



临沂大学优秀校本教材

郭丽 主编

# 跨文化商务沟通

## Intercultural Business Communication



山东人民出版社

Shandong People's Publishing House



临沂大学优秀校本教材

# 跨文化商务沟通

Intercultural Business Communication

郭丽 主编



山东人民出版社

Shandong People's Publishing House

## 图书在版编目 (CIP) 数据

跨文化商务沟通 / 郭丽主编. — 济南: 山东人民出版社, 2014. 7

ISBN 978-7-209-08471-0

I. ①跨… II. ①郭… III. ①商务—英语—高等学校—教材 IV. ①H31

中国版本图书馆CIP数据核字(2014)第144537号

## 跨文化商务沟通

郭丽 主编

---

山东出版传媒股份有限公司

山东人民出版社出版发行

社址: 济南市经九路胜利大街39号 邮编: 250001

网址: <http://www.sd-book.com.cn>

发行部: (0531)82098027 82098028

新华书店经销

日照市恒远印务有限公司印装

规格 16开 (184mm×260mm)

印张 16.75

字数 353千字

版次 2014年7月第1版

印次 2014年7月第1次

ISBN 978-7-209-08471-0

定价 36.00元

---

如有质量问题, 请与印刷厂调换。电话: (0633)8285999

## 临沂大学教材建设指导委员会

主任：杨 波

副主任：谢亚非 姜同松 刘占仁

委员：（以姓氏笔画为序）

王自刚 孔繁金 申洪源 白金山 朱文玉 任世忠

刘恩允 江兆林 许汝贞 孙世军 孙令民 孙成通

孙成明 李中国 李同胜 李晓东 张问银 张根柱

陈建国 郑秀文 孟凡胜 赵光怀 姜秀全 徐玉如

徐东升 奚凤兰 彭文修 蒋兴华 谢 楠

---

## 《跨文化商务沟通》 编委会

主 编：郭 丽

副主编：郝广丽 王琮琮

# 前 言

当今世界正朝着经济全球化的方向发展，企业发展也进入了全球化竞争的崭新阶段，企业跨国经营与国际化发展趋势势不可挡。跨国发展给企业带来了良好的发展前景和机遇，但同时企业也遇到前所未有的巨大挑战。企业进入全球化发展阶段之后，其经营环境不再是单一的本土化文化环境，而是不同地域、不同文化主体和多种差异的文化环境。多种文化的交流与碰撞势必使当代管理者遇到越来越多的源于跨文化交际的冲突，形成跨文化沟通的障碍。与此同时，跨国企业中人力资源的来源日益呈现出多元化的趋势。来自不同国家、不同民族的员工具有不同的文化背景，他们的价值观、行为准则、思维方式、态度、信仰等具有相当大的差异。这种文化差异很可能引起行为上的冲突，甚至导致企业效率的下降。企业的管理人员能否在跨文化管理过程中有效解决文化冲突，降低由文化差异造成的消极影响，对跨文化团队的建设和企业国际竞争力的提高意义重大，商务管理中的跨文化沟通问题日益显示出其重要性和迫切性。

跨文化商务沟通（Intercultural Business Communication）作为一门学科，其理论框架是由美国教授Iris Varner于2000年提出的。Iris Varner教授将商务、文化与沟通融为一体，旨在分析与解决在跨文化工作环境中的跨文化问题。

此书就是根据以上需求，以Iris Varner教授跨文化商务沟通学科的理论框架，结合教学特点，精心设计编写而成的。

全书共分八章。

第一章以跨文化交际学的基本理论为框架，介绍交际、跨文化交际、跨文化商务交际，并阐述经济全球化背景下跨文化商务交际的重要性。

第二章主要介绍跨文化商务沟通中存在的众多价值观念的差异，例如：权力距离、个人主义相对于集体主义、男性气质相对于女性气质以及不确定性规避等。还通过剖析文化所具有的要素来具体阐述抽象的文化概念：除了语言、宗教及文化价值观这三大要素，文化这一概念还包括礼仪风俗、艺术、教育、社会性情及组织等。

