

Negotiating with Chinese business partners

Case Questions

1. Graham and Lam describe the importance of the *Zhongjian Ren*, or intermediary. In addition to a translator, in all negotiations with Chinese business people. Nowhere in the case is it mentioned that the EDC directors had developed a *Zhongjian Ren* to act as their go-between and *guanxi* manager for this case. Was hiring Anne Cheung as a translator enough to ensure that the deal progressed successfully? Why or why not?
2. What should the EDC directors do now?
3. What was behind Zhu and Tung's constant requests of "What are you going to give us?"
4. How could this meeting and the preparation have been handled better?
5. What should you do if, after the contract has been signed, the Chinese business partner asks for some changes?
6. Why did the group move from the official government center, drive across town to a restaurant, move the existing customers out of the room, close the doors, and lower the blinds?