. This [guy] is in charge of designing.*

Chen: guan sheji fangmian de.

*In charge of designing.*

Ma: shijishang jiushi shejibu jingli.

*In fact he is [something like] manager of the design department.*

Xing: xiangmu sheji de yi ge gongchengshi.

*An engineer involved with project design.*

Chen: fuzeren.

*[he is] person in charge.*

Xing: ta shi...

*He is...*

Xu: jiushi zhe ge zhuchi huiyi de ta ye shi gao sheji de.

*The chair, he also specializes in design.*

Ma: na ge shi caozuo zhuren, operation director.

*That is operation director, (in English) operation director.*

Xing: dui. ta zhe ge haoxiang ta de jibie bi tamen dou gao.

*That's right. He seems to be senior to the rest of them.*

Ma: dou gao. Operation director ta shi.

*Yes, senior. (in English) Operation director, he is.*

Xing: dui, wo jue de ta zhe ge keneng, wo jue de ta zhe ge zheng ge changzi ba keneng dou yinggai shi zai tamen jingli zhi shang.

*Yes, I think he maybe, I think he maybe he should even be above these managers.*

Ma: jiushi zhexing jingli ta shi. haiyou yi ge jiushi managing director.

*Actually he is [something like] executive manager. The other is (in English) managing director.*

Xing: dui.

*That's right.*

Ma: anzhaowomen shi kan ta shi, anzhaowomen na zhong shuofa ta shi managing director jiu haoxiang shi leisi zongjingli, bu dao zongjingli de difang. operation director jiushi yi ge caozuo de zhuren shi ba? ta dou meiyou manager zhe ge shuofa, dou shi director, dou shi zhuren. ta haoxiang jiushi zhixing zhuren na ge yangzi.

*In our terms, in our terms he is (in English) managing director, that is, something like the general manager, not quite the general manager. (in English) operation director is director in charge of operations, isn't it? They don't even have the term (in English) manager, they are all (in English) director[s], all directors. He is something like executive director.*

Xing: dui dui. dan...

- Ma: *Yes that's right, but...*  
 jiu haoxiang women shuo de shi shenme changwu fuze de yiyang de.  
*Like in our term in charge of the daily running.*
- Xing: dui dui, keneng shi, huo zhe shi wo jue de shi zhuan guan shengchan de.  
*Yes that's right, maybe, or I think he is specifically in charge of production.*
- Ma: bi tamen shaowei yao gao yi diandian. gao buliao duoshao.  
*Slightly senior to the rest of them, not much.*
- [play tape]  
 [Mick White]  
 [stop tape]
- Xu: guan shengchan.  
*In charge of production.*
- Xing: guan shengchan, dui.  
*In charge of production, yes.*
- Xu: ta yao ling women qu canguan de.  
*He is taking us to visit [the factory].*
- Xing: dui. Shang hui haoxiang ye shi ta. haoxiang xingge he na liang wei jue du bu yiyang.  
*Yes, he did it last time too. It seems his personality is totally different from that of the other two.*
- Ma: haoshuang yidian.  
*More straightforward.*
- Xing: haoshuang yidian.  
*More straightforward.*
- [play tape]  
 [introduction of delegation]  
 [stop tape]
- Xing: (surname) zong zai gan shenme, (surname) zong?  
*What are you doing, chief engineer (surname)?*
- Sun: dou wang le.  
*I forgot.*
- Xing: shi ma?  
*Did you?*
- Sun: xianzai ji bu qilai le. haoxiang wo de yisi shi yao jiang shenme, fanzheng shi, dui ba?  
 zong yao yisi yixia, dui ba. jieguo hou lai shi jiushi jiu jieshao ziji jiu xing le. wo kaishi  
 meiyou mingbai zhe ge shi. shijishang ta ruguo wo zheyang zui jian dan le, jiu wo yidian  
 mei fudan le, renwu tai zhong le, jiushi jiang shenme. (laughs)  
*I don't seem to remember now. It seems that I was going to say something or other, right?  
 You have to say something, right? But in the end it was only self-introduction. I didn't  
 understand it at the beginning. In fact he if it was easier for me in this way, as I was  
 relieved of the burden. Too hard a task, to decide what to say. (laughs)*
- Xing: shang hui, shang hui ye shi, jiu...  
*Last time, and last time too, that...*
- Sun: shiji shi...  
*The fact is...*
- Xing: shang yi hui na ge SHB de (surname) xiansheng haoxiang shi tuanzhang, hai you yi ge  
 women jiao ta (surname) shuji shi dangzhibu shuji, ta shi fu tuanzhang, wan le jiu, zhe ge  
 jieshao wan le yihou ne, ta jiu lao xiang shuo dian shenme, lao xiang jiushi, yinwei tamen  
 ziji jiang le, zanmen jiu haoxiang shi lao you yinggai shuo dian shenme, ta yizhi jiushi, ta  
 genben meiyou meiyou kanjian jiushi (surname) shuji yao xiang shuo dian shenme.  
 hou lai (surname) shuji zuo le hao ji ci dongzuo.  
*Last time that Mr (surname) from SHB, he seemed to be head of the delegation, and  
 another guy we addressed as Secretary (surname), he seemed to be secretary of a branch  
 Party committee, and deputy head of the delegation, after it was finished, after the  
 introduction was finished, he was wanting to say something, that is, after they had had  
 their speech, it seems that we always feel we should say something in return. He was, he  
 [the chair] didn't notice at all Secretary (surname) attempting to say something. And  
 Secretary (surname) attempted several times later on.*
- Chen: ye shi Xiao (surname) na ge, dang fanyi?

- Was Xiao (surname) the interpreter too?
- Xing: bu shi Xiao (surname), shi na ge Xiao (surname).  
*No, not Xiao (surname), it was Xiao (surname).*
- Ma: yiban shuji keneng bu yiyang, shuji ai shuo. (all laugh)  
*Secretaries are generally different, they love to make speeches. (all laugh)*
- Xing: dan zanmen de guandian haoxiang zong shi you yi ge tamen de fayan zan ta ye yinggai daxie.  
*But it always seems to us that after their speech we should give our speech to express our appreciation.*
- Xu: biaoshi yixia jiushi dui tamen de yixie shiqing ganxie jiushi shuo yi shuo zhe zhong hua.  
*To express thanks to them for certain things to say a few words of this kind.*
- Xing: dui, suoyi (surname) gong xiamian jiu kaishi shuo le.  
*Yes, so now Engineer (surname) is beginning to say them.*
- [play tape]
- [stop tape]
- (all laugh)
- Lin: fanyi jiu cha le dian le, dui.  
*The interpreting is very poor, yes.*
- Xing: ba (surname) zong jiu gei daduan le.  
*So he stopped chief engineer (surname).*
- Sun: shijishang cong wo geren jiang wo ye bu zhi xiang jiang sha, zuihao bu jiang, dui ba? dan cong guonei de na ge (Xu: zunzhong lijie. = to honour protocol.) fengsu lijie jiang ne, ta zong shi duideng de jiang, ta jiang le wo ye yao you dian biaoshi.  
*In fact from my point of view I didn't know what to talk about, ideally not to talk at all, right? But according to our home customs and protocol (Xu: to follow customs and protocol.), speech is delivered on the basis of reciprocity. He has made his speech, and I am expected to say something.*
- Shen: jiu zhunbei le yi ge fayangao.  
*So [you] prepared a speech.*
- Sun: meiyou.  
*I didn't.*
- Xing: dan hen liuli de.  
*But it was being very well delivered.*
- Ma: xiang zhe zhong qingkuang xia Xiao (surname) jiu bu yinggai daduan.  
*At moments like this Xiao (surname) shouldn't have interrupted.*
- Lin: ai.  
*That's right.*
- Xing: shijishuo ta zhe ge jiu dengyu biaoshi daxie zhi ci.  
*In fact this was meant to be an expression of appreciation.*
- Lin: xxx jiu biaoshi xxx  
*Xxx just to express xxx*
- Xu: Zhongfang de, jiang ji ju shi hen zhengchang de.  
*The Chinese side, it's normal to say a few words.*
- Sun: cong limao shang jiang...  
*From the point of view of politeness...*
- Ma: shijishang wo shuo wo shuo ju bu hao ting de hua, Xiao (surname) zhe ge shihou jiushi [in English] translator, zhe ge shihou jiu wan le.  
*In fact, let me say something not so pleasant to the ear, Xiao (surname) was just a [in English] translator, nothing more on this occasion.*
- Xing: dui, meiyou, bu yinggai canyu.  
*That's right, no, shouldn't have taken part.*
- Ma: bu yinggai canyu qita de dongxi. wo suibian wo shuo shenme ta dou bu yinggai canyu, [forcefully] ta dou yinggai fanyi chulai, jiushi zhe ge zhengshi changhe ya, ruguo shi yao wo shuo ya, shijishang keneng bu xing, ta shuo shenme wo shuo shenme.  
*Shouldn't have taken part in anything else. Whatever I say he shouldn't join in, [forcefully] he should translate it, this is what a formal occasion is. If you ask me, in reality it can't be done, literally translating what is said.*
- Lin: dui dui dui, guanjian qi ge fanyi zuoyong.

- Ma: *That's right that's right that's right. The point is to function as an interpreter.*  
guanjian Xiao (surname) ne keneng gen Zhongguoren (hesitating)...  
*The point is Xiao (surname) maybe with Chinese (hesitating)...*
- Lin: suibian yidian.  
*A bit informal.*
- Ma: suibian dao bu shi. ai, bie shuo le, miande mafan.  
*Not really informal. [to follow (surname)'s thinking] stop it, save [me] some trouble.*
- Sun: bu shi, keneng ta renjia meiyou yao wo jiang.  
*No, maybe they didn't ask/want me to speak.*
- Ma: shi renjia mei yao ni jiang a.  
*It is true that they didn't ask/want you to speak.*
- Lin: keyi jiang ne jiang le jiu xxx  
*You could speak and you did xxx*
- Ma: ni jiang ye shi yinggai de.  
*You had the right to.*
- Sun: wo jiang jiushi renjia bu yao wo jiang zhe ge ta ye shi dui de. ni, wo bu zhidao zhe'r, jiu shuo ni shi bu shi Yingguoren kanbuqi women Zhongguoren.  
*I was speaking and if they didn't want me to he wasn't wrong. You, I am not familiar with thing here, that is, do the British look down upon us Chinese.*
- Xing: dui, zhe jiushi zanmen xuyao...  
*Yes, this is what we need to...*
- Sun: cong zhe fangmian jiang shi you dian zhe ge yisi. shijishang wo ye bu yuanyi jiang, wo jiang bu chu shenme lai. dan mei banfa de, shuo ge yi ju liang ju hua. na ge yisi, dui ba? dan ni bu rang wo jiang ni jiang wan le, nimen mei ren ziji jiang yixia, ni bu jiushi cheng le zhe ge yisi? Jiushi kanbuqi nimen Zhongguoren.  
*From this point of view this was implied. In fact I was reluctant to speak, and I had nothing to speak about. But I had to, to say a few words. Right for the occasion, right? But you had finished your speech, and you didn't give me the opportunity, and you each introduced yourself, wasn't this clearly implied? [we] do look down upon you Chinese.*
- Ma: bu dui bu dui. zhe ge zhe ge limian wo jue de Xiao (surname) wo dangshi de qingkuang wo hai jide hen qingchu, wo jue de jiushi Xiao (surname) zai zhe ge shihou qi le hen qi le hen da de zuoyong. zhe weishenme ne? ni, ni birushuo ziwo jieshao de shihou, mei ge ren ziji na ge difang, tamen ziji jieshao de shihou jiu gaosu ziji shi zhe ge shi zhiliang gongchengshi ye hao, zhe ge shi sheji gongchengshi yehao, zhe ge shi [in English] operation director ye hao, ta ba ziji dou jieshao chulai le, shi ba? ni kan, ni zai bifang zai kan, women ziji zai jieshao ziji de ziwo jieshao de shihou ta fanyi de feichang jianan. yexu ta bu keneng fanyi chulai le haishi zenme, bu zhidao shi shenme dongxi.  
*No no. in this this whole thing I felt Xiao (surname) I still remember it very well. I felt Xiao (surname) played a very important role at this moment. Why is this? You, for example, at the moment of self introduction, everyone [introduced] where he was from, in their introduction they told [us] whether this was quality assurance engineer, this was design engineer, this was [in English] operation director, he introduced himself, right? You see, for another example, in fact when we were introducing ourselves, his interpreting was very brief. Maybe he wasn't able to translate it or for some other reason. I don't know what it was.*
- Sun: wo xiangxin kaishi de shihou wo bushi gen dajia shangliang de shihou wo shangliang shenme ne? wo jiu bushi shijishang jiu shuo ge danwei ya shenme bu tai qingchu, wo pa jiang bu qingchu.  
*I believe at the beginning I was consulting you. Why was I doing that? I in fact it was our companies and that sort of thing that I wasn't clear about. I was afraid I couldn't explain clearly.*
- Chen: ziji shuo.  
*Self introduction.*
- Sun: ai, jiushi zhe ge yisi, zhao jiang yinggai shi...  
*Yes, that's it. To be sensible, it should have been...*
- Chen: you ni yi ge ren jiang.  
*You should speak on behalf of us all.*
- Sun: ai, wo jiang...



- Yes, I should speak...
- Lin: ta shi nali ta shi nali.  
*Which company he is from which company he is from.*
- Sun: yinggai shi zheyang, ai, shi ba?  
*It should have been in this way, yes, right?*
- Xu: zuihao shi ta yi ge ren jiang, zhe shi zui zhengchang de.  
*It would have been best for him to speak on our behalf. This is the normal way.*
- Sun: shijishang, ta, ye yinggai shi zheyang de, dan ta ye shi ta ye jiao tamen ziji jiang, dui ba?  
zhe dao ye shi dui de.  
*In fact he, it should have been the same with him. But he also asked them to introduce themselves, right? So it was reasonable.*
- Chen: yangelaijiang, yinwei ta shi tuanzhang, ta jiu yingai cong ta kaishi, yi ge yi ge zhan qilai,  
yi ge yi ge jieshao.  
*strictly speaking, as he is head of the delegation, he should start the introduction from him, introducing us one by one, and with us rising one by one.*
- [The visitors all agree, saying "ai" (English= that's right.)]
- Chen: ta shi Zhang san, ta shi Li si, dou gan shenme gan shenme, shuo wan.  
*This is so and so, that is so and so, and what they do.*
- Sun: dui dui dui, yinggai shi zheyang.  
*that's right that's right that's right, it should be like this.*
- Chen: ranhou ta zai shuo liang ju ketao hua, wan le. dui ba?  
*and then he makes a few polite remarks, and that's it. Right?*
- Xu: dui dui.  
*Yes, right.*
- Chen: zhe ge changhe jiu yuanman jieshu le.  
*then this encounter/occasion is successfully completed.*
- Sun: yinggai shi xian shuo liang ju ketao hua, jieshao jieshao.  
*The right way is to say a few words of appreciation, and introduce ourselves.*
- Chen: name zuowei Xiao (surname) lai jiang ya, ta chaoyue le ta de [several together] zhize fanwei, dui ba?  
*then as far as Xiao (surname) is concerned, he went beyond his [several together] responsibility, didn't he?*
- Lin: guanjian shi zhe ge wenti.  
*This is the point.*
- Chen: Xiao (surname) fanyi jiandan, youshi zai fanyi shi zai chanru ziji de zhujian, na bu xing,  
fanyi zheyang bu xing de.  
*Xiao (surname)'s interpreting too brief, and sometimes putting his own opinions into his interpreting, that won't do. This is not the way of interpreting.*
- [Xu laughs]
- Chen: shi ba?  
*Am I right?*
- Lin: zhe ge shi dui de.  
*That's right.*
- [play tape]
- [stop tape]
- Chen: bushi wo shuo de.  
*I didn't say that.*
- Xu: xxx
- Sun: jiushi, "gan shenme de" shi shui shuo de?  
*Yes, who said "what do you do"?*
- Xu: Xiao Xiao (surname), "gan shenme de" shi.  
*Xiao Xiao (surname) [said] "what do you do".*
- Xing: bushi Xiao (surname), Xiao (surname) shuo bu chu name hongliang de shengyin.  
*Not Xiao (surname), Xiao (surname)'s voice is not that loud.*
- Chen: shi wo shuo de?  
*Was it me that said it?*
- Xing: keneng shi nin shuo de. nin shuo de shi "gan shenme de, shuo yixia".  
*It may be you. What you said is "what do you do, say it".*

[play tape]

[stop tape]

Xing: shui shuo de "xingming, xingming"? qeshi you yidian zanmen jieshao de, meiyou shuo wo jiao shenme, wo shi wo shi gan shenme de. tamen tamen quan shuo le. tamen quan shuo le, quan shi shuo wo jiao shenme, kaishi wo jiao shenme, ranhou xxx.

*Who said "name, name"? yes there is one point, when we were introducing, we didn't tell our names, I am, what I do. They they all introduced their names. They all did, all said who I am, at the beginning who I am, and the xxx*

Chen: xingming, shi ba?

*name, right?*

Xu: keneng, bushi wo jiang de.

*Maybe, I didn't say it.*

Shen: xxx

Xu: wo yinwei wo ziji dou meiyou jiang.

*I because I didn't introduce my own name.*

Xing: shuo dou meiyou shuo.

*Nobody did.*

Xu: yinwei wo ziji dou meiyou jiang, suoyi wo bu keneng jiang de.

*Because I didn't introduce my own name, I couldn't possibly have said that.*

Xing: zanmen dou mei zhe ge xiguan.

*We are not used to this.*

Chen: ni ba ta fang wan kankan, yizhi fang wan.

*You carry on playing, through to the end.*

Lin: an daoli shi yinggai.

*We should have (introduced our names).*

Xing: women guonei zheme jieshao ye meiyou, ye mei shuo wo jiao shenme.

*At home when we introduce we don't, we don't tell people what our names are.*

Lin: ruguo shi zhe zhong qingkuang xia, xxx qingkuang, xxx yao Lao (surname) jieshao ta zhe ge qingkuang...

*If under this circumstance, xxx circumstance, xxx Lao (surname) should make the introduction...*

Sun: qishi dangshi ne, wo dangshi yinwei naozi li meiyou, suoyi wo jiu xian gen dajia shangliang jieguo dajia jiu...

*In fact I at that moment because I didn't have it in mind, so I first consulted you all, and as a result you...*

Lin: wo juede mei ge ren ne, zhishao shi xxx, zhe yi ge shi na yi ge, qilai, dian ge tou.

*I think everybody should at least xxx, this one and that one, rise, and nod.*

[play tape]

[stop tape]

Xu: zhe xianzai haoxiang ne, yinwei women lai ne, zhuyao shi yanshou BH (product), jinguan ta zhe ge (product) yijing shi zao hao le, erqie yijing yong shang le, danshi ne zhe ge zhuti shi mingque de.

*Now it seems that, as we are here, mainly to check and accept BH (product), although the (product) have already been manufactured, and are in operation now, but this main theme is clear.*

Xing: yanshou.

*Check and accept.*

Xu: dui, yanshou. ta yinggai ne, yinggai jiang qingchu zhe ge BH (product) shi shenme shihou zao de, shenme shihou zhizao wanbi de, shi ba? zhe ge qingkuang ta yinggai jiang yixia. shi ba?

*Yes, check and accept. They should have should have explained when the (product) were manufactured, when was the manufacturing completed, right? They should have told us something about it. Right?*

Xing: zai zhe qianmian...

*Prior to this...*

Xu: zhuti meiyou le, shui dou meiyou tan zhe ge shiqing. qishi ne zhe shi bu zhengchang de, shi bu shi ya?

*The theme was no longer there. Nobody talked about it. In fact this was not normal, was*

- it?
- Shen: ta zai na ge zuo shiyande baogao, zuo shiyan baogao de ji ge xiangmu...  
*He was that test report, the items in the test report...*
- Xu: yinggai yinggai jiang, ta yinggao ba zhe ge shiyan baogao rang women kan yixia.  
*They should, they should have talked about it, he should have shown us the test report.*
- Sun: tingshuo shi ta yao gei women shangke, lingwai yi dian cong zhe zhong xingshi lai jiang ye bu shi ta zuo zai zhe ge zhuxi tai women liang bian fenkai de. dui yinggai duideng de xing shi shi ta zhuo zhe yi pai women zuo zhe yi pai, shi bu shi? shi yinggai zhe yang ma. ni kan xianzai shi, tamen zuo zhuxi women ting tamen jiang, danran jiu shi jiao ni zenmeyang zenmeyang. ranhou tamen dou jieshao wan le, ranhou ni xxx jiang wan le, tamen ziji xxx, ranhou ta jiu kaishi tantan richeng, pei nimen canguan jiu wan le.  
*I heard he was to give us a lecture. And another thing is, in terms of the seating arrangements, it shouldn't have been that that he sat in the chair position and we were seated along the sides of the table. The equal status should be they sit along this side and we sit along that side, shouldn't it? That should be the right way. You see now, they were chairing, and we were audience, which naturally means that you do what you are told to. Then after they had all introduced themselves, then you xxx had finished your talk, they themselves xxx, then he went on to talk about the schedule, and ended it with accompanying you on the tour.*
- (Several in chorus: dui dui. = *That's right that's right.*)
- Sun: ta jiu shi yi zhong, cong tou dou shi zai zhahui ni, kanbuqi ren. qishi shi duideng de. shijishang shi duideng de.  
*They were, right from the start, they were commanding/in control, contemptuous. in actual fact we should be equal status. In fact we should be equal status.*
- Xu: xiang shi zai guonei ruguo zhe yang paichang de hua, jiu yinggai shi liang pai.  
*If [such an occasion were] staged in China, [the hosts and the guests] should be [seated] along the two sides [of the table].*
- Sun: yinggai shi liang pai. women yixiang dao women chang tan zhe zhong zhenzheng de dongxi, ta zuo na yi pai women zuo zhe yi pai.  
*[the hosts and the guests] should be [seated] along the two sides [of the table]. We have always, when they go to our factory to negotiate business, they are seated along that side and we along this side.*
- Xing: zhe ge buju jiu bu yinggai shi zhe yang de.  
*The arrangement should not be like that.*
- (Several in chorus: ai, dui. = *Yes, that's right.*)
- Sun: conglai shi zhe yang de, jiu shi, ta zuo zhe bian, women zuo na bian, dui ba? ranhou yiban de, ta de tou zuo zai zhe zhongjian, women zuo zai zheli. women bianshang, bugou ma, zuo zai zhe liang tou. xiao bu la zuo liang tou.  
*It has always been like this, that is, they sit along this side, we along that side, right? Then generally, their head is seated in the middle, we sit here. Beside us, if the space is not enough, sit at the two ends. Small potatoes sit at the ends.*
- Xing: ta gangcai shuo de, wo juede Xiao (surname) shengyin tai di, ta shuo tamen zai zhe gangmian shi feichang feichang you jingyan de, erqie ta xiamian you chongfu le yi bian.  
*Just now he said, I think Xiao (surname)'s voice is too low here, he said they are very very experienced in this, and he said it again later on.*
- Lin: cong zhe ge bai de.  
*In terms of the layout of the room.*
- Xu: shang ji ci tamen kaihui de shihou shi zhe yang buju de ma?  
*Were the layouts the same for previous meetings?*
- Xing: buju shi yiyang de.  
*The layout was the same.*
- Xu: yiyang de, zhe you wenti.  
*The same, then there is a problem there.*
- Lin: cong zhe ge dengzi lai kan, ta ye shi zheme bai de, bu shi bai zai yi bian.  
*From the arrangement of the chairs, the layout was the same, not along one side.*
- Sun: jiu shi shuo, na dangran lingwai yi fangmian keneng ta jiu difang xiao.  
*That is to say, of course on the other hand it might be that the room is not big enough.*
- Xu: yinwei difang xiao.