第三章介绍和分析文化休克现象及其对国际商务的影响，使学习者清楚了解文化休克的过程，认识到在跨文化商务交际中文化休克不可避免，但可以“医治”。

第四章主要介绍言语交际和非言语交际在国际商务活动中的重要性。言语交际主要强调在跨文化交际中要保证说有规矩，写有规则，进而完成有效交际；非言语交际主要分析非言语交流的种类、基本身体语言，以及学会在不同文化语境中读懂不同国家的不同体态语与反应。

第五章主要分析不同文化对企业海外营销策略的影响，介绍国际市场营销策略的常见方法：全球化和本土化。企业在国际营销中，针对不同文化的顾客销售策略应做相应改变。

第六章重点探讨全球化过程中风俗礼仪及礼节所扮演的角色，如在国际化过程中该遵守哪一方的礼仪、商务名片礼节及规矩、会话禁忌、着装原则、社交礼仪等等。

第七章主要探讨成功的商务谈判所包含的要素：有效沟通、谈判风格及谈判策略等等，同时阐释了不同国家商务人士的谈判特点。

第八章主要涉及国际商务管理中的文化因素、企业文化及团队的建设等方面的知识，同时提出相关策略。

本教材希望体现如下特点：

第一，内容上力图将跨文化交际理论与现实商务实践相结合，以真实生动的商务交际的成败事例说明理论，对跨文化商务交际实践中的经验和教训进行理论分析和提升，力图使理论简明易懂。

第二，在编写体例上，力图更有利于学生学习，更能体现国家教材编写的发展趋势。考虑到本学科内容覆盖面广的特点，每章都首先介绍学习重点，帮助学生提纲挈领地掌握各章的内容；每章开始都有跨文化理论知识导读，通过大量商务案例分析，探讨本章主题；每章后面都有补充阅读材料，以方便读者运用所学理论去分析现实中的跨文化商务沟通问题；为了便于比较记忆、便于更生动具体地说明问题，本教材配备了大量图片，以达到图文并茂的效果。

第三，在教学理念上强调师生的互动关系，强调提高学生分析问题和解决问题的能力。每个章节都选择了商务交往的生动案例和多种形式的练习供师生之间、学生之间进行讨论交流。

限于编者水平，书中难免有不当之处，敬请同行与读者批评指正。

编者

2014年3月

# Contents

## Chapter 1

### Intercultural Business Communication

☞ Introduction .....	002
☞ Reading I Cultivating Guanxi as a Foreign Investor Strategy .....	011
☞ Reading II The Globalization of China's Corporate Brands .....	017
☞ Reading III Building up the Business Relationship with Chinese .....	021
☞ Reading IV Foreign Assignment Means Promotion? .....	026
☞ Supplementary Reading Intercultural Communication .....	029

## Chapter 2

### Culture and Cultural Values

☞ Introduction .....	033
☞ Reading I Dominant American Cultural Patterns .....	041
☞ Reading II Monsieur Mickey in France .....	047
☞ Reading III Women in Global Business .....	051
☞ Reading IV German-American Intercultural Differences at the Workplace .....	056
☞ Supplementary Reading Crisis of Barbie in the Middle East Countries .....	060

## Chapter 3

### Culture Shock

☞ Introduction .....	064
☞ Reading I Impact of Cultural Shock on Overseas Assignment .....	072
☞ Reading II Avoid Culture Shock When Rewarding International Employees .....	077
☞ Reading III Corporate Culture Shock from Foreigners in U.S. ....	083

☞ Reading IV The Right Way to Bring Expats Home .....	087
☞ Supplementary Reading The Pepsi Challenge: Helping Expats Feel at Home .....	092

## Chapter 4

### Verbal and Nonverbal Communication

☞ Introduction .....	095
☞ Reading I Significance of Nonverbal Communication .....	103
☞ Reading II Nonverbal Communication in International Business .....	108
☞ Reading III Intercultural Competence in Business Presentations .....	112
☞ Reading IV Spatial Language: Office Language .....	116
☞ Supplementary Reading Reading Reactions in Different Cultures .....	119

