International Business

跨文化商务沟通

杨 快 编著

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序

随着商业经济和信息技术的飞速发展,以及经济全球化的进程加速,社会活动的各个层面都不可避免地趋向国际化,各种行业中的国际交流活动也日益频繁,国际间的商务活动和接触更是如此。国际间的竞争越来越激烈,商务交往手段越来越新颖化、多样化。商务活动已经不再局限于卖出单向交流,而是由内向外——从公司内部的运营到商场的服务,从个人的专业知识、才能到言行举止,达到全方位的人际交流。而英语作为其中最重要的信息载体之一,已成为现代国际社会各个领域中使用最广泛的语言,其重要性日益突出。

"商务英语"的概念来自于英文译文 Business English,而英文中"business"一词并不仅仅对应汉语"商务"(理解为生意或经营业务)概念,而是涵盖了所有非私人活动的社会公众活动。所谓"商务",是指围绕贸易、投资等各类经济、公务和社会活动,包括贸易、金融、营销、旅游、新闻、法律、外事等领域。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发,日益融入到区域经济和全球经济一体化的框架中,人们需要学习,了解更多的国际商务知识,熟悉国际商业规范,拥有较强的跨文化交际能力以便能直接参与国际合作与竞争。

目前国内人才市场对口径宽、适应性强的复合型英语人才需求旺盛。商务部的一项调查显示,我国急需高素质、复合型、具有较强国际竞争力的高级商务英语人才。调查预测未来二三十年内,高级商务英语人才的需求量将成倍增长。商务英语是一门交叉学科,涵盖了应用语言学和商科等诸多学科,商务英语人才也由于口径宽、适用性强而备受人才市场青睐。由此可见,随着我国经济的日益开放和跨越式发展,社会对外语人才的需求已经呈现出新的变化,单一的"英语基础技能+英美文学知识"培养方式已无法满足社会经济发展的需要,而对于高素质、复合型商务英语人才的需求已成为时代发展的必然趋势。"国际商务系列教材"(Series of International Business)就是在经济全球化成为现实,国与国之间相互依赖的时代而推出的。它联合了众多高等院校具有丰富教学实践经验的专家、教授编写而成。本系列教材对于国际商务专业的学生具有非常强的指导性和可操作性。

本系列教材旨在为人们提供系统和实用的国际商务知识、规范和原则,通过学习国际商务相关知识,提高自己的竞争能力,减少失误和误会,赢得更多的商机。本系列教材的编写

力图做到时效性、全面性、创新性、生动性、准确性、实用性和客观性。在内容上尽可能做到与时俱进,贴近时代,并具有可操作性和可移植性。其内容丰富,选材广泛,深入浅出,编排紧凑,特别适用于国际商务专业硕士、商务英语方向研究生,商务英语本科生作为教材,也适用于业内人士自修和工作参考。

我们诚恳希望广大专家和师生给我们提出宝贵的意见和建议。

张立玉

2014 年春天

前　言

进入 21 世纪,随着经济全球化的不断深入,国际贸易和国际合作也日趋成熟和日趋频繁。中国也正以前所未有的深度和广度融入经济全球化的发展进程中,并积极参与国际双边和多边经贸合作。加强多元文化的沟通与合作对中国经济贸易的发展尤为重要,然而培养具备跨文化商务沟通能力的高素质复合型商贸人才却是当务之急。为此,提高跨文化商务沟通能力已成为大学英语尤其是商务英语教育的重要内容。

本书是针对商务英语专业开设跨文化商务沟通课程而编著的教材,同时也是非商务英语专业学生了解和认识跨文化商务沟通知识的基础读物。该书具有鲜明的时代特征,融合了跨文化理论和商务沟通实务,不仅介绍了基本知识和技巧,而且通过新鲜的案例和翔实的分析,深入浅出地介绍了跨文化商务沟通的理论。