- Because the room is not big enough.
- Sun: difang xiao, ta jiu difang xiao, women jiu difang bijiao de, shi ba? shijishang ta na bian ren ye hen duo.  
*The room is small, their room is small. But our room is bigger, right? In fact there were also quite a number of people on their side.*
- Xu: erqie ta you xie ren tamen zai zheli ye ye keyi zuo xialai, shi ba? ta you xie ren jiu zanzhe, ye bu shi hen tuodang.  
*And some of them present should have been seated, right? Some of them were standing there, which was not very well arranged.*
- Sun: yinwei yinwei zhe zhong shangwu guanxi bu shi wo dao ni zhe'r lai cangan huozhe shenme, shi ba? wo mai ni de dongxi wo lai yanshou ni dongxi, yinggai shi zhe yang.  
*Because because this kind of business relationship is not that I come over here to your place for a visit or what, right? I am purchasing your products, and I'm here to check and accept them. This should be the relationship.*
- Xing: zhe wo gangcai shuo le yi ju, tamen zai zhe ge sheji gongcheng he zhizao fangmian jiu jieshao ta gongsi...  
*Just now I was saying that they in terms of design engineering and manufacturing introduced their company as...*
- Sun: zhe ge dangran shi zhe yang de, ta zong yao chuixu yixia, zhe ge keyi lijie, zhe keyi lijie.  
*This is of course so. He had to boast off a little. It's understandable, understandable.*
- Xing: hougoumian ne, hai hai chongfu le yi bian.  
*Later on he repeated it.*
- [Play tape: so we are obviously experienced in design and...]  
[Stop tape]
- Xing: ta you shuo le yi bian. You shuo yi bian ma, jiushi hen xianran tamen zai zhe ge shengchan he shenme sheji fangmian feichang you jingyan.  
*He said it again. Said it again, that is, they are very experienced in manufacturing and design.*
- Sun: zhe zhe zhe zhe keyi lijie.  
*This this this this is understandable.*
- Xing: keyi lijie.  
*understandable.*
- Sun: dou shi, dou shi juegui keyi de. yinwei...  
*All, all is absolutely understandable, as...*
- Shen: ta xianzai de dongxi zai guonei shiyong qingkuang hai keyi, guonei jiben qingkuang hai keyi. Yao buran xianzai guonei you changzhi shengchan zhe zhong xunhuan (product), zhiliang bu xing.  
*Their products are operating very well in China at the moment, the general operation is okay. Otherwise we have home factories manufacturing this kind of circular (product), but the quality is not as good.*
- Xing: zhiliang bu xing.  
*the quality is not as good.*
- Sun: ye bu yiding, ye bu yiding.  
*That's not definite, that's not definite.*
- Shen: xxx
- Xing: dan jiage meiyou Yingguo pianyi.  
*But the price is not as cheap as that of the British products.*
- (Several in chorus: ye you maobing. = There are also defects.)
- Sun: ye you maobing.  
*There are also defects.*
- Shen: xianzai women haoxiang ba shiyong le jiu tai le, hai keyi.  
*We seem to have so far used about nine of their (product), and they are okay.*
- Xu: ta zhe ge ye you wenti de, bu shi meiyou wenti de. Jiaxing jiu you wenti.  
*There are also problems with their (product), not problem-free. Jiaxing experienced some problems.*
- Sun: ni bu neng shuo yiding meiyou wenti.  
*You can't say they definitely have no problems.*
- Xu: Jiaxing de wenti ne, tamen ye you wenti, Jiaxing benshen ye you wenti, shi ba? Bu shi, ye

- bu neng shuo tamen meiyou wenti, shi ba?  
*The problem with Jiaxing, they are partly responsible, and Jiaxing themselves are partly responsible, right? No, we can't say they have no part in the problem, can we?*
- Ma: ta de zhiliang yao dadao mouzhong chengdu cai nenggou xxx  
*Their quality must meet certain standards, and then they can xxx*
- [All laugh]
- Xu: zuowei Jiaxing lai shuo Jiaxing anzhuang shi you wenti.  
*As far as Jiaxing is concerned, their installation was problematic.*
- Ma: shijishang tamen gei wo jiang le, Jiaxing gen wo jiang le, tamen tamen shang ci qu you ge gongchengshi gen wo tan le yixia Jiaxing chuxian shenme wenti shi zenme hui shi, keneng dongxi mei qu chulai.  
*In fact they told me, [people at] Jiaxing told me about the problem. When they they were there last time an engineer told me about Jiaxing, about the problem, about what happened. It might be that something was left in [the (product)].*
- Shen: danshi ta you wenti, ta mei wenti geng bu yong shuo le, ta you wenti ye yao ba ziji chuipeng yixia.  
*But they have problems. they boast off, even if they have problems, let alone if they don't have problems.*
- Sun: zhe ge bing bu qiguai.  
*This is not surprising.*
- Chen: women yunxu ta zhe ge shihou chuixu yixia.  
*We allow them to boast off on such occasions.*
- [Play tape]  
 [Stop tape]  
 [Xing offering tea. Visitors talking about tea cups and Helen's taste for Chinese culture, her married name, and traditional Chinese practice of adopting husbands' family names.]  
 [Play tape]  
 [Stop tape]
- Xing: zhe ge ting Xiao (surname) de ting dong le ma? ta shuo fadian de shi tamen zhuyao de...  
*Did you understand what was said from (surname)'s translation? He said power generation is their main...*
- Ma: zhuyao de chanpin.  
*Main product.*
- Xu: tamen ne jiang ziji de chanpin hao hen lijie, danshi tamen zhe yang jiang ne qishi shi fan le yi ge feichang da de cuowu. weishenme ne? yinwei, ni xiang, yinwei yinwei yi ge danwei ya, yi ge qiye dang ta de chanpin zai ji nian zhi nei meiyou xin de dingdan, wenti shi hen yanzhong de, dui tamen lai jiang, danshi tamen meiyou jiang zhe ge wenti.  
*They it is understandable for them to praise their own products, but by doing so they in fact made a big mistake. Why? Because, you see, because because for a company when they haven't got new orders for their products for several years it is a serious problem, to them, but they didn't talk about that.*
- Xing: dui.  
 Yes.
- Xu: shi bu shi ya? guang jiang ni ziji chanpin hao you shenme yong? shi bu shi ya? ni zhe ge chapin bie de difang meiyou xiaolu, zhiyou women guonei you xiaolu, erqie guonei zhiyou women SHB bang tamen zai ding tamen de chanpin. er zhe liang nian lai meiyou jihu meiyou xin de dingdan, wenti shi hen yanzhong de. qishi yinwei tamen hai mei hai mei yishi dao zhe ge wenti, shi ba? suoyi wo dangshi wo jiu ganjue dao zhe yang jiang, tamen zhe yang jiang, shi fan le yi ge da cuowu.  
*Am I right? What is the use of only boasting of your own products? Right? There is no market elsewhere for your products, the only market is us in China, and in China only we SHB is helping them to get orders for their products. And they haven't got any new orders at all in the last two years, this is a serious problem. In fact they haven't realized this problem, right? So I at that moment I felt that say words like this, that they say words like this, is committing a big mistake.*
- Shen: xxx
- Xu: dui, ta yinggai jiang, women de chanpin nimen nimen zuo le haoduo nuli, shi ba? xiwang jixu, yinggai zai zhe fangmian duo jiang.

- Yes, he should have said that, you have made great efforts regarding [the sale of] our products, right? And hope you continue. They should have said more in this respect.*
- Lin: ta mei ti zamen dingdan zhe ge shiqing.  
*He didn't mention our orders.*
- Xu: suoyi zhe shijishang shi hen zhongyao de wenti, bu shi dandan jiedai women jiu xing le.  
*So in fact this is a very important matter. It is not just a matter of receiving us.*
- Sun: shijishang jiu xiang women chang, ruguo ni xianzai meiyou dingdan, yiban women (product) ba...  
*In fact take our factory as example, if you don't have orders coming in, like with our (product)...*
- Xing: bu bu bu, zhe yang de hua ta shuo le, zhe ju huo ta shiji shuo le, fadian, fadian shi tamen zui zhuyao de xiangmu. shijishang keneng shi Xiao (surname) nongcuo le. wo jiu xiang wen yixia ting Xiao (surname) ting yixia Xiao (surname) suo de shi bu shi neng mingbai shenme yisi. shijishang jiu shi gao fadian de.  
*No, no, no, he said these words, he actually said so, power generation, power generation is their most important item/project. In fact (surname) may have got it wrong. I was going to ask, did you understand what was actually said when you were listening to (surname) listening to what (surname) was saying. In fact it is power generation.*
- Sun: dui women lai jiang ta jiu yao qiangdiao fadian de, yinwei women shi gao fadian de. tamen mai dongxi gei women de shijishang jiu shi mai fadian shebei.  
*To us they should stress power generation, because we are involved with power generation. The products they sell us are in fact all power generating facilities.*
- [Play tape]  
[Stop tape]
- Chen: wo gen ni shuo ya, Xiao Xing, ni tian weishenme wo gen ni shuo na ge hua ya, jiu shi yao tamen mingbai women zhe yi xing dao zheli lai le de yiyi, dui ba? zai jiu shi ta de hezuo huoban shi yi ge shenmeyang de duixiang. wo rang Xiao (surname) gen ta shuo, Xiao (surname) meiyou shuo. yinwei women yinwei zuowei women lai shuo dangshi na yi tian di er tian yi nian liang nian hezuo, zhe Xiao (surname) suo chuli de bu dui, dui women bu liaojie. women yiwei ta gu ta ta bugan shuo, shijishang ta meiyou shuo qing.  
*Let me tell you, Xiao Xing, you know what I was telling you the other day? I just wanted them to understand/realize the importance of our visit, right? and also [let them know] what kind of cooperating partners they are dealing with. I asked Xiao (surname) to tell them, but Xiao (surname) didn't. Because we because as far as we are concerned that day, the second day one year two year cooperation, Xiao (surname) didn't handle it correctly, he does/did not understand us. we thought he was afraid because he was employed by them. In fact he didn't explain [his position] clearly [to us].*
- Shen: Xiao (surname) wo kan na tian ting weinan de yang. wo ye shuo le houlai tui xialai de shihou wo ye shuo wo shuo Xiao (surname) shijishang hen weinan. shijishang ruguo shi ta de guyuan you xie hua ta ruguo shi jiang le laoban mei xingqu, keyi shuo, ta bu hao shuo. na women jiu bu xuyao ta qu, bu yao ta qu zhuanda women de hua le, name jiu zhijie women shuo ranhou ta zhijie fanyi guoqu, name ta hen lijie de, shi women shuo de, you xie hua women shi zhe yang lijie de.  
*I noticed Xiao (surname) was rather embarrassed that day. I said later on after the meeting I said Xiao (surname) looked rather embarrassed. In fact if he were their employee some words if he had passed them on to his boss he [the boss] wouldn't be interested, so [in that case] it was difficult for him. Then we wouldn't have asked him to, wouldn't have asked them to pass on what we wanted to convey. In that case we would have asked him to translate directly. Then he [the boss] would understand that it was what we said, some words expressed what we had interpreted.*
- Sun: suoyi zhe ye yinggai shi, fanyi...  
*So this should be, interpreting...*
- Xu: jiu shi wanzheng de wanzheng de biaoda.  
*That is completely completely express what we say.*
- Xing: buguo cong zhe shi kaishi tamen yijing yishi dao zanmen de zhongyao le. ta shuo zanmen de dingdan ba dao xianzai wei zhi shi tamen you shi yi lai zui da de dingdan.  
*But from this moment on they began to realize our importance. He said the orders from us are so far the biggest in the history of the company.*

- Shen: ta shuo le?  
*Did he say so?*
- Xing: ta shuo le.  
*He did.*
- Lin: xiao (surname) ta jiu...  
*But Xiao (surname) he...*
- Sun: xiao (surname) ta jiu meiyou fanyi.  
*But Xiao (surname) he didn't translate.*
- Xing: danshi ta jiushi shifou yishi dao zanmen, jiu shi zhe ge ren [Jack] ne, shifou yishi dao zanmen zanmen zai zuo de dui tamen name zhongyao, zhe hai zhen bu zhidao.  
*But he that is did he realize that we, I mean this guy [Jack], did he realize that we we present at the meeting are so important to them, this we don't know.*
- Xu: meiyou meiyou meiyou.  
*no [he didn't] no no.*
- Chen: meiyou, ta meiyou yishi dao.  
*no, he didn't realize that.*
- Xing: Tim keneng zhidao.  
*Tim may know it.*
- Shen: ta zhidao. ta xxx, danshi cong zheng tao dingdan lai kan (place) keneng shi zui duo de women shi shi'er tai, xxx  
*He knows. He xxx, but in terms of the whole set of orders, (place)'s may be the biggest. We have [ordered] twelve (product), xxx*
- [Play tape]  
[Stop tape]
- Xu: suoyi, dui Hua maoyi shi, bu shi, bu xiang deguoren Ribenren, zhe yang yi jinqu jiu xing le.  
*So [in terms of the British, their] trade with China is, isn't, isn't like the case of the French or the Japanese. It's not simply the entry, and nothing else.*
- Xing: tamen zenme jinqu de?  
*How did they enter the China market?*
- Xu: tamen, tamen zai zhe ge maoyi shang ne jibenshang you shenme changke dou feichang zhuyi. #6. Yingguoren shiqu le hao duo jihui qishi.  
*They, they in trade basically they pay very much attention to their regular customers. #6 The British have missed many good opportunities, in fact, haven't they.*
- Xing: ye shi. zuo zhe deng zhe renjia dou ba shichang zhanling le, dou da jinqu le, xxx  
*That's right. Just sit there and wait till others have taken the market, have entered it, xxx*
- [Play tape]  
[Stop tape]
- Xu: ... weishenme ne? zhe Shen qishi hai shi yi ge daoli. benlai shuo shuo ta de zhe ge xiaoyi birushuo ta zhe ge yi nian de zhe ge xiaoshou'e bi women chang li hai yao chaoguo yidian.  
*... why then? this is in fact the same reason as what Shen has just said. Their revenue, their annual turnover is a little more than our works.*
- Chen: ai, you shi ji ge yi ne.  
*Yes, more than 100 million (in Chinese currency).*
- Xu: shi ba? suoyi shuo Shen mashang gei ta suan, shi ba? (laughs)  
*Right? So that's why Shen was working it out then [referring to Shen using a calculator in the meeting].*
- Sun: ji qian, ji qian?  
*How, how many thousand?*
- Chen: yi qian duo wan, yi qian san bai, yi qian san baiduo wan Yingbang.  
*More than 10 million, 13 million, 13 million pounds.*
- [Several working out the amount in Chinese money]
- Ma: yi yi liu qian wan.  
*160 million (Chinese money).*
- Chen: dui, cha bu duo.  
*Yes, about that much.*

[Play tape: talking about buying a socket]

End of Side A

Beginning of Side B

[Stop tape]

Xing: Xiao (surname) ye mei mai na ge na ge shenme ba?  
*Xiao (surname) didn't buy that that thing, did he?*

Xu: shangci mai le mai le.  
*He bought it last time, he did.*

Xing: mai le shi ba?  
*Oh he did.*

Xu: mai le mai le mai le.  
*Yes he did.*

Xing: wo shi diyici qu na ge jiu shi (place) na ge shopping centre mei jian you mai de.  
*The first time I went to the, that is, that (place) shopping centre I didn't see it available.*

Xu: mai le. yong le yi ci jiu huai le.  
*He bought it. But it went wrong the first time we used it.*

Xing: huai le.  
*Went wrong.*

Sun: wen na ge, chazuo ya? yong yi ci jiu huai le.  
*You were talking about that, the socket? it went wrong the first time we used it.*

[Xu laughs]

Xing: houlai zenme ban?  
*How did you cope afterwards?*

Sun: houlai xianzai jiu shi zhe ge cisuo li you ge chatou, xianzai...  
*afterwards, now that is there is a socket in the toilet, now...*

Xu: weishengjian shi you ge chatou jiu keyi le ma.  
*There is a socket in the bathroom, and that solves the problem.*

Xing: weishengjian li you, dui.  
*there normally is one there, yes.*

Sun: ban le jia zhe bian cai you, na bian hai meiyou.  
*There is only one after we moved (into this hotel). There wasn't one there (in that other hotel).*

Chen: na mian shang ci huai le, shi baoxiansi huai le?  
*Over there it broke down, was something wrong with the fuse?*

Sun: guji shi baoxian huai le.  
*Maybe something was wrong with the fuse.*

Xu: tamen chai bu kai lai.  
*They couldn't take it apart.*

Chen: fanzheng shi ta libian you baoxian.  
*Anyhow there is a fuse inside.*

Lin: shi you baoxian. shi bu shi na tian shi zhende baoxiansi huai le zenme hui shi xxx  
*There was a fuse. So that day was it the fuse broke or what xxx*

[Play tape]

[Stop tape]

Xing: zhe'r shuo na ge jiu shi shuo zamen na ge tebie zhongyao.  
*Here he was saying that we are very important.*

Chen: yange di lai jiang yinggai shi yi ge changqi de hezuo huoban, ye shi ta zui da yi ge chang.  
*Strictly speaking [we] are [their] long-term co-operating partner, and their biggest factory [among their customers].*

Xu: dui. yinwei ne tamen ne yao dao women Zhongguo lai xuanchuan tamen de chanpin, shi ba? zuo gongzuo. name women xianzai dao le Yingguo. zheme zheme hao de jihui, shi bu shi ya?  
*That's right. Because they want to promote their products in China, right? To do some [promotion] work. Now we are in Britain. What a great opportunity this is, isn't this?*

Lin: song shanglai de, song shangmen lai de.  
*We are here delivered to their door, delivered to their door.*

Chen: yinggai shi zhe yang.  
*That's right.*



- Shen: gen Yingguoren jiechu, bu liaojie ta de fensuxiguan, ta jiedai keren yinggai shi caiqu yi ge shenmeyang de shenmeyang de yi ge fangshi. birushuo zamen Zhongguoren ya, Zhongguoren jiedai keren shi hen reqing de. name Yingguoren jiedai keren shi bu shi zhe yang? xxx yinwei bu liaojie ta de fengsu ya, suoyi bu da qingchu. Ruguo jinjin zhe yang de yewu guanxi de wanglai, dui bu dui, dou zhemeyang dou zhe yang yi fangbian shang guodequ, xianzai pingpingdandan de jiu shi zhe yang de guanxi, jiu shi Yingguoren xiguan zuo. de shi ba. Ruguo xiang tamen zhe zhong jiedai moshi, ruguo yao shi wo, women Zhongguoren jiedai jiu bu hui shi zhe ge yangzi. name, women xianzai shi xianshi gen ta tichu zheme yi ge wenti, name zhe ge jingji winti women dailai le guo nei de hezuo (?) xiangmu, jingji shang bu tai tuodang, xuyao jie jue yi xia, ruguo shi ta dao women na'r qu, tichuzhe yang de wenti women mashang jiu gen ta jie jue le. tamen tamen haoxiang dui zhe ge bu shi haoxiang hen fuze. ta bu zhidao shi zhe gongzuo tai xiao le ne, bu zhide zhongshi ne, hai shi genben jiu bu...
- When interacting with the British we do not know about their customs and practices, about the way they are supposed to receive guests. Take us Chinese for example. We Chinese are very warm and hospitable when receiving guests. Are the British the same when they receive guests? Xxx because we do not know about their customs and practices, we are not clear. If only in such business relationships, right? they are like this, like they are now for convenience's sake, not particularly warm, a relationship like this, is it the normal British customs and practices? If like the way they are receiving guests, if it were me, we Chinese wouldn't be like this when receiving guests. But then we have now raised this question, that is the financial problem, since we have brought along our cooperation, if we have some financial problem to be resolved, if they were visiting us, we would have such matters resolved at once. They they do not seem to be very responsible in this respect. I wonder if it is because they think that this work is minor, and doesn't deserve any attention, or...*
- Chen: hai you yi dian na, ta zhe ge qiye, zai women guonei lai shuo zhineng suan shi yi ge fenchang li de yi ge chejian, shi ba?
- Another thing is that their company could only be rated as a shop in a branch of a factory in our country, right?*
- Shen: xianzai women guonei xiangzhenqiye dou bi tamen da de duo.
- Nowadays even the township enterprises at home are much bigger than theirs.*
- Lin: ta zhe ge xianzai hai shi xiao qiye.
- Theirs is still a small business.*
- Chen: ni kan ta zhe yi ge changzi, ta na yi ge chang, jiu xiang women Changsha (name of a factory) fan guo lai jiang, hai bu ru yi ge chejian zhuangpei chejian keneng bi ta da hao ji ge. jiu cong zhe ge yiyi shang lai jiang, Zhongguoren hen weida. ta nage, ta nage you dian zida le yidian, qishi bu kequ.
- You see this factory of theirs, that factory of theirs, it is like our (name of a factory, not clear) in Changsha, smaller than a factory, an assembly shop is probably several times bigger than theirs. And from this point of view, we Chinese are great. They, they are a little too arrogant, and this is unwise.*
- Xu: zong de lai jiang cong zheli jiu keyi kan de chu, tamen dui Zhongguoren hai shi kanbuqi. zhen de.
- Generally speaking, we can see from this that they still look down on us Chinese. Honestly.*
- Sun: ta shi na ge shenme, ta yinggai shenme ta xianzai yinggai...
- They that, they should that they now should...*
- Xu: wo xianzai keyi zhe yang, wo xiang zai guo shi nian...
- We can be what we are now, but I think in another ten years...*
- Chen: bu yao shi nian.
- Less than ten years.*
- Xu: bu yao shi nian.
- Less than ten years.*
- Ma: Zhongguo da bu qi guohao lai, xxx ye you women zishen de yuanyin. xxx bu gou qiangda. (laughs)
- China's image is not good, xxx we ourselves are partly to blame. xxx not strong enough. (laughs)*

Xing: dui, you zamen zishen de yinsu, dan cong tamen lai jiang hai shi yinwei yiqian dayingdiguo na zhong peiyang chulai de. suoyi tamen bu xiang zamen na yang de zamen na'r lai ren keren ba...

*Yes, we ourselves are partly to blame. But from their point of view, it was because of British Empire [they were] brought up like this. So they are different. We back home when somebody comes, when there is a guest...*

Chen: bu shi, zhe ge ya, women zai hezuo shang ya women gei ta tai fangbian, gei ta shunli, suoyi Zhongguoren hai shi jiang yiqi de, jiang xingxiang de la. hetong qianding le jiu yao luxing xieyi, hetong ya, bu neng shuo women guang qianding le, dui bu dui? xxx dui bu dui? xxx, dui ba? suoyi gei le ta hen duo, hen shunli, feichang fangbian. shijishang ni shuo ta chanpin you mei you maobing, buguan zenmeyang dou hui tiaochu ta de maobing. zhiyao xiao de jijian (?), birushuo ta hen duo xiao de maobing hen duo xiao de qita difang zan ziji jiu jie jue jiu xiaohua le. ziji jie jue, jiu shi shuo women ziji gei ta xiaohua le. ruguo zhe ge maobing jiu gei ta liao zai na'r, ni rang ta zige'r lai, lai jie jue, feiyong ta jiu yao hua hen duo le, dui ba? suoyi Zhongguoren shi jiang xingxiang de, zai zhe fangmian women bu qu jijiao. fanguolaishuo ta ya dui zanmen keqi dian'r. jiu shi shuo women xian bu shuo women you shenme yaoqiu, bu tan zhe ge fangmian, zhe ge fangmian bu yinggai tan. shijishang women ye meiyou shenme yaoqiu, genben ye meiyou yaoqiu. women zhe yi xing lai de shihou, ta jiu ba women anpai dao name ci de yi ge difang, wo jiu jue de zanmen ke qi. tamen hai yao dao zanmen Zhongguo qu, zhi shao dou shi san xing ji si xing ji yi shang de binguan, dui ba? zhe ge jiedai fangshi bu yi yang. suo yi ta zai zhe ge fangmian dui women keqi yi dian. ruguo shi women yao shi xiang you xie kehu bu shi name jiang xinyu, weinan yixia, diaonan tamen yixia, jiu cong zhengchang de zhe ge fangmian diaonan tamen yixia, tamen jiu wan le. dui bu dui? yi ci, liang ci, san ci, ni feiyong dou gei ta chu, lai yi ci ni jiu budeliao la, dui ba? Xxx

*Talking about this, no, it's not like that. We have, in our co-operation, given them too much convenience, smoothed too much out for them, smoothed too much out for them. So we Chinese are loyal [to friends and co-operators], that is, care about our image. Once a contract is signed, we carry out the agreement, the contract. We can't simply sign it [and don't fulfil it], right? xxx right? xxx right? So we have smoothed too much out for them, given them too much convenience. In fact honestly are there anything defects with their products, there always are if we want to find faults. As long as the faults are with small parts, for example there are many minor faults and minor faulty things, we solve them, we resolve them ourselves, solve them ourselves, that is, we sort them out ourselves. If we simply leave them there, for them [the British company] to come and sort them out, there will be a lot of expenses incurred for them, right? So we Chinese care about our image. We don't haggle in this respect. But on the other hand they should show their respect. That is to say, we, don't talk about what requests we have, don't talk about this, and this shouldn't be talked about. In fact we don't have any specific requests, we don't have any. Upon our arrival, they put us into such a bad place [hotel], and I felt then that we are easily fooled/bullied. They will go to our China again, [every time they go they stay at] at least three-star or four-star hotels, right? The way of receiving is not the same. so they should be courteous to us in this respect. If we were not so creditable [?], like some other customers, and create difficulties, make things difficult for them, make things difficult for them even from within the normal practice, they would be finished, right? Once, twice, three times, let them pay for the expenses, every time they come to China, there will be enormous expenses incurred, right? xxx*

Xu: xxx

Ma: xxx

Chen: wo gen ni jiang, zhe ge chang ta shi yi ge shengchan changjia, jiu ta de shebei ni na tian bu zai chang, ni na tian bu zai chang, ta de shebei ta de jishu zai women guonei lai shuo shi feichang putong de.