## Chapter 5

### Intercultural Marketing Communication

☞ Introduction .....	124
☞ Reading I McDonald's in China .....	132
☞ Reading II Big Blunders from Big Business .....	137
☞ Reading III Soshi Sumsin Ltd. ....	142
☞ Reading IV Agatha's Standardizing or Adapting the Marketing Mix across Culture .....	145
☞ Supplementary Reading The EU Grounds the GE-Honeywell Merger .....	150

## Chapter 6

### Business Etiquette and Protocol

☞ Introduction .....	153
☞ Reading I Customs, Etiquette and Protocol .....	165
☞ Reading II Never Forget your Japanese Business Card .....	169
☞ Reading III Cultural Conflicts in Israel .....	174
☞ Reading IV Business Dress .....	178
☞ Supplementary Reading What is Dinner at a Friend's? .....	182



**Chapter 7****Intercultural Business Negotiation**

☞ Introduction .....	186
☞ Reading I Impact of Culture on International Negotiations .....	197
☞ Reading II Different Negotiating Styles of Different Cultures .....	202
☞ Reading III Negotiation: Lost in Taiwan .....	208
☞ Reading IV The 36 Chinese Strategies Applied to Negotiation .....	211
☞ Supplementary Reading A British Negotiator in Paris .....	216

**Chapter 8****Intercultural Management**

☞ Introduction .....	219
☞ Reading I Intercultural Conflict Management .....	230
☞ Reading II Lenovo's Corporate Culture: A Key Issue as It Absorbs IBM .....	237
☞ Reading III Intercultural Team Building .....	241
☞ Reading IV Issues in Cross Cultural Teams .....	245
☞ Supplementary Reading Sino-U.S. Organizational Cultures .....	249
<b>Key to Exercises</b> .....	253
<b>Bibliography</b> .....	256

# Chapter ①

## Intercultural Business Communication



Introduction

Reading I Cultivating Guanxi as a Foreign Investor Strategy

Reading II The Globalization of China's Corporate Brands

Reading III Building up the Business Relationship with Chinese

Reading IV Foreign Assignment Means Promotion?

Supplementary Reading Intercultural Communication



# Introduction

## 1. Intercultural Communication

### 1.1 Definition of Intercultural Communication

In its most general sense, intercultural communication occurs when a member of one culture produces a message for consumption by a member of another culture. More precisely, intercultural communication is communication between people whose cultural perceptions and symbol systems are distinct enough to alter the communication event. (Samovar, 2003) Frequently, the term cross-cultural communication is used when referring to communication between people from different cultures. Because this term implies a comparison between cultures (for example, different styles of leadership), we find it too restrictive. There are, however, other terms that we can use to focus on various dimensions and forms of intercultural communication.

### 1.2 Forms of Intercultural Communication

The label *race*, *ethnic groups*, and *intracultural communication* are often used in discussions of intercultural communication. Although we believe that all three of these are actually forms of intercultural communication, we nevertheless will briefly define each of them.

#### Interracial Communication

Interracial communication occurs when the source and the receiver exchanging messages are from different races. Most scholars now reserve the word *race* for physical features rather than cultural traits. There is even argument supporting the notion that because physical traits are beginning to blend, race will not be distinct enough to warrant separate categories. But for now it needs to be remembered that physical differences frequently do influence communication. This influence is often in the form of strong prejudices and leads to stereotyping and discrimination.

#### Interethnic Communication

Ethnic groups usually form their own communities in a country or culture. These groups share a common origin or heritage that is apt to influence family names, language, religion, values, and the like. Cubans living in Miami, Mexicans in San Diego, Haitians in New York City, and the Chinese in San Francisco might all be citizens of the United States, yet their

ethnic culture is transferred intergenerationally. This transfer enables the members of these, and other ethnic groups, to preserve their identity to some degree while living within the dominant culture.

### **Intracultural Communication**

Although the term intracultural communication is often used to define the exchange of messages between members of the dominant culture, it is usually applied to communication in which one or both of the participants hold dual or multiple membership. In these cases, racial, ethnic, or other such factors also come into play. We believe that the word “co-culture” is a more accurate term to describe communication involving those instances where multiple memberships influenced communication.

