

- 高等院校商务专业系列教材
- 21世纪商务人士必备工具书
- 内容涵盖当今国际商务最新观点、最新动态
- 帮助您迎接新世纪国际商务业态的新挑战

现代实用商务英语丛书
Modern Practical Business English

丛书主编\张立玉 主 审\罗建生

商务跨文化交际

Cross—Cultural Communication in Business World

石定乐 彭春萍 编著



全 国 优 秀 出 版 社
武 汉 大 学 出 版 社

现代实用商务英语丛书
Modern Practical Business English

丛书主编 张立玉
主 审 罗建生

商务跨文化交际

Cross-Cultural Communication
in Business World

石定乐 彭春萍 编著

武汉大学出版社

商务活动从诞生之日起就是在交流基础上进行的。进入 21 世纪后,商务(贸)经济更趋全球化,商务跨文化交流能力和技巧也越来越受到重视。许多跨国集团早在 20 世纪 80 年代就开始着手培养这方面的专业人才。

本书结合文化学和国际商务的几个主要层面,注重跨文化交流基本技能训练,向广大师生提供了丰富的案例和形式多样的讨论。本书可用做公司培训和高校相关教材,也可作为从事国际商务人士的常备参考书。

图书在版编目(CIP)数据

商务跨文化交际/石定乐,彭春萍编著. —武汉:武汉大学出版社,2004.2

(现代实用商务英语丛书/张立玉主编/罗建生主审)

ISBN 7-307-04123-5

I. 商… I. ①石… ②彭… III. 商务—英语—口语 N. H319.9

中国版本图书馆 CIP 数据核字(2003)第 125121 号

责任编辑:谢群英 责任校对:程小宜 版式设计:支 笛

出版发行:武汉大学出版社 (430072 武昌 珞珈山)

(电子邮件:wdp4@whu.edu.cn 网址:www.wdp.whu.edu.cn)

印刷:湖北省黄冈日报社印刷厂

开本:787×980 1/16 印张:14.75 字数:267 千字

版次:2004 年 2 月第 1 版 2004 年 2 月第 1 次印刷

ISBN 7-307-04123-5/H·335 定价:19.00 元

版权所有,不得翻印;凡购我社的图书,如有缺页、倒页、脱页等质量问题,请与当地图书销售部门联系调换。

自中国加入 WTO 以来,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供了新的挑战。如何充分利用现有教育资源,培养大批社会急需的复合型外经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,因此,综合目前的形势,为满足广大教师、学生、从业人员的需要,我们有责任为其提供一套全方位的、综合性强的现代商务英语丛书。张立玉同志主编的《现代实用商务英语丛书》在此做了成功的尝试。

本套丛书分为八分册:《商务跨文化交际》、《商务英语英汉口译》、《商务英语选读》、《国际商务英语初级口语》、《国际贸易结算》、《国际贸易进出口实务》、《国际市场营销技术》、《商务合同写作及翻译》。本套丛书的内容涵盖了当今国际商务最新观点、最新动态。它可以满足读者所需要了解的在全球背景下商务活动的最新进展状况,并提供和帮助读者做好准备迎接新世纪国际商务业态的新挑战。

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,作者花了近两年的时间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、层次分明,其读

者对象虽定位于高等学校商贸英语专业的学生,但对于外贸工作人员、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。

A handwritten signature in black ink, appearing to be '马建群' (Ma Jianqun), written in a cursive style.

2003 年 12 月 16 日

随着中国加入 WTO 及经济全球化进程的加快,国际交流日益频繁和普遍,国际之间的各种商务活动日益增多,从事商务领域活动,包括财贸、金融、经济、法律、外交等部门的专业人员和从业人员亦越来越多。然而,关于如何准确处理商务信息,进行商务谈判,从事各种商务活动的实用书籍不多。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《现代实用商务英语丛书》。

本套丛书分为八分册,依次为:《商务跨文化交际》、《国际市场营销技术》、《国际贸易结算》、《国际商务英语初级口语》、《商务英语选读》、《商务英语英汉口译》、《国际贸易进出口实务》、《商务合同写作及翻译》。