*Let me tell you, this company is a manufacturer, their equipment you were not there that day, you were not there that day, their equipment their technology is ordinary in our country.*

Xing: wo wo kan guo ta de na xie wo quan kan guo.  
*I have seen all I have seen all [they have] before.*

Chen: shiba? bu shi man na ge. jiu women dianji gongsi de shebei keneng you xie shebei dou bi

ta hao. chuangzi, jiushi chuangzi lai jiang.  
*Have you? Not very good. As far as our electric machinery company is concerned, some of our equipment is better than theirs. Machine tools, specifically machine tools.*

Ma: xxx

[play tape]

[stop tape]

Ma: ba zhe ting wan le ba.  
*Let's finish this bit.*

Xing: dui zhe yi duan jiu wan le.  
*Yes, we are coming to the end of this part.*

Chen: suoyi na tian weishenme wo rang ni gen ta tan ne  
*So the reason why I asked you to talk to him the other day*

Ma: houlai lu le meiyou?  
*Did you record what happened after this?*

Xing: houmian you na ge chi fan de.  
*The lunch follows this.*

[play tape]

[stop tape]

Xing: wo nimen zuo zuoche zou le, ranhou wo zai shoushi wan le xialai zheng hao pengshang na ge song nimen huilai, zhenghao pengshang zai louti na'r du zhu le.  
*I you left in the van, after I had gathered my things, I was coming down when I ran into on the stairs, face to face*

Xu: na ge na ge Yinba ren.  
*That that Indian or Pakistani.*

Xing: jiu na ge na ge Yinbaren. zai limian wo shoushi de shihou gen na ge nude shuo le yixia, dan na ge nude shijishang jiu geng bu guan shi.  
*That's him. I talked to the lady about it when I was inside gathering my things, but she was not so much in charge.*

Xu: geng bu guan shi.  
*Not so much in charge.*

Ma: danshi wo jiu you zhe zhong ganjue ya Yingguoren ya ta haoxiang meiyou Zhongguoren huo shi Ribenren de na zhong jingye de na zhong jingshen. ni jiu ba xiaoshi yinei jiusuan ni gongzuo, ba xiaoshi yiwai shenme dou bu gan, chu ci zhi wai wo guo wo de ni guo ni de. shizhi shang zuowei xiang Ribenren huozhe shi Meiguoren de hua ne ta youshihou hai zhongshi yixia yeyu yeyu de shijian huxiang jiaoliu yixia yinwei jiaoliu yixia you ganqing. ren shi jiang ganqing de. ni zuo zai duo de guanggao dongxi zai hao ne meiyou ganqing wo bu yong nide shi yidian banfa meiyou. Yingguoren jiu bu zhongshi zhe wanyu'r. biyushuo wanshang ya, Tim (surname) xianzai de lao pengyou lai le zheme jiu Tim xianzai dou bu lou bu lou mian. qian hetong shi nali shi qian (?) le yidadui.  
*But I have the feeling that the British they don't seem to have the commitment to work as the Chinese or the Japanese. Within the eight hours it is your work, outside it it has nothing to do with me, and apart from that I live my life and you live yours. In fact even the Japanese or the Americans they sometimes stress "communication" in one's own off-work time, as "communication" can lead to warm/friendly "feelings"/friendship. Human beings can't survive without warm/friendly "feelings"/friendship. However much advertisement you put up, however good your product is, without warm/friendly "feelings"/friendship, I don't want to use yours, and what can you do about it? The British don't see the importance of such things. For instance, in the evening, Tim's old friends have been here for so long, and he hasn't showed up. He signed a lot of contracts over there.*

Xing: (trying to understand who he was talking about) zhe ge, dui, ta jiu nage  
*This, yes, he that*

Xu: Tim (surname) dao xianzai hai meiyou lai, shi ba? ta zuotian jiu yinggai yijing dao le.  
*Tim (surname) hasn't showed up yet, right? He should have already come back yesterday.*

Xing: ta yinggai zuotian dao.  
*He was expected back yesterday.*

Shen: zuotian jiu yingai dao le, zuotian xxx. jintian ne jintian mei lou mian. zaoshang yinggai pei women qu wan yi wan ya, gen ta shuo le yixia ta shuo ta

*He should have been back yesterday, yesterday xxx. Today today he didn't show up. This morning he should have taken us out. We mentioned it to him [the interpreter?] he said he*

Ma: Xiao (surname) shuo bu hao shuo jiu shi bu zhidao ta dianhua haoma.  
*Xiao (surname) said it was embarrassing to ask, and we don't know his telephone number.*

Shen: jiu shizhidao le Xiao (surname) gen ta fanyi de shihou ba women de yisi fanyi de mingbai le meiyou. zhidao ba? yinwei women shuo le women yuanlai shuo de haoxiang meiyou fan. quanli da. Xiao (surname) jiu liang ju hua jiu fan guoqu le. liang ju hua jiu wan le.  
*Even if we did, when Xiao (surname) was interpreting did he translate explicitly what we intended to express? Do you know? Because as we said earlier he didn't seem to have translated what we said. He was the man with big power. Xiao (surname) just translated [what we said] in a couple of sentences. A couple of sentences and that was it.*

Xing: xianzai meiyou shenme bu zhidao dianhua haoma. ta gongsi shi yi ge dianhua haoma, quan gongsi jiu yi ge dianhua haoma.  
*There is no point not knowing the telephone number. The company has only one number, the whole company the same one.*

Lin: Tim (surname) zhu zai Lundun ba?  
*Does Tim (surname) live in London?*

[Ma: zhe ge Xingqiliu huo shi Xingqitian qu  
*Go this Saturday or Sunday]*

Xing: wo bu zhidao ta zhu na'r.  
*I don't know where he lives.*

Chen: zhu Lundun. Lundun li zhe ge difang keshi hen jin de, dui ba? san shi ji Yingli, ah si shi ji Yingli.

*In London. London is very close to here, isn't it? thirty-odd miles, um forty-odd miles.*

Xing: mei mei name yuan, ye jiu san shi .  
*No not that far. Around thirty miles.*

Chen: san shi duo Yingli, shiji dao zheli hen jin de. Zhongguo de lao pengyou dao zhe lai le, shuo shizai de haishi ni zhuyao de yi ge shichang, dui ba? na zhe jihui ni lai jian jian mian you shenme bu keyi de?  
*thirty-odd miles, in fact very close. Your old friends from China are here, and as a matter of fact your major market, right? So on this occasion can't you come and meet them?*

Shen: erqie ta zhidao women Xu gong lai ma.  
*And he knew that Mr Xu, senior engineer, was coming.*

Xing: ta kending zhidao ya. ta zhidao zanmen xiangxi de shui lai shui lai ma?  
*He certainly knew, but did he know the details of who was coming?*

Xu: yinggai zhidao.  
*He should know.*

Shen: yinggai zhidao.  
*He should know.*

Xu: zhidao de.  
*He did.*

[silence]

Sun: xxx danshi tamen you yi zhong bu xuyao zhe zhong xxx. yinwei Zhongguoren ta shi yi zhong zizunxin hen qiang. yiqian bu yushuo na ge shuiping di ya huo jingji tiaojian cha ya huozhe dengdeng dengdeng, ni lai jiu cheng shou zhe ba (?). sui zhe women de jingji shuiping tigao yihou, ta de zizunxin ye jiu zai tigao, dui ba? ni dui wo bu pingdeng ya bu deng ya shi bu xing de, yihou ye tongyang fanguolai dui ni kanbuqi dui ba? na ge shihou ni yinwei ni zhe shiqing jiushi zheyang, biyushou xiang women chang, tamen yao shi lai, lai women de maizhu shi ba, women dui ta hen zunzhong, shi ba? xianzai bu zunzhong ta bu xing ya. ni bu zunzhong ta ta shijishang shi bu yao ni ya. women zai guonei shi xiangdang xiangdang zhongyao de kehu. you shihou, ni shuo gangcai shuo de you de hua, jiu shuo women xianzai shi mei mei dingdan, women jingchang shi xiang yonghu jiang women de, xiwang. zhe shuo zhe hua da yixi jiu shuo ne xiwang ta ding huo. shi zai zhe ge mei shenme tai cha de.

*xxx but they have a kind of they don't need this kind of xxx. Because we Chinese care so much about self-esteem. Before, for example, because of the low level or poor economic*

conditions or whatever, [we] had no way but to stand [humiliation]. But as the economic level is improving, his sense of self-esteem is also rising, right? You treat me on unequal terms, that won't do, and it will come back to you and you'll be looked down upon, right? You have to respect him, if you don't you will in fact lose him. And we are a very very important customer in the China market. Sometimes, just now what we said, that is we don't have orders at the moment, we often tell our customers our hope. The message is hope they place orders. It is nothing bad at all.

Chen: dan zhe BH Gongsi jiu bu shi zheyang.  
*But this BH company is not like this.*

Sun: bu, wo bu shi he bieren jiang, wo he shehui xuanchuan, wo mei dingdan, na wo xingxiang xiajiang, dui ba? wo shi mai gei ni, ni shi maizhu. wo gen ni shuo wo mei dingdan wo xiwang ni mai wo de, dui ba? wo de mei gen xxx shuo wo zhiliang bu hao, wo dongxi cha, bu shi zhe ge yisi. wo shi qu zhengqu dingdan, shi zhe ge yisi, shi ba?  
*No, it's not that I tell somebody else, to the public I don't have orders. [in that case] it would affect my reputation, right? I sell to you and you are my buyer. I tell you that I don't have orders I hope you buy from me, right? I'm not saying to xxx that the quality of my product is not good, that my product is bad. This is different. I am getting them to place orders with us, that's the intention, right?*

Chen: wo juede na ge na ge Mr Tim (surname) xiansheng ta yinggai zheyang zhishao ta yinggai lai jianmian de.  
*I think that that Mr Tim (surname) he should at least he should come and meet us.*

Sun: ta jiu zheyang yao yao zhe ge shenme  
*He just like this wants the what*

Xing: jiu dou dou jian guo ta shi ba?  
*That is, you have all met him, haven't you?*

Chen: bu, tamen liang ge jian guo (pointing to Xu and Shen).  
*No, they two (pointing to Xu and Shen) have.*

Xing: jiu xxx, jiu jiu zhe liang ge ren bi de hua, zenmeyang?  
*Xxx how do you compare these two people?*

Xu: ta ta yinggai ta de yisi de hua zai zhe fangmian.  
*He he should what he meant was in this respect.*

Ma: ta shi sales and marketing development.  
*He is [involved in] sales and marketing development.*

Xing: dui, dui, keneng keneng meizhun'r bi ta di.  
*Yes yes, and perhaps he is lower in rank.*

Ma: shi ba? dan wo juede yinggai shi liang ge bufen ba? ling yi ge shi shichang jingli, zhe yi ge shi zhixing jingli. na ge jingli guan nei de buguan xiaoshou, yi ge zhuan guan xiaoshou de  
*Is he? But I feel they should be from two different sections. One is marketing manager, the other is executive manager. One in charge of the internal running not sales and marketing, the other sales and marketing.*

Shen: mingtian huozhe shi houtian qing Tim (surname) jianmian.  
*We request to meet Tim (surname) tomorrow or the day after.*

Chen: xxx, zai shuo ba.  
*xxx we'll decide later.*

[play tape]

[stop tape]

Chen: zongde laishuo ta shi you dian aoqi.  
*Generally he is a bit arrogant.*

Sun: ai, ta shi zhe ge, ta jue ding ta  
*He is this, he decides he*

Xing: ta, nianji da yidian, birushuo xianzai liu shi sui zuoyou na yi dai ren dui Zhongguo hai shi ting hao de. tamen kan de tebie qingchu, birusho Yingguo, zai xiamian zhe ji dai genben jiu bu xing. zhe, ta, haoxiang shi haishi juede tamen shi lao da. ranhou tamen xianzai ye meiyou zhudong de xiang zanmen zheyang xue waiyu ya liaojie waimian. tamen zhengge jiu shi xianao. ye meiyou zhudong qu jiejin ren shenme de. xxx zhe zhe ge xxx he zanmen ne, zanmen jiu shi zai Zhongguo zhaodai tamen de hua  
*They, older people, for example those in their sixties nor, that generation have a good*

*impression of China. They see things very clearly. For example Britain, the younger generations are not as good. It seems that they are number one, and they don't take the initiative to learn foreign languages, to learn about the world outside, like we do. They just mess round. And they don't reach out to others. xxx this this xxx compared with us, if we receive them in China*

Chen: na bu shi zheyang, na juehui hen shengqing, feichang shengqing, bi zhe shengqing duo le.  
*It is not like this, that would absolutely hospitable, very hospitable, much more hospitable than over here.*

Lin: tamen guiju shi zheyang.  
*This is their standard practice.*

Chen: xxx

Ma: xxx

Xing: xxx

Ma: xxx

Lin: xxx

Ma: ta dao wo na qu de shihou, ta xihuan chi na de jiangyou. ta hui shuo Zhongguo hua jiangyou, Zhongguoren he (?) cu, ta jiu he (?) jiangyou. yao chi yu, haixian, xiang chi zhu zhugan, lever [liver], xiang chi zhe wanyi, ta jiu gei wo, yong Hanzi xie hao le gei ge caidan, wo meitian jiu rang cating de chushi gei ta zuo. jintian zuo zhe ge mingtian zuo na ge, hai bian huayang. he jiu shi suibian he, yao shenme na shenme, wo gei ni yubei yi ge bingxiang, xiang he baijiu he baijiu, he hongjiu he hongjiu, he pijiu he pijiu. tamen yiban he pijiu. na wo bi zhe'r yao...

*When he was visiting us, he liked the soy sauce. He could speak soy sauce in Chinese. We Chinese have vinegar, he would have soy sauce. He would like to have fish, and seafood, pig liver, he wanted that, and he gave me a menu, in Chinese. I would every day ask the chef in the canteen to cook for him, cooking this today and that tomorrow, and changing varieties. Drinks were freely available, taking whatever he would like. I had a fridge there for him, [he could] take Chinese spirit, wine or beer, as he would like. They usually have beer. Compared with here, over there I...*

Shen: shi na bi zhe'r hao duo le.  
*Yes, [they are] much better received there.*

Xing: zanmen jiu jiali lai ren jiali lai keren dou zheme, pingshi bu shede chi de dongxi teyi qu mai le lai zhaodai keren, dan tamen zhe'r bu shi zheyang.  
*We when we have visitors when we have guests we are all so, we go out of the way to get what we normally wouldn't have for them. But they are not like this over here.*

Shen: keren chi de bi zanmen hao ya.  
*Guests are treated with better food than we normally have.*

Xing: women kankan zuihou, jiu zhe ge wan le yihou wan le yihou jiu shi na ge na ge Yinbaren, Yinba ren zai na zuo le yihui'r. kan nimen zhe shihou chi de duo renao, [action in fast forward mode] hen kuai, wo tian na.  
*Lets watch the end, that is after this after this that Indian-Pakistani, that Indian-Pakistani sat there for a while. Look how much you were enjoying the food. [action in fast forward mode], oh Gosh, [eating] very fast.*

[stop tape]

Chen: shijishang wo jue de wo jue de, gen ta yaoqiu de huan fangzi wenti, wo jue de zhe ge wenti shuo de shijian chang le. ta na ge Yinbaren ya, ta ta ma wo huaiyi ta danao chuguo maobing. zhe ge wenti hai yong women jin shuo? shuo le yihou ni zige'r qu nong jiu wan le, dui bu dui ma? ganjue bu heshi ni zai gen wo shangliang, dui ba?  
*In fact I feel I feel our request to change hotels, I feel this issue dragged on for too long. That Indian-Pakistani, he I suspect he was brain damaged. This issue, did it need to be reminded again and again? You just go ahead and do it after we told you, right? If you feel it's not suitable/appropriate come back and discuss with us, right?*

Xing: ta zhe ge wo gen ta shuo ne wo ting ta na ge yisi jiu shi yinwei zai zhe shinei hao de meiyou jiu shi zanmen zhu de na ge, ranhou jiu shi duimian cai you yi ge, meiyou name hao de. ranhou zai yi ge, jiu shi waimian de duo, li shi zhongxin yuan de duo. zai yi ge jiu shi ta yao linshi linshi zhao keneng bu tai hao zhao. ta shi gen wo zheme shuo de.  
*This when I talked to him about it as far as I understand, he was saying that there are no good ones in the town centre area, the one you are staying at, and another one across the*

street. There are no hotels as good. Secondly, good hotels are outside, far out of the town centre area. Another point is that he had to look for hotels at short notice, and maybe it was difficult. That's what he was telling me.

[fast forward tape]

(Visitors laughing at their funny act of eating in fast forward mode)

[tape back to normal play. Stop tape]

Xing: jiu shi dao xianzai wei zhi zhengge na yi tian zhe ge huodong you meiyou ganjue tiebie bu shufu de difang? jiu you xie bu manyi de? zhe yi tian de huodong ganjue bu shufu de?  
*That is, up to now, the whole day, the arrangements, is there anything that you feel uncomfortable about? Or dissatisfaction? Uncomfortable about any arrangements?*

(silence for 7 sec)

Xing: zhe ge shihou, ta zai zhe zuozhe ting zhengshi de, dan ta zai na zuozhe you bu shuohua, jiu lao zHEME zuozhe, kanzhe kanzhe zanmen shuohua.  
*At this moment he [Sajid] was sitting there, very formal. But he just sat there without saying anything, he just kept seated, watching watching us talking.*

(silence)

[play tape]

[stop tape]

Chen: ta [(surname)] qi yiding de zuoyong. ta youdian haipa mafan renjia, zhidao ma?  
*He [(surname)] was playing a significant role. He was afraid of bothering them, do you realize?*

Xing: zhidao, zhe zheng zai shuo feiyong de shi ta dou meishuo.  
*I know. At this moment we were talking about the expenses, and he [Int2] wasn't translating.*

Lin: zhe shuoming zuowei yi ge fanyi yao ba women zhenzheng de yisi xxx  
*This further illustrates the point that an interpreter should make our meaning xxx*

Xing: zanmen shuo qu Lundun ya pei ya ta guang shi anzhaoziji de yisi, keneng shi juede  
*When you were talking about going to London and accompanying personnel he [was explaining] according to his own understanding. Maybe he felt*

Chen: wo kan jiandan dian, di yi ge, chi de tai cha. di er na ge zhu de wo gen ta shuo le, gen women Wenge na zhaodaisuo hai dou cha bu duo. yijing shuo de feichang qingchu le.  
*To make it simple, first, the food is too bad. Second, the hotel, and I told them [how we felt], similar to the guest houses during the years of the Cultural Revolution. We have made everything clear.*

Lin: dan ta meiyou ba women de yisi gen ta jiang.  
*But he didn't get our message across.*

Chen: jingji shihui, jiu wan le.  
*Economical and practical, that's all we want.*

[change tape, to play Visit One Introductory Meeting]

Xing: zhe shi shang yi ci de, women jiu kan yixia Tim (surname). zhe ge shangci ta zhuchi de. Ni kan ta he  
*This is from the last visit. We just have a look at Tim (surname). He chaired the meeting last time. See he, compared with*

[stop tape]

Xing: zhe juede zhe ge he na ge zhuchi de zanmen na ge zhuchi de zenmeyang you shenme chabie?  
*What do you think of this chair and that one, the one that chaired our meeting? Is there any difference?*

Shen: ting bu chu ta shuo shenme.  
*Can't hear what he was saying.*

Sun: [name] Liu [head of that delegation] ta shi jiang Yingyu.  
*[name] Liu [head of that delegation] he can speak English.*

Xing: neng jiang Yingyu, suoyi ta zai na jiang.  
*Yes he can, and he was talking in English.*

Sun: suoyi jiu shi ta ta jiang.  
*So he was talking.*

Xing: ta [Tim] ne, jiu shi ta zhe ge zhuyao shi shuo, ta shangci qu jian jiandao de yi ge ren tingshuo ta zhuyuan le, luanqibazao de, hougian jiu shuo ta qu Qingdao, zai Qingdao he

pjiu, zhuren he yi bei, laowai yao he liang bei, suoyi hen kuai ta jiu yunhu le. ta jiu shi, keneng jiu bu xiang na ge

*He [Tim] was mainly talking about, a person he met last time he went [to China]. He heard that he was in hospital, etc etc, and after that he talked about his visit to Qingdao, and drinking beer in Qingdao, the hosts drank one glass, the foreigner had to drink two glasses so he was drunk soon. He was, maybe not like that one*

Shen: keneng qifen bijiao hexie yidian, shaowei hexie yidian, ganjue dao tai lei xxx. haoxiang qifen jiu bu name jinzhang, bu name jushu.

*Maybe the atmosphere was more harmonious, a little more harmonious. [when] feeling tired xxx. So the atmosphere was not so tense, more relaxed.*

Chen: na ren Yinba ren jiu meiyou, meiyou zai jiedai.

*That Indian-Pakistani, he wasn't wasn't in charge of the reception.*

[play tape]

[stop tape]

Sun: zhe jiu shi nimen yao zhao de na ge ren ma?

*Is this the man you want to see?*

Xu: dui.

*Yes.*

Shen: bu shi.

*No.*

Xu: xiang, xiang.

*Looks like him, looks like him.*

Xing: jiu shi ta.

*That's him.*

Shen: zhe jiu shi Tim (surname) ya?

*This is Tim (surname)?*

Xu: dui dui jiu shi ta.

*Yes yes that's him.*

Shen: fenbie (?) yihou kan bu chu lai.