本书每章以"案例导入→学习目标→开篇导语→主题分析→章节结语→习题反思→案例分析"的编写体例来组织知识体系。运用精选案例启发读者思考每一章节所蕴含的核心问题。六个板块构成本书的六个章节。第一章梳理了跨文化领域的经典文化价值观理论以及发展中的跨文化商务理论,并运用实例细致解读理论,为读者理解跨文化商务沟通奠定了理论基础。第二章概述了沟通和商务沟通的基本概念,基于前章的理论基础探讨了文化多样性对商务沟通实务的影响,分析了跨文化商务沟通的复杂性特征。第三章详细论述了跨文化商务活动中文化和语言沟通之间的关系,结合案例、图表和例文重点讨论了语言沟通模式、口头语言沟通和书面语言沟通的文化差异性,勾勒出跨文化商务沟通伴随沟通技术革新而产生的变迁与发展。第四章以图文并茂的形式生动展现了非语言沟通的文化多样性,引用丰富的素材描述了跨文化商务礼仪的异同。第五章具体阐述了跨文化商务谈判的主要概念、谈判过程、谈判风格和基于网络的新型商务谈判模式,并就如何进行高效跨文化商务谈判提出了建设性意见和建议。第六章从跨文化商务伦理、有效倾听和跨文化沟通能力三个方面探讨了如何减弱文化的不自觉性,提高读者的跨文化意识,促进跨文化商务沟通能力的发展。

本书在编写过程中参考了国内外大量相关文献,得到国内许多同行的多方帮助,借此机会,表示感谢。此外,编者特别感谢中南民族大学外国语学院的大力支持。由于时间仓促,编者水平有限,本书难免有疏忽、遗漏和不妥之处,敬请广大读者批评指正。

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编　者

2014 年春天

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Preface

If you are looking for a book that can help you better communicate with people from cultures other than yours in business environment, if you are looking for a guide that can cultivate your interest in cross-cultural business communication, if you are looking for a textbook that can satisfy and sustain your interest in business communication across cultures, this is the one that is related to competency, preparation and effectiveness in business communication across cultures. This up-to-date and user-friendly book presents the fundamental principles, elementary knowledge and basic issues in an accessible manner in cross-cultural business communication. More importantly, a good many fresh cases cited are based on Chinese culture and China's economic environment against the background of economic globalization. As a Chinese reader, you can gain better perception of cultural diversity in business communication especially when China joint ventures and multinational enterprises are involved in the analysis.

The following features are highlighted in each chapter of this book.

- Cross-cultural theory and business communication practice are closely integrated.
- Real-world cases are carefully selected to provoke thoughts, activate discussions and enhance the interaction between teachers and students if it is used as the textbook in it.
- Introductory vignettes start each chapter to illustrate the issues covered in it.
- Chapter summaries give succinct overviews of the chapter's contents.
- End-of-chapter exercises reinforce the major concept of the chapter.
- Detailed illustrations and examples have been drawn to expound the difficult ideas, abstract concepts and profound theories.

The book explores cultural variability's influence in the business communication process. As the influence is wide-ranging, this book covers a variety of issues, which are classified into six chapters. Chapter One lays a theoretical basis for you to have a cross-cultural perspective on business communication. Chapter Two expounds basic concepts in business communication and offers you a platform to gain insights into the blend of cross-cultural theory and business communication. Chapter Three gives a full and detailed explanation of cultural influence on verbal communication in business. Chapter Four presents the impact of cultural diversity on non-verbal communication and business etiquette in an interesting and lively approach. Chapter Five

discusses a specific business communication — cross-cultural business negotiation. Chapter Six ends the whole book with means to promoting your competence and skills in cross-cultural business communication.

The book is designed as a textbook, intended for business English majors, with the attempt to enhance their cross-cultural awareness and promote their communicative competence. It can also be applied to the teaching of cross-cultural communication for English majors and non-English majors. Additionally, it can serve as a reference book for those who are dedicated to the improvement of their cross-cultural communicative skills in working places.

