

国际商务英语丛书

跨文化 商务沟通

Cross-cultural
Business Communication

郁文蕾//主 编

蔡惠伟//副主编



华东理工大学出版社
EAST CHINA UNIVERSITY OF SCIENCE AND TECHNOLOGY PRESS

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丛 书 总 序

至 2006 年底,中国加入世界贸易组织整五周年。五年来,中国的对外贸易事业取得了超乎世人想象的成就。出口商品的结构进一步优化,入世时最令人担忧的部分行业和领域,五年后不但没有垮掉,反而取得了历史性、跨越性的进步,有些领域甚至因为入世而使市场份额跃居世界第一。

前商务部部长薄熙来在总结入世给中国带来的变化时说:“中国的贸易和产业实现了历史跨越,中国同时成为世界新兴的工厂和市场,中国制造正在成功地转向中国创造。”

薄熙来认为,“入世的最大贡献是促动经济体制改革”。在 WTO 商业规则背景下,中国经济体制改革在更为广泛的领域内提速。在过渡期内,清理并修订的法律法规和部门规章就达 3000 余部。正因为 WTO 带给中国经济社会深层次的推动,薄熙来强调要“勇于开放”。随着时间的推移,中国人民必将更大地受益于入世的抉择。

在欣喜地看到过去成就的同时,我们也应清醒认识到各类资源人均不足、高端人才短缺的国情。人力资源,特别是强英语、厚实务的国际商务人才的培养和开发比以往任何时候都显得更加迫切和重要。预计到 2010 年,中国受高等教育的人数将达 8000 万,到 2020 年,将达到 1.5 亿,这是未来 20 年内我国提升国际竞争力的强大动力。

中国的经济越来越融入世界经济,成为 WTO 成员使我们得以更大程度、更有保障地进入国际市场,经济建设需要我国的高等教育输送更多既懂专业知识,又能用外语同外方有效沟通的国际化人才。然而,现实状况并不容乐观。大量受过高等教育的人,外语口语和书写沟通能力远远满足不了工作的需要。英国《金融时报》曾经公布了咨询公司麦肯锡(McKinsey)的一份报告称,中国缺乏训练有素的毕业生,这可能会阻碍中国的经济增长以及发展更先进的产业。报告认为,中国大学生缺乏应用技能,英语水平低下,“只有 10% 的毕业生拥有去外企工作的技能”。有人甚至得出结论,说中国和印度多年来的“龙象之争”,有可能最终会输在英语教育上。我们当然不会相信这样一个没有根据的结论,但与邻国印度、巴基斯坦、菲律宾甚至缅甸相比,我们还是感到中国学生的英语熟练程度实在让人汗颜。无论什么学历,考了多少证书,大多数人对自已的外语能力不满意是无可争辩的事实。

另一方面,由于国际贸易研究对象出现新领域、新课题而得到拓展,国

际贸易实务出现新方式、新岗位而发生变革,各种新的国际贸易理论应运而生,传统的国际贸易教材已不能很好地适应国际贸易业务快速发展的需要,亟须更新教材,增加新内容、新理论、新实务,以提高跨国经营人才的培养质量。

时代和社会对复合型人才的需求日益迫切,对国际商务英语教学也提出了越来越高的要求。鉴于上述诸方面的原因,我们针对不同层次的读者,为了不同的训练目的而编写了本套国际商务英语丛书,在丛书的总体内容框架中,有注重训练学生口头沟通技巧的,有注重提高学生应用写作能力的,有注重培养学生阅读理解能力的,也有注重强化学生综合应用能力的。本丛书取材真实,编排合理,训练方式灵活,广大读者可根据各自的要求,按需选用。

本套丛书旨在强化学生运用英语从事国际商务活动的能力和技巧,以全球化的眼光关注世界经济贸易活动,特别强调培养学生将英语作为工作语言的能力。本书的作者均系高校商学院一线资深教师,他们大都具有多年与外商一起工作、交流的跨国工作经历,实战经验相当丰富,加之长期从事高校相关专业的教学工作,故而既能从企业要求、工作岗位的需要出发来选择内容,又能从教学法的角度来构建教材框架。我们深信,本丛书独特的写作视角,娴熟的语言运用,全新的实务知识,一定能使广大读者受益匪浅!