*Didn't recognise him after we last met.*

[Xing offering snacks. Recording stops]

@End



## Appendix C

### Visit 3: Meetings, Training Sessions and Follow-ups

#### Visit 3 Introductory Meeting

@Begin

@Filename: V3-int

@Participants

BH Staff:

Sajid: Project Engineer of Sales and Marketing Department; Lynn: Project Engineer of Sales and Marketing Department; Tim: Sales and Marketing Manager

Chinese Delegation:

Du: Deputy Managing Director, MEPCO; Yu: Business Manager, MEPCO; Zhou: Manager, PQD; Lei: Deputy Director, PWF; Ye: Manager, EPSD

Int3: interpreter

Xing: researcher

@Date: 03/11/1997

@Venue: BH Conference Room 1

@Duration: 49 minutes

@Coder: Xing

1. %tim: 9.00.00
2. %exp: visitors are seated round the table. Lei sits in the chair at the chair's end.
3. Visitors all study the package given to them by their hosts. Occasional light
4. conversation.
5. \*Yu: **shi bu shi ba yifu tuo le? #3 di yi ge xian ba jipiao de shi shuo yixia, ranhou feiyong de shi shuo yixia, ranhou shijian anpai shang shuo yixia.**
6. **fei yong de shi shuo yixia, ranhou shijian anpai shang shuo yixia.**
7. %eng: *is it alright for us to take our coats off? #3 the first thing is to sort out the air*
8. *tickets, then the expenses, and then the schedule.*
9. \*Du: **dui dui dui.**
10. %eng: *that's right that's right that's right.*
11. \*Int3: **zuotian zhongwu wo gen ta jiang le, mei wenti, ranhou wo jiu wen full**
12. **accommodation de wenti.**
13. %eng: *I talked to him about it yesterday afternoon, there is no problem, and then I*
14. *asked about full accommodation.*
15. \*Yu: **na bu shi jintian de wenti.**
16. %eng: *that is not on today's agenda.*
17. \*Int3: **full accommodation jiu shi # ni ni na ge hetong dai le meiyou?**
18. %eng: *full accommodation means # have you brought the contract with you?*
19. \*Yu: **ta you.**
20. %eng: *he has a copy.*
21. \*Int3: **ta you. ranhou ta shuo haoxiang bu shi full # wo shuo # ni shuo de shi full**
22. **accommodation.**
23. %eng: *has he? He said it didn't seem to be full # I said # that you said it was full*
24. *accommodation.*
25. \*Yu: **zhe ge accommodation shenme yisi dou bu zhidao.**
26. %eng: *this word accommodation I don't even know what it means.*
27. \*Int3: **ruguo guang shi accommodation jiu keneng jiu bu yiyang.**
28. %eng: *if it is simply accommodation that may mean differently [from full*
29. *accommodation].*

30. \*Yu: keneng shi accommodation.  
 31. %eng: *maybe it is accommodation.*  
 32. \*Int3: na meiyou full # na wo jiu bu zhidao le. zhe ge wenti wo hai teyi qu wen  
 33. %eng: *then there isn't [the word] full # then I don't know. I even consulted*  
 34. \*Yu: zhe ge Yingwen wenzi zamen ye bu ye meiyou yaowenjiaozi de # ni zhidao  
 35. ma.  
 36. %eng: *this this English word we didn't pay much attention to the wording # you know.*  
 37. \*Int3: ranhou jintian hai you wen na ge jipiao de shijian. xxx  
 38. %eng: *then today you should ask about the flights.*  
 39. \*Yu: xxx  
 40. \*Int3: xxx  
 41. %exp: Lei asks Xing how long he has been in the UK. Xing says he's been here for a  
 42. year and a half. Lei comments that Xing must be very familiar with the place.  
 43. %tim: 9.01.19  
 44. %exp: Sajid comes in.  
 45. \*Sajid: is everyone ok?  
 46. \*Int3: yeah # um # Sajid they want to discuss the xxx um the program.  
 47. \*Sajid: yes?  
 48. %exp: Sajid moves over to Int3, handing her a package the same as the visitors have in  
 49. front of them. He remains standing.  
 50. \*Int3: and um # first they also they want to stick to the first #3 schedule so they  
 51. want to return to Hong Kong on the sixth # not the eighth.  
 52. \*Sajid: right. so xxx they are going back on Saturday.  
 53. \*Int3: they # because they didn't understand the situation. is it convenient?  
 54. \*Sajid: no no no problem. obviously it depends on availability of the seats of the  
 55. day.  
 56. %exp: Int3 interprets into Chinese  
 57. \*Sajid: because it's very close.  
 58. \*Yu: xianzai neng bu neng ban?  
 59. %eng: *can he do it now?*  
 60. %exp: Int3 interprets what Sajid has just said into Chinese.  
 61. \*Yu: ta xianzai neng bu neng lianxi yixia? neng lianxi yixia ranhou zai kaolu.  
 62. %eng: *can he contact them now? If he can do it now, we can consider our schedule*  
 63. *accordingly.*  
 64. %exp: Sajid looks at Yu  
 65. \*Int3: can you change this to (place)?  
 66. \*Sajid: to (place)! I don't think it flies out from (place) # to Hong Kong yeah?  
 67. \*Int3: no no. arrange that # to change the tickets. here in (place).  
 68. \*Sajid: yeah. we need to make some telephone calls.  
 69. %exp: Int3 interprets  
 70. \*Lei: zui hao yue zao yue hao.  
 71. %eng: *the sooner the better.*  
 72. \*Yu: xxx  
 73. \*Sajid: we we'll make the arrangement if you'll need to change it. but let us try  
 74. and xxx  
 75. \*Int3: so can you do it now or they hope they xxx  
 76. \*Sajid: today today will be difficult xxx  
 77. %exp: Int3 interprets.  
 78. \*Yu: zenmeyang? Manchester ruguo jiu shi xxx ranhou women nimen liang ge  
 79. women  
 80. %eng: *how about it? Manchester if that is xxx then we you two we*  
 81. %exp: Sajid and Int3 look at Yu  
 82. %tim: 9.03.10  
 83. \*Int3: they want to go to Manchester. if you can not afford anybody to accompany  
 84. them they would hope they would invite one of us  
 85. \*Sajid: that is a long distance.  
 86. \*Int3: can you pay the tickets tomorrow? and take them  
 87. %tim: 9.03.21

88. %exp: Lynn comes in and places some biscuits on table. Lynn starts to get cream and  
89. cups on to the table.
90. \*Sajid: oh we have to change the plans.
91. \*Int3: ta yao zanshi bu tongyi.
92. %eng: *he would he doesn't agree now.*
93. \*Sajid: xxx
94. \*Int3: (interpreting) zai kaolu kaolu.
95. %eng: *give it some further consideration.*
96. \*Yu: anzhao na ge women de shijian jiu shi shuo jintian ruguo shi xiawu zai zai  
97. (place) xxx ranhou xiawu qu gouwu shangchang
98. %eng: *according to our schedule that is today if we this afternoon in (place) xxx then in  
99. the afternoon we go to the shopping centre*
100. \*Int3: yeah I mentioned to you this morning they want to finish the presentation  
101. this morning so in the afternoon they want to do some shopping in (place)  
102. xxx
103. \*Sajid: xxx
104. \*Int3: xxx
105. \*Yu: ranhou si hao jiu shi shangwu ruguo
106. %eng: *then on the fourth if in the morning*
107. \*Int3: si hao shi bu shi mingtian a?
108. %eng: *is the fourth tomorrow?*
109. \*Yu: ah mingtian.
110. %eng: *ah tomorrow.*
111. \*Int3: ta zhe shangmian anpai de shi
112. %eng: *their schedule is*
113. \*Yu: jiu shi mingtian shangwu qu xxx. ruguo wanshang tai jin de hua houtian  
114. shangwu xxx
115. %eng: *that is tomorrow morning we go xxx. And if it is a bit rushed in the evening  
116. [we'll go] the morning after tomorrow xxx*
117. %tim: 9.04.42
118. \*Int3: they want to go to Manchester tomorrow. they want to know if they can  
119. come back I mean they xxx if too late to get the tickets xxx the next day.
120. \*Sajid: return to (place) the same day
121. \*Int3: xxx
122. \*Sajid: xxx
123. \*Int3: laihui shi dangtian de.
124. %eng: *it's the same day return*
125. \*Yu: dui keyi keyi. wan yidian mei guanxi.
126. %eng: *right that's alright that's alright. It doesn't matter if we come back a little  
127. late.*
128. \*Int3: dangtian de dangtian de jiu shi shuo si hao yiding yao huilai.
129. %eng: *one day return one day return that is you have to come back on the fourth.*
130. \*Yu: keyi keyi.
131. %eng: *alright alright.*
132. \*Sajid: xxx
133. \*Int3: xxx
134. \*Yu: xxx
135. \*Sajid: xxx
136. \*Yu: xxx
137. \*Int3: ok so the last day # the sixth day they will just do shopping in (place).
138. \*Sajid: so they want to do shopping today. in (place) # um...
139. \*Int3: and the sixth the fifth in London
140. \*Du: xian luoshi jipiao
141. %eng: *sort out the flight first.*
142. \*Yu: dai hui'er zai shuo ba.
143. %eng: *we'll talk about it later.*
144. \*Yu: wanshang jiu dian ban de.
145. %eng: *nine thirty in the evening.*

88. %exp: Lynn comes in and places some biscuits on table. Lynn starts to get cream and  
89. cups on to the table.
90. \*Sajid: oh we have to change the plans.
91. \*Int3: ta yao zanshi bu tongyi.
92. %eng: *he would he doesn't agree now.*
93. \*Sajid: xxx
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114. shangwu xxx
115. %eng: *that is tomorrow morning we go xxx. And if it is a bit rushed in the evening  
116. [we'll go] the morning afier tomorrow xxx*
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118. \*Int3: they want to go to Manchester tomorrow. they want to know if they can  
119. come back I mean they xxx if too late to get the tickets xxx the next day.
120. \*Sajid: return to (place) the same day
121. \*Int3: xxx
122. \*Sajid: xxx
123. \*Int3: laihui shi dangtian de.
124. %eng: *it's the same day return*
125. \*Yu: dui keyi keyi. wan yidian mei guanxi.
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129. %eng: *one day return one day return that is you have to come back on the fourth.*
130. \*Yu: keyi keyi.
131. %eng: *alright alright.*
132. \*Sajid: xxx
133. \*Int3: xxx
134. \*Yu: xxx
135. \*Sajid: xxx
136. \*Yu: xxx
137. \*Int3: ok so the last day # the sixth day they will just do shopping in (place).
138. \*Sajid: so they want to do shopping today. in (place) # um...
139. \*Int3: and the sixth the fifth in London
140. \*Du: xian luoshi jipiao
141. %eng: *sort out the flight first.*
142. \*Yu: dai hui'er zai shuo ba.
143. %eng: *we'll talk about it later.*
144. \*Yu: wanshang jiu dian ban de.
145. %eng: *nine thirty in the evening.*

146. \*Int3: still the same time nine thirty in the evening.
147. \*Sajid: nine thirty pm or now (?) by nine thirty pm? nine thirty pm is nine thirty at night. there is no one out at work xxx
- 148.
149. \*Int3: nine thirty jiu shi shuode (that is) for the for the ticket.
150. \*Sajid: ticket? so I thought you meant shopping tomorrow nine thirty pm
151. [laughs]
152. \*Int3: no no no because
153. %par: laughter from Sajid and Int3
154. \*Int3: jipiao de shi hai shi jiu dian ban
155. %eng: *the flight is still nine thirty.*
156. \*Sajid: I'll check. I'll check. I'll check. yes I'll check. xxx
157. %tim: 9.06.40
158. %exp: Sajid keaves.
159. %exp: visitors talk among themselves and with Int3. Lynn gets drinks ready.
160. \*Du: guanyu na ge shisu wenti
161. %eng: *about the accommodation*
162. \*Int3: ni jiang yixia
163. %eng: *you talk to him about it.*
164. \*Yu: mashang zou le xxx
165. %eng: *we are leaving (Britain) soon xxx*
166. \*Lei: ta ye kaolu dao # jiu shi na ge weizi zuowei de.
167. %eng: *he also need to think about that is the seats*
168. \*Yu: shi ah # ta gankuai gei wan le de hua bu shi yue kuai yue hao ma?
169. %eng: *yes. The sooner he gets that sorted out the better isn't it?*
170. \*Int3: ta xianzai shi
171. %eng: *he is now*
172. \*Lei: ruguo hai laideji de hua xianzai shi tiqian le si tian le.
173. %eng: *if it is not too late now it is four days in advance.*
174. \*Int3: shi jintian gei dafu.
175. %eng: *they will give you the reply today.*
176. \*Lei: wo juede zhua jin shijian dajia fangbian. zuihao gei ta shuo jintian di yi ge shiqing ba xian da dianhua.
- 177.
178. %eng: *I think to sort it out right away means convenience to all. We'd better tell him that the first thing to do today is to make a phone call.*
- 179.
180. %tim: 9.07.19
181. %exp: Lynn finishes preparatory work for drinks. She turns to face the visitors with a drink in hand. Int3 notices.
- 182.
183. \*Lei: zhe shi?
184. %eng: *this is?*
185. \*Int3: zhe wei shi Lynn. shi xxx
186. %eng: *this is Lynn. She is xxx*
187. \*Lei: Lynn ao::.
188. %eng: *Lynn oh.*
189. %exp: Lei stands up, Lynn moves over, and they shake hands.
190. %tim: 9.07.31
191. \*Int3: you see the first time they met us they mentioned you.
192. \*Lynn: oh right.
193. \*Int3: they say where is Lynn?
194. \*Lynn: (laughing) I'm babysitting.
195. \*Int3: oh (laughing, and introducing) this is Mr Lei. (Lei nods and smiles) this is Ye Ye. (Ye smiles, stands up, and shakes hands) Mr Du (Du stands up and shakes hands) and Mr Yu. (Yu stands up and shakes hands)
- 196.
197. \*Yu: I've been known you from the fax.
198. %add: Lynn
199. \*Lynn: oh yes that's right. Yes.
200. \*Int3: Mr Zhou. (Zhou stands up and shakes hands)
201. %exp: Lynn smiles all the time.
202. %tim: 9.07.54
- 203.

204. \*Int3: the English # um wen ni shenme Yingwen mingzi? (English = what is your  
 205. English name?)  
 206. \*Du: Shanghairen.  
 207. %eng: from Shanghai.  
 208. \*Int3: Shanghairen xxx  
 209. %eng: from Shanghai xxx  
 210. %tim: 9.08.00  
 211. %exp: Lynn picks up a list of the names of the delegation members and studies it. she  
 212. turns to face the visitors, trying to work out who is who. She asks Int3, who  
 213. points out the visitors for her  
 214. \*Yu: xxx  
 215. %tim: 9.08.22  
 216. %exp: Tim comes in.  
 217. \*Tim: ni hao.  
 218. %eng: hello.  
 219. %exp: visitors look up  
 220. \*Tim: ni hao.  
 221. %eng: hello.  
 222. %exp: Tim shakes hands with Zhou, who stands up  
 223. \*Tim: morning how are you?  
 224. %add: Yu  
 225. %exp: Tim shakes hands with Yu, who stands up  
 226. \*Tim: Ni hao.  
 227. %eng: hello.  
 228. %exp: Tim shakes hands with Du, who stands up  
 229. \*Tim: ni hao.  
 230. %eng: hello.  
 231. %exp: Tim shakes hands with Ye, who stands up  
 232. \*Tim: ni hao.  
 233. %eng: hello.  
 234. %exp: Tim shakes hands with Lei, who stands up  
 235. \*Tim: hi how are you?  
 236. %exp: Tim shakes hands with Int3  
 237. \*Int3: fine thank you. um  
 238. %tim: 9.08.36  
 239. %exp: Int3 isn't sure who Tim is. She asks Lynn, pointing to Tim, who has turned.  
 240. \*Tim: hi Jerry.  
 241. \*Xing: hi.  
 242. %exp: Tim reaches into his pocket for name cards.  
 243. \*Lynn: (to Int3) Mr (surname). Tim (surname).  
 244. \*Int3: hi.  
 245. \*Lynn: he is our sales manager.  
 246. %exp: Tim gets some cards out of his pocket. He turns to present his card to Int3.  
 247. %tim: 9.08.42  
 248. \*Int3: thank you very much.  
 249. %exp: Lei, who sits next to Int3, has already stood up, smiling. Tim sorts out a card,  
 250. looks up, and presents card to him.  
 251. \*Tim: thank you.  
 252. %exp: Tim presents card to Ye, with both hands and bowing slightly. Ye stands up and  
 253. takes his card with both hands, smiling. Ye studies Tim's card.  
 254. \*Tim: (whistling) sorry it's in English.  
 255. %add: Ye.  
 256. %exp: Tim presents card to Du, with both hands. Du stands up with his own card in  
 257. hand and takes his card with both hands, and presents his own card. Du studies  
 258. Tim's card.  
 259. %exp: Lynn asks Tim if he wants coffee while he is presenting his card to Du  
 260. \*Lynn: coffee Tim?  
 261. \*Tim: oh please Lynn. (Tim doesn't look back) thanks a lot.

262. %exp: Yu stands up with his own card in hand. Tim presents card to Yu with one hand.  
263. Yu takes his card with one hand, and presents his own card with the other.  
264. \*Tim: **thank you.**  
265. %exp: Yu stands there and studies Tim's card closely, casting looks at Tim, who goes  
266. on with his presentation.  
267. %exp: Zhou stands up with his own card in hand. Tim presents card to Zhou with both  
268. hands. Zhou takes his card with both hands, and presents his own card.  
269. \*Tim: **thank you.**  
270. %exp: Yu looks at Tim again, who looks back.  
271. %tim: 9.09.09  
272. \*Yu: **have you been in Beijing?**  
273. \*Tim: **yes.**  
274. %exp: Yu sits down.  
275. \*Yu: **Wen # Miss Wen?**  
276. \*Tim: **Miss Wen. and Mr (full name) yeah?**  
277. %exp: Yu nods.  
278. %tim: 9.09.22  
279. %exp: Tim and Lynn sit down. Tim sits by the door. Lei is still in the chair's seat.  
280. \*Tim: **how is everybody? it's good. yeah? how was Vienna?**  
281. %tim: 9.09.32  
282. %add: Yu  
283. \*Yu: **cold # or cool in Vienna**  
284. \*Tim: **yes?**  
285. \*Int3: **they had a very good impression of Vienna.**  
286. \*Tim: **yeah? yes. it's a beautiful place.**  
287. \*Int3: **xxx they went to London yesterday.**  
288. \*Tim: **uhhuh. (nodding) xxx**  
289. %par: laughter  
290. \*Int3: **xxx you see # I was a stranger # too # so**  
291. \*Tim: **right.**  
292. %par: laughter  
293. %tim: 9.10.01  
294. %exp: Lynn stands up and goes to Xing  
295. \*Lynn: **sorry Jerry would you like a drink?**  
296. \*Xing: **I'm alright. thanks.**  
297. \*Lynn: **you sure? coffee or tea or mineral water? you sure?**  
298. \*Xing: **thank you.**  
299. \*Int3: **my friend showed me around the place once xxx we walked there and**  
300. **walked back again.**  
301. \*Tim: **right.**  
302. %exp: Lynn takes seat.  
303. \*Int3: **so they suffered a lot. I'm very sorry.**  
304. \*Tim: **who did you go to see in Vienna? who did you visit?**  
305. %add: Yu  
306. %tim: 9.10.23  
307. %exp: Sajid comes back in  
308. \*Yu: **xxx**  
309. \*Tim: **(leans forward over the table to hear better) xxx yes. (nodding)**  
310. \*Yu: **xxx**  
311. \*Tim: **xxx**  
312. %tim: 9.10.42  
313. \*Yu: **yes. #4 may I introduce the group. this is our group leader Mr Du xxx**  
314. **(pointing to Du)**  
315. \*Tim: **hello (nodding) uhhuh**  
316. \*Yu: **this is Miss Ye # from PSD. (pointing to Ye)**  
317. \*Tim: **[nodding] uhhuh**  
318. \*Yu: **this is Mr Lei # from PWF. (pointing to Lei)**  
319. \*Tim: **(nodding) uhhuh**

320. \*Yu: this is Mr Zhou # from PQD. he is the manager xxx  
 321. \*Tim: (nodding) did I did I meet him # when I went to PQD?  
 322. \*Yu: no. (shaking head slightly)  
 323. #3  
 324. \*Yu: his job will be determined.  
 325. \*Tim: um-huh.  
 326. \*Yu: wo xiang tamen jieshao yixia zanmen ji ge de qingkuang.  
 327. %eng: I have just introduced ourselves to them.  
 328. %add: Chinese delegation members.  
 329. %tim: 9.11.49  
 330. \*Tim: I went to PQD.  
 331. \*Int3: when?  
 332. \*Yu: when?  
 333. \*Tim: it was last year? #3 I met many many different people at the power station.  
 334. \*Yu: xxx  
 335. \*Tim: yeah. I I have their names. I'll give you their names.  
 336. \*Yu: xxx  
 337. %tim: 9.12.17  
 338. \*Tim: yes. # because I I went to the power station # to say thank you for buying  
 339. our (product) # and also to explain # about our (product) # to give a  
 340. technical presentation. # but they posed a big problem for me there #  
 341. because they # told me I had to drink lots of beer.  
 342. %tim: 9.12.44  
 343. %par: laughter from visitors  
 344. \*Yu: ta shuo ta he le hen duo jiu.  
 345. %eng: he said he drank a lot of beer.  
 346. %add: Chinese delegation members.  
 347. \*Int3: Qingdao Beer # Qingdao Beer is world famous.  
 348. \*Du: ta shenme shihou qu de?  
 349. %eng: when did he go there?  
 350. \*Yu: qunian.  
 351. %eng: last year.  
 352. \*Int3: qunian. last year.  
 353. %eng: last year.  
 354. \*Du: (confirming) dao Qingdao qu le # qunian qu de.  
 355. %eng: went to Qingdao # last year.  
 356. \*Int3: PQD.  
 357. %eng: PQD  
 358. \*Yu: yinwei ta zhe ge ta zhe ge guanyu tamen zhe ge beng ta haoxiang xxx qu  
 359. PQD ta na ge Qingdao he jiu # he bijiao duo.  
 360. %eng: because he this he this for their (product) he seemed xxx went to PQD he drank  
 361. beer in Qingdao # drank a lot.  
 362. %exp: Yu explains to his colleagues.  
 363. %tim: 9.13.10  
 364. \*Tim: I stayed (#) at a hotel (#) in Qingdao # and at the top (#) there is a  
 365. restaurant which turns like this (gestures)  
 366. %exp: visitors and Int3 try to figure out which hotel it was.  
 367. \*Int3: yeah. Qingdao you name yi ge # haibin # canguan ta shangmian you yi ge  
 368. xuanzhuan de  
 369. %eng: yeah. There is one like that in Qingdao. The beach. There is a turning restaurant  
 370. at the top.  
 371. \*Yu: jiao shenme Hai?  
 372. %eng: is the name Hai something?  
 373. \*Du: zhuanquan de  
 374. %eng: rotating  
 375. \*Lei: na shi ge si xing ji de.  
 376. %eng: that is a four star restaurant.  
 377. \*Int3: near the near the sea?



378. \*Tim: right by sea.  
 379. \*Int3: ah jiu zai na ge haibian ba?  
 380. %eng: ah it's on the beach.  
 381. \*Yu: Haibin ba?  
 382. %eng: is it Haibin?  
 383. \*Ye: Haitian.  
 384. \*Int3: Haitian Haitian  
 385. %tim: 9.13.48  
 386. \*Tim: yes. so the night before we had eaten a banquet # and too much beer # so  
 387. the next next day I was in (#) breakfast at the restaurant. the restaurant  
 388. was (laughter from Lynn) going like this (gestures) (laughter) and my head  
 389. was like this (gestures with hand and turns head round and round).  
 390. %tim: 9.14.11  
 391. %par: laughter from visitors  
 392. \*Yu: ta na ge xuanzhuan canting ma  
 393. %eng: it that restaurant was turning  
 394. #3  
 395. \*Tim: also um #2 four weeks ago Qingdao was on British television.  
 396. \*Yu: xxx  
 397. \*Tim: yes. not not xxx but xxx this is your first time to England?  
 398. \*Yu: yes. all of us.  
 399. \*Int3: including me.  
 400. %par: laughter from British  
 401. \*Int3: first time.  
 402. \*Tim: first time # yeah? when did you arrive?  
 403. \*Int3: um June.  
 404. \*Tim: this June?  
 405. \*Int3: last June. yeah last June.  
 406. \*Tim: so already you are going to xxx  
 407. \*Int3: yes.  
 408. \*Yu: xxx tickets  
 409. #4  
 410. \*Tim: so where are you from?  
 411. \*Int3: Shanghai.  
 412. \*Tim: oh you are from Shanghai.  
 413. %exp: Yu and Sajid talk.  
 414. \*Int3: have you been to Shanghai?  
 415. \*Tim: yes. every time  
 416. \*Int3: xxx  
 417. \*Tim: I go about six times a year.  
 418. \*Int3: oh really!  
 419. \*Tim: so I've been to Shanghai for about twenty times.  
 420. \*Int3: quite a lot.  
 421. \*Tim: yes.  
 422. \*Int3: I've realised that your Shanghai Office is actually near our university.  
 423. \*Tim: is it!  
 424. \*Int3: yes quite near # your office. you see this is the shopping centre to xxx Road  
 425. xxx  
 426. \*Tim: yes.  
 427. \*Int3: actually this is a famous yeah district.  
 428. %tim: 9.15.32  
 429. %exp: Yu and Sajid talk about confirming tickets  
 430. \*Yu: xxx  
 431. %add: Sajid  
 432. \*Sajid: ok. when we finish xxx we'll make some enquiries xxx  
 433. %exp: Tim offers biscuits.  
 434. %tim: 9.16.04  
 435. \*Int3: Sajid because they are worried about the you see the time is so limited

436. they wonder if you could telephone them now to make sure there is seats.

437. %add: Sajid

438. \*Lynn: xxx

439. \*Int3: yeah # xxx # six xxx # six. #3 they couldn't they actually had four days in Hong Kong.

440.

441. %exp: Tim picks up and reads the list of names of visitors

442. \*Tim: so they seem already not happy.

443. %par: laughter from Int3

444. %tim: 9.16.38

445. #6

446. %tim: 9.16.44

447. %exp: Tim turns to look at Sajid, who holds out hand to Yu

448. \*Sajid: let me have the tickets.

449. %add: Yu

450. %exp: Yu hands tickets to Sajid

451. %tim: 9.16.49

452. %exp: Tim has biscuits. A couple of visitors make their drinks. Sajid takes tickets and goes over to Lynn. Sajid and Lynn talk about their tickets and flight.

453.

454. %tim: 9.17.05

455. \*Tim: flights to Hong Kong are always busy. you see many people want to go to Hong Kong. but we'll try.

456.

457. %tim: 9.17.15

458. %exp: Tim talks with biscuits in mouth.

459. %exp: Tim gestures to Lynn. Lynn leaves with tickets. Sajid comes back to seat.

460. \*Yu: maybe xxx

461. %tim: 9.17.22

462. \*Tim: yeah the British Airways is it BA flights? British Airways have nearly one flight double (?) two flights. to change the airline is much difficult. #2 anyway no no problems. welcome welcome to England.

463.

464.

465. %tim: 9.17.43

466. %exp: Int3 interprets "welcome to England" into Chinese

467. \*Tim: I'm sorry the the weather is not good for you now.

468. \*Int3: (interpreting) jintian tianqi bu shi hen hao. but anyhow it was fine yesterday when we were in London. in London tianqi hen hao. jintian tianqi bu hao (English = in London it was fine. today it isn't.)

469.

470. \*Tim: the best the best time to come is summer.

471.

472. %exp: Int3 interprets into Chinese

473. %tim: 9.18.04

474. \*Tim: how is Beijing? you # when you left?

475. %exp: Int3 interprets into Chinese

476. \*Yu: xxx

477. \*Tim: really? oh I'm surprised.

478. \*Yu: Beijing's xxx is is not long xxx

479. \*Tim: warm yes.

480. \*Yu: xxx

481. \*Tim: yes.

482. \*Sajid: we had a bit of fog Saturday night # at the airport remember?

483. \*Int3: yeah it's very foggy really. (interpreting) nimen lai de shihou lu shang wu hen da (English = it was very foggy on the way from the airport). Xxx

484.

485. %tim: 9.18.55

486. \*Tim: I was in # Beijing #2 in September.

