

21世纪实用商务英语教程

Know-How 21st Century International Business English

丛书主编 张立玉

# 商务跨文化交际

第二版

石定乐 彭春萍 编著

*Cross-Cultural Communication  
in Business World*



WUHAN UNIVERSITY PRESS

武汉大学出版社

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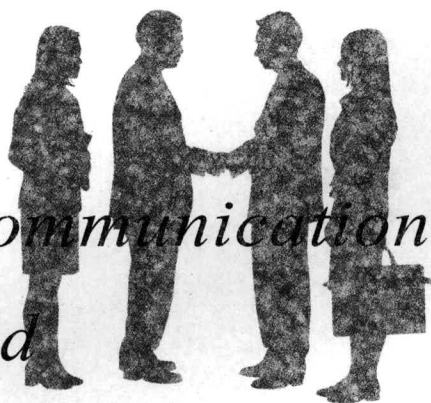
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## 再版前言

《商务跨文化交际》第一版自 2004 年 2 月出版以来获得教师与学生的一致好评，但是随着国际商业活动的进一步增多、技术的进一步更新和新的情景不断出现，部分案例略显陈旧。因此，我们对本书进行了较大的修订。对各章节内容进行了重新编排，增补了部分案例、课堂练习和课后活动等，并由彭春萍增写了第 5 章（Culture Shock），本书第一、二、三、七、八、十章由石定乐修订，其余章节由彭春萍修订。

修订后的教材更切合学生的实际，例句新、案例分析透彻，课堂、课外练习丰富，有利于学生学习和自查。希望修订后的教材能够继续得到广大读者的批评指正。

作 者  
2008 年

## 序

自从实行对外改革开放的政策以来,我国与世界各国的商务往来日益增多。随着近年来中国的政治和经济实力不断的提升,特别是中国加入世界贸易组织以来,中国经济以前所未有的深度和广度继续对外开放,日益融入到区域经济和全球经济一体化的框架中,国际间的商务活动和接触愈加频繁。国外著名跨国集团公司、金融机构、工商企业纷纷抢滩中国市场,在中国设立分支机构、分公司及合资企业,引发了新一轮对高素质复合型外经贸人才的需求:要求他们具备良好的英语听、说、读、写、译以及对外交流、沟通的能力,同时熟知外经贸专业知识及国际贸易惯例。所有这些对高等院校在人才培养方面提出了新的挑战,如何充分利用现有教育资源,培养大批社会急需的复合型商贸人才是我们所面临的重大研究课题。

目前,许多高等院校关于如何利用翻译技巧,准确处理商务资料,处理不同信息,进行商务谈判的书籍较少;从文化的角度向读者介绍商务沟通技巧,不同民族商务活动的差异、作用、影响等的实用书籍也不多;此外,随着现代商务活动国际化程度的不断提高,目前全国从事商务领域活动,包括财贸、金融、商务、经济、法律、外交等部门的专业人员和从业人员也越来越多,为了满足当前社会经济发展的需要,也为了满足高等院校师生及从业人员的需要,我们结合近年来国际商务(贸)活动发展趋势及具体案例,从现代商务结合国际贸易的基本原则,从实用的角度向读者推出了《21世纪实用商务英语教程》(Know-How for 21st Century's International Business)丛书。该丛书为“高等教育百门精品课程教材建设计划一类精品项目”。

本套丛书分为《国际商务英语中级口语》、《商务旅游英语》、《商务英语写作技巧》、《外贸英文制单》、《商务英语听说》(上)、《商务英语听说》(下)、《国际商务英语谈判》、《电子商务英语》、《国际商务英语翻译教程》、《国际商务英汉、汉英口译》、《商务跨文化交际》(第二版)。

《国际商务英语中级口语》针对国际商务活动的各个侧面,提供了充分的素材,以使学生掌握真实的、准确的商务知识,并根据口语教学的特点,设置了不同类型的教学形式如热身训练、个人训练、双人训练、小组训练、班级训练等,通过语音练习、实践对话、话题讨论等活动,让学生切实学会在国际商务活动中用英语表达自己,与人交流。书后的参考译文与详解可以帮助学生更好地掌握课堂内容,提高口语表达能力。