国际商务英语丛书编委会



前

言

当今人类经济活动的国际化和全球化已成不可阻挡的大趋势；生活在地球上各个角落的人们迫切需要跨越文化的障碍，实现彼此的沟通与理解，减少误解与分歧，增加交流与信任，以便使人类的经济活动高效公平地进行。

不同的文化与相应的沟通模式是一种客观存在，而如何应对又是一种态度和技巧，所以跨文化沟通既是科学，又是艺术。在全球化浪潮一浪高过一浪的态势下，如何有效地与不同文化背景的客户、员工沟通，已经成为从事企业管理、国际商务活动人士的必修课。在从事国际商务活动之前或当中碰到了问题，静下心来投入时间去了解商业伙伴或外国同事的文化，是一种必要和值得的投资。

本书为想要了解跨文化商务沟通的基本理论和实践经验的广大读者提供了理想的平台，它是一本有关跨文化商务沟通理论与实践的理想的专业教材，学习界面友好，内容涵盖了文化差异、文化与沟通、文化与职场、商务礼仪和社会准则、性别沟通、跨文化管理、文化冲突、中国人的“面子”观、组织文化对跨文化商务沟通的影响、跨文化商务谈判、跨文化全球营销、文化与全球化等内容，能帮助读者看懂世界上有关跨文化商务沟通的基本理论和经验总结的英文原版资料，培养相应的阅读能力，积累一定数量的专业词汇，培养用英语讨论和表达相关内容的的能力，进而在工作中运用跨文化商务沟通的知识和技巧，达到学以致用目的。

本书每章有学习目标、理论铺垫、两篇核心阅读文章以及配套练习。其中核心阅读文章后面都有“本章述要”和“编者按”，前者是对阅读文章主要内容的翻译和概括，有利于读者对文章的理解；后者则是引导读者进一步思考。配套练习供讨论或测试用，其中选择题附有答案。

对学习者的建议：如果看核心阅读文章有困难，可以对照“本章述要”的译文一起看。本书学习的重点是理解跨文化沟通中的各种现象以及相应的对策，英语基础好的学员要学会用英语来陈述、分析、讨论和解决跨文化沟通中的问题。

全书由郁文蕾和蔡惠伟合作编写。这里要特别感谢英文原作者，是他们的慷慨和对跨文化商务沟通的基本理论和实践经验各个方面的专

业论述、严谨而优美的语言表达才使编者与读者有了分享知识盛宴和学习的机会。全球经济一体化的过程中,地球上每个个体都需要学习大量相同的知识,只有让“和平、发展、合作、共赢”成为每个人的共识,世界经济、我们的生活水平才能不断发展和提高。出于对版权的应有尊重,在本书出版后将按原文作者的要求,陆续寄出出版物;没有收到的也请与编者及时取得联系。

在本书的编写过程中,童珍庆、郁礼生、魏正行和潘嘉姿也提供了各种形式的帮助,在此一并致以诚挚的谢意!

编者

2008年12月



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Chapter One

Differences in Culture: An Intercultural Perspective

文化差异：跨文化视角

Learning Outcome

After this Chapter, you should be able to

- ◆ Understand why Intercultural communication is a necessity
- ◆ Define the implications of Culture and appreciate the cultural gap
- ◆ Explain the root of differences between the East and the West
- ◆ Briefly describe the attributes of Confucian societies
- ◆ Understand that Culture is neither right or wrong, merely different

Zoom-in

Today an Internet search on the topic of intercultural communication or cross-cultural communication yields over 100 000 results. In recent years practitioners in a wide variety of fields such as scientific cooperation, academic research, business, management, education, health, culture, politics, diplomacy, development, and others have realized just how important intercultural communication is for their everyday work. Fast travel, international media, and the Internet have made it easy for us to communicate with people all over the world. The process of economic globalization means that we cannot function in isolation but must interact with the rest of the world for survival. The global nature of many widely diverse modern problems and issues such as the environment, governance of the Internet, poverty and international terrorism call for cooperation between nations. Intercultural communication is no longer an

option, but a **necessity**.