487. \*Yu: really?

488. %exp: Int3 and Du talk about flights. Zhou reads the company brochure. Others listen occasionally.

489.

490. \*Tim: I was ok but I had no time to see you.

491. %exp: Int3 interprets into Chinese

492. \*Yu: xxx

493. \*Tim: no only to Beijing. xxx we have a contract with Siemens (?)

494. \*Yu: um # but the director xxx Mr Hu Jun (?) xxx  
495. \*Tim: yeah?  
496. \*Yu: xxx  
497. \*Tim: but we have surely been waiting for you to place an order for BH and find  
498. some money.  
499. \*Yu: yeah but I think maybe next year.  
500. \*Tim: xxx  
501. %tim: 9.20.00  
502. #9  
503. %tim: 9.20.09  
504. \*Yu: um #4 how come do you know xxx the spare parts xxx and we take it to  
505. customs # just like (place) # (place) and others. but if we know details of  
506. them # xxx because I don't know xxx  
507. \*Tim: I don't know.  
508. %tim: 9.21.10  
509. \*Yu: so if I know xxx they do.  
510. \*Tim: I'll give you a list. In one moment I'll give you a list.  
511. %exp: Int3 interprets into Chinese  
512. \*Yu: ta gangcai jieshao le yixia tamen gongsi de qingkuang.  
513. %eng: he has just briefed me on the company.  
514. \*Int3: gen ta jiang ba. wo zuo ni de fanyi.  
515. %eng: talk to him. I'll interpret for you.  
516. %par: Int3 laughs.  
517. \*Yu: xxx ba shi zhengqu neng ban de jiu gan # hao bu hao? xxx neng ban zamen  
518. jiu shi duibuqi lingdao.  
519. %eng: xxx try to do as much as we possibly can. Is that alright? Xxx we would fail our  
520. bosses.  
521. \*Int3: xxx  
522. \*Yu: dui # jiu shi.  
523. %eng: yes # that's right.  
524. \*Int3: tan xiangmu de shi  
525. %eng: talk about the projects  
526. \*Du: jiaqiang hezuo.  
527. %eng: to further our co-operation.  
528. \*Int3: jiaqiang hezuo.  
529. %eng: to further our co-operation.  
530. \*Du: jiaqiang hezuo.  
531. %eng: to further our co-operation.  
532. \*Int3: they've already bought some (product) from your company.  
533. \*Tim: yes.  
534. \*Int3: buy more xxx they hope the co-operation with you xxx  
535. \*Tim: me already.  
536. %par: Int3 laughs.  
537. \*Yu: because the just like xxx if you do become a power plant xxx we supply it  
538. xxx  
539. %tim: 9.22.55  
540. %exp: other visitors read brochures.  
541. \*Tim: so what what is your impression of England so far?  
542. %exp: Int3 interprets  
543. \*Yu: gen tamen (pointing to Du, Ye and Lei) shuo tamen xxx  
544. %eng: ask them (pointing to Du, Ye and Lei) ask them to say xxx  
545. \*Du: bu cuo bu cuo.  
546. %exp: Du looks at the pages which he is turning, without looking at Tim and Sajid,  
547. who are looking at him.  
548. \*Int3: gen ta shuo.  
549. %eng: talk to him.  
550. \*Du: [nodding] yinxiang hen hao.  
551. %eng: a very good impression.

552. %exp: Du still looks away from Tim and Sajid. He then puts down the pages.
553. \*Int3: yeah very good impression.
554. \*?: xxx
555. \*Int3: you know because it's the first time. they have just arrived.
556. \*Yu: London is very famous. xxx a lot of time.
557. \*Du: cong feiji shang kandao xxx
558. %eng: *looking out of the plane we could see xxx*
559. %exp: Du now looks at Tim and Sajid as he speaks.
560. %exp: Int3 interprets into English
561. %time: 9.23.37
562. \*Tim: also as they came in (gesturing plane landing) (Int3: yeah) # they saw a very good view # yeah? #2 you were lucky. sometimes there is too much cloud.
- 563.
564. %time: 9.23.47
565. %exp: Int3 interprets
566. %tim: 9.23.53
567. #3
568. %tim: 9.23.56
569. \*Tim: is # is it as expected?
570. %exp: Int3 interprets
571. %exp: Du shakes head. Can't see if he is talking.
572. \*Int3: no they were surprised.
573. \*Tim: yes?
574. \*Du: ni wen ta Lundun dao jichang duo yuan?
575. %eng: *please ask him how far it is from London to the airport.*
576. \*Int3: Lundun dao jichang?
577. %eng: *from London to the airport?*
578. \*Du: Lundun shi dao jichang.
579. %eng: *from the City of London to the airport.*
580. \*Int3: how far is it from London to Heathrow Airport?
581. \*Tim: it's about fifteen miles?
582. \*Int3: fifteen miles. fifteen
583. \*Yu: shiwu yingli. wushi yingli.
584. %eng: *fifteen miles. fifty miles.*
585. \*Int3: shiwu yingli.
586. %eng: *fifteen miles.*
587. \*Yu: wushi yingli. wushi yingli. bu hui shi shiwu yingli ba?
588. %eng: *fifty miles. fifty miles. It can't be fifteen miles.*
589. %tim: 9.24.36
590. %exp: Lynn comes back and takes seat.
591. \*Int3: fifteen or fifty?
592. %add: Tim
593. \*Tim: fifteen
594. %exp: Int3 interprets
595. \*Int3: alright?
596. %exp: Int3 points at the tickets in front of Lynn.
597. %add: Lynn
598. \*Lynn: xxx
599. \*Int3: (interpreting) meiyou shenme wenti danshi xxx
600. %eng: *no problem but xxx*
601. %tim: 9.24.56
602. \*Yu: na ni zai gen ta shuo women zhe ji tian de xingdong.
603. %eng: *then talk to him about our schedule.*
604. \*Int3: xxx
605. \*Yu: gei ta shuo ba. gen ta shuo na ge mingtian
606. %eng: *talk to him. Tell him that tomorrow*
607. \*Du: mingtian shangwu he xiawu
608. %eng: *tomorrow morning and afternoon*
609. \*Yu: mingtian shangwu he xiawu

610. %eng: *tomorrow morning and afternoon*
611. \*Int3: **gen ta shuo (Englis = talk to him) # ok. they just want to talk to you. they**
612. **want to go to Manchester tomorrow and if you can not accompany them #**
613. **they want to ask either Jerry or me to go with them and they asked if you**
614. **can buy the return tickets.**
615. \*Tim: **why why do they want to go to Manchester?**
616. \*Int3: **because Manchester to many Chinese people is famous xxx city.**
617. \*Tim: **would they not prefer to go to Oxford or Cambridge?**
618. \*Int3: **en # qu Jianqiao huo Niujin**
619. %eng: *um # to Cambridge or Oxford*
620. \*Du: **bu shi yi ge difang ah?**
621. %eng: *aren't they the same place?*
622. \*Int3: **bu shi yi ge difang. ta jiu shi shuo nimen weishenme yao dao Mancheng qu.**
623. %eng: *they are not one place. He asked why you want to go to Manchester.*
624. \*Int3: **maybe they prefer Manchester.**
625. %tim: 9.26.03
626. \*Tim: **Manchester is an industrial city. there are also lots of factories. so it's very**
627. **industrialized there's nothing to see. whereas in Oxford**
628. %tim: 9.26.16
629. \*Yu: **na ni gen ta shuo Liwupu zenmeyang?**
630. %eng: *then ask him if we could go to Liverpool.*
631. \*Int3: **(interpreting what Tim said earlier) ta jiu shi shuo na shi yi ge gongye**
632. **chengshi # meiyou duoshao jingdian.**
633. %eng: *he said that is an industrial city. There isn't much scenery there.*
634. \*Yu: **qu Liwupu zenmeyang?**
635. %exp: Int3 interprets
636. \*Tim: **the same. Liverpool is worse.**
637. %par: *laughter from Tim, Int3, Lynn, etc.*
638. \*Int3: **geng zao. shi gongye cheng # meiyou jingdian # dou shi gongchang.**
639. %eng: *it's worse. It's an industrial city. No much scenery. Lots of factories.*
640. \*Tim: **they they are choosing the # the bad parts of England.**
641. \*Int3: **maybe Liverpool and Manchester are very famous to Chinese people.**
642. %tim: 9.26.38
643. \*Tim: **yeah but if if they went to Cambridge or Oxford # these are two very**
644. **famous (#) university cities. very very old # very famous.**
645. %tim: 9.26.51
646. \*Ye: **dao Jianqiao ye xing.**
647. %eng: *Cambridge is fine.*
648. \*Int3: **yeah # I mentioned to them I said the buildings are very**
649. \*Tim: **beautiful yeah?**
650. \*Int3: **beautiful.**
651. \*Lynn: xxx
652. \*Int3: **yeah. then they change they take your advice and they would go to either**
653. **Cambridge or Oxford.**
654. \*Tim: **believe me it is much better**
655. \*Int3: **yeah. xiangxin wo xxx**
656. %eng: *yeah. believe me xxx*
657. \*Lynn: xxx
658. \*Du: xxx
659. \*Int3: **yeah. you see # I mentioned # they want to go to Karl Marx's cemetery.**
660. \*Lynn: **oh right. (nodding)**
661. \*Int3: **all of them are Party members.**
662. %par: *laughter from Int3, Lynn and others.*
663. \*Du: **yiding yao qu de.**
664. %eng: *we surely must go there.*
665. \*Int3: **yiding yao qu. (English = we surely must go) they said they must go.**
666. \*Tim: **no problem.**
667. \*Int3: **they must have a visit to the Marx's cemetry actually we passed it # as I said**

668. we had to walk and it will be open at twelve o'clock to two o'clock.
669. \*Lynn: yes on Sundays xxx
670. \*Int3: weekday it will open maybe at ten.
671. \*Yu: xxx
672. \*Int3: yeah. nimen you shenme yaoqiu jiu zhe ge jihui # hai you shuo de chu de.
673. %eng: yeah. If you have any other requests take this opportunity anything you have to say.
- 674.
675. \*Yu: ruguo liang ge difang dou qu ne?
676. %eng: how about going to both places?
677. \*Int3: whether they can go to both Oxford and Cambridge
678. %tim: 9.28.17
679. \*Tim: well we could try (looking at schedule Sajid is working on. Sajid says "yes" and takes notes) what days we've got. (to Sajid) um Tuesday # Wednesday?
- 680.
681. oh Tuesday they are going to London yeah?
682. %tim: 9.28.27
683. %exp: Sajid is still working out the schedule.
684. \*Lynn: they still want to go to Oxford.
685. \*Tim: Cambridge is easy to
686. \*Sajid: Cambridge is easy to get
687. \*Tim: yeah. xxx this afternoon?
688. \*Sajid: but they want to go shopping.
689. \*Lynn: Mr (surname) [Tim] xxx
690. \*Int3: this afternoon they want to go shopping in (place) area. so they hope they can finish the presentation at twelve xxx
- 691.
692. \*Tim: ok. yeah no problem.
693. %tim: 9.29.05
694. %exp: Tim and Sajid discuss the programs for Tuesday and Wednesday.
695. \*Sajid: we'll take them
696. \*Tim: get them onto the London tube tomorrow
697. \*Sajid: to London?
698. \*Tim: that's Cambridge xxx
699. %exp: Tim and Sajid continue their discussions. Visitors discuss.
700. \*Lei: zhe yi tian quan anpai le. mingtian ne? mingtian ne?
701. %eng: today is fully scheduled. What about tomorrow? What about tomorrow?
702. \*Tim: well we'll get to Oxford # there. xxx to Cambridge then? in the morning
703. yeah?
704. \*Sajid: xxx
705. \*Tim: ok fine ok. I'll just go and get xxx.
706. %tim: 9.29.52
707. %exp: Tim rises, and gestures to visitors.
708. \*Sajid: right. ok. about the program. you said you want to go to London again
709. xxx?
710. \*Int3: yeah. the fifth.
711. \*Sajid: it does does it matter what day?
712. %exp: Lynn offers biscuits
713. \*Int3: nimen na ge jiu shi yao dao Lundun qu dao Jianqiao Niujin zhe ge rizi you mei you yiding yao zai na yi tian?
- 714.
715. %eng: your trip to London or to Cambridge or Oxford does it have to be on a certain day?
- 716.
717. \*Yu: xxx zai si hao.
718. %eng: xxx on the fourth.
719. \*Int3: they want to go to Oxford and Cambridge tomorrow and go to
720. %tim: 9.30.15
721. \*Sajid: we can't go to both one time because they are not linked to each other. it's
722. difficult to do both in one day # because of their locations.
723. %tim: 9.30.23
724. \*Int3: they said how about in the morning probably they go to Cambridge and in
725. the afternoon go to Oxford.

726. %tim: 9.30.29
727. \*Sajid: very tight. you know if they locate close together yes you can do it but they
728. are not close together.
729. %tim: 9.30.35
730. \*Int3: yinwei zhe liang ge difang bijiao yuan ta jiu fei de anpai liang ge shijian.
731. %eng: *because the two places are far apart he has to arrange two times.*
732. \*Sajid: xxx
733. \*Int3: how about this afternoon?
734. \*Sajid: this afternoon.
735. \*Du: laibuji ba?
736. %eng: *would it be too much of a rush?*
737. \*Lei: nimen juezhe houtian ne?
738. %eng: *how about the day after tomorrow?*
739. \*Sajid: by the time they get there # it's time they come back.
740. \*Yu: si hao si hao.
741. %eng: *the fourth the fourth.*
742. \*Int3: xxx
743. \*Sajid: (high-pitched, showing disbelief) half an hour!
744. \*Int3: yeah.
745. \*Sajid: where to?
746. \*Int3: to Oxford to
747. %par: Sajid laughs
748. \*Lynn: half an hour? (laughing)
749. %par: Sajid, Int3 and Lynn laugh loudly
750. \*Int3: xxx ta kaiche yao liang ge xiaoshi.
751. %eng: *xxx it takes them two hours to drive you there.*
752. %exp: Yu talks to Sajid. Visitors discuss.
753. \*Int3: I think we went to Cambridge it takes us one hour
754. %add: Lynn
755. \*Lynn: oh no.
756. %tim: 9.31.11
757. %exp: Yu talks to Sajid. He pulls a piece paper from his notebook and shows it to
758. Sajid. He is about to write something on it when Sajid stops him.
759. %tim: 9.31.16
760. \*Sajid: (hand gesturing to stop him) this is what we can do then you could make
761. suggestions. ok tomorrow # we take you to London # earlier suggestion ok?
762. Wednesday take you to Oxford # and Thursday take you to Cambridge.
763. after this is done you have only this afternoon for shopping. xxx it's not
764. possible to do these two places
765. \*Yu: how about we use the half day for shopping? xxx
766. \*Sajid: well then the shops aren't open yet. which one? we'll do the shopping in
767. Oxford.
768. \*Yu: but xxx
769. \*Int3: also we can do shopping this afternoon.
770. %tim: 9.31.49
771. \*Sajid: they can do shopping this afternoon. It's only half a day today
772. %tim: 9.31.54
773. \*Lynn: and go to Oxford streets tomorrow.
774. \*Sajid: xxx
775. \*Int3: also I think you see on the sixth the sixth you can do some shopping in
776. London. jiu shi liu hao nimen bu shi wanshang de feiji ma keyi dangtian jiu
777. zai Lundun # maimai dongxi. (English = that is on the sixth isn't your flight
778. in the evening? you can do some shopping in London that day.)
779. \*Yu: ranhou xingli ne?
780. %eng: *how about our luggage?*
781. \*Lynn: xxx and now if you come to London tomorrow # we stop at xxx
782. \*Int3: shopping # yeah # shopping.
783. \*Lynn: yeah.

784. \*Int3: jiu xiang mingtian fanzheng shi Oxford Niujinjie  
 785. %eng: like tomorrow we are going to Oxford Street anyway
786. \*Sajid: if they rely on all day tomorrow to do some shopping xxx  
 787. \*Int3: suoyi mingtian nimen keyi mai dongxi. Jintian xiawu xxx yinggai dao  
 788. Jianqiao jiu shi yinggai dao Niujin qu.  
 789. %eng: so tomorrow you can do some shopping. this afternoon xxx should go to  
 790. Cambridge that is go to Oxford.
791. \*Int3: how about to Karl Marx's cemetery?  
 792. \*Lynn: on the way to London.
793. \*Int3: ah # so # jiu mingtian jiu shi mingtian dao Lundun qu de shihou qu.  
 794. %eng: ah # so # tomorrow we go there tomorrow when we go to London.
795. \*Lei: ao jiu keyi ma. Jintian xiawu mai dongxi # mingtian ye keyi mai dongxi #  
 796. shun bian kankan Makesi mu.  
 797. %eng: oh that's alright. We go shopping this afternoon # we can also do some shopping  
 798. tomorrow # and pay a visit to Karl Marx's cemetery.
799. \*Int3: ai.  
 800. %eng: yes.
801. \*Yu: right.  
 802. \*Lei: hougian na liang tian yi ge dao Niujin yi ge dao Jianqiao.  
 803. %eng: for the next two days we go to Oxford one day and Cambridge the other
804. \*Int3: xxx  
 805. \*Yu: meiyou. jintian xiawu mai dongxi mingtian mingtian qu Lundun mai  
 806. dongxi shi ba?  
 807. %eng: no. this afternoon we go shopping tomorrow tomorrow we go shopping in  
 808. London is that right?
809. \*Int3: mai dongxi xxx  
 810. %eng: shopping xxx
811. \*Du: shunbian luguo Makesi mu # ranhou houtian huo dahoutian ye ge Niujin yi  
 812. ge Jianqiao.  
 813. %eng: we'll visit Mark's cemetery on our way [to London] and then the day after  
 814. tomorrow or three days from now we'll go to Oxford one day and Cambridge the  
 815. other.
816. \*Lei: keyi le.  
 817. %eng: that's alright then.
818. \*Yu: mingtian qu # houtian # houtian shi wu hao. liu hao jiu bu neng qu Lundun  
 819. le. liu hao jiu zou le.  
 820. %eng: we go tomorrow the day after tomorrow the day after tomorrow is the fifth #  
 821. we can't go to London then. We are leaving on the sixth.
822. \*Int3: liu hao jiu bu neng qu Lundun le.  
 823. %eng: we can't go to London the day after tomorrow.
824. \*Lei: mingtian qu Lundun.  
 825. %eng: we go to London tomorrow.
826. \*Int3: zuihao dao Jianqiao huozhe Niujin.  
 827. %eng: we'd better go to Cambridge or Oxford.
828. \*Du: zuihao jin yidian difang jin yidian de Jianqiao ye bu jin ya  
 829. %eng: we'd better go to somewhere close a place close Cambridge is not very close.
830. \*Int3: Jianqiao jin.  
 831. %eng: Cambridge is closer.
832. \*Du: wu hao dao wu hao dao Niujin ma dui ba?  
 833. %eng: the fifth the fifth we go to Oxford right?
834. \*Int3: yeah yeah so they agreed that tomorrow they would go to London  
 835. \*Sajid: go to London.  
 836. \*Int3: and um the fifth they want to go to Oxford # and sixth go to Cambridge  
 837. because Cambridge is nearer (Lynn: yeah.) to (place).
838. \*Sajid: xxx  
 839. \*Lynn: xxx
840. \*Sajid: they are both university towns. # they are the biggest # you know  
 841. \*Int3: ta jiu shuo liang ge yinwei zhe liang ge daxuecheng ah cong jianzhu dao



842. guimo lai jiang dou cha bu duo. Lynn shuo ruguo nimen dao le yi ge  
843. difang zai dao ling yi ge difang keneng youdian shiwang zhe liang ge difang  
844. cha bu duo.  
845. %eng: *he said these two because these two university towns are not very much different*  
846. *in architecture and scale. Lynn just said if you go to the other after you have*  
847. *been to one you may be disappointed the two places are very much similar.*  
848. \*Yu: **na ge geng piaoliang dian?**  
849. %eng: *which one is more beautiful?*  
850. %exp: Int3 interprets  
851. \*Lynn: **Oxford**  
852. \*Yu: **Oxford. Niujin a? (English = Oxford?)**  
853. \*Int3: **yeah. Niujin bijiao yuan de. (English = Oxford is further out)**  
854. \*Lynn: **it's older.**  
855. %exp: Int3 interprets  
856. \*Yu: **Niujin yuan bu shi ma?**  
857. %eng: *isn't Oxford farther?*  
858. \*Int3: **li jinyuan wusuowei yinwei wu hao le**  
859. %eng: *it doesn't matter if it's far or not as [you will go on] the fifth*  
860. \*Yu: **na jiu qu Niujin ba bu qu Jianqiao le.**  
861. %eng: *then we'll go to Oxford and not to Cambridge.*  
862. \*Int3: **ao dui (English = oh yes) just cancel Cambridge.**  
863. \*Sajid: **and they can go for # and they can go for they want to do shopping**  
864. \*Int3: **yeah. Milton Keynes.**  
865. \*Sajid: **now Milton Keynes is very big # does it work from here to xxx**  
866. \*Lynn: **xx**  
867. \*Int3: **suoyi nimen liu hao keyi dao wo shuo de na ge jiu shi li zhe'r hen jin de ta**  
868. **shi yi ge xin kaifa de chengshi kaifa de shi ting hao de jiao Milton Keynes.**  
869. %eng: *so on the sixth you can go to that [place] I mentioned that is very close it is a*  
870. *newly developed city very well developed called Milton Keynes.*  
871. \*Sajid: **xxx we had it on our program.**  
872. \*Yu: **na jiu zhe yang ba.**  
873. %eng: *then that's it.*  
874. \*Du: **liu hao zai mai dongxi ah?**  
875. %eng: *then we leave the shopping till the sixth?*  
876. \*Yu: **liu hao lai zhe'r mai xxx ranhou za dei qu yi ge li Niujin ting yuan de na ge**  
877. **shenme ba**  
878. %eng: *we'll come to do shopping here on the sixth. Xxx then we should to what's the*  
879. *name fairly far from Oxford*  
880. \*Int3: **Niujin gen Jianqiao cha bu duo.**  
881. %eng: *Oxford and Cambridge are not very much different.*  
882. \*Du: **na jiu wu hao dao Niujin Daxue ba.**  
883. %eng: *then let's go to Oxford University on the fifth.*  
884. \*Yu: **zhengzhijia dou dao zhengzhijia dou zai Niujin shi ba Niujin xuexi. ta keji**  
885. **xxx**  
886. %eng: *politicians all attended politicians all studied right at Oxford. The science and*  
887. *technology xxx*  
888. \*Int3: **liu hao jiu dao Milton Keynes # jiu shi na ge xin kaifa de chengshi # ranhou**  
889. **dao Makesi mu he**  
890. %eng: *go to Milton Keynes on the sixth # that is the newly developed city # and then to*  
891. *Marx's cemetery and*  
892. \*Du: **ranhou dao Jianqiao mai dongxi.**  
893. %eng: *then to Oxford to shop.*  
894. \*Int3: **bu shi Jianqiao shi Lundun.**  
895. %eng: *not Cambridge to London.*  
896. %exp: visitors and Int3 still discuss.  
897. \*Yu: **xxx**  
898. %add: Sajid  
899. \*Sajid: **xxx studies in this country xxx but with Oxford it's very very traditional xxx**

900. and you can see the architecture they xxx basically they have a long  
901. tradition. from a shopping point of view Milton Keynes xxx it is very very  
902. big. xxx much bigger than xxx.
903. \*Yu: na jiu zheme ding le.  
904. %eng: *that's it then.*
905. \*Int3: ok that's settled.  
906. \*Sajid: ok? so that's Oxford on Wednesday and then Milton Keynes  
907. %exp: Sajid takes it down. Visitors discuss.
908. \*Lei: zheyang anpai zuihou ding de shi jintian shangwu zai zheli # xiawu  
909. %eng: *so the arrangement is we have this morning here # this afternoon*
910. \*Yu: xiawu zai (place).  
911. %eng: *this afternoon in (place).*
912. \*Lei: (place) zhen li mai dongxi. mingtian ne?  
913. %eng: *we do shopping here in (place) town. And tomorrow?*
914. \*Int3: mingtian dao Makesi mu.  
915. %eng: *tomorrow we go to Marx's cemetery.*
916. \*Lei: ao Lundun.  
917. %eng: *oh London.*
918. \*Int3: mai dongxi. houtian dao Niujin zai houtian dao na ge xin kai de chengshi  
919. hai keyi mai dongxi.  
920. %eng: *shopping. The day after tomorrow we go to Oxford and the day after to the*  
921. *newly developed city and do some more shopping there.*
922. %par: laughter from Lei and Ye  
923. \*Lei: keyi keyi. zheyang xing.  
924. %eng: *alright alright. this is ok.*
925. \*Ye: ni yong yingbi zuo shenme dongxi a?  
926. %eng: *what are you doing with the coins?*
927. \*Du: na ye jiu zheyang le.  
928. %eng: *then that's it.*
929. %tim: 9.37.17
930. \*Sajid: ok. do they have any questions?  
931. %exp: Int3 interprets.  
932. %tim: 9.37.19
933. \*Yu: the (product) will be delivered early xxx March next year.  
934. %add: Sajid  
935. %exp: Sajid gets file and opens it.
936. \*Sajid: on the contract xxx for shipment xxx in February. let me just check.  
937. \*Yu: could be # early shipment?  
938. \*Sajid: we are hoping to have it available for shipment at the end of February  
939. \*Yu: the end of February.  
940. \*Sajid: end of February.  
941. %exp: Yu nods.
942. \*Sajid: obviously xxx earlier and we can make out xxx  
943. \*Yu: ta shuo Eryue di nenggou fahuo. Eryue di Sanyue xxx  
944. %eng: *he said they can effect shipment by the end of February. The end of February*  
945. *March xxx*
946. %exp: Yu explains to Zhou what he has been talking to Sajid about. Sajid looks on.  
947. %tim: 9.38.23
948. \*Zhou: xxx  
949. \*Yu: dui dui dui # dou you.  
950. %eng: *right right right # all have*
951. \*Zhou: ni shi shuo chuanshang  
952. %eng: *you mean on board the ship*
953. \*Lei: xxx  
954. \*Yu: zhe ge ting pingchang de jiu shi shuo ruguo zhe huai le de hua  
955. %eng: *this is very common that is if this breaks down*
956. \*Zhou: da ge dianhua ma.  
957. %eng: *just make a phone call.*