《商务旅游英语》力求结合商务工作的实际需要,介绍与中国进行商务贸易的主要国家的风土人情,社交礼仪等,为商务旅游人士,从业人员更好地熟悉不同国家的风俗习惯,礼仪礼节起到引导和指南的作用。

《商务英语写作技巧》涉及国际贸易、国际企业管理和国际市场调研等方面的内容写



作。其范文多选自真实的商务往来沟通和原版的英语商务书刊及较有影响的企业网站。

《外贸英文制单》完整而细致地描述了国际贸易中主要单据的种类、功能格式及内容,帮助学习者进一步掌握国际贸易单据缮制的要点,提高实际操作技能,为从事与国际贸易相关的工作打下坚实的基础。

《商务英语听说》(上、下两册)选材新颖,内容涉及日常商务活动的文化、贸易谈判、金融、信息、国际贸易等,具有知识性、实用性、可读性的特点。

《国际商务英语谈判》将外贸业务的基本环节和内容有机结合起来,集知识性、科学性、娱乐性于一体,图文并茂、重点突出、内容新颖。强调实践的重要性,全书始终贯彻以“操练”为主,所选编的语言材料,体现了商务谈判的基本要求以及中国加入 WTO 后与国际接轨的时代特征。

《电子商务英语》涉及电子商务的历史、发展和理论;电子商务企业对客户、企业对企业的运作流程,网上支付,网络安全,电子政务和电子商务的发展前景。

.....

本丛书的作者均在高等学校、研究单位或公司工作,具有丰富的教学、研究和实践经验,其中有的同志在商贸界享有盛名,颇有建树,且编著过相关书籍。在编著该套丛书过程中,作者做了大量的市场调查和案头工作,力求使理论性、实用性、可读性有机结合。

该套丛书内容新颖、概念清晰、理论性和实用性强,通俗易懂、层次配套,其读者对象虽定位于高等学校商贸英语专业的学生,但对外贸贸易工作人员、商务管理人员、外企文员等,也大有裨益。相信该套丛书的出版,定会受到读者的欢迎。

由于商务英语具有极强的实践性、操作性,本套丛书在编写过程中,一方面力争使语言精炼、通俗易懂,同时体系完整,知识系统而全面;另一方面尽可能用图示和配光盘、课件等方法辅以文字说明来准确阐明国际商务的操作程序,以加深和巩固学习者的理解及记忆。2002~2004 年我们曾成功策划和出版了《现代实用商务英语》丛书共有八册。这套丛书一经推出,立即受到大家的好评,这套丛书已重印多次,获得了很好的社会效益和经济效益。根据市场新的需求,和广大读者来信的迫切需要,我们又精心策划组织了《21 世纪实用商务英语教程》这套丛书。相信这套丛书的出版定会给广大读者带来新的喜悦和帮助。

编撰本套丛书又是一次新的尝试,因编写人员能力有限,难免在编写中出现一些疏漏或错讹之处,恳请读者同仁予以批评指正。

总主编 张立玉

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现代实用商务英语丛书 (丛书主编 张立玉)

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|--------------------------------|
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| ■ 商务英语选读                       |
| ■ 国际商务英语初级口语                   |
| ■ 国际贸易结算                       |
| ■ 商务英语英汉口译（普通高等教育“十一五”国家级规划教材） |
| ■ 国际贸易进出口实务                    |
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# Chapter 1 General Introduction

## Focuses

- What is communication?
- What is cross-cultural communication?
- What may effect cross-cultural communication?
- Skills for communication designing and practicing



## Tune in:

Before starting the course, you have to finish the following tasks on your own—without consultation of your partners.