Because important decisions in business, politics, education, health, and culture these days usually effect citizens of more than one nation, the question of whether communication between people of different nations is effective and whether all parties emerge with the same understanding is of crucial importance. Individuals who deal with people from other cultures want to learn how to improve their performance through improving their communication skills. Numerous resources have sprung up to meet this emerging market in the business, academic and international relations communities: leading authors have written books and articles on the topic; business services provide consultation for improving the conduct of international business; universities and other educational institutions offer programs or degrees in Intercultural Communication; and researchers have established international journals and academic societies specializing in research on intercultural communication. *In fact, intercultural communication has become a business in itself.*

The Implications of Culture(文化的含意)

Each person is shaped by a unique combination of inheritance and experience. People in the same community or environment share many experiences and learned patterns of behavior which become so familiar that they may be unaware that other groups have very different systems. Culture is often thought of and composed of the products of a civilization: art, music, dance, literature, architecture, clothes, foods, and festivals. These are the aspects of culture which can be discovered through the senses and are obvious sources of discussions, delight and comparison.

When working in international projects, it is the hidden aspects of cultural differences(隐藏的文化差异) that have the greatest impact on daily interaction with members of the local community and with colleagues, managers, or staff. Ways of problem solving, conversing(交往,谈话), building relationships, making requests are all learned from childhood and reinforced and adapted through experience. By observing parent, siblings(兄弟姐妹), and peers as they interact we do not only establish patterns of behavior but sets of values and beliefs. Workplace groups establish their own set of norms(规范,准则) influenced by roles, academic field, status, funding tasks etc. Rules of behavior become so well established and internalized that we may never be conscious that our own "culture"



is not universal. These learned rules, values and beliefs become “the software of the mind” (Hofstede, 1992) or the filter (过滤器, 滤色器) through which we interpret events around us. In the same situation, individuals with different mental software may have totally different reactions.

Culture is Neither Right Nor Wrong, Merely Different(文化不论对错, 仅仅是差异而已)

To ask “Which is right” or “Which is better?” misses the point. “Rightness” derives from context, and is always subjective. Equally, culture is not wrong, but it is always partial, i. e. it is limited in its perspective and is based on only one of many potential interpretations of the world.

Tips for appreciating different cultures:

- Withhold judgment. Try to understand rather than judge.
- Two very different perspectives can both be “right” simultaneously. We need to hold these in balance, not impose our own perspective.
- Accept that other perspectives may be beyond your understanding, but as valid as your own.
- On the other hand, be assured that your own cultural perspective is as valid as anyone else’s.

(Information kindly provided by Mackie Chase, Director for the Center for Intercultural Communication, Continuing Studies, The University of British Columbia.)

核心阅读一(Integration: Core Text 1)

Culture Differences Between East and West

(东西文化间的差异)

What leads to the cultural difference? The cultures of the East and the West really distinguish each other a lot. This is because the culture systems are two separate systems on the whole.

Part One Origins of Eastern & Western Cultures

The origin of the eastern cultures is mainly from two countries; China and India. Both of the two cultures are gestated(孕育) by rivers. In China, the mother river is the Yellow River while the Indian one is the Hindu River. These two cultures were developed for several thousand years and formed their own styles. Then in Tang Dynasty of China, the Chinese culture gradually went overseas to Japan, mixed into the Japanese society and shaped the Japanese culture nowadays. Though a bit different from the Chinese one, it belongs to the same system.

When the two mother rivers gave birth to the eastern culture, another famous culture was brought up on the Mesopotamian Plain¹— the Mesopotamian Civilization. This civilization later on developed into the cultures of the Ancient Greece and Ancient Rome. And these two are well-known as the base of the European culture. Like the Chinese culture, the European one also crossed waters. When the colonists of England settled down in America, their culture went with them over the Atlantic Ocean. So the American culture doesn't distinguish from the European one a lot.

At the same time, the difference of the language systems adds to the cultural differences. In the East, most languages belong to the pictographic language(象形文字) while the Western languages are mostly based on the Latin system.

