

Mohammad Ayub Khan and Noam Ebner (Eds.), **The Palgrave Handbook of Cross-Cultural Business Negotiation**, Cham, Switzerland: Palgrave Macmillan, 2018, 564 pp., \$169 (hardcover).

Reviewed by

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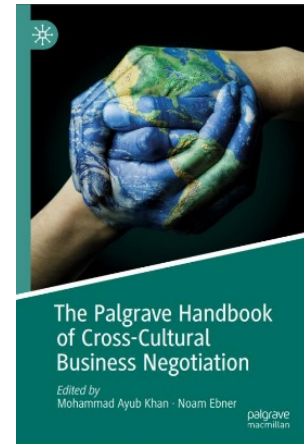
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In order to negotiate effectively in an international business context, negotiators must possess negotiation skills and knowledge of the other (Groves, Feyerherm, & Gu, 2015, p. 2). The volume ***The Palgrave Handbook of Cross-Cultural Business Negotiation***, edited by Mohammad Ayub Khan and Noam Ebner, examines how culture impacts negotiation through applying negotiation and cultural theories into analyses on negotiation styles, strategies, and techniques as well as on negotiators' qualities in different countries. This volume mainly elaborates on some foundational theories associated with cross-cultural negotiation and exploring useful practices of negotiating with various countries in business contexts.

Therefore, this book is a must-read for negotiation practitioners and academics in the field of negotiation, cross-cultural interaction, international business, and international relations.

This volume consists of three parts with 22 chapters. In Part I (chapter 1), Mohammad Ayub Khan and Giovanni Maria Baldini emphasize the importance of negotiation in business and identify the relationship between negotiation and some terms related to global business, which provides an overview of negotiation in global business contexts.

Part II (chapters 2–6) elucidates theories of negotiation and some issues in the field of negotiation. In chapter 2, Mohammad Ayub Khan and Giovanni Maria Baldini present basic definitions, concepts, and theories of negotiation. Through giving a detailed description of various aspects of negotiation, this chapter is helpful for novices to learn about the knowledge domain of negotiation. In chapter 3, Andreas M. Hartmann examines how negotiation operates as a crucial part of alliances by discussing the ongoing relationship between negotiation and alliance, which provides a series of suggestions for successful alliance management from the perspective of negotiation. In chapter 4, Habib Chamoun-Nicolas and Randy D. Hazlett emphasize the human virtues in negotiation by exploring transcendental negotiation with theoretical reviews and educational examples. This chapter highlights the evolutionary solutions in negotiation and suggests the urgent need to implement education about transcendent negotiation in the courses. Chapter 5, by Noam Ebner, examines both benefits and challenges brought by employing three major ICT channels in negotiation. Considering the inexorable cross-cultural tendency, the author offers four valuable suggestions for negotiators to overcome challenges in using ICT-based communication media. In chapter 6, Olivia Hernández-Pozas investigates cross-cultural aspects in negotiation by discussing the usefulness of six prominent theoretical frameworks of national cultures, which lays a theoretical groundwork for readers to conduct national culture analysis.



With the purpose of helping negotiators better prepare for cross-cultural negotiation, Part III (chapters 7–17) focuses on negotiation practices of managers in eleven countries from three aspects. Firstly, this part discusses the negotiation environment (i.e., country background, business environment, national culture), especially the national culture in these countries based on Hofstede's (2001) National cultural dimension model. For example, in chapter 7, Britain's low score in the dimension of uncertainty avoidance suggests that "British are comfortable with risk and unknowns" (p. 147). Also, chapter 9 states that France scores relatively low in the dimension of masculinity, which implies that softer aspects of culture such as leveling with others and consensus are valued by the French. The findings from these chapters offer readers a deeper understanding of how cultures affect business negotiation. Secondly, Part III gives a detailed analysis on negotiation styles and negotiation strategies in these countries. For instance, chapters 12 and 13 individually explore negotiation styles in Pakistan and Germany, findings of which suggest that Pakistanis "do not fully share complete and true information" (p. 274) in business negotiation, while Germans pay much attention to learning about details in the process of business negotiation. Then Part III provides specific guidelines about negotiation in these countries. For example, chapter 8 recommends that negotiators "should pay attention to nonverbal behavior" (p. 186) and discover the implied meaning when negotiating with Mexicans. A synthesis of findings from Part III helps readers prepare to employ effective strategies in negotiation and avoid stereotypes of negotiation styles.

Part IV (chapters 18–21) is concerned with multicultural and comparative analyses on negotiation. In chapter 18, Haruka Marufuji analyzes the negotiation in Dubai, which has a multicultural society and unique business environment. This chapter stresses the importance of trust and etiquette when negotiating in Dubai as well as in the Middle East. In chapter 19, Mona Chung and Kleber Luís Celadon compare two case studies of expatriates individually on Australians in China and French in Brazil to examine cross-cultural negotiation and point out the obstacles in the cross-cultural negotiation process. This chapter highlights the importance of integrating cultural knowledge into cross-cultural business negotiation. Chapter 20, by Ruby Ma, Jane Menzies, and Ambika Zutshi, focuses on how Australian managers negotiate with the Chinese in the international business context. The authors conduct a comparative national cultural analysis of Australia and China and report the case studies of 25 Australian managers negotiating with the Chinese. This chapter makes specific recommendations not only for Australian managers but also for foreign managers to negotiate with the Chinese more efficiently. With distinct cultural values and business practices from those of the West, South Asia is examined by Navaz Naghavi and Muhammad Shujaat Mubarak in chapter 21. Taking India, Sri Lanka, and Bangladesh as examples, the authors compare their national cultures with Hofstede's (2001) cultural dimensions theory as well as the qualities and best practices of negotiators from each country. This chapter gives readers enough instruction to negotiate with South Asians by the negotiation strategies concluded from the similarities among four countries.

In Part V (chapter 22), Noam Ebner explains the notion of changes in negotiation as well as those in negotiators. This chapter presents directions on future cross-cultural negotiation research and concrete recommendations that negotiators must improve cross-cultural sensitivity and acquire cultural knowledge of the counterpart.

The volume can be recommended for two reasons. On the one hand, it helps readers understand various aspects of negotiation with diverse theories and concepts, such as the scope of negotiation,

transcendental negotiation, negotiation with ICT, and the relationship between culture and negotiation. On the other hand, it provides readers with practical techniques and strategies to negotiate with the counterpart in the global business context through individually discussing a variety of countries or conducting comparative analyses, especially in Parts III and IV, where the theories in the foundation sections get developed and implemented.

Incorporating a comprehensive package of foundational theory and applied knowledge in the field of cross-cultural negotiation, this volume offers both theoretical and practical guidelines for negotiation instructors or scholars, teachers, and students with an interest in the fields of negotiation, cross-cultural negotiation, and cross-cultural management. Moreover, this volume provides managers with applied strategies for negotiating effectively with the counterpart in the global context.

### References

- Groves, K. S., Feyerherm, A., & Gu, M. (2015). Examining cultural intelligence and cross-cultural negotiation effectiveness. *Journal of Management Education*, 39(2), 209–243.
- Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions and organizations across nations* (2nd ed.). Thousand Oaks, CA: SAGE Publications.