1. If you are going to deliver a presentation at a seminar, how would you start?
  - A. I am nervous as I know well that my presentation is not perfect, and I do hope you could give me advice.
  - B. I am here with sincere expectation for your criticism.
  - C. I am glad to be here to share my experience with you.
  - D. I am sure, as I am not prepared well, that there will be a lot of room for improvement.
2. A visitor stops you in the corridor of your head-office probably to ask for the way. What is your most likely reply to the visitor's "Excuse me"?
  - A. What's the matter?
  - B. Yes?
  - C. That's all right.
  - D. Don't worry.
3. Sarah, one of your colleagues from the USA, is paying a visit to your home. How would you introduce her to your five-year old daughter?
  - A. This is Aunt Sarah.
  - B. This is Miss Sarah.
  - C. This is an aunt from the USA.
  - D. This is Sarah.
4. Your American partner says to you, "Your English is quite good." You are likely to response with: "\_\_\_\_\_".
  - A. No, no, my English is very poor
  - B. No, not at all

C. Thank you. It's very kind of you to say so

D. Thank you, but I'm still very poor at it

As a matter of fact, these questions are not aimed to see how well you can speak English but designed to see how well you can communicate in an international situation, or with people from a culture totally different from Chinese culture.



## References:

The proper responds to the above questions should be: 1. A 2. B 3. D 4. D

Comparing your responds with your native people, you can draw a conclusion: in different language, the reply is different.

Why? You may say: because of different interaction customs.

How can the customs be different? If you say: "because of different cultures", you are very smart.

With the integration of business and the development of information technology, the world is really a small one to today's business professionals, who have to face with the pressing trend to deal with cross-cultural communication otherwise there is confliction. Confliction costs a lot.

With this course — international business cross-cultural communication, we are going to find out the major differences among cultures and learn the skills for cross-cultural communication in international business field.

## Section 1

### Case A:

Sally is a student from South Africa. She is learning Chinese in Nanjing now. She sent an e-mail to her tutor, which read:

*Dear tutor,*

*I have been trying to sharpen my Chinese by reading the signs on shopping or other routine jobs as that can make the learning very pleasant and easy. I have found something very interesting that is the way people put the word of Communication.*

*More investment will be made in tele-communication industry (将对电信产业进行更大的投资).*

*I opened an account last Friday at the China Bank of Communication (交通银行).*

*Next year I'll take the course of public communication (公共传播).*

*There should be more efficient channels for the communication (沟通管道) between the government and residences.*

*I wonder if there are still other ways for translating the word of communication into Chinese.*



*Would you tell me what “communication” really means in Chinese?*

*Sally*

**Questions:**

1. Don't you think Sally's question is interesting?
2. If you were her tutor, what would you do with Sally's question?

**Discussion:**

Maybe this task is a bit tough, but don't worry. As a matter of fact, you are just starting to take the term—communication—into careful consideration and it takes some time before getting used to doing such jobs in a professional way in the field.

Try to put the word of COMMUNICATION into Chinese and you may find there are more than one Chinese equivalent for that:

沟通, 传通, 传播, 交流, 交通, 交际, 通信, 通讯  
and that are all correct .

Take another look at the Chinese terms for communication, you can find something similar they are sharing. What is it?

Yes, the similarity all the Chinese translations for the term of communication are sharing is that they all carry a meaning of **exchange information (or message) by means of medium.**

**Case B:**

Jim is a media buyer—the person whose job is to buy time or page from media to present his clients' advertisements. The other day, Jim was trying to find a proper medium for an advertisement of a beer product.

Which of the media would be of choice?

A. A kids' magazine.    B. A local evening newspaper.    C. A medical journal.

It is most likely that Jim will choose B.

If you are not sure then look at the following examples and try to judge which can be sorted as communication (Y) and which can not (N). This task can help you to find out the similarities of all the above translations for the term of communication.

- (    ) 1. You send an e-mail to one of your net-friends.
- (    ) 2. You are declining an invitation from one of your suppliers on the phone. You make a phone talk in French.
- (    ) 3. You said to yourself, “Yes, I must get it done.”
- (    ) 4. The police got the sign of “P” put up at the street corner.
- (    ) 5. A car driver blew the horn to the other one he has just overtaken.
- (    ) 6. A housewife is using a detergent (清洁剂) in the kitchen.
- (    ) 7. In a commercial (电视或广播广告), a housewife is using a detergent in the



kitchen.