958. \*Yu: biyushuo zheyang ba # ta zhe ge huai le de hua dei zhao ta huan yi tai. Huan  
959. shangqu yihou ba na ge dang beipin bian hao le yihou huai le keyi # ding  
960. duo ba zhe ge chaisan le. liang zhong banfa dou keyi.  
961. %eng: *for example if it this breaks down we have to ask them for a replacement. The*  
962. *replaced one can be serial numbered as a spare for use in future breakdowns #*  
963. *at least we can take it apart. Either way will do.*  
964. %tim: 9.38.51  
965. %tim: 9.38.53  
966. \*Sajid: is it ok?  
967. %add: Yu  
968. \*Yu: ok  
969. %exp: Yu nods  
970. %tim: 9.38.56  
971. %exp: Int3 and Lynn talk in low voice. Lynn turns to talk to Sajid briefly. Int3 and  
972. Lynn continue. Sajid looks down at his file. Visitors doing nothing.  
973. %tim: 9.39.47  
974. \*Yu: xxx continue (?) list xxx  
975. \*Sajid: yes he will give you a list. no no he'll xxx because he will have to copy it.  
976. the list will contain all about suppliers and customers in other countries as  
977. well because we have thousands of xxx we have xxx Qingdao # xxx Fujian #  
978. xxx Zhejiang Zhejiang xxx our products. that is very big # um # xxx  
979. customers # xxx  
980. %exp: Sajid mentions a number of Chinese places  
981. \*Yu: all C?  
982. \*Sajid: A B and C are listed. Xxx  
983. %tim: 9.41.06  
984. #21  
985. %tim: 9.41.27  
986. \*Lei: xxx  
987. \*Yu: xxx  
988. \*Lei: xxx  
989. %tim: 9.41.58  
990. \*Sajid: any other questions? # is the hotel ok?  
991. %exp: Int3 interprets  
992. \*Du: ta wen luguan zenmeyang?  
993. %eng: *he was asking about the hotel?*  
994. \*Int3: luguan de qingkuang.  
995. %eng: *things at the hotel.*  
996. \*Du: deng jingli jinlai zai jiang.  
997. %eng: *wait till the manager comes back.*  
998. %exp: Du talks to Yu in low voice.  
999. \*Du: xxx  
1000. \*Int3: um # is Tim coming?  
1001. \*Sajid: yes xxx  
1002. \*Int3: xxx  
1003. %par: loud laughter from Int3, Ye and Lynn  
1004. \*Int3: they just want to ask him about the tickets I said that you are dealing with  
1005. with their suggestions.  
1006. \*Lynn: xxx  
1007. \*Du: ta tamen gongsi you duoshao ren?  
1008. %eng: *how many employees do they have in the company?*  
1009. \*Int3: (interpreting) how many employees do you have?  
1010. \*Lynn: three hundred and fifty.  
1011. \*Int3: <three hundred and fifty.>  
1012. \*Int3: three hundred and fifty.  
1013. %exp: Int3 interprets.  
1014. %tim: 9.43.01  
1015. %exp: Tim comes back in.

1016. \*Tim: flights are confirmed.  
 1017. \*Lynn: oh great.  
 1018. %exp: Tim gives Lynn a note.  
 1019. \*Tim: xxx  
 1020. \*Int3: xxx jipiao xxx no problem.  
 1021. %exp: Tim hands lists to Yu.  
 1022. \*Tim: this is not the complete list. but the China ones are let me see (pointing to the list) here # and on (turning over page) the next page.  
 1023. %exp: Lynn explains about the tickets to Int3. Int3 and Lynn talk.  
 1024. %exp: Lynn explains about the tickets to Int3. Int3 and Lynn talk.  
 1025. \*Lynn: xxx  
 1026. \*Int3: jiu shi nimen dao Niujin Daxue xxx  
 1027. %eng: that is you go to Oxford University xxx  
 1028. \*Lynn: oh actually it's not there.  
 1029. \*Int3: so # should they still explain that? should the same one?  
 1030. \*Tim: Sichuan several times. that's just the only reference.  
 1031. \*Int3: xxx  
 1032. \*Lynn: they should have it xxx. since they came xxx  
 1033. \*Int3: so it doesn't matter whether they should xxx  
 1034. \*Lynn: no.  
 1035. %tim: 9.43.54  
 1036. %exp: Tim shows Yu and Zhou name cards of people he met on his previous China trips.  
 1037. %exp: Tim shows Yu and Zhou name cards of people he met on his previous China trips.  
 1038. \*Tim: this is xxx  
 1039. %add: Yu and Zhou  
 1040. %exp: Tim places them one by one in front of them. Yu and Zhou study the cards.  
 1041. %exp: Int3 explains to Lei, Du and Ye about the tickets.  
 1042. \*Int3: kaishi jiu shi shuo ta da dianhua xxx zhe shangmian gai guo le zhe  
 1043. shangmian you yi ge ni yao anzha ta na ge cankao de jiu shi you yi ge jilu  
 1044. de ta kaishi shuo ranhou ne jiu shi gen nimen yiyang de jiu shi zai jisuanji  
 1045. shang gaidong de # jisuanji de  
 1046. %eng: at first he rang xxx. It's been changed on here here is the reference that is a  
 1047. record at first he said and then that is the same as yours it was altered through  
 1048. the computer # computer  
 1049. \*Lei: ao # ta zhe ge gai le jiu chu xxx le.  
 1050. %eng: oh # this they change and xxx  
 1051. \*Int3: chu xxx le. ta meiyou dui de shang hao ta kaishi gei nimen jiu shi keneng  
 1052. zhe shangmian ye shi jisuanji shang da jinqu de ranhou yiyang de feiji.  
 1053. nazhe # na nazhe.  
 1054. %eng: xxx she didn't know who is who at first he gave you maybe this was also  
 1055. processed in the computer and it's the same ticket. Take yours # take it.  
 1056. \*Yu: xxx  
 1057. %exp: Yu, Tim and Sajid laugh.  
 1058. %tim: 9.44.21  
 1059. \*Tim: you see some of these people came here #2 Some I met at (company)  
 1060. %tim: 9.44.27  
 1061. %add: Yu  
 1062. %exp: Zhou talks to Yu about the people on the cards. they still study cards.  
 1063. %exp: Int3, Lynn and other visitors still talk about tickets.  
 1064. \*Lei: ta zhe shangmian gai guolai le.  
 1065. %eng: this here it is changed.  
 1066. \*Du: zhe shangmian mei gai.  
 1067. %eng: mine isn't.  
 1068. \*Lei: jisuanji shang gei gai le.  
 1069. %eng: it is changed through the computer.  
 1070. \*Int3: number C.  
 1071. \*Lynn: oh no number C # yes # xxx  
 1072. %tim: 9.44.47  
 1073. %exp: Tim collects the cards.

1074. \*Int3: xxx  
1075. \*Lynn: xxx  
1076. \*Int3: xxx  
1077. \*Lynn: xxx  
1078. \*Int3: so they first when they go to the airport they just to to the xxx  
1079. \*Lynn: xxx  
1080. \*Int3: yeah?  
1081. \*Lynn: then I just show it to the xxx commemorate Karl Marx.  
1082. %exp: Yu and Tim talk.  
1083. \*Int3: jiu shi shuo nimen qu de na tian ne # dao na ge jichang chulai de shihou  
1084. jianpiao ne xxx ranhou ni jiu ping zhe ge xxx  
1085. %eng: *that is the day you go when you go to the airport and when you come out at the*  
1086. *check point xxx then you with this xxx*  
1087. \*Lei: ao ao.  
1088. %eng: oh oh.  
1089. \*Lynn: xxx  
1090. \*Int3: jiu xiang ni xxx  
1091. %eng: *like you xxx*  
1092. %exp: Yu talks to Tim while the other group talk about tickets.  
1093. \*Tim: when when we take you out # we'll buy you lunch. yeah? the dinner you  
1094. have at the hotel.  
1095. \*Yu: but xxx  
1096. \*Tim: alright.  
1097. \*Yu: xxx  
1098. %tim: 9.46.25  
1099. \*Tim: uhhuh. yes ok. yes. now remember the flights from China originally  
1100. Beijing-London-London-Beijing. now it is Beijing-Vienna-London-  
1101. %tim: 9.46.38  
1102. \*Yu: maybe it's extra fees  
1103. \*Tim: yeah.  
1104. \*Yu: so xxx  
1105. \*Tim: uhhum. I hope so. #5 (turning to Sajid) so when we need to get them some #  
1106. lunch yeah?  
1107. \*Sajid: right.  
1108. %exp: the other group still talking  
1109. \*Tim: right.  
1110. %exp: Yu talks to Tim again.  
1111. \*Yu: ok. no problem.  
1112. \*Tim: xxx  
1113. \*Yu: xxx  
1114. \*Int3: they are worried about that.  
1115. \*Tim: don't worry.  
1116. \*Int3: everything is settled.  
1117. \*Tim: so xxx a quick tour? Dave (surname) xxx  
1118. %add: Sajid  
1119. \*Tim: so on Wednesday. yeah. visit the factory # and then you'll go shopping.  
1120. %add: the visitors  
1121. %tim: 9.48.03  
1122. \*Sajid: excuse me I'll just get some safety glasses. (gesturing: wearing glasses)  
1123. %exp: Sajid rises  
1124. \*Tim: on Wednes() Wednesday night we'll have dinner together.  
1125. \*Int3: (interpreting Sajid) ta qu na yixie anquan yanjing.  
1126. %eng: *he's gone to get some safety glasses.*  
1127. %tim: 9.48.10  
1128. %exp: Tim leaves  
1129. \*Int3: (interpreting Tim) Xingqisan wanshang yiqi gongcan # gong jin wancan.  
1130. Xingqisan jiu shi dao wu hao ba?  
1131. %eng: *Wednesday night we'll dine together # have dinner together. Wednesday is it the*

1132. *fifth?*
1133. \*Du: jintian Xingqi'er ba?
1134. %eng: *is it Tuesday today?*
1135. \*Int3: Xingqisan wu hao you xxx. Jintian Xingqiyi. Jintian shi # jintian shi san hao
1136. # jiu shi houtian le.
1137. %eng: *Wednesday the fifth there will be xxx. today is Monday. today is # today is the*
1138. *third. that is the day after tomorrow.*
1139. \*Tim: ok. (rising) excuse me. see you later.
1140. %exp: Tim leaves.
1141. \*Int3: yihui'r jian.
1142. %eng: *see you later.*
1143. %tim: 9.48.43
1144. %exp: Lynn rises
1145. %exp: visitors ask if they could keep the package, and Lynn says they can. Visitors ask
1146. about the tickets. Int3 explains.
1147. %exp: Lynn takes seat, and engages herself in talk with Int3. Visitors talk among
1148. themselves, waiting.
1149. %tim: 9.49.39
- @End

## Visit 3 Engineering Review

@Begin

@Filename: V3-eng

@Participants

BH Staff:

Dean: Engineering Manager; Sajid: Project Manager, Sales and Marketing Department  
Chinese Delegation:

Du: Deputy Managing Director, MEPCO; Yu: Business Manager, MEPCO; Zhou:  
Manager, PQD; Lei: Deputy Director, PWF; Ye: Manager, EPSD

Int3: interpreter

Xing: researcher

@Date: 03/11/1997

@Venue: BH Conference Room 1

@Duration: 53 minutes

@Coder: Xing

1. %tim: 13.00.00
2. %exp: the visitors and Int3 are seated, Lei in the chair's seat, with his back to the white board.
- 3.
4. \*Sajid: I'll leave you # to it then Dean.
5. %exp: Sajid stands. Dean takes a dry wipe marker and is to write on the board.
6. \*Dean: brilliant. see you around.
7. \*Sajid: I'm sure # you will be ok. any problem just give give us a holler.
8. %exp: Sajid collects folder and leaves. Dean turns to write on the board.
9. \*Int3: zhe shi ta de mingzi, (surname).
10. %eng: *this is his name, (surname).*
11. %exp: Dean turns. He points to Int3
12. \*Dean: (surname). # like these birds.
13. %exp: Dean imitates birds flying with arms and hands, and whistles.
14. %tim: 13.00.19
15. \*Int3: November November the fifth is the (surname) Day.
16. \*Dean: (correcting) Guy Fawkes.
17. \*Int3: Guy (surname), um Fox (sounds like).
18. %tim: 13.00.28
19. %exp: Lei rises and goes to sit at side of table.
20. %tim: 13.00.31
21. \*Dean: he had an accident on blowing up the Houses of Parliament. #2 (Xing and Int3 laugh; Lei rises and goes to sit beside Int3) and he was executed for his troubles in the early hours. # that's not me.
- 22.
- 23.
24. %tim: 13.00.42
25. %exp: turns back and erases his name on the board.
26. \*Int3: yeah, sorry
27. \*Dean: yeah, ok.
28. \*Int3: Fox yeah not (surname).
29. \*Dean: right. and I'm I'm responsible for the um Engineering Department.
30. %exp: Int3 interprets into Chinese.
31. \*Dean: and mainly responsible for the design of of the (product) (product).
32. %exp: Int3 interprets into Chinese.
33. %tim: 13.01.30
34. \*Dean: right. um # as you perhaps know BH virtually invented this type of um concept
- 35.
36. %exp: Int3 interprets into Chinese.
37. \*Dean: the (product) um around about 1940 1950 worked pressures usually less than um less than a hundred bar.
- 38.
39. %exp: Int3 interprets into Chinese.
40. \*Dean: and it became necessary um with the economic fast booming after the war
41. %exp: Int3 interprets into Chinese.

42. \*Dean: to um (#) provide much more electricity capacity (#) and therefore to design  
43. a much more efficient way of producing electricity.  
44. %exp: Int3 interprets into Chinese.  
45. \*Dean: um the ability um # the conception of the the (product), was something that  
46. BH were then heavily involved in rightfully inventing right through in the  
47. 1950's mainly.  
48. %exp: Int3 interprets into Chinese.  
49. \*Dean: we were well placed for this one of the main reasons excuse me we were one  
50. of the first companies to ever make an electric (product) that worked under  
51. water.  
52. %exp: Int3 interprets into Chinese.  
53. \*Dean: and we first did that in 1918.  
54. %exp: Int3 interprets into Chinese.  
55. \*Dean: and they were used mainly as # they were mainly used as salvage (product)  
56. %exp: Int3 interprets into Chinese.  
57. \*Dean: for refloating ships that had been sunken.  
58. %exp: Int3 interprets into Chinese.  
59. %tim: 13.03.28  
60. \*Dean: ok um # I don't really know where how much of this you want you all  
61. already know a lot about the (product) that you have um xxx out that's  
62. right, so um how how much do you want me to explain the design of this or  
63. would rather ask questions.  
64. %exp: Int3 interprets into Chinese.  
65. \*Yu: when we put this equipment and your company said we purchase the usual  
66. maintenance maintenance  
67. \*Dean: maintenance yeah  
68. \*Yu: yeah, maintenance. so is that the bottom bottom design (?) don't needed, or  
69. instead of the parts, including but that xxx somewhere is the useful xxx  
70. parts  
71. \*Dean: yes. what do you mean? which parts need rebearing. which parts need  
72. rebearing. ok right. (turning to the (product) model in the front corner of  
73. the room) well # is we look at the um difficult (product) like this # um I  
74. would expect it to be at least four years # three or four years before you  
75. need to dismantle one.  
76. %exp: Int3 interprets into Chinese.  
77. \*Dean: to get some idea of what parts are going to perhaps need replacing. the  
78. main factor is  
79. %exp: Int3 interprets into Chinese.  
80. \*Dean: the main factor is making sure that the water within the (product) is clean,  
81. is kept clean, um  
82. %exp: Int3 interprets into Chinese.  
83. %exp: Dean squats down to explain the bottom part of the (product).  
84. \*Dean: in the in the (product) here we have a shaft bearing and the two  
85. general bearings. they are the main components to look at, and see um #  
86. how they're wearing.  
87. %exp: Int3 interprets into Chinese.  
88. %exp: Dean stands up  
89. \*Dean: components like the shaft bearing, up here, um, although you know  
90. you'll find that there are some scoring on it, the chances are I think you'll  
91. never have to replace that for at least ten fifteen years.  
92. %exp: Int3 interprets into Chinese.  
93. \*Dean: um the bearings are an interesting feature, because the bearings are um  
94. what we call a um a tilting pack bearing working on um hydrodynamic #  
95. bearing lubrication theory that's a good idea to try out isn't it?  
96. \*Int3: yes.  
97. %exp: Dean turns to draw on the board.  
98. %exp: Int3 interprets into Chinese.  
99. %exp: Dean talks to himself while drawing, and the other visitors talk among



100. themselves.
101. **\*Du:** bu shi yiban shi you runhua de ta shi shui runhua de
102. %eng: *no normally oil is used for lubrication they use water*
103. **\*Int3:** ta shi shui runhua de
104. %eng: *they do use water for lubrication*
105. **\*Dean:** one two three four xxx
106. **\*Yu:** ta zhe ye ting gui de, en changzhang.
107. %eng: *theirs is not cheap, eh factory director (referring to Lei).*
108. **\*Lei:** zhe ge zhe ge ke qing wa zhe ge dou # bijiao pubian.
109. %eng: *this the tilting pack this is # relatively common.*
110. %exp: Int3 interprets what Dean says into Chinese.
111. **\*Dean:** these are the bearing pads. (continues drawing) these are the bearing pads.
112. **\*Yu:** xxx
113. %exp: Int3 interprets what Dean says into Chinese.
114. **\*Dean:** these are the bearing pads within the generator, and bearings, xxx within that, on a shaft that turn round xxx
115. **\*Dean:** these are the bearing pads within the generator, and bearings, xxx within that, on a shaft that turn round xxx
116. %exp: Int3 interprets into Chinese.
117. **\*Dean:** we have these offset pivot points on a bearing # which allow the pad to xxx.
118. **\*Dean:** and if you're looking the detailed (?) thing under under the bearing # you actually end up with a wedge
119. **\*Dean:** a wedge? what's a wedge?
120. **\*Int3:** a wedge? what's a wedge?
121. **\*Lei:** dian le yi ceng xiao mo.
122. %eng: *a layer of water membrane*
123. **\*Yu:** yeti runhua.
124. %eng: *hydro lubrication.*
125. **\*Dean:** under each bearing that's the shaft rotators. xxx
126. %exp: Int3 interprets
127. **\*Lei:** na jiao wa kuai'r
128. %eng: *that is called the shaft.*
129. **\*Dean:** this material that we make these bearing from is called asbestos #2 and that is
130. **\*Dean:** this material that we make these bearing from is called asbestos #2 and that is
131. %exp: Int3 has difficulty with asbestos and asks the visitors
132. **\*Int3:** is it an alloy steel or
133. %exp: Lei and Dean explain at the same time.
134. **\*Dean:** no # no a non metallic sort of fibrous compound with resin holding together it's actually asbestos based.
135. **\*Int3:** is this synthetic one? no.
136. **\*Dean:** sorry?
137. **\*Int3:** is it a synthetic material
138. **\*Int3:** is it a synthetic material
139. **\*Dean:** yes. well # xxx although the best to say is something which is mined or whatever
140. **\*Dean:** yes. well # xxx although the best to say is something which is mined or whatever
141. %exp: Int3 interprets
142. **\*Dean:** this this material the material is very similar to the material you would make a brake lining from. very similar to um the same if you have your car or a car and you go through water. when you put the brakes on the brakes don't work. yeah? what what we do here is we work the same way. we use the material which is the same as the brake material running against steel. and of course it's under water the friction is very low very low xxx in friction.
143. **\*Dean:** this this material the material is very similar to the material you would make a brake lining from. very similar to um the same if you have your car or a car and you go through water. when you put the brakes on the brakes don't work. yeah? what what we do here is we work the same way. we use the material which is the same as the brake material running against steel. and of course it's under water the friction is very low very low xxx in friction.
144. **\*Dean:** this this material the material is very similar to the material you would make a brake lining from. very similar to um the same if you have your car or a car and you go through water. when you put the brakes on the brakes don't work. yeah? what what we do here is we work the same way. we use the material which is the same as the brake material running against steel. and of course it's under water the friction is very low very low xxx in friction.
145. **\*Dean:** this this material the material is very similar to the material you would make a brake lining from. very similar to um the same if you have your car or a car and you go through water. when you put the brakes on the brakes don't work. yeah? what what we do here is we work the same way. we use the material which is the same as the brake material running against steel. and of course it's under water the friction is very low very low xxx in friction.
146. **\*Dean:** this this material the material is very similar to the material you would make a brake lining from. very similar to um the same if you have your car or a car and you go through water. when you put the brakes on the brakes don't work. yeah? what what we do here is we work the same way. we use the material which is the same as the brake material running against steel. and of course it's under water the friction is very low very low xxx in friction.
147. **\*Dean:** this this material the material is very similar to the material you would make a brake lining from. very similar to um the same if you have your car or a car and you go through water. when you put the brakes on the brakes don't work. yeah? what what we do here is we work the same way. we use the material which is the same as the brake material running against steel. and of course it's under water the friction is very low very low xxx in friction.
148. **\*Dean:** this this material the material is very similar to the material you would make a brake lining from. very similar to um the same if you have your car or a car and you go through water. when you put the brakes on the brakes don't work. yeah? what what we do here is we work the same way. we use the material which is the same as the brake material running against steel. and of course it's under water the friction is very low very low xxx in friction.
149. %exp: Int3 explains
150. **\*Dean:** yeah. the marvellous thing about asbestos is that it's in fact self generating. in other words it will wear: by perhaps something like (writing on board) point 05 millimetre per year
151. **\*Dean:** yeah. the marvellous thing about asbestos is that it's in fact self generating. in other words it will wear: by perhaps something like (writing on board) point 05 millimetre per year
152. **\*Dean:** yeah. the marvellous thing about asbestos is that it's in fact self generating. in other words it will wear: by perhaps something like (writing on board) point 05 millimetre per year
153. %exp: Int3 tries to interpret
154. **\*Dean:** point 05 millimetre per year but the material swells # very slowly # and you will find it will also grow or (writing on board) swell by point 05.
155. **\*Dean:** point 05 millimetre per year but the material swells # very slowly # and you will find it will also grow or (writing on board) swell by point 05.
156. %exp: Int3 explains
157. **\*Dean:** so what what it means is that after three or four years the bearings are

158. almost the same size as they were when they were new.
159. %exp: Int3 interprets
160. %exp: visitors discuss
161. %exp: Xing senses the interpreter didn't quite understand and explains what Dean was saying.
- 162.
163. \*Dean: the biggest factor to do with the wear is is debris in the water. if we can
164. keep um if we can keep the water in the (product) clean and keep debris out
165. of it then the bearings # will last a long time.
166. %exp: Int3 interprets
167. \*Dean: so we've got the two bearings at each end which I'll talk about bearings
168. after this and we've also got the axial thrust bearing # down the bottom.
169. %exp: Int3 interprets
170. \*Dean: I'll just draw um (erasing the drawings on board) the thrust bearing
171. %exp: Int3 talks to Lei all the time.
172. %exp: Dean draws on board.
173. \*Dean: if you look at the thrust bearing on the bottom of the (product) that will be
174. %exp: Dean draws and talks to himself.
175. %exp: Int3 explains.
176. %exp: Dean shows visitors the model in the booklet handed out to visitors.
177. \*Dean: this you see this arrangement here? that's where the thrust is. and these
178. are the the (product) for taking the axial shafts.
179. %exp: Dean turns back and draws. Int3 explains, and Lei joins in.
180. \*Dean: now this component can move in two directions either way if it moves
181. upward then the wear the main part of low (?) is taken here.
182. %exp: Int3 interprets
183. \*Dean: if we assume that the rest of the shaft is going up there and this is where the
184. (product) was # up here # right. this is the (product). this is cover. right?
185. %exp: Int3 explains, and Lei joins in.
186. \*Dean: whatever work the (product) is doing # however mu(ch) however much
187. differential heat the (product) is producing # it's proportional to how much
188. axial thrust there is on this bearing. yeah? so well lest you say if we had if
189. we had a (product) which was producing say um a hundred feet no a
190. hundred metres a hundred metres differential heat # yeah # a hundred
191. metres differential heat # and we had a wearing and we had a wearing (Int3
192. and Lei discuss) and # of say # I don't know I just think of some
193. denominators say five hundred millimetres. right? (working out on a
194. calculator) and that would give us say that's um point one nine of a metre's
195. xxx right? (working on the calculator again)
196. %exp: visitors talk lightly while Dean is working out the figures.
197. %tim: 13.13.56
198. \*Du: ta na jiang ke ne.
199. %eng: *he is really giving a lecture.*
200. %par: Ye yawns
201. \*Yu: ta shuo jiu wan ye mei wan.
202. %eng: *he said he would end soon and he is still talking.*
203. \*Int3: ta jiu shi shuo nimen yao you wenti jiu wen ta.
204. %eng: *he said if you have questions you ask him questions.*
205. \*Lei: ta zhi ge xiangxi jieshao qilai tai fuza. xxx ge ge yuanli dou jiang jiang yi ge
206. shangwu yi tian
207. %eng: *this a detailed introduction is too complicated. Xxx to talk about every principle*
208. *would take a whole morning a whole day.*
209. \*Yu: zanmen yaoshi gao jixie xxx de hua hai neng
210. %eng: *we would be able to if we were involved with engineering and xxx*
211. %tim: 13.14.15
212. \*Int3: Dean (Dean turns back, still looking at the calculator in hand) they want to
213. ask some questions.
214. %add: Dean
215. \*Dean: yeah # ok # yeah. carry on.