Any compiling work such as this must owe credit to a multitude of people. Certainly, we should acknowledge the contributions of the pioneers in both cross-cultural and business communication fields at home and abroad, especially those whose teachings have become a part of our thinking. We owe a large debt to those scholars who have dedicated themselves to cross-cultural business communication. From them, we have shamelessly borrowed ideas and materials. Last but not least, we owe a special debt to our colleagues in College of Foreign Languages at South Central University for Nationalities.

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Cultural Diversity

≫ **Lead-in Case**

Lenovo is an industry-leading manufacturer of personal computers that has operations in 60 countries throughout the world and sells its products in more than 160. The Lenovo centers in China and the U. S. still reflect the origins of the corporate leadership and the employees from various different countries. However, cooperation is very close and amicable, and the Chinese chief executive, Yuanqing Yang, now lives in Raleigh, NC. The regional companies are responsible for either specific countries or groups of countries (for example, Stuttgart is also responsible for Austria) , and European headquarters in Paris are in charge of the EMEA business (Europe, Middle East, Africa). Centers for special tasks are scattered over a number of different countries. A " Marketing Centre of Excellence" in India, a " back office" in Bratislava, manufacturing plants and works in Poland, Mexico and China, but also research centers in Yamato in Japan, in Raleigh, NC, as well as in Beijing and other Chinese cities.

Lenovo has a broad array of talents around the world. It has a global population, more than 27, 000, representing many cultures, countries and experiences. Whether serving their customers, working together as a team or contributing to the community, people at Lenovo are working to build a unique company delivering unparalleled products created and supported by people who represent a wealth of cultures and experiences. Their strength lies in this diversity. And every day, on every project, they are creating a new language for inclusion and respect for others. As a workplace where people's talents can be challenged and their efforts recognized and rewarded, Lenovo achieves its highest ever worldwide market share and becomes the world's fastest growing major PC manufacturer in 2010.

Questions:

■ What do we know about Lenovo as a successful international enterprise?
■ How does Lenovo strike a balance between different cultures?

≫ Learning Objectives

● Recognize cultural diversity so as to promote efficient business communication.
● Learn cultural values as the core of culture and how to understand cultural values by Hofstede's five cultural dimensions, Hall's high/low-context culture and Kluckhohn & Strodtbeck's five value orientations.
● Gain insights into the cultural frameworks in cross-cultural business.

The world's economy is becoming increasingly global. In today's global business environment, more and more of us are required to understand people who come from countries and cultures different from our own, as business is not conducted in an identical fashion from culture to culture. Business relations are consequently enhanced when managerial, sales, and technical personnel are trained to be aware of areas likely to create communication difficulties and conflict across cultures. Similarly, cross-cultural communication is strengthened when business people can anticipate areas of commonality. Finally, business in general is enhanced when people from different cultures find new approaches to old problems, creating solutions by combining cultural perspectives and learning to see issues from the viewpoint of others.

Although cultural diversity poses many challenges, a lot of businesses are making best of these differences and capitalizing on them for economic gains, just as Lenovo does. Thus, the key to the success in economic globalization is to understand culture and its diversity.

≫ 1.1   Cultural Diversity

1.1.1   Definition of Culture

Culture consists of language, ideas, beliefs, customs, taboos, codes, institutions, tools, techniques, works of art, rituals, ceremonies and symbols. It has played a crucial role in human evolution, allowing human beings to adapt the environment to their own purposes rather than depend solely on natural selection to achieve adaptive success. Every human society has its own particular culture, or socio-cultural system. (Adapted from *Encyclopaedia Britannica*).