## **1.3 Features of Intercultural Communication**

First of all, it is a universal phenomenon. It occurs everywhere in the world. When you talk with an American teacher, or send email to a foreigner, or even when you watch a foreign film or read an English novel, you are engaged in intercultural communication. As a result of this communication, whether face-to-face, communicating over the Internet, watching a movie, or reading a book, if you are receiving messages from another culture, then you are involved in intercultural communication.

Secondly, the communication between cultures has been going on for thousands of years. The history of intercultural communication is almost as long as human history itself. It dates back to when primitive nomadic tribes started mingling with each other and needed to communicate with each other. It became necessary even more so when sailors visited alien lands; and when thousands of “gold-diggers” from Asia and different European countries immigrated to North America in search of wealth, there was intercultural communication. During the Tang Dynasty in China, there was the example of the famous “Silk Road” in which people of Asia, Africa and Europe interacted and communicated with each other in order to conduct their business transactions.

Thirdly, intercultural communication is a common daily occurrence. The communication between cultures today is happening continuously, taking place almost everyday. Today, we find thousands of Chinese students going abroad to study, millions of foreign travelers coming to China, foreign artists coming to China to give performances and today there are many joint venture enterprises doing business in many cities here in China. These are all examples showing how prevalent intercultural communication is today.

Especially during the twenty-first century the importance of intercultural communication has greatly increased. Then why have an increasing number of people now recognized the importance of intercultural communication?



## 2. Approaching Intercultural Communication

### 2.1 The Content of Intercultural Communication

Whether negotiating a major contract with the Chinese, discussing a joint venture with a German company, being supervised by someone of a different gender, counseling a young student from Cambodia, working alongside someone who doesn't speak English, or interviewing a member of a co-culture for a new position, we all encounter people with backgrounds different from our own. However, differences in language, food, dress, attitude toward time, work habits, social behavior, and the like can cause many of our contacts to be frustrating or even unsuccessful. As we have already indicated, these issues account for only some of the problems associated with intercultural communication. Most misunderstandings go beyond superficial differences. We now know that the deep structure of a culture is often what determines how a person responds to events and other people. What members of a particular culture value and how they perceive the universe are usually far more important than whether they eat with chopsticks, their hands, or metal utensils. The need to understand significant differences regarding social relations, concepts of the universe, and views of suffering is a major theme of this book. In addition, an appreciation of our likenesses can help us improve intercultural communication. In short, we are concerned with the similarities that unite us as well as the differences that divide us.

### 2.2 A Philosophy of Intercultural Communication

Because our second theme is more abstract than our first, it is harder to pin down. We are no longer talking about a fund of knowledge we believe you should possess at the conclusion of this book, but rather a philosophical and ethical point of view that we hope this book provides. We are troubled by two groups of people: first, those who contend that complex changes have not taken place in the United States, and second, those who say, "I refuse to be part of the global village. I want to associate and communicate only with people who are like me." Unfortunately, no matter how they may disavow it, such people are residents of the global village, and it pains us that they are not honorable villagers. We urge all who engage in racist, anti-Semitic, or other bigoted behaviors to remember Matthew 12:25: "Every kingdom divided against itself is brought to desolation; and every city or house divided against itself, shall not stand." What is true of kingdoms, cities, and houses is also true of villages.

We have offered many examples of both overt and subtle hostility or ambivalence by members of one culture against members of another culture. This negative behavior not only is contrary to American ideals, but it cripples both the perpetrator of the behavior and the target. Hence, throughout this book, we offer information about diverse cultures and also present a point of view that castigates intolerance and bigotry on the part of any culture. To discriminate

against someone simply because he or she has skin of a different color, lives in a different country, prays to a different god, has a dissimilar worldview, or speaks a different language diminishes all of us. James Joseph, America's ambassador to South Africa, was referring to the role South Africa is playing in nation building, but he could have been talking about our views toward America's diversity when he said:

“There are new democracies everywhere, but if a functioning, non-racial democracy can finally prevail in South Africa, it will give new hope to many around the world who are eager to demonstrate that diversity need not divide; that the fear of difference is a fear of the future; that inclusiveness rightly understood and rightly practiced is a benefit and not a burden.”

