

拓展

*Intercultural Communication  
in Business*

# 跨文化商务交际

主编 王维波 车丽娟

高等学校英语拓展系列教程



语言技能类

语言应用类

语言文化类

专业英语类



外语教学与研究出版社  
FOREIGN LANGUAGE TEACHING AND RESEARCH PRESS

拓展

高等学校英语拓展系列教程



语言技能类

语言应用类

语言文化类

专业英语类

# 跨文化商务交际

*Intercultural Communication in Business*

主 编 王维波 车丽娟

外语教学与研究出版社  
FOREIGN LANGUAGE TEACHING AND RESEARCH PRESS  
北京 BEIJING

## 图书在版编目(CIP)数据

跨文化商务交际 = Intercultural Communication in Business / 王维波, 车丽娟主编. — 北京: 外语教学与研究出版社, 2007.12  
(高等学校英语拓展系列教程)  
ISBN 978-7-5600-7133-6

I. 跨… II. ①王… ②车… III. 商务—英语—高等学校—教材 IV. H31

中国版本图书馆 CIP 数据核字 (2007) 第 200459 号

出 版 人: 于春迟

责任编辑: 张 易 赵春梅

封面设计: 牛茜茜

版式设计: 付玉梅

出版发行: 外语教学与研究出版社

社 址: 北京市西三环北路 19 号 (100089)

网 址: <http://www.fltrp.com>

印 刷: 河北涿州星河印刷有限公司

开 本: 787×1092 1/16

印 张: 13.75

版 次: 2008 年 9 月第 1 版 2008 年 9 月第 1 次印刷

书 号: ISBN 978-7-5600-7133-6

定 价: 21.90 元

\* \* \*

如有印刷、装订质量问题出版社负责调换

制售盗版必究 举报查实奖励

版权保护办公室举报电话: (010)88817519

物料号: 171330001

# 高等学校英语拓展系列教程

## 编写委员会

顾问：刘润清 胡壮麟

主任：文秋芳 石 坚

委员：(以姓氏笔画为序)

于晓言	王守仁	王克明	王秀银	王晓红	王维波	王 斌
王 璐	车丽娟	卢志鸿	田祥斌	任书梅	刘爱军	孙 宁
李小飞	李 健	余慕鸿	张卫平	苑春鸣	郑仰成	赵 萱
胡 超	胡英坤	宫桓刚	祝凤英	秦荻辉	常玉田	章汝雯
程冷杰	谢福之	廖华英	冀成会	Andrew Lynn		

# 前 言

人类进入21世纪之后，20世纪60年代末期到70年代前期关于“地球村”的预言已成为现实。不同文化之间的时空关系不断被打破。封闭的、保守的和排他的文化现象正在不知不觉中改变。取而代之的是宽容的、吸纳的跨文化合作。文化交融现象已经成为不争的事实。合作文化也已成为当代国际商务交流活动中的重要内容。

由于经济全球化的发展，不同文化背景的人们之间的商务交流活动越来越频繁。经济全球化使国际商务交流活动处于一个多元和异质的文化环境中。21世纪的中国，国际合作更是日益频繁与广泛。增强跨文化理解、克服文化冲突、加强文化沟通与合作，显得尤为重要。那些直接参与国际商务活动的人员，无疑都面临一个现实的问题：如何尽快提高跨文化交际能力，增强国际商务竞争能力，进而创造最大的经济利润。因此，丰富学生跨文化商务交际知识、提高学生跨文化交际能力，将帮助学生更好地参与到国际商务活动之中，接受各种挑战。简言之，培养和提高跨文化商务交际能力已成为大学英语教育的重要内容之一。

《跨文化商务交际》是专门针对商务英语专业本科或其他专业副修、选修此课程的学习者的教材。全书共分8章。

第一章：以跨文化交际学的基本理论为框架，阐述交际、文化、跨文化交际等基本概念。

第二章：介绍言语交际，即口语交际和书面交际。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。

第三章：主要介绍非言语交际，如身势语、空间和距离等方面的知识及文化内涵。通过这些方面知识的学习，学习者将会了解到在跨文化商务交际中，很多情况下，非言语的交际行为比言语交际更为重要。