Scholars have never been able to agree on a simple definition of culture. No less than 164

definitions are available from different perspectives such as historical, psychological, and anthropologic etc. , as scholars have attempted to provide the all-encompassing definition. Following is a definition proposed by Edward Taylor in 1871 which is considered to be the most classic one, but exerting powerful influence in academic circle till now. *Culture is that complex whole which includes knowledge, belief, art, law, morals, customs, and any other capabilities and habits acquired by man as a member of society*, But the most widely accepted definition is put forward by Hall in 1977 that *Culture is the total accumulation of beliefs, customs, values, behaviors, institutions and communication patterns that are shared, learned and passed down through the generations in an identifiable group of people*. Both emphasize that culture can be viewed as a system of values and norms that are shared among a group of people and that when taken together constitute a design for living. In 2008, Spencer-Oatey extends the definition of culture. She holds *culture is a fuzzy set of basic assumptions and values, orientations to life, beliefs, policies, procedures and behavioral conventions that are shared by a group of people, and influence (but not determine) each member's behavior and his or her interpretations of the "meaning" of other people's behavior*. The inclusion of an interpretive element in the culture concept is significant in as far as this explains not only what culture is, but also the function which culture performs in everyday life. It considerably expands and clarifies the idea hinted at in Hall's definition, i. e. , the role of culture as both an influence factor for behavior as well as an interpretation factor of behavior. The interpretative role of culture, as introduced by Spencer-Oatey, is especially important when considering cross-cultural interaction, or reaction towards products created in a different cultural context.

Summarized from above, we can say that "culture" consists of various factors that are shared by a given group, and that it acts as an interpretive frame of behavior. Though difficult to define, culture can be generally seen as consisting of three elements.

Values — Values are shared assumptions about how things ought to be, i. e. , abstract ideas about what a group believed to be good, right and desirable.

Norms — Norms consists of social rules and guidelines that prescribe appropriate behavior in particular situations, i. e. , expectations of how people should behave in different situations.

Artifacts — Artifacts also referred to as things or material culture reflect the culture's values and norms but are tangible and manufactured by man.

Values form the bedrock of a culture. They provide the context within which a society's norms are established and justified. Values are related to the norms of a culture, but they are more global and abstract than norms. Flying the national flag on a holiday is a norm, but it reflects the value of patriotism. Wearing dark clothing and appearing solemn are normative behaviors at a funeral. In certain cultures they reflect the values of respect and support of friends and family. Values are the core of the culture, with resultant behavioral norms, attitudes and beliefs which manifest themselves in systems and institutions as well as behavioral patterns and non-behavioral items. Culture is like an onion with various levels ranging from the easily

observable outer layers (such as behavioral conventions) to the increasingly more difficult to grasp inner layers (such as assumptions and values).

1.1.2   Characteristics of Culture

Culture is not inherited or biologically based; it is acquired by learning and experience. The following 5 features are characteristic of culture.

Shared — People as members of a group, organization, or society share culture; it is not specific to single individuals.

Transgenenrational — Culture is cumulative, passed down from one generation to the next.

Symbolic — Culture is based on the human capacity to symbolize or use one thing to represent another.

Patterned — Culture has structure and is integrated; a change in one part will bring changes in another.

Adaptive — Culture is based on the human capacity to change or adapt, as opposed to the more genetically driven adaptive process of animals.

Culture is shared among members of one group or society, and has an interpretative function for the members of that group. Culture is situated between the human nature on the one hand and the individual personality on the other. Culture is not inheritable or genetic, but learned. Although all members of a group or society share their culture, expressions of culture-resultant behavior are modified by the individuals personality.

1.1.3   Recognizing Cultural Differences

Case Box 1

China Chops Nike AD

The U.S. sportswear firm Nike has apologized for running a commercial in China which had been banned by popular demand for offending the country's national dignity.

The 90-second advertisement was meant to combine Kill Bill — style martial arts with sassy basketball bravado. U.S. National Basketball Association star LeBron James is shown running rings around the animated figure of a wizened and bearded kung fu master, who resembles the martial arts teacher from Quentin Tarantino's latest movie.

In the commercial, the American athlete also gets the better of two women in traditional Chinese attire, and a pair of dragons — considered to be the symbol of China.

In a sign of the growing influence of Internet opinion, the government has pulled the "Chamber of Fear" advertisement off the airwaves, after protests in online chat rooms overturned the initial approval by state censors.