Today, as we approach the twenty-first century, several factors converge to drive people as never before across national boundaries, thus making intercultural contact a major concern for the century that lies ahead. We have offered numerous examples supporting the notion that all cultures must work together to preserve humankind. We are beginning to see the validity of John F. Kennedy's observation that ancient prejudices and other barriers to intercultural understanding can fall quickly to the wayside when survival itself is at stake.

We conclude this section with an example that can serve a microcosm of the survival to which Kennedy referred. Because of our multicultural society, the U.S. military has become culturally diverse. Numerous co-cultures are also represented in the military. For instance, on a Navy ship you now find whites, Hispanics, African Americans, Filipinos, and Asian Americans; men and women, teenagers and “old-timers”; and heterosexuals and homosexuals. Regardless of whether they approve of such diversity onboard the ship, each sailor understands that his or her part is crucial in the maintenance and survival of the ship. In a crisis flooding situation, for example, the alarm sounds and the Boatswain of the watch announces a warning on the shipwide intercom system. In a middle of the ocean, on a sinking ship, it is not possible to dial 911 and stand passively by as others take action. Instead, issues of race, creed, color, and sexual orientation vanish as every individual works toward the common goal of saving the ship. As the water pours in and fills up to chest level, it becomes irrelevant whether your colleagues pray to one God or many, whether they listen to a different kind of music, or whether they eat foods you find repulsive. Instead, knowing where and how to use the repair equipment becomes crucial to everyone's survival.

Underlying our entire analysis has been premise that the individual and his or her culture are interlocking systems. Barnlund summarized this important idea: “The individual and society are antecedent and consequent of each other: every person is at once a creator of society and its most obvious product.” Hence, having developed fusion between culture and communication, we now are ready to discuss how that coalition produces the study of intercultural communication. We begin with a definition of intercultural communication, mention some of its forms, and preview its elements. The remainder of this book is devoted to a detailed discussion of those elements.

### 3. The Importance of Intercultural Communication

Intercultural communication, as you might suspect, is not new. Wandering nomads, religious missionaries, and conquering warriors have encountered people different from themselves since the beginning of time. Those meetings were frequently confusing and quite often hostile. In ancient times, the recognition of alien differences lacked accompanying cultural knowledge and often elicited the human propensity to respond malevolently to those differences. This notion was expressed over two thousand years ago by the Greek playwright Aeschylus who wrote, “Everyone’s quick to blame the alien.” This sentiment is still a powerful element in today’s social and political rhetoric. For instance, it is common in today’s society to hear that all of the social and economic problems in the United States are caused by immigrants.

Despite the persistence of this notion, today’s intercultural encounters differ from earlier meetings. They are more abundant and, because of the interconnectedness of the world, more significant. We can now board a plane and fly anywhere in the world in a matter of hours, and the reality of a global economy makes today’s contacts far more commonplace than in any other period of the world’s history. For example, in just a single year, 1994 to 1995, multinational companies boosted their international investment 40 percent to a record \$315 billion. Reflect for a moment that the Splurpees we drink now come from over a thousand 7-Elevens owned by the Japanese. The web linking us together becomes vivid when we see a newspaper headline that tells us “Americans Once Again into Africa...And Staying a Lot Longer in Bosnia.” Additionally, the emergence of the information age has allowed us the opportunity to expand our knowledge so that the recognition of cultural differences need not result in hostile encounters. Think of the message sent to the world when U.S and Russian astronauts—whose countries a decade ago were archenemies—began to participate in joint space ventures. Ironic and humorous as it might have seemed, it reflected a new world order.

The above examples emphasize the changes that have taken place throughout the world and at home. Many of you will be able to verify the examples we offer to document these alterations in intercultural contact, for some of you have had firsthand experiences with people whose cultures are different from your own.

Our rationale for looking at these changes is threshold. First, as the familiar gives way to a new and different world, the entire human race is affected. Second, many of the events that have brought diverse groups together have been too subtle to detect and have taken place over a long period. Hence, we believe that many of them may have been overlooked. Finally, by demonstrating both the quantity and quality of these changes, we might be better able to arouse your interest in intercultural communication. We begin by looking at the quantity and quality of intercultural contacts, both abroad and at home, and their implications to the study

of intercultural communication. Then we alert you to some of the problems inherent in the study of intercultural communication.