- ( ) 8. On a construction site, some workers are working with a driller and that causes a great noise.

The correct answer to the task is:

(Y) group: 1, 2, 4, 5, 7; (N) group: 3, 6, 8.

Take a look into the (Y) group. Then we may be able to find out the essential elements of communication by answering the following questions:

1. Who are involved?
2. Why are they communicating?
3. How can each contact the other side?
4. How can the message be made understood?
5. Where is the message sent?
6. When is the message sent?

#### Question:

Can you tell why B is a proper option now?

#### Discussion:

From the 8 statements, you can find out, from the Y group, **the essential elements of communication**:

1. There should be at least two **parts**;
2. There should be information-to-exchange, or a **message**;
3. There should be a **contact** between the two parts ( Internet in Example 1, phone in Example 2, the air that carries the sound of horn in Example 5, TV in Example 7 );
4. There should be a **language** ( human language or artificial one ) that both sides can share;
5. There should be a **place** for the communication to take place;
6. There should be a **time** for the communication to take place.

Now you can try to make analyses, based on the six essential elements theory, on Jim's choice.

Firstly, the advertisement is to provide message of beer while kids are prohibited to take any drinks with alcohol, and doctors would not encourage people to take drinks with alcohol ( in public at least ). Those who read the local evening newspapers are from any walks of life and beer is a popular drink for ordinary adults. So the readers of the local evening newspapers are taken as the targeted customers or are thought to be the part who takes the message of beer.

Secondly, an evening newspaper is read in the late afternoon by people on their way

home after work or at dinner table, when the advertisement can work very well as people usually would like to have some beer at dinner or after dinner and they would go to the bar or get some from stores as soon as they feel they have a want for it. On the other hand, unlike in the morning when they have to rush to the office, they have time to do so now. So the local evening newspaper is thought to be a better contact than the other two ones to the targeted part.

**Case C:**

A Chinese scholar went to the USA for a cooperation program. On the first weekend, she was invited to one of her team workers' house. She entered the house and received a warm welcome of the whole family. To show friendliness as a response, the Chinese scholar went to the host's four-year old daughter and patted the girl's face with a complement, " How pretty you are!"

The host took the scholar to another room and said with a serious look: I understand what you did with my daughter meant no harm but it was harmful for her. I hope you could apologize to her for what you said and what you did.

The scholar was astonished and, of course, annoyed. She asked the host for the reason of requiring of an apology. These are the reasons the host gave:

First, you said she was pretty but her features are only a genetic gift from her father and me. She should not be proud of something she didn't paid for. Your complement is likely to make her believe that she could get praise for something without painstaking. Then she might not be hardworking.

Then you touched her face and she may think anyone can touch her physically. She is exposed to the danger of being abused.

The scholar thought over the reasons and agreed to apologize to the girl.

**Question:**

Why was the scholar astonished and annoyed first?

**Discussion:**

In Chinese culture, it is customary to please a parent by making complement on his kids, for girl praise of appearance or features, for boy praise of smartness. The patting or teasing of an adult to a youngest is usually taken as a sign of caring or friendliness.

While in Western culture, neither is approved especially the latter, which is even a taboo.

Without knowing the difference in different cultures, the scholar may have thought that her friendliness was wrongly taken so she was astonished and annoyed before she knew the reason.

When we are communicating with people from different background, we are making



cross-cultural communication.

As culture is one's living background and also defined as a group of people's behavior codes, if we are not careful, misunderstanding or confliction is likely to be caused, as in case C.

So what may effect cross-cultural communication?

Read the passage and draw your own conclusion.