216. %exp: Dean puts calculator on windowsill.
217. \*Int3: **nimen you shenme wenti**
218. %eng: *what questions do you have?*
219. %tim: 13.14.23
220. \*Lei: **ni wen ta na ge zhe ge tuili zhoucheng ta shi liang bian you tuiliwa ba, ni**
221. **ting wo shuo ya, name zhengchang de shihou ta jingzhi de shihou dixia zhe**
222. **ge wakuai'r zhengshou zhe ge (product) he dianji bensen de zhongli, yidan**
223. **na (product) xuanzhuang qilai yihou na ge yelun**
224. %eng: *you ask him that this thrust bearing are there thrust shafts (?) on either side of*
225. *it? you hear me out. Then under normal circumstances when it is still, the bottom*
226. *shaft (?) bears the weight of the (product) and the (product). But when the*
227. *(product) is in operation, the vane wheel*
228. \*Int3: **(stopping him) ni shao jiang dian (laughing, Lei also laughs)**
229. %eng: *you don't say so much*
230. \*Lei: **na**
231. %eng: *then*
232. \*Int3: **(interpreting) yeah # first I want to ask how many thrust bearings do you**
233. **have on this**
234. \*Lei: **dixia zhe ge wakuai'r**
235. %eng: *the bottom shaft*
236. \*Dean: **there's there's one thrust bearing to take the main thrust # and there's a**
237. **reverse thrust bearing under a very low flows if if the unit is operating at**
238. **very very low flows um there's # very high flows sorry there's a current that**
239. **the bear the (product) can actually run through reverse thrust. and also**
240. **when the (product) is switched off the (product) comes down it's still**
241. **running and it can xxx go on this thrust xxx (Int3 starts to explain) this**
242. **thrust bearing # this thrust bearing here should last forever. this bearing**
243. **here**
244. %exp: Yu, Du, and Ye read the booklet. Yu yawns.
245. \*Lei: **ta zhe ge ta zhe ge dianji ya sheji de zhengge zhe yi tao (product) sheji de**
246. **bijiao heli de yidian zai nali ne wo dou xiang jiu shi ta ne jingzhi de shihou**
247. **ta de tuili wakuai shi dixia zhongli wang xia wang xia zai ya. yidan**
248. **(product) yunxing qilai yihou zuoyong zai yelun shang ta (product) zhuan**
249. **qilai yihou zuoyong yu yelun shang you yi ge xiang shang de lilian, suoyi**
250. **shuo xiang shang de li he zhe ge (product) dianji bensen de zhongli shi**
251. **xianghu zai dixiao de. suoyi zhengchang yunxing de shihou, ni wenwen ta,**
252. **zhengchang yunxing de shihou jiu shi shuo yelun xuanzhuang de zhe ge xiang**
253. **shang de li ta zuoyong zai yelun shang de xiang shang de li he zhe ge**
254. **(product) dianji bensen de zhongliang ta zhe liang ge li na yi ge da?**
255. **zhenghao yunxing de shihou zhe liang liangbian de wakuai'r shi dixia cheng**
256. **li hai shi shangmian cheng li?**
257. %eng: *this this (product) the design of the whole (product) where is the reasonably*
258. *good point I think it is that when it is still the weight of the thrust shaft is is laid*
259. *on the bottom. But when the (product) is in motion a force working on the vane*
260. *wheel when the (product) is in motion is pushing upward. so the up pulling force*
261. *counteracts the weight of the (product) and (product) proper. so when in normal*
262. *operation, you ask him, when in normal operation, the force on the vane wheel*
263. *the force working on the vane wheel and the weight of the (product) and*
264. *(product) proper, which is greater? when in motion, the shafts on the sides of*
265. *the bearing, does the bottom take the force or the top?*
266. %exp: Int3 explains.
267. %exp: Lei and Yu discuss.
268. \*Dean: **xxx always go upwards**
269. %exp: Int3 interprets
270. \*Dean: **always trying always trying to disappear up inside the suction**
271. \*Lei: **zhe jiu shyoming zhe ge yelun de zhe ge chansheng de xuanzhuang xiang**
272. **shang de li yijing kefu le zhe ge (product) he dianji bensen de zhongliang.**
273. %eng: *this means that the upward force produced by the vane wheel can overcome the*

274. *weight of the (product) and (product) proper.*
275. %exp: Dean takes Ye's booklet and bends over table
276. \*Dean: **this bearing here # this one here # is the one that's taking the main thrust.**
277. %exp: Lei discusses with colleagues.
278. \*Int3: **so this means that # when the impeller works**
279. \*Dean: **it's trying it's trying to pull this up**
280. \*Int3: xxx
281. \*Dean: **oh yes yes. quite stronger yes.**
282. %exp: Yu, Lei and Int3 discuss.
283. \*Lei: **ta bu yunzhan de shihou shi dixia na ge wakuai'r cheng li shi cheng ta**
284. **benshen de zhongliang. yunzhan qilai yihou ta shangmian na wakuai**
285. %eng: *when it is not operating it is the bottom shaft that takes force that is it takes the*
286. *weight [of the product] and [product] proper. when in operation the top shaft*
287. \*Du: **jiao tuili pan ma na**
288. %eng: *it is called thrusting shaft, isn't it*
289. \*Int3: **so when it stops working # this um**
290. \*Dean: **xxx into this bearing.**
291. \*Int3: **so this will bear the strength**
292. \*Dean: **yeah. any time when you lower that. but the the reverse thrust is really to**
293. **take any form of use (?) if you may say it actually used # which may be due**
294. **to (product) malfunction # for instance if you start to drag a stink down into**
295. **the (product) # the bearing the shaft xxx and the bearing would take a bit of**
296. **a hammering. so you have to therefore design it to be able to take it back.**
297. **and also on these (product)**
298. %exp: Dean stops suddenly when he notices that Int3 and visitors are discussing over
299. the pictures in the booklet. He moves over to see what they are discussing about
300. and moves back. He watches on.
301. %exp: Int3 and visitors discuss.
302. \*Lei: **zhe ge ni wen ta na ge rejing, jiu shi na ge dianji he (product) zhijian you yi**
303. **ge dan jie jiao rejing**
304. %eng: *this you ask him about the hot neck, that is between the (product) and the*
305. *(product) there is a single section called hot neck*
306. \*Int3: **hot neck. they want to know about the hot neck.**
307. \*Lei: **zhe ge rejing limian zhe ge meiyong sheji na ge lengqueshui ma?**
308. %eng: *the inside of the hot neck, is it designed for any cooling water to be in there?*
309. \*Int3: **there is no coolant liquid**
310. \*Dean: **no no sorry.**
311. \*Lei: **ruguo zhe yang de hua zhe ge (product) limian zhe ge reliang tongguo zhe**
312. **ge rejing zhe ye shi ge jinshu de chuandao xing bijiao qiang. name neng**
313. **zhijie chuandao dianji zhe bian lai jiu dianji benshen de lengqueqi neng fou**
314. **neng ba zhe ge reliang dai zou?**
315. %eng: *if this is the case, the heat in the (product) travels through this hot neck, which is*
316. *highly conductive metal, directly to the (product) side of it. can the (product)'s*
317. *own cooling device carry away this heat?*
318. %exp: Int3 explains
319. %exp: Dean picks up eraser and cleans the board.
320. \*Int3: **yeah because there's the high temperature you see the heat when the**
321. **(product) can (ab)sorb this heat from the**
322. \*Dean: **it should be able to (laughs)**
323. %exp: Int3 interprets.
324. \*Int3: **he's worrying about this heat you see.**
325. \*Dean: **what we've got**
326. %exp: Dean draws on board again. Visitors discuss
327. \*Lei: **zhe ge Deguo na ge KSB bu shi zhe limian dou you na ge lengqueshui ma**
328. **zhengge zhe yi ge difang you ge lengqueshui ma.**
329. %eng: *the Germany that KSB they have cooling water inside don't they? this place is*
330. *filled with cooling water.*
331. \*Yu: **gen na ge xingzhuang cha bu duo.**

332. %eng: *this is similar to that in shape.*
333. \*Lei: *yyang de yuanli dou shi yuanli wanquan yiyang de.*
334. %eng: *the same the principle is all the principle is exactly the same.*
335. \*Dean: *heat heat can travel in three ways # right? (writing on board) conduction,*
336. *convection, radiation. three ways that the heat can move # from here #*
337. *three hundred fifty degrees C say three fifty. ok. ambient temperature # say*
338. *xxx (Int3: A-M-B what does) ambient # temperature. ambient the*
339. *temperature in the surrounding building yeah? right*
340. %exp: *Int3 explains*
341. \*Dean: *right. now then we have we have this (product) here xxx here if we look at*
342. *um conduction through here to main vessel parts # by reducing the section #*
343. *here # we have limited # we have limited the amount of steel that the heat*
344. *can travel through # to get down into this area. right? ok? by having a gap*
345. *between the two # we have limited the effect of radiation coming off this*
346. *space and warming up this material. yeah? the the (Int3 explains while*
347. *Dean talks) convection effect will mainly come in the water the water gash*
348. *what we have here if we look in detail this area we have the steel work of the*
349. *(product) #3 the shaft #4 and we have a gap of water #2 filled with water.*
350. *and this gap typically is round about um woo (scrapping head, picking up*
351. *the calculator and starting to work out) in fact two round two point five*
352. *millimetres this gap. clearance between rotating shaft and xxx (gesturing)*
353. *yeah? so we've limited we've limited here the amount of heat that can travel*
354. *by conduc(tion) convection through the water as well. now the other thing*
355. \*Int3: *where is the hot neck?*
356. \*Dean: *this is the hot neck. (circling the drawings) this is the hot neck. (writing)*
357. *now the thing is of course heat rises # so this is the thing isn't it because this*
358. *is the hottest part so heat goes up with it it's not going to want to come down*
359. *(gesturing all the time)*
360. %exp: *Int3 explains*
361. \*Dean: *yeah. he understands*
362. \*Lei: *na ge rejing hougian na ge shui xxx*
363. %eng: *the water behind the hot neck xxx*
364. %exp: *Int3 interprets*
365. \*Dean: *um # no I wouldn't think it's still but it's it's the water in the (product)*
366. *doesn't doesn't mix # it doesn't mix continuously with the water in the gap*
367. %exp: *Int3 interprets.*
368. \*Lei: *ta juji na ge shui juji zai na ge difang ji bu wang dianji limian pao ye*
369. *yinggai yinggai shi jingzhi de yinwei dixia shi mibi de*
370. %eng: *it stays the water stays there and it neither runs into the (product) and it should*
371. *should be still because it is watertight at the bottom*
372. \*Dean: *there is no flow of water from the (product) to the (product).*
373. \*Int3: *no he says the water in the gap should float*
374. \*Dean: *no it shouldn't it's just virtually*
375. \*Int3: *so it is*
376. \*Dean: *virtually stationary*
377. \*Int3: *yes stationary still*
378. \*Dean: *yeah. yeah.*
379. \*Lei: *na neng bu neng wen yixia xiang zhe dixia zhe xie mibi de xitong, xiang*
380. *falan ye hao xianlu de yinchu ye hao, wanyi fasheng xielou de qingkuang zhi*
381. *xia na san bai wu shi du de shui yao tongguo zhe ge rejing ah jiu shi dao*
382. *(product) limian qu ne jiu shi yidan san bai wu shi du de lu shui shi dao*
383. *(product) limian qu ne na ta zhe ge dianji xianlu de jueyuan xxx*
384. %eng: *could I just ask him about the airtight department in the bottom part, such as the*
385. *enamel and the circuit lead, in case of an leakage, the 350 degree water passes*
386. *through the hot neck into the (product), that is, if the 350 degree filter water goes*
387. *into the (product), then the insulation of the circuit*
388. %exp: *Int3 tries to interpret. Yu explains to Lei. they discuss.*
389. \*Dean: *if we had a leak # if we had a leak # from the xxx*

390. %exp: Yu and Lei still discuss.

391. **\*Int3:** so that will cause a problem

392. **\*Dean:** oh yes # it will cause a lot of damage

393. **\*Int3:** so you need to tell us about the seals

394. **\*Dean:** so you have to what we always do is that our design is to have tried and tested I don't expect them to have any problems with the gland seals

395.

396. %exp: Int3 interprets.

397. %exp: Lei explains to Yu why he asks the questions. Int3 interprets to Dean

398. %exp: Dean explains. Du and Ye are not paying attention. Du looks at his watch. Can't see others. Ye looks at Du and Yu and smiles.

399.

400. %exp: Int3 interprets

401. %exp: Lei and Yu discuss the consequences if the seals break. Dean goes on to explain.

402. Yu and Lei stops and listen, but immediately begin their discussion again. Yu

403. talks to Du, who nods.

404. %exp: Int3 interprets. Lei and Int3 discuss. In the meantime Yu and Du discuss.

405. %exp: Dean watches on as Lei explains to Int3.

406. %exp: Int3 interprets into English.

407. %exp: Dean explains.

408. %exp: Int3 interprets into Chinese

409. %exp: Lei points to the model and asks about the material a certain part of made of.

410. %exp: Int3 interprets.

411. %exp: Dean explains the material.

412. %exp: Yu and Lei discuss about the material.

413. %exp: Lei asks about the material the base is made of.

414. %exp: Dean explains. He also shows them on the handout. Visitors all look at it.

415. %exp: Dean continues.

416. %exp: Lei asks about the life of a certain part. Yu turns to talk to Zhou.

417. %exp: the questions and answers go on

418. %tim: 13.29.49

419. %exp: Yu says something to Du, who turns round. Yu gestures with hands of taking photographs. Du taps on Ye's arm and points to under the table. Ye reaches down and gets out a camera. Du hands it to Yu, who stands up and goes to Xing to ask him to take some pictures for them.

420.

421.

422.

423. %exp: Dean still explaining all the time.

424. %exp: Lei asks about service to the units.

425. %exp: Dean explains

426. %exp: Xing takes a picture.

427. %tim: 13.30.32

428. %exp: Lei goes on to ask about rubber outing of cables.

429. %exp: Dean explains. Dean turns to write on the board. Yu and Lei discuss. Dean turns round, but Lei and Yu are still discussing. Dean watches, and turns back to clean the board.

430.

431.

432. %exp: Lei still talking to other visitors.

433. %exp: Xing takes more pictures.

434. %exp: Dean writes on the board again. Lei and Yu still discussing. Dean turns round and explains.

435.

436. %exp: Lei asks about the working conditions for bolts and nuts when installing the units. Dean explains.

437.

438. %exp: Ye goes up to look at the model. She then returns to seat.

439. %exp: Dean continues.

440. %tim: 13.38.00

441. **\*Du:** hao le.

442. %eng: *let's call it a day*

443. %exp: Du nods and looks at Int3.

444. **\*Int3:** Dean thank you very much.

445. %tim: 13.38.05

446. **\*Dean:** ok?

447. **\*Int3:** they enjoyed it.

448. **\*Dean:** have you any more questions? I enjoy answering your questions. come on #  
449. more questions!  
450. %tim: 13.38.12  
451. %exp: Ye smiles and looks round. Several voices say "xing le" (= that's it)  
452. %tim: 13.38.14  
453. **\*Dean:** oh I was just going to can I just explain one more thing. you know we were  
454. saying (turning to draw on the board) you know we were saying about the  
455. xxx  
456. %exp: Dean continues.  
457. **\*Yu:** lai jin le. gaoxing le  
458. %par: light laughter from some visitors  
459. %eng: *he is in the mood for it now. so pleased.*  
460. %exp: Int3 interprets. Yu helps.  
461. %exp: Lei asks another question about impeller and coolant.  
462. %exp: Dean explains.  
463. %exp: Ye and Du study the handout. Ye shows the drawing to Lei. Other visitors gather  
464. round to look at it. Dean also comes close.  
465. %exp: Dean continues to explain.  
466. %exp: Dean asks if they have got any (product) and (product) in their plant, and how  
467. long they have been in operation.  
468. %tim: 13.41.29  
469. %exp: Dean sits down.  
470. %exp: visitors talk. Yu find the information from a document and say they have been in  
471. operation since 1993.  
472. %exp: Dean asks about the units in operation in Qingdao.  
473. %exp: Xing takes pictures  
474. %exp: Yu and Lei talk about units used in Lei's plant. Dean and Int3 talk.  
475. %tim: 13.44.28  
476. **\*Lei:** ta qu guo Zhongguo ma?  
477. %add: Int3  
478. %exp: Int3 interprets.  
479. **\*Dean:** no I've never been to China. they don't let me go anywhere.  
480. %exp: Int3 interprets. She laughs.  
481. %par: visitors laugh loudly and heartily.  
482. **\*Int3:** you are working too hard you see.  
483. %tim: 13.44.42  
484. **\*Dean:** yeah yeah # I work I work on these firms for countries all over the wor:ld  
485. (gesturing) but I never get to see any of them.  
486. %tim: 13.44.47  
487. %exp: Int3 interprets.  
488. %exp: visitors all appear to be interested and listen attentively.  
489. %exp: Int3 interprets.  
490. %tim: 13.44.50  
491. **\*Dean:** I've done (product) I've done (product) I've done (product) for (counting  
492. fingers) China # America # Argentina # Brazil # Australia # Thailand #  
493. Sweden # Holland # Korea #3 <Yu: Germany?> not (product) xxx yes I've  
494. done (product) for Germany but nothing for France. um Spain # Egypt #  
495. South Africa #3 Russia Iran <Yu: hai ting duo de ha (English = really quite  
496. a lot)> #2 Poland <Int3: yeah # all over the world.> #2 Canada #2 Mexico #2  
497. <Yu: xxx> I've never been to any of them.+./ I went to Spain # for holiday.  
498. %exp: Int3 interprets while Dean counts.  
499. %exp: visitors laugh. Dean gestures with hands.  
500. **\*Int3:** you should be on yourselves you know  
501. **\*Dean:** yeah  
502. **\*Int3:** then have you ever asked um to go.  
503. **\*Yu:** you should ask mister Tony (?)  
504. %tim: 13.45.50  
505. **\*Dean:** I think it's a case of um at the moment they tend to send the sales force the

506. sales the sales people go the sales
507. %tim: 13.46.00
508. %exp: Int3 interprets.
509. \*Dean: so the engineers have to sit there and (gestures: bending down over table to imitate writing with a pen) and xxx
510. %exp: Int3 interprets.
511. \*Dean: we have um a CAD system (gesturing to show screen) # C-A-D drawing system so we just use that. xxx
512. %exp: Int3 interprets.
513. %exp: Yu talks about sales people in China. Du asks if Sajid, who was here earlier, has been to China. Int3 says he hasn't either. Yu comments that if they two could go abroad together, things would work out better. Int3 says Dean is very good at designing.
514. \*Dean: well I went to France last week. (laughing) #4 for myself my own holiday.
515. %exp: Dean looks towards Xing
516. \*Xing: oh # great!
517. %exp: Int3 interprets.
518. \*Dean: under the tunnel (gestures with hand). we have a tunnel now.
519. \*Int3: so you drove there
520. \*Dean: yeah. you put the car onto the chain
521. %exp: Int3 interprets.
522. \*Du: zou dixiadao.
523. %eng: *through the tunnel.*
524. \*Yu: san ge xiaoshi jiu dao le.
525. %eng: *it only takes three hours.*
526. \*Dean: 35 minutes that's all it is. 35 minutes.
527. %exp: Int3 interprets.
528. \*Dean: from where the train xxx. takes two hours to get on the train! but it takes Xing laughs. Int3 interprets. Dean laughs.
529. \*Int3: xxx
530. %exp: Dean nods
531. \*Int3: xxx
532. \*Dean: yea:h
533. \*Int3: how long did you stay there?
534. \*Dean: one day
535. %exp: Dean and Int3 laugh. Visitors also laugh.
536. \*Int3: one day is it a holiday?
537. \*Dean: I don't (laughing and shaking head) go very far.
538. \*Xing: you didn't simply go to Calais and
539. \*Dean: so we went up to xxx and drove xxx and got stuck in a traffic jam during the day. xxx they drive on the wrong side don't they xxx which side of the road do you drive on in China? right or left? (gesturing with hand)
540. \*Int3: different.
541. \*Dean: different?
542. \*Int3: yeah
543. \*Dean: oh you are like the French then.
544. \*Int3: on the right.
545. \*Dean: (nodding) oh you are on the right yeah.
546. %exp: Int3 explains.
547. \*Int3: I think Britain is the only country # that drive on
548. \*Dean: in the Europe yes. Australia and New Zealand drive on the left.
549. %exp: Int3 explains.
550. \*Yu: Hong Kong
551. \*Dean: Hong Kong (pointing to Yu) yes Hong Kong drives on the left.
552. \*Xing: keneng suoyoude Yingguo de zhimindi dou shi.
553. %eng: *probably all British colonies all the same.*
554. \*Int3: Jianada ye shi ma?
555. %eng: *is Canada the same?*



564. \*Xing: Jianada haoxiang ye shi ba.  
565. %eng: *Canada is probably the same.*
566. \*Dean: I think some areas like Malay Malay and Indonesia? they are on the left?  
567. %exp: Int3 interprets.
568. \*Dean: places like that.
569. \*Dean: I don't know about xxx I know some Indonesian students xxx
570. \*Int3: xxx
571. \*Dean: xxx
572. %exp: Int3 interprets.
573. \*Dean: xxx
574. %exp: visitors talk about the British company staff they have met. Int3 explains.
575. \*Lei: ni xiang ta dong jishu ruguo jianglai zai qu gao xiaoshou de hua na gongzuo  
576. jiu geng chuse le.  
577. %eng: *like him [Dean] he knows the technical side of the industry and if he does sales  
578. he will do much better.*
579. %exp: Int3 interprets.
580. %tim: 13.49.25
581. \*Dean: that's right yes I would. that's what I was trying to sell them. yes. give me  
582. a job in sales. the problem is you see
583. %tim: 13.49.33
584. %exp: Int3 interprets.
585. \*Dean: the problem is you see # if you do your job so well # they can't afford to  
586. move you can they? (Xing laughs) so that's the problem you see xxx
587. \*Int3: what's the problem?  
588. %tim: 13.49.45
589. \*Dean: I think if you do your job so well they can't afford to lose you. so you you  
590. stay where you are.
591. %tim: 13.49.49
592. %exp: Int3 interprets.
593. %exp: visitors laugh.
594. \*Xing: there's a simple solution
595. \*Int3: yeah I think you have been working too hard. (pointing to Dean) you  
596. shouldn't be working
597. %exp: Int3 turns to explain to visitors.
598. %tim: 13.50.06
599. \*Dean: we we we have some interesting projects actually
600. %exp: Du says about bonus in the company. Int3 sits up to listen to him.
601. \*Dean: xxx we've also been doing some (product) for nuclear nuclear reactors.  
602. %tim: 13.50.17
603. \*Int3: Dean if you work so hard you will get some bonus
604. %add: Dean
605. %exp: Dean lets out a breath.
606. \*Dean: no bonus. no bonus (shaking head and smiling) no over time. doesn't  
607. matter how busy we are. no overtime no bonus.
608. %exp: Int3 interprets. Du comments on it.
609. %exp: Int3 interprets.
610. \*Dean: it's alright. do your best.
611. %exp: Int3 explains that they come to work fairly early in the morning. Dean looks at  
612. his watch. Int3 continues.
613. %exp: Lei looks at his watch.
614. \*Lei: ta ji dian xia ban?
615. %eng: when do they go off work?  
616. %add: Du
617. \*Du: shi er dian ban.  
618. %eng: *half past twelve.*
619. %tim: 13.51.07
620. %exp: Int3 explains that they don't go off work half day.  
621. %tim: 13.51.12