《商务跨文化交际》力求在叙述、讨论和任务布置时融入情感因素,强调其在商务跨文化交流中的作用,旨在使读者意识到情感因素的重要性并能将其下意识运用于今后的实际工作中。

《国际市场营销技术》涵盖了营销基本概念、市场分析、营销调研、市场细分、目标市场选择和定位、营销计划、营销组合等各基本层面的知识和方法。

《国际贸易结算》重点介绍了有关国际贸易结算方面的基本理论、基本知识和基本技能,以及相关的国际贸易惯例和游戏规则。

《国际商务英语初级口语》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、简明扼要、易学易懂。

《商务英语选读》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。不仅具有知识性、实用性,而且内容丰富,练习精当,趣味性强,具有强烈的时代气息。

《商务英语英汉口译》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,体现了商务口译工作的基本要求以及中国加入 WTO 后与国际接轨的时代特征。

《国际贸易进出口实务》重点介绍了进出口贸易的整个流程,读者可以了解

一笔交易从发生到发展再结束的整个过程。

《商务合同写作及翻译》介绍了我国当前常用的几大类涉外商务合同写作的理论要点和范例,并列举了法律规范以及翻译技巧和常用术语表达。

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。

编撰本套丛书是一种新尝试,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,恳请读者和同仁予以批评指正。

张立玉

2003年12月于武昌珞珈山

进入 21 世纪,随着中国加入 WTO 及经济全球化进程的加快,国际交流日益频繁和普遍,国际之间的各种商务活动也日益增多,因此,跨文化交流的技巧能力显得越来越重要,并日益成为现代商务人士必备的基本技能之一。基于此,我们结合近年来国际商务(贸)活动发展趋势及具体案例,从现代商务结合跨文化交际的基本原则,跨国公司的团队建设原则,跨文化商务活动的常用技术、国际营销活动与文化的紧密关系,性别文化在商务活动中的凸现,有效进行非语言交际的技巧、文化冲突解决之道和文化对于技术引进的不同态度等方面对商务跨文化交际进行了一些探讨和总结,编写了这本教材。希望对现代商务人士进行跨文化交际提供借鉴和帮助,从而促进我国国际商务活动的全面稳定发展。

本书为湖北省教育厅社会科学研究“十五”规划项目“情感因素在商务英语教学中的研究”成果之一。作者在编著过程中力求使理论性、实用性、可读性有机结合,并特别注意在叙述、讨论和任务布置时融入情感因素,强调其在商务跨文化交流中的作用,旨在使读者意识到情感因素的重要性并能将其下意识地运用于今后的实际工作中。

本书四至六章由彭春萍撰写,其余章节均由石定乐撰写。本书作者特别要感谢石谦为该书作的摄影和部分插图。本书部分章节还得到了澳大利亚专家爱德华和日本专家川崎裕子的指导和帮助。

全书共分十章:

第一章为概论,主要对相关概念,如“文化”“交流”进行阐释,并对其在现代商务活动中的意义进行分析和讨论(General Introduction)。

第二章针对人际交往中因文化差异导致的误解或不快,对如何有效进行跨文化人际沟通进行了讨论,对文化基本类型也作了介绍(Face to Face)。

第三章针对日常事务活动中的一些常见问题从文化差异角度进行讨论(Social Interaction)。

第四章集中讨论分析不同性别人士在沟通方式上的差异,以及世界不同地区男女在商务交流中的不同角色和地位。最后指出商务交流中对性别差异的利用和应对技巧(Gender Communication)。

第五章首先介绍非语言交际的形式及其在商务活动中的主要范围,并阐述非语言交流对商务活动的影响和应对策略(Non-Verbal Communication)。

第六章展现国际交流中的文化冲突,并从交流的几个主要方面对文化休克(Culture Shock)进行阐述,提出面对一体化的国际商务趋势商务人士应该具备的跨文化交际意识和策略(Culture Confliction)。