### What May Effect Cross-cultural Communication?

Communication among people from different cultures is cross-cultural ( or inter-cultural) communication. This is not rare for today's business people. When doing cross-cultural communication, one should keep in mind that some basic elements that effect cross-cultural communication:

#### 1. The ways of observing ( 观察事物的方法)

A few years ago, a book was well sold in the USA. The author of the book listed a lot of alterative treatments or therapies, among which is herbal teas taking ( 药茶) that she collected from her Mexican friends and Chinese friends. She named these as unconventional therapy. But for the Mexican people and Chinese people, these teas were ( and still are) really of conventional therapy, while for most Americans they might be totally new so they were regarded unconventional. Conventional or unconventional, it just depends on in what way you look at them or observe them.

#### 2. Verbal language

Different culture is often backed by a different language or a dialect. If one is going to adapted to a new culture, he/she must first learn the language of the culture he / she is intended to dive into.

#### 3. Non-verbal language

Look at the picture ( 1-1 ), people from different cultures may have different interpretation.



( Picture 1-1 )



( Picture 1-2 )

An American may take this gesture for "I'm full and can't eat any more"; while a Chinese may take this as a suicide making. For Chinese people, the picture 1-2 means "I'm full". Could you show the gesture of suicide in an American way or a Japanese way?

Can you list some more examples? What a symbol is it for Chinese people? And what for the people from Europe?

## Section 2

In this section, you are expected to practice skills for cross-cultural communication. Before doing the task, try to review how a professional will solve the problem.

Normally, a professional will do in this way:

**Step 1:** Identify the problem—try to work out what the task is, why to do it, what a result is expected after it is done.

For example, if you are asked to make a birthday card, you should know for whom it is designed, when it should be completed and sent out, what a card would be appreciated by the receiver.

**Step 2:** Get a full picture of the problem— try to analyze the present situation about the problem.

For example, you should find out the receiver's age, likes and dislikes, how the card should be delivered to the receiver, how much the budget is for the card making and delivering.

**Step 3:** On this stage, you try to make a SWOT analysis on yourself as to see what strength, weakness on you to do the job, and what opportunity and threat for you in doing that.

**Step 4:** You can draw a worksheet for fulfilling the task. To be efficient, a chart can be used to help planning, as you can arrange time by splitting the task into several pieces, and then you can evaluate on your own. By doing so, you are able to control your work by timely evaluation, or be self-managing.

**Step 5:** Check your timetable during your work. See how it is going on and if you find something not going on well, you can stitch up in time.

**Step 6:** Make conclusion for the job completed. You can tell whether it is well-done by checking with the information you get on step 1. The job may not be as perfect as it was expected, but you know you have tried and you have learnt during the work. And that is the significance of practice.

You'll see no matter on which step, you have to collect information, process information and then make use of it. The way you collect information is communication, and most likely cross-communication as you are sure to collect information from people in different background.

### Practice

Try to make a survey on people's favor ( for example on Saint Valentines ( Feb. 14)



and the Lantern Festival (元宵节) or what ever). The polled (受访人) should total at least 10, among which no more than 30% can be your teachers or schoolmates, or your family people. That means 70% of the polled should be in different background with yours. Try to make the survey with people you don't know. And get a chart designed before you go, then you may find not everyone is ready to answer your questions when you make conclusion, but there are certainly some people are more cooperative than the others. With the information recorded on the chart, you can tell what kind of people would be communicative for you.

As this may be the first time for you to apply the six-step approach in practice, some helps may be of necessity for you to get used to that. So we get it restructured in this way and some have been filled out for you:

### Step 1

#### Identifying the Task

Item	Description	Source (how do you know)
What is set to do?		
What is to achieve (final)		
Why is it designed (purpose)		

### Step 2

#### Analyzing the Situation

To fulfill the task	Description	Source
3 persons	college people	in college
7 persons	non-college people and not known at all	out-college (not known)
A conclusion	for survey (processed data, summing up)	on the survey
A conclusion	on practice performance in survey	on the 6 basic components for communication

### Step 3

#### SWOT Analysis

Strength	
Weakness	
Opportunity	
Threat	
Description	

(Note: listing device (such as number with 1, 2, 3) is very helpful as that make your analysis more specific. )