During the later part of the last century, satellite communications, computer networks and supersonic air buses have virtually turned our world into a global village. Even today, as you are resting in your bed at home, you can watch a football game being played in Italy or even a basketball game that is transmitted from America. At the Chinese market, you can buy various kinds of goods and products that are made in many different parts of the world.

From an intercultural perspective, there are four crucial developments for the rapid increase of intercultural communication.

### **3.1 Improvements in Transportation Technology**

The improvements in transportation technology have helped to shrink the earth to a figurative global village by creating the means for people to travel almost anywhere in the world in less than a day's time. For example, while it used to take months to travel from Shanghai to Los Angeles by ship, it now takes only 12 hours by plane. In the future, travel will be even quicker. There is aircraft now in the design stage that will increase travel speed even more so. There will be a time when air travel between China and the United States for instance may be completed in a couple of hours or when the time in air travel will be shorter than the time traveling to the airport. So you can see, the improvements in transportation technology make it much easier for people from different cultural backgrounds to get together and communicate in our modern world.

### **3.2 Developments in Communication Technology**

Developments in communication technology paralleled those in the travel technology and prompted even a quicker movement toward a global village. It is now possible for people to have instantaneous vocal, graphic, textual and even video communication with most parts of the world. Unbelievably so, with a cell phone for instance, anyone can be instant communication with anyone else, anywhere in the world while simultaneously traveling to any place in the world. In addition, the developments with the Internet and the World Wide Web have provided a means for people everywhere in the world to interact and communicate with one another; as well as to transmit, store, and retrieve information about nearly any topic imaginable. It is truly amazing.

### **3.3 Changes in Mass Migration Patterns**

Changes in mass migration patterns have also contributed to the development of the global village. Every year, millions of people now move across national borders. The world's population has continued to increase and shift. As a result of population growth and mass migration, contacts with cultures that previously appeared unfamiliar, alien, and at times



mysterious are becoming a normal part of our day-to-day routine.

America is widely known as a land of immigrants, and every year thousands of new immigrants arrive in America to make a new life for themselves. American businesses have been making special efforts to adapt to this new cultural diversity. For instance, recently some American telephone companies have been advertising in the Chinese communities using the Chinese language, so that they could better communicate to their Chinese customers and remind them to call home during the Chinese New Year holiday. At the same time, there is also an increasing number of foreigners who immigrate to China and would like to become Chinese citizens.

### 3.4 Globalization of the World Economy

International business would not be possible without international communication; and as a result of the activity of conducting business internationally, international business have become an important economic force for many countries. In developed countries of this world, international business is the process of conducting business transactions across national boundaries and multinational corporation (MNCs) are the principal participants in this activity. They controlled about 40% to 50% of the entire world's productive assets and 90% of foreign direct investment (FDI). A rough estimate suggests that the 300 largest MNCs own or control at least one-quarter of the entire world's productive assets, worth about US \$5 trillion. MNCs' total annual sales are comparable to or greater than the yearly gross domestic product of most countries.

Multinational firms do not ordinarily think of themselves as having specific domestic and international divisions or subsidiaries; its strategic planning, marketing and decision making are concentrated towards international markets; and having a centralized headquarters in one particular country is almost irrelevant. As a multinational firm, MNCs employ people of different ethnic groups and cultures. Actually many MNCs make a point of employing people of different countries. Ted Zhi, the China Manger of Akzo Nobel once described the composition of his company in this way: The division manager is from Sweden, the R&D head from Denmark, the Export Manager is from Holland, and the China Area Manager are from China.

China's sheer size, coupled with its rapid growth, makes it a major player in the global economy now. In nominal terms, China currently accounts for almost 4 percent of world output. China's share of the world trade had grown rapidly as well. China's total exports and imports in 2005 amounted to US\$1421.9 billion, which was 69 times as much as that in 1978, with an average annual increase of over 16%, and its trade volume ranked 3rd in the world up from 32<sup>nd</sup> in 1978.

Since our change in the national policy allows foreign-funded enterprises to do business in China through joint ventures, China has approved the establishment of 420,753 foreign-