第七章围绕不同文化对谈判方式的影响进行讨论,介绍一些通用的国际谈判礼仪和中国商务人士应注意的事项,对文化模式在交流方面的作用也作了介绍(Business Interaction)。

第八章针对跨国公司和合资企业日益发展的趋势,对如何建立国际团队和如何适应国际化工作环境进行讨论(At the Office)。

第九章以国际营销和跨文化交流为重点,阐述针对全球化的市场营销策略应如何重视对各地域文化的调适(Global Marketing)。

附录:

- (1) 主要商业国家名、首都、民族、货币表
- (2) 2003 年世界 40 强企业
- (3) 主要商贸组织机构名称(英汉对照)
- (4) 主要商务职务名称(英汉对照)
- (5) 主要商业媒体(英汉对照)
- (6) 参考书目

本书可用于大学英语相关专业的跨文化教材,也可作为现代商务人士进修提高的参考书。如果作为教材,建议课时为 60~80。教学以讨论为主,书中所附参考答案只起参考作用,并非惟一答案。

商务跨文化交流在我国学术界受到越来越多的关注,但总的来说在我国商务或有关专业教学中还是比较薄弱的,处于起步阶段。我们谨希望和大家一起在这方面学习和探索,为我国商务事业的现代化尽绵薄之力。由于编著者学识所限,书中不足及不当之处,敬请读者批评指正。

编 者
2003 年 8 月

Content

Chapter 1 General Introduction	1
Section 1 What Is Communication Like?	3
Section 2 What Is Cross-Cultural Communication?	9
Section 3 What Does Cross-Cultural Communication Mean to Business People?	14
Supplementary Reading: Monsieur Mickey	18
Chapter 2 Face to Face	21
Section 1 How to Make Introduction?	23
Section 2 How to Deal with Business Cards?	28
Section 3 What Should We Say for Small Chat?	31
Supplementary Reading: Individualism and Collectivism	34
Chapter 3 Social Interaction	39
Section 1 How to Schedule Visiting and Entertaining?	41
Section 2 ABC for Gifts Exchanging	47
Section 3 How to Make a Disagreement Pleasant?	54
Supplementary Reading: Spoken Communication — Ways of Listening and Speaking	61
Chapter 4 Gender Communication	65
Section 1 Are There Any Differences in Male and Female's Communication?	67
Section 2 How Are Roles Females Playing in International Business?	76
Section 3 A Loser or Winner in the Game?	83
Supplementary Reading: Why Are Women and Men Different?	89
Chapter 5 Non-Verbal Communication	92
Section 1 What Is the Range of Non-Verbal Communication in Business?	95
Section 2 Similar Encoding and Decoding of Non-Verbal Signals	101
Section 3 Similar Encoding with Different Decoding of Non-Verbal Signals	105