622. **\*Dean:** (pointing to Lei) in your instruction manuals # with the (product) # you  
623. should have a list of all the spare parts # that we recommend.  
624. %tim: 13.51.18  
625. %add: Lei  
626. %exp: Int3 interprets.  
627. %exp: Lei nods.  
628. %tim: 13.51.20  
629. **\*Dean:** yea? so so when when you take a (product) apart every four years # xxx  
630. every part that you need through it because I don't think you are going to  
631. need all of that xxx so then you can cross those off say well I don't need  
632. those in the future we just order you know a prime list.  
633. %exp: Int3 interprets.  
634. %exp: Yu comments that the instructions are all in English.  
635. %tim: 13.51.57  
636. **\*Dean:** the thing is because we are so far away # you know China and Britain if you  
637. wanted some spare parts quickly # you can't get them quickly can you so  
638. it's best to keep a good stock of the parts # at the site  
639. %tim: 13.52.08  
640. %exp: Sajid comes in. Int3 interprets. Sajid takes seat.  
641. %tim: 13.52.11  
642. **\*Dean:** so there we are then  
643. %tim: 13.52.21  
644. **\*Int3:** yeah.  
645. %exp: Int3 checks with visitors if they have anything else. Lei nods. Can't see others.  
646. **\*Dean:** (looking at Sajid) here comes the Bangladeshi man how are you?  
647. %exp: Lei and Int3 turn round. Xing laughs  
648. **\*Sajid:** an Englishman now Dean xxx  
649. **\*Dean:** xxx  
650. %exp: Int3 interprets.  
651. **\*Sajid:** I could be a Bangladeshi anyway  
652. **\*Dean:** quite right that's it. or probably a German xxx fair enough,  
653. %exp: Int3 interprets. Lei laughs. Can't see others.  
654. **\*Sajid:** probably probably xxx  
655. **\*Dean:** xxx your dad (?) could be a Dane or something.  
656. **\*Sajid:** could be a Norwegian xxx  
657. **\*Dean:** yeah a Norwegian. oh yeah.  
658. **\*Int3:** who # who is a Norwegian?  
659. **\*Dean:** a Viking. He could be a Viking.  
660. **\*Xing:** how about a Chinese  
661. %exp: Dean points to Xing and laughs  
662. **\*Sajid:** (to Int3) English # people they go back xxx history  
663. **\*Int3:** ah I see.  
664. **\*Dean:** we really came from you see we came from Vikings # Saxons # Normans  
665. %exp: Int3 explains.  
666. %exp: Lei laughs.  
667. **\*Sajid:** well a Bangladeshi is a Bangladeshi you know.  
668. **\*Dean:** everyone xxx a long story. Canterbury (?). right. (gesturing to rise)  
669. %tim: 13.53.35  
670. **\*Sajid:** alright ok let's eat some food.  
671. %exp: Sajid rises.  
672. %tim: 13.53.37  
@End

### Visit 3 Interview-Interpreter

@Begin

@Participants: Int3: interpreter  
Xing: Researcher

@Date: 14/11/1997

@Location: CS206

@Duration: 60 minutes

- Note: When first contacted the interpreter agreed to be interviewed regarding the British company people's as well as the Chinese visitors' attitude, perception and reaction during the process of the visit, but refused the request for the interview to be recorded. She kindly agreed though, at the beginning of the interview, but it was too late as the recording equipment was not at hand. Thus the researcher took extensive notes.

#### Picking up at Heathrow Airport on day of arrival

Neither side was happy on the arrival of the Chinese visitors at the airport.

The visitors were not very happy when/after they met the company people. Previously they had visited Vienna. They had no host then, and as they thought they would have the host company now to look after them, they decided to extend the proposed stay of 6 days to 8 days, as agreed in the contract.

Steve and Sajid went to the airport to pick them up, but Steve didn't bother to get off the van. He waited in it. Sajid thought it a burden, but as it was laid down in the contract, they had to do it. They didn't expect much of the visitors, as they had hosted many Chinese groups of visitors, and had a negative impression of them, especially of the last few groups.

Sajid formally greeted 4 of the visitors – Yu was sorting out tax issues at the airport, and when interpreted, there were no return greetings/no reaction from them. And Sajid was not happy.

The visitors decided to stay till the eighth, and asked Sajid to change tickets. Sajid went to sort that out. The visitors thought the 9:30 return flight was too late. When Yu came to Sajid to tell him that they thought it too late, the tickets had already been changed. Sajid was not pleased. He said that was not in the fax, and that it was too complicated to change flights, that there was no time for that today, and that the earliest time would be Monday.

Sajid didn't inform the delegation of the company's arrangement. The visitors were not happy about it.

#### Accommodation/Meals

Sajid: breakfast paid for by the company

Int3: are lunch and dinner paid for as well?

Sajid: no.

#### Day 1 – Sunday: trip to London

Steve drove them to London Bridge, hurriedly took a (?) picture, took them to St James Park, and left them there with Int3. as Int3 didn't know London very well, they took the wrong way to Buckingham Palace. The Chinese side said she was not to blame. They decided to change their stay here in Britain, saying that it would not mean much (being treated) in this way.

#### Day 2 – Monday: welcome meeting

The Chinese side asked the company to pay for their lunch and dinner.

Tim advised them not to go to Manchester and go to Oxford instead. They felt they were well advised (after they visited Oxford).

The Chinese side felt that Tim was very warm/friendly, sincere, quick/decisive, and that he knew China/China situation (people and culture etc) very well.

Int3: If Tim had gone to meet them at the airport instead things would have been different. It would have gone very well right from the start.

The visitors began to feel very well after Monday.

### **Chinese impressions of BH staff**

Sajid: not good

Steve: pleasing (term used by Int3)

Lynn: pleasing

Sajid later commented that they should have accompanied the visitors on their London visit.

### **Oxford visit**

The visitors' comment: it was worth coming. Tim's idea was very good. That (places like that) was something we should learn about.

### **BH staff impressions of the visitors**

Good, different from previous groups

### **Lynn's comments on interpreting and interpreter**

Interpreting very good

Lynn: you are not very intimate (term used by Int3) with them.

Int3's perception: maybe the company does not like the interpreter to be too close to Chinese visitors.

Sajid: (on the visitors' request for a trip to Scotland, later on said to Int3) It takes more than two hours by air!

Int3's perception: complaint of visitors being demanding, exacting (terms used by Int3)

Int3's perception: (BH staff) biased against Chinese visitors. If properly/clearly explained it would facilitate understanding, for example, Tim persuaded the visitors to go to Oxford -- the visitors understood, accepted and were very happy.

### **The dinner**

Sajid: Chinese do not give in in negotiations.

Tim: Yu was the toughest guy in negotiations.

Tim was very humorous at dinner table. He told a story about Sajid's wedding.

### **The story**

It is a Bangladeshi custom for the bride to be wrapped up. Sajid was waiting for the bride in the bridal chamber. When the bride came in, he talked to her for 20 minutes. As the bride was wrapped up, she couldn't talk. He suddenly realised that the bride's figure/stature was not right -- he eventually found out that it was his cousin dressed up as the bride.

The atmosphere was very good.

### **Int3's comments**

The composition of this group was very good. Some of the members know English, some are technical experts, some know policies, some are involved in actual daily business.

The visitors were not happy, as they did not have the company's schedule for the visit.

Int3 at first embarrassed to learn that the purpose of the visit was only for shopping and sightseeing, with no attention paid to the products and technology.

### **Int3's impressions of BH staff**

About Tim and Sajid when visitors asked the company to pay for the meals:

Sajid: (telling visitors) pay their own lunch and dinner

Tim: no problem.

Sajid: detached (Int3's term), keeping distance

Tim: (behaving the way he was) because of his position, not necessarily wanting to be friendly. He was playing host on behalf of the company. He had the company's reputation to think about. His wording was formal. Can't tell whether he has a good or bad impression of the Chinese visitors. He knows China, Chinese culture and people, and knows how to handle official occasions. He is always formal -- impossible for him to be close to others.

Lynn: good quality/good-natured, not biased, speaks her mind.

Dean: similar to Lynn

Steve: -- Int3 quoting Steve: we were trying to be polite.

Int3: replying: you were really polite.

Int3 interpretation: how could anybody try to be polite? Polite -- sincere, from your heart, not something that you can pretend to be.

Overall impression of BH staff: they do what they are doing/ what they have to do, but not willingly.

@End

# Appendix D

## Questionnaires

### A Brief Questionnaire (used with the British company people, Visit 1)

#### 1. Background Information

1.1 Name:

Sex:

Position in company:

1.2 In what capacity did you have contact with the Chinese visitors?

(Circle all that apply)

Sales/Managerial    Administrative    Social    Training Session    Other

If "Other", please explain: -----  
-----

1.3 How much contact did you have with these Chinese visitors?

Daily/Almost Daily    Fairly Regular    Occasional

1.4 How much contact have you had with Chinese visitors in the past?

No contact    1-3 delegation visits    4-6 delegation visits    More than 6 delegation visits

1.5 Have you ever visited China?

Never    1-2 times    3-5 times    More than 5 times

Comments: -----

-----

-----

-----

#### 2. General Impression

What was your impression of the Chinese visitors?

Demanding

1

2

3

Undemanding

4

Difficult to get along with

1

2

3

Easy to get along with

4



# Questionnaire: Chinese-British Business Communication (Visit 1) (Chinese Version)

## 中英双边交流调查问卷 (Visit 1)

感谢您的支持。请您协助完成本调查问卷

### 个人情况

姓名：            性别：            职务：

单位：

通讯地址：

联系电话/传真：

您以前来过英国吗？    来过            没来过

如来过请详细说明： -----  
-----

您去过其他英语国家吗？    去过            没去过

如去过请详细说明： -----  
-----

### 1 实际安排

<u>往返旅程</u>	满意			不满意
	1	2	3	4
<u>住宿安排</u>	满意			不满意
	1	2	3	4
<u>接待</u>	满意			不满意
	1	2	3	4
<u>餐饮</u>	满意			不满意
	1	2	3	4
<u>公司午餐</u>	满意			不满意
	1	2	3	4
<u>观光旅游</u>	满意			不满意
	1	2	3	4

意见及评价： -----  
-----

### 2 专业培训/讲座

<u>专业培训时间</u>	太多	合适	太少
	1	2	3



本次培训/讲座中专业与趣味性的结合

很喜欢听

不喜欢听

1 2 3 4

### 2.1 工程回顾（周三上午）

<u>内容</u>	很有帮助			没有帮助
	1	2	3	4
<u>表述</u>	很清楚			很不清楚
	1	2	3	4
<u>讲座时间</u>	太长	合适	太短	
	1	2	3	

意见及评价：-----  
-----

### 2.2 质保回顾（周三下午）

<u>内容</u>	很有帮助			没有帮助
	1	2	3	4
<u>表述</u>	很清楚			很不清楚
	1	2	3	4
<u>讲座时间</u>	太长	合适	太短	
	1	2	3	

意见及评价：-----  
-----

### 2.3 生产/制造回顾（周五上午）

<u>内容</u>	很有帮助			没有帮助
	1	2	3	4
<u>表述</u>	很清楚			很不清楚
	1	2	3	4
<u>讲座时间</u>	太长	合适	太短	
	1	2	3	

意见及评价：-----  
-----

### 3 参观工厂/产品

<u>参观工厂/产品时间安排（厂内）</u>	太长	合适	太短
	1	2	3

意见及评价：-----  
-----



# Questionnaire: Chinese-British Business Communication (Visit 1) (Translation)

Please complete this questionnaire

## Personal Details

Name:            Gender:            Position:

Company:

Address:

Tel/Fax:

Have you been to the UK before?            Yes            No

If 'Yes', please specify: -----  
-----  
-----

Have you been to any other English speaking country before?            Yes            No

If 'Yes', please specify: -----  
-----  
-----

## 1 Arrangements

### Trips to and from UK

	Satisfactory		Not satisfactory	
	1	2	3	4

<u>Hotel</u>	Satisfactory		Not satisfactory	
	1	2	3	4

<u>Reception</u>	Satisfactory		Not satisfactory	
	1	2	3	4

<u>Meals</u>	Satisfactory		Not satisfactory	
	1	2	3	4

<u>Buffet at the company</u>	Satisfactory		Not satisfactory	
	1	2	3	4

<u>Sightseeing</u>	Satisfactory		Not satisfactory	
	1	2	3	4

Comments:-----  
-----  
-----

## 2 Training Sessions

<b>Training</b>	too much	right amount	too little
	1	2	3



#### 4 Impressions of the Company Staff

Warm and friendly				Cold and distant
1	2	3		4
Polite				Impolite
1	2	3		4
Easy to get along with				Difficult to get along with
1	2	3		4
Arrogant				Modest
1	2	3		4
Generous				Mean
1	2	3		4
Flexible				Inflexible
1	2	3		4
Keep promises				Do not keep promises
1	2	3		4
Committed				Lack of commitment
1	2	3		4
When you raised a request, they				
Paid great attention			Paid no attention	
1	2	3	4	

Comments:-----  
-----

#### 5 Overall Evaluation

How do you feel about the balance between work and sightseeing during this visit?

Just right				Not right
1	2	3		4

How would you evaluate this visit in relation to your work?

Very useful				Not useful at all
1	2	3		4

Have you achieved the expected results from this visit?-----  
-----

Your overall evaluation of this visit

Very positive				Very negative
1	2	3		4

Comments:-----  
-----  
-----

# Questionnaire: Chinese-British Business Communication (Visit 3) (Chinese Version)

## 中英双边交流调查问卷

感谢您的支持。请您协助完成本调查问卷

### 个人情况

姓名：            性别：            职务：

单位：

通讯地址：

联系电话/传真：

您以前来过英国吗？    来过        没来过

如来过请详细说明： -----  
-----  
-----

您去过其他英语国家吗？    去过        没去过

如去过请详细说明： -----  
-----  
-----

### 1 实际安排

<u>往返旅程</u>	满意			不满意
	1	2	3	4
<u>住宿安排</u>	满意			不满意
	1	2	3	4
<u>接待</u>	满意			不满意
	1	2	3	4
<u>餐饮</u>	满意			不满意
	1	2	3	4
<u>公司午餐</u>	满意			不满意
	1	2	3	4
<u>观光旅游</u>	满意			不满意
	1	2	3	4

意见及评价： -----  
-----  
-----

### 2 专业培训/讲座

<u>专业培训时间</u>	太多	合适	太少			
	1	2	3			
<u>本次培训/讲座中专业与趣味性的结合</u>				很喜欢听		不喜欢听
				1	2	3
						4

### 2.1 工程回顾

<u>内容</u>	很有帮助			没有帮助
	1	2	3	4
<u>表述</u>	很清楚			很不清楚
	1	2	3	4
<u>讲座时间</u>	太长	合适	太短	
	1	2	3	

意见及评价: -----  
 -----  
 -----

### 3 参观工厂/产品

<u>参观工厂/产品时间安排(厂内)</u>	太长	合适	太短
	1	2	3

意见及评价: -----  
 -----  
 -----

### 4 对公司职员的印象

热情				冷淡
1	2	3		4
客气				无礼貌
1	2	3		4
随和				很难接近
1	2	3		4
傲慢				谦虚
1	2	3		4
大方				小气
1	2	3		4
灵活				死板
1	2	3		4
守信用				不守信用
1	2	3		4
认真				不认真
1	2	3		4





## Questionnaire: Chinese-British Business Communication (Visit 3) (Translation)

Please complete this questionnaire.

### Personal Details

Name:            Gender:            Position:

Company:

Address:

Tel/Fax:

Have you been to the UK before?    Yes    No

If 'Yes', please specify: -----  
-----  
-----

Have you been to any other English speaking country before?    Yes    No

If 'Yes', please specify: -----  
-----  
-----

### 1 Arrangements

#### Trips to and from UK

	Satisfactory		Not satisfactory
	1    2		3    4
<u>Hotel</u>	Satisfactory		Not satisfactory
	1    2		3    4
<u>Reception</u>	Satisfactory		Not satisfactory
	1    2		3    4
<u>Meals</u>	Satisfactory		Not satisfactory
	1    2		3    4
<u>Buffet at the company</u>	Satisfactory		Not satisfactory
	1    2		3    4
<u>Sightseeing</u>	Satisfactory		Not satisfactory
	1    2		3    4

Comments:-----  
-----  
-----

### 2 Training Sessions

<b>Training</b>	too much	right amount	too little
	1	2	3

<u>Combination of industry knowledge and interest</u>			
I enjoyed it		I didn't enjoy it	
1	2	3	4

**2. 1 Engineering Review (Wednesday morning)**

<u>Content</u>	Very helpful			Not helpful at all
	1	2	3	4
<u>Presentation</u>	Very clear			Not clear
	1	2	3	4
<u>Time</u>	Too long	Just right		Too short
	1	2		3

**Comments:**-----  
 -----  
 -----

**3 Factory Visit**

<u>Time for the visit (on-site)</u>	Too long	Just right	Too short
	1	2	3

**Comments:**-----  
 -----  
 -----

**4 Impressions of the Company Staff**

Warm and friendly			Cold and distant
1	2	3	4
Polite			Impolite
1	2	3	4
Easy to get along with			Difficult to get along with
1	2	3	4
Arrogant			Modest
1	2	3	4
Generous			Mean
1	2	3	4
Flexible			Inflexible
1	2	3	4
Keep promises			Do not keep promises
1	2	3	4



## A Brief Questionnaire: Students

Please complete this brief questionnaire on intercultural communication.

### Personal Information

Age:

Gender:

Nationality:

Year of Study:

### Your Perceptions of the Meeting

What is your general impression of the meeting?

-----  
-----  
-----

#### 1. The Venue

1.1 Is the venue suitable for the occasion?

Yes

No

1.2 Please give your reasons: -----

-----  
-----

#### 2. The Seating Arrangements

2.1 Are the seating arrangements appropriate?

Yes

No

2.2 Why do you think so? -----

-----  
-----

2.3 If you have chosen NO, what do you think is the appropriate arrangements for such an occasion?

-----  
-----  
-----

#### 3. The Meeting Proceedings

3.1 Is the meeting well planned and organised? Why do you think so?

-----  
-----  
-----

3.2 Should the visitors be given a chance to deliver a return speech? What are the normal practices at such a meeting?

-----  
-----  
-----

#### **4. The Content of the Welcome Speech**

4.1 What is your impression of the welcome speech?

-----  
-----  
-----

4.2 Has the Chair attached enough emphasis on the importance of the visit/the guests?

-----  
-----  
-----

#### **5. Your Impressions of the Hosts and the Guests**

5.1 What is your impression of the Chair of the meeting? Please exemplify.

-----  
-----  
-----

5.2 What is your impression of the other members of staff of the host company? Please exemplify.

-----  
-----  
-----

5.3 What is your impression of the guests? Please exemplify.

-----  
-----  
-----

**Thank you very much for your time and your answers.**

# Appendix E

## Transcription Conventions

(Based on CHAT system, MacWhinney, 1995)

### File Headers

@Begin	marks the beginning of the file
@End	marks the end of the file
@Filename:	identifies the computer file name
@Source:	identifies the relevant videotape and audio tape recording
@Participants:	identifies the participants
@Nationality of:	identifies the nationality of the participants
@Sex of:	identifies the sex of the participants
@Date:	identifies the date of the recording
@Location:	identifies the location of the event
@Duration:	shows length of the event/recording
@Coder:	identifies the coders

### Word and Utterance Symbols

xxx	unintelligible speech
[?]	best guess
()	noncompletion of a word
(#)	brief pause (half a second to less than one second)
#	pause of approximately 1 second
#5	pause of 5 seconds (number denotes number of seconds)
.	pause of 1 - 2 seconds combined with a sharp fall in intonation
?	question followed by pause of 1 - 2 seconds
+/.	interruption
+//.	self-interruption
[=! ____ ]	contextual information that is relevant to part of an utterance
ah::	lengthening
+...	trailing off
[	overlapping speech
[words]	commentary notes
(words)	descriptive notes (?)
(name)	personal name not transcribed for confidentiality reasons
(surname)	personal surname not transcribed for confidentiality reasons
(full name)	full name not transcribed for confidentiality reasons
(company)	company name not transcribed for confidentiality reasons
(place)	name of place not transcribed for confidentiality reasons
(product)	name of product not transcribed for confidentiality reasons
(organization)	name of organization not transcribed for confidentiality reasons

### Dependent Tiers (apply to previous utterance)

%par: paralinguistic behaviour (eg laughter, crying)

%act: gestures and actions (eg nodding, smiling)  
%ssg: comment on suprasegmental information (eg speed, stressing, rhythm)  
%exp: explanatory comment  
%eng: English translation  
%lan: language used (if not English)  
%add: addressee  
%tim: time indication

\*\*\* lower case throughout except for proper names

## Appendix F

### Participant Coding

#### British Staff

Tim	Sales and Marketing Manager, BH
Jack	Operations Director
Sajid	Project Engineer, Sales and Marketing Department
Dave	Manufacturing Manager
Dean	Senior Project Design Engineer, Engineering Manager in Visit 3
Lynn	Project Administrator, Sales and Marketing Department
Chris	Quality Engineer
Simon	Finance Director
Mike	Quality Manager
Steve	Proposals Engineer, Sales and Marketing Department
Ray	Engineering Manager in Visit 1 and Visit 2
Phil	Financial Controller
Andy	Varley Operations Manager
Tony	Field Service Engineer
Mark	Repair Contracts Controller
Kevin	Project Engineer

#### Chinese Delegations

##### Visit 1

Liu	Senior Engineer, SHB
Yao	Senior Engineer, Under-Chairman of Heating Automatic Control Department, PQD
Wang	Engineer, PQD
Zhao	Engineer, PQD
Li	Senior Engineer, PBSB
Qian	Engineer and Director of Operation Department No.2, PQD

##### Visit 2

Xu	Engineer, Sales Manager of International Sales and Planning, SHB
Sun	Senior Engineer, Design Department, Research Institute, SHB
Chen	Economist, General Manager of PEHB Trading Company and TYPEHB Ltd
Ma	Engineer, Director of X Department, PHB/Manager of PHB Construction Company
Shen	Economist Assistant, Head of Equipment Section, HN Project Second Phase
Lin	Senior Engineer, Director of Office, HN Project Second Phase

##### Visit 3

Du	Deputy Managing Director, MEPCO
Yu	Business Manager, MEPCO
Zhou	Manager, PQD;
Lei	Deputy Director, PWF
Ye	Manager, EPSD

#### Others

Xing (Jerry)	Researcher
Helen	Researcher
Int1 (Xin)	Interpreter, Visit 1
Int2	Interpreter, Visit 2
Int3	Interpreter, Visit 3



## Appendix G

### Table Coding

#### Meetings and Training Sessions

V1	Visit 1
V1-int	Visit 1 Introductory Meeting
V1-eng	Visit 1 Engineering Review
V1-qa	Visit 1 Quality Assurance Review
V1-manuf	Visit 1 Manufacturing Review
V1-close	Visit 1 Closeout Meeting
V1-chn	Visit 1 Interview with Chinese delegation 1
V1-lynn	Visit 1 Interview with Lynn
V1-simon	Visit 1 Interview with Simon
V1-sajid	Visit 1 Interview with Sajid
V1-steve	Visit 1 Interview with Steve
V1-tim	Visit 1 Interview with Tim
V2	Visit 2
V2-int	Visit 2 Introductory Meeting
V2-em	Visit 2 Emergency Meeting
V2-close	Visit 2 Closeout Meeting
V2-chn	Visit 2 Playback session with Chinese delegation 2
V2-group	Visit 2 Interview/Playback session with Sajid, Lynn and Steve
V2-jack	Visit 2 Interview with Jack
V2-tim	Visit 2 Interview/ Playback session with Tim
V3	Visit 3
V3-int	Visit 3 Introductory Meeting
V3-eng	Visit 3 Engineering Review
V3-Int3	Visit 3 Interview with interpreter 3

#### Organisations

BH	British host company
SHB	Chinese company
SHE	Chinese company, importer of British product
PQD	Chinese company
PBSD	Chinese company
PWF	Chinese company
PEHB	Chinese trading company
TYPEHB Ltd	Chinese company
EPSD	Chinese company
MEPCO	Chinese company
PHB	Chinese provincial energy bureau
HN	Chinese place

#### Other Table Coding

OB	Other British participants
CHN	Chinese visitors as a group

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