第四章：介绍霍夫斯泰德四个文化维度：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，在文化层面上分析了人们在跨文化商务交际中存在的众多价值观念差异。

第五章：介绍和分析文化休克现象，使学习者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”。

第六章：主要包括商务活动中的各种礼仪及有关风俗。商务活动中事无巨细，涉及礼仪都无轻重之分。掌握了解这些礼仪，才能在商务活动中游刃有余。

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、团队的建设及国际营销策略等方面的实用知识，同时提出相关策略。

本书初稿完成之后，承蒙美籍专家Jake Stotz对全书的内容进行了十分详细、认真地审阅，并提出了许多有益的建议；本书第三章中的图片及部分文字经广东蓝鸽科技有限公司（“英语在线”）授权使用；在编辑出版过程中，得到了外语教学与研究出版社有关编辑的大力支持，他们提出的许多中肯的修改意见，促进了本书的进一步完善和规范。在此一并表示由衷的感谢。

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

2008年6月

# Preface

Since the beginning of recorded time, people with different cultural backgrounds have been in communication. They met to trade, marry or make war. Generally speaking, trading and cultural exchange have been their major aims.

More than 2,000 years ago, in the Han Dynasty in ancient China, Zhang Qian, a great adventurer and diplomat, was sent by the Emperor to go to the Western Regions, the present central Asian countries, for a military purpose. Unfortunately, he was captured and detained by his enemies, the Xiongnu, for ten years. Later, he escaped and returned to his country. He failed in his military aim. However, he opened the Silk Road from Chang'an, the capital of the Han Dynasty, to the Western Regions, for cultural and commercial exchange. It is generally accepted that the Silk Road paves the way for the intercultural communication between the Chinese people and the peoples out of China. And therefore the birth of the Silk Road is also the beginning for the Chinese people to perform business or trade across countries, to be exact, the international business.

Where there is international business, there is intercultural communication. There is a famous saying: Good ideas travel easily and far along trade routes. The Silk Road in China mentioned above is a case in point.

“Starting in the 1960s, a new field of training intercultural communication was born. Its primary goal was to train people from different cultures to get along better with one another.” (Hofstede, 2002) Actually, the discipline of intercultural communication came into existence in the United States in the 1920s and 1930s. It was not complete at the beginning. However, more and more scholars began to get themselves involved in this new discipline in the following years as a result of the fast changes in the world's fabric of social relationships. With more and more research results having been achieved and published, many people have realized that it is both important and necessary for the people in the world to learn about intercultural communication for the sake of good communication and business.

Today the need to develop intercultural awareness is more urgent than ever. We are in a world different from that of the past, which is referred to as a “global village.” The amazingly rapid development of science and technology in the areas of transportation and communication systems has brought about the economic globalization in a fast way. Because of the global boom, more and more businesses

now get involved in international activities, which require the ability to communicate across cultures.

Globalization has brought about such an environment where people of different cultural backgrounds study or work together. Intercultural management of international business, which is the result of the fast economic development in the world, came into existence. Those who serve at transnational businesses have to be familiar with intercultural communication or intercultural management. And how different cultures interact within an organization is often a concern of the transnational businesses. Take Microsoft for example, it is the common case that five of the eight in one team are of five different nationalities, from China, India, France, Japan or Italy. The leader of such a group has to learn something of the members' culture and knows how to deal with their attitudes and behaviors, which will affect their performance in work to some extent.

China has undergone dramatic economic development since the policy of reform and opening up. In the past 30 years, many world-famous companies, such as Ford Motor Company and General Motors in the United States, Sony and Toyota in Japan, Sumsung and Hyundai in South Korea, have invested in China. Quite a number of foreign-invested enterprises have been established in China. These enterprises or companies have played a special role in the development of the economy in China. In these enterprises or companies, working side by side with foreign colleagues, people are required to master the knowledge of culture difference. To know about the difference means a smooth communication between people. Understanding cultural norms and rules such as the way we are expected to greet others, the way we are expected to dress, the way we are expected to eat, and the way we are expected to ask and answer questions is important in improving communication with people from other cultures in international businesses. It is also of great significance for the university students to have a good understanding and mastery of those cultural norms and rules while at university, or they will suffer from culture shock when they are confronted with tough issues in international communication.

Wang Weibo  
Che Lijuan



# Contents

<b>Chapter 1 Culture, Communication, Intercultural Communication</b>	<b>1</b>
<b>文化、交际及跨文化交际</b>	
Culture 文化	2
Communication 交际	9
Intercultural Communication 跨文化交际	14
Summary	19
Exercises	20
Case Study: To Be Direct or Not	22
Further Reading: Cultural Differences	23
<b>Chapter 2 Communication Between Cultures: Verbal Communication</b>	<b>25</b>
<b>跨文化交际之言语交际</b>	
Verbal Communication 言语交际	26
Oral Communication 口头交际	33
Written Communication 书面交际	39
Summary	43
Exercises	44
Case Study: The Problem of Using the Local Language	46
Further Reading: Practice in Telephone Sales	46
<b>Chapter 3 Communication Between Cultures: Nonverbal Communication</b>	<b>49</b>
<b>跨文化交际之非言语交际</b>	
Nonverbal Communication 非言语交际	50
Kinesics 身势语	54
Space and Distance 空间与距离	61
Summary	64
Exercises	65
Case Study: How Can You Still Smile?	66
Further Reading: Features of Kinesics	67

<b>Chapter 4</b>	<b>Contrasting Cultural Values</b>	<b>70</b>
	<b>文化价值观比较</b>	
	Cultural Values 文化价值观	71
	Cultural Dimensions 文化维度	75
	Summary	92
	Exercises	93
	Case Study: Hand in the Report in 15 Days	94
	Further Reading: Cultural Values in International Business	95
<b>Chapter 5</b>	<b>Culture Shock in International Communication</b>	<b>97</b>
	<b>跨文化交际中的文化休克</b>	
	Feelings of Culture Shock 文化休克的感受	98
	Stages of Culture Shock 文化休克的阶段	100
	Symptoms of Culture Shock 文化休克的症状	103
	Curing Culture Shock 医治文化休克	106
	High-context and Low-context Cultures 高语境与低语境文化	110
	Summary	114
	Exercises	115
	Case Study: Are the Problems Right There or Not?	116
	Further Reading: Culture Clash	117
<b>Chapter 6</b>	<b>Business Etiquette and Social Customs</b>	<b>119</b>
	<b>商务礼仪及社会习俗</b>	
	Introductions and Greetings 介绍及问候	120
	Handshaking and Exchanging Business Cards 握手与交换名片	123
	Dressing and Dining 着装与进餐	125
	Social Customs 社会习俗	130
	Gift Giving and Receiving 礼物的馈赠与接收	133
	Humor, Superstitions and Taboos 幽默、迷信及禁忌	135
	Summary	139
	Exercises	140
	Case Study: What Caused the Conflict?	142
	Further Reading: "Going Dutch" Versus "Chinese Hospitality"	142

<b>Chapter 7 Business Negotiation Across Cultures</b>	<b>144</b>
<b>跨文化商务谈判</b>	
Communication in Negotiation 谈判中的沟通	145
The Influence of Cultural Differences on Negotiation 文化差异对谈判的影响	152
Negotiation Strategies 谈判策略	156
Physical Context of Negotiation 谈判的客观条件	159
Phases of Negotiation 谈判阶段	161
Summary	165
Exercises	166
Case Study: Why Didn't the American Manager Explain Directly?	168
Further Reading: Factors that Influence International Business Negotiation	169
<b>Chapter 8 Intercultural Management</b>	<b>172</b>
<b>跨文化管理</b>	
Cultural Factors in International Business Management 国际商务管理中的文化因素	173
Corporate Culture 企业文化	177
Development of Teamwork 团队建设	180
Strategies for International Marketers 国际营销人策略	187
Summary	192
Exercises	193
Case Study: GE's Informality	194
Further Reading: Team Building	195
<b>Key to Exercises</b>	<b>197</b>
<b>Bibliography</b>	<b>202</b>

# Contents

<b>Chapter 1 Culture, Communication, Intercultural Communication</b>	<b>1</b>
<b>文化、交际及跨文化交际</b>	
Culture 文化	2
Communication 交际	9
Intercultural Communication 跨文化交际	14
Summary	19
Exercises	20
Case Study: To Be Direct or Not	22
Further Reading: Cultural Differences	23
<b>Chapter 2 Communication Between Cultures: Verbal Communication</b>	<b>25</b>
<b>跨文化交际之言语交际</b>	
Verbal Communication 言语交际	26
Oral Communication 口头交际	33
Written Communication 书面交际	39
Summary	43
Exercises	44
Case Study: The Problem of Using the Local Language	46
Further Reading: Practice in Telephone Sales	46
<b>Chapter 3 Communication Between Cultures: Nonverbal Communication</b>	<b>49</b>
<b>跨文化交际之非言语交际</b>	
Nonverbal Communication 非言语交际	50
Kinesics 身势语	54
Space and Distance 空间与距离	61
Summary	64
Exercises	65
Case Study: How Can You Still Smile?	66
Further Reading: Features of Kinesics	67

<b>Chapter 4</b>	<b>Contrasting Cultural Values</b>	<b>70</b>
	<b>文化价值观比较</b>	
	Cultural Values 文化价值观	71
	Cultural Dimensions 文化维度	75
	Summary	92
	Exercises	93
	Case Study: Hand in the Report in 15 Days	94
	Further Reading: Cultural Values in International Business	95
<b>Chapter 5</b>	<b>Culture Shock in International Communication</b>	<b>97</b>
	<b>跨文化交际中的文化休克</b>	
	Feelings of Culture Shock 文化休克的感觉	98
	Stages of Culture Shock 文化休克的阶段	100
	Symptoms of Culture Shock 文化休克的症状	103
	Curing Culture Shock 医治文化休克	106
	High-context and Low-context Cultures 高语境与低语境文化	110
	Summary	114
	Exercises	115
	Case Study: Are the Problems Right There or Not?	116
	Further Reading: Culture Clash	117
<b>Chapter 6</b>	<b>Business Etiquette and Social Customs</b>	<b>119</b>
	<b>商务礼仪及社会习俗</b>	
	Introductions and Greetings 介绍及问候	120
	Handshaking and Exchanging Business Cards 握手与交换名片	123
	Dressing and Dining 着装与进餐	125
	Social Customs 社会习俗	130
	Gift Giving and Receiving 礼物的馈赠与接收	133
	Humor, Superstitions and Taboos 幽默、迷信及禁忌	135
	Summary	139
	Exercises	140
	Case Study: What Caused the Conflict?	142
	Further Reading: "Going Dutch" Versus "Chinese Hospitality"	142

<b>Chapter 7 Business Negotiation Across Cultures</b>	<b>144</b>
<b>跨文化商务谈判</b>	
Communication in Negotiation 谈判中的沟通	145
The Influence of Cultural Differences on Negotiation 文化差异对谈判的影响	152
Negotiation Strategies 谈判策略	156
Physical Context of Negotiation 谈判的客观条件	159
Phases of Negotiation 谈判阶段	161
Summary	165
Exercises	166
Case Study: Why Didn't the American Manager Explain Directly?	168
Further Reading: Factors that Influence International Business Negotiation	169
<b>Chapter 8 Intercultural Management</b>	<b>172</b>
<b>跨文化管理</b>	
Cultural Factors in International Business Management 国际商务管理中的文化因素	173
Corporate Culture 企业文化	177
Development of Teamwork 团队建设	180
Strategies for International Marketers 国际营销人策略	187
Summary	192
Exercises	193
Case Study: GE's Informality	194
Further Reading: Team Building	195
<b>Key to Exercises</b>	<b>197</b>
<b>Bibliography</b>	<b>202</b>

# Chapter 1

## Culture, Communication, Intercultural Communication 文化、交际及跨文化交际

In international business, as in most other areas of life, the best idea in the world can fail if it's not communicated effectively.

文化是同一人群一代又一代共享、获得和传承的信仰、习俗、价值、行为、制度以及思维模式的总和。人类的任何一种活动，从日常生活到社会活动，无不体现某种文化：中国人在除夕之夜包饺子，美国人在感恩节制做南瓜派；中国人用筷子进食，美国人用刀叉用餐；中国人穿着唐装旗袍参加盛典，美国人穿着西装礼服出席宴会；日本人初次见面鞠躬行礼，美国人初次见面握手致意；日本人在商务谈判之初寒暄客套，美国人在正式谈判前习惯于讲述一个幽默故事，德国人丁是丁，卯是卯地执行方案；企业家从事经营管理，科学家进行科学研究或技术发明，文学家、艺术家从事创作，思想家进行思考……人总是生活在文化中，文化现象在人的世界中无所不在。文化在跨文化商务中表现得更为突出和重要，它是人们理念和价值观的直接体现，直接影响商务沟通效果。通过本章学习，你将全面了解文化的概念及特点，并对以上方方面面从文化角度有更深入的理解。

## 1. Culture 文化

Culture is *ubiquitous, multidimensional, and all-pervasive*, as we have it almost anywhere and anytime. It is understood differently by people throughout the world. Americans believe that culture is a fast-moving train, which is closely connected with what is going on for the time being. The better you adjust yourself to the present world, the more you understand culture. However, Chinese people believe that culture is closely related to the past. The more you know about *Confucianism* or the past, the more cultured you are considered to be.

ubiquitous a. 普遍存在的
multidimensional a. 多方面的
all-pervasive a. 遍及各方面的
Confucianism n. 孔子学说: 儒学
amnesiac n. 遗忘症患者

To the outside observers, Americans may seem like a nation of *amnesiacs*; they care more about the next big invention. To the Chinese, the past is always something to be memorized. They are always proud of having the four great inventions in ancient times.

“It is estimated that there are more than 164 definitions of culture.” (Chen, 2005) Culture can be understood in the broad sense and the narrow sense. It can be defined as attributes of man in its broad sense, including what distinguishes man from the rest part of the world. When culture is contrasted with nature, it can be defined as “life way of a population” in its narrow sense, meaning what characterizes the particular way of life of a population. For instance, corporate culture is a culture in the broad sense, as it refers to the moral, social and behavioral norms of one organization based on the beliefs, attitudes and priorities of its members. However, the slogan “quality is life” of an organization is a culture in the narrow sense, as it refers to one specific characteristic of the organization.

### 1.1 Definitions of Culture 文化的概念

There is no agreed-upon definition of culture. Anthropologists actually have managed to give multiple answers to the question, “What is culture?” In the following, several definitions of culture from dictionaries or by scholars both in China and abroad are given for a general understanding of culture and how it is interpreted in different cultures.



Culture is “the total sum of material and spiritual wealth created by the mankind in the process of the social and historical development, especially, literature, art, science, education, etc.; the ability to use the written language and possession of book knowledge; (in archaeology) the aggregation of historical remains, relics of the same historical periods” (*The Modern Chinese Dictionary*, 1998).

Culture is “the arts and other manifestations of human intellectual achievement regarded collectively; the customs, civilizations and achievement of a particular time or people; improvement by mental or physical training” (*The Concise Oxford Dictionary*, 2001).

Culture means “material life such as material things essential for human survival; social life such as lifestyles, social organizations, and political and economic relation; spiritual life such as religion, philosophy, value systems, science and art” (Liang, 2004).

“Culture is man’s medium; there is not one aspect of human life that is not touched and altered by culture. This means personality, how people express themselves, including shows of emotion, the way they think, how they move, how problems are solved, how their cities are planned and laid out, how transportation systems function and are organized, as well as how economic and government systems are put together and function.” (Hall, 1959)

Culture is “one of the two or three most complicated words in the English language. It is a general process of intellectual, spiritual and aesthetic development; a particular way of life, whether of a people, a period or a group; the works and practices of intellectual and especially artistic activity” (Williams, 1983).

“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.” (Davis, 2001)

From the definitions given above we can see that culture can be actually classified into different types when viewed from different perspectives such as anthropological, psychological, cognitive, social, symbolic and linguistic. Since our goal is to focus on the interaction between people from different cultural backgrounds, we prefer the anthropological view of culture by Samovar and Porter in our study of intercultural communication. Their definition of culture well serves our purpose. They define