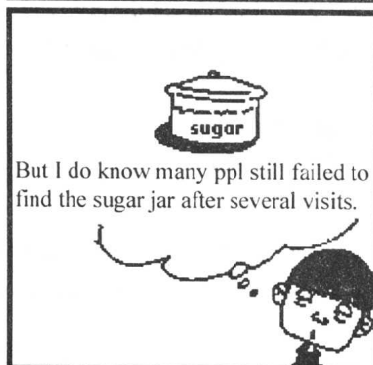
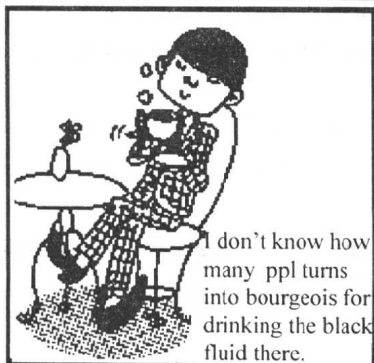
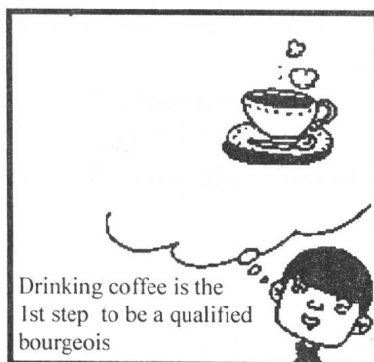
Supplementary Reading: Could You Read Them?	113
Chapter 6 Cultural Conflicition	118
Section 1 What Is Culture Conflicition?	121
Section 2 What Is Culture Shock?	129
Section 3 What Is Acculturation?	135
Supplementary Reading: To Ease the Process of Adaptation to New Cultures	141
Chapter 7 Business Interaction	145
Section 1 What Is It Like at Negotiation Table?	147
Section 2 Some Advice for Price Haggling	150
Section 3 The Device of Stereotyping in Cross-Cultural Communication	154
Supplementary Reading: Two Sides of Stereotype	158
Chapter 8 At the Office	164
Section 1 How Can We Be International?	166
Section 2 Should Your Staff Work Overtime?	169
Section 3 What an Ideal Corporate Culture Is Like?	174
Supplementary Reading: Managers As Influence of Team Cultures	180
Chapter 9 Global Marketing	184
Section 1 Advertising Strategy	187
Section 2 Adaptation to Local Culture	191
Section 3 Green Marketing Orientation	197
Supplementary Reading: How Far Should Global Branding Be Pushed?	203
Appendix 1 Major Business Countries	206
Appendix 2 The 40 Top Brands in the World	209
Appendix 3 Major Official Titles	216
Appendix 4 Some Major International Economic and Trade Organizations	218
Appendix 5 Major World Media	220
Bibliography(参考书目)	222

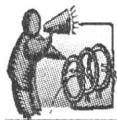
Chapter 1 General Introduction

Focuses:

- What is communication?
- What is cross-cultural communication?
- What does cross-cultural communication mean to business people?

Starbucks' Coffee



**Tune in:**

Before starting the course, would you finish the following tasks on your own—without consultation of your partners?

1. If you are a tourist guide, what are you expected to say when you are showing the foreign visitors to another site?
 - A. This way, please.
 - B. Come here, please.
 - C. Follow me, please.
 - D. Move on.
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. At a fair, a visitor, accidentally having knocked down your poster, says, "I'm terribly sorry." What should you reply?
 - A. It doesn't matter.
 - B. Never mind.
 - C. Don't worry.
 - D. That's all right.
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.
5. If you want to get to know some other guests at a company's annual party, you should say, "_____"
 - A. Hi, I'm × × ×.
 - B. Hi, I'd like to meet you.
 - C. Hi, may I know your name, please?
 - D. Hi, may I introduce myself to you?

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

Suppose the above five questions are in Chinese, then your reply may be quite different. Try to do that and compare your responses with the English ones.

For the question 1), you may say: 请跟我走。(Follow me, please.)

For the question 2), you may say: 有什么事吗? (What's the matter?)

For the question 3), you may say: 没关系。(It doesn't matter.)

For the question 4), you may say: 哪里哪里,你过奖了。(No, no, my English is very poor.)

For the question 5), you may say: 你好,请问贵姓? (Hi, may I know your name, please?)

Reference:

The proper responses to the above questions should be: 1.A 2.B 3.D 4.C 5.A

Comparing your responses in Chinese and English, 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 What Is Communication Like?

— *What is communication?*

— *What are the essential elements of communication?*

— *What is the model of communication?*

Situation 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 (将对电讯产业进行更大投资).

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 (沟通渠道) 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

Don't you think Sally's question is interesting?

If you were her tutor, what would you do with Sally's question?

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 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?



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 the 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.

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.

The correct answer to the task is:

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

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**.

Situation 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? Why?

A. a kids' magazine

B. a local evening newspaper

C. a medical journal



It is most likely that Jim will choose B.

Before we help Jim to explain why, let's go back to the eight examples and take a look into the (Y) group. Then we may be able to find out the essential elements of com-

munication by answering the following questions:

1. who are involved;
2. what for;
3. how to contact the other side;
4. how can the message be made understood;
5. where to send the message;
6. when to send the message.



If you finish the assignment, you can find out 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, however, 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 newspaper are taken as the target customers or are thought to be the part who take 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