Other factors like human race difference counts as well. But what's more, due to the far distance and the steep areas between the East and West, the two cultures seldom communicate until recent centuries. So they grew up totally in their own ways with almost no interference from the other.

1 美索不达米亚平原(小亚细亚 Tigris 和 Euphrates 两河流域间的古王国,现今伊拉克所在地)



Part Two How differently do people behave in daily life?

The differences are everywhere. They affect people's ways of thinking and their views of the world. Even in everyday life, the cultural differences show up from the moment the eyes are opened to the minute the dreams are invited.

1. Greeting

Greeting is the first step to form a culture, because people begin to communicate with others. The individuals become a community.

How do we Chinese greet each other? Informally, if we meet a friend in the street, we are used to saying: "Hi, have you had your meal?" or "Where are you going?". When it is the case of two gentlemen, they tend to shake hands.

However, in the western countries, the above questions are just questions, not greetings at all. They may think you're inviting them to dinner if you ask about their meals. Usually, they'll just give each other a smile or greet with a "Hi". They'll shake hands only in some formal situations. By the way, westerners can leave a party or meeting hall without a formal *conge*¹. Nor should they shake hands with every attendee like most of us will do here.

2. Expressing gratitude

Think of the situations below. Your mother is busy in the kitchen. She suddenly asks you to fetch a bowl for her. You do so. What'll your mother's response be? Probably she'll just continue doing the cooking. After a while, the dinner is ready. Your mother hands you your bowl of rice. What's your response? Probably just begin to eat.

In Chinese families, we rarely say "Thank you" to other family members for receiving help or service. Neither will we say so between good friends. It's such an unpopular response that if you say it, the counterpart will think you are treating him as a stranger, otherwise you are lacking of intimacy.

But in the West, "thank you" is one of the most frequently used sentences. Teachers will thank a student for answering a question; husbands will thank his wife for making a coffee.

However, as an interesting phenomenon, it's a custom to say "thank you" in Japan. No matter in family or among friends, Japanese chronically(不断地, 经常性地) use it all the day. This is probably the aberrance(偏轨) of the culture.

¹ Formal or authoritative permission to depart; leaving-taking 正式道别

3. Dining

The ways people eat, that is, the table manner, really distinguish a lot. The reason for this is probably because of the different dining tools and menus.

Easterners use chopsticks, or sometimes even grasp rice straightly with hands as Indians do. The thin and long chopsticks cannot be used to cut food, so we usually use our teeth to act as knives. We hold our food, meat or vegetable, with the chopsticks, send them to the mouths, bite off a part of it and remain the other part on the chopsticks. That's the usual way we eat. We are also used to hold up our bowls when having rice or soup. Japanese hold bowls to have miso soup(日本的味噌汤) without spoons. But all these habits are considered rude in the western countries.

The etiquette(礼仪, 礼节) in the West requests that when eating, bowls and plates cannot leave the tables. Food should be cut by knives to fit into the mouths. Of course your mouth cannot touch the plates or bowls. So the regular process is like this. You cut your steak on the plate with fork and knife, send the meat cube into the mouth with fork and nothing will return but the fork alone.

4. Symbolizing

Symbolization is how people imagine or regard something. It actually reflects the way people think. The followings are some symbolization that frequently appears in daily life.

First is about the *colors*. We often give each color some meanings, because we feel differently when facing different colors. So people always have preference when choosing colors of clothes, decorations, etc. In the APEC summit(亚太经合组织峰会) held in Shanghai several years ago, on the last day, the presidents from all over the world wore the traditional Chinese Tang suits(唐装) and took a photo together. The colors of the suits were chosen by themselves freely. However, it's quite interesting to find that most easterners chose red while most of the westerners preferred blue. To explain this, it's easy to realize that what red means is almost opposite in the East and the West. Red means luck, fortune here. We Chinese often use this color to decorate in festivals, such as red lanterns, red Chinese nodes(中国结), red bangers. But red stands for blood, revolutions in the West. So the presidents avoided wearing this unlucky color.

Another interesting discovery is about the dragons. In the East, dragons are imagined as something like snake and are flowing in the sky for most of the time. The dragon is said to have the face of the horse, the horns of the